

WOLSTON PARK
GOLF CLUB

STRATEGIC PLAN

2026-2030

CPRG



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WOLSTON PARK GOLF CLUB

CPRG

This project was proudly completed by CPRG, 2026
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INTRODUCTION

Message from the management committee

The management committee is excited to present Wolston Park Golf Club's Strategic Plan for 2026–2030. With strong membership growth, a well-regarded golf course and a reputation for being one of Brisbane's friendliest clubs, the club is well positioned to continue to build on these strengths. This plan focuses on refining its governance, enhancing the golf and social experience and ensuring long-term sustainability.

The plan has been shaped by the views of our members, volunteers and staff through surveys and planning workshops. Their insights have guided our priorities, helping us preserve the welcoming culture that defines Wolston Park while making the most of the unique opportunities presented by our riverside location.

We thank our community for their continued support and look forward to delivering a strong and vibrant future for the club.

WOLSTON PARK
GOLF CLUB

About the Club

Wolston Park Golf Club is a community-focused club located in a scenic bushland setting on the banks of the Brisbane River at Wacol. The course is renowned for its natural beauty, peaceful surroundings and iconic kangaroo residents, making it a favourite among social and competitive golfers alike.

With a strong membership base, an inclusive culture and a team of dedicated volunteers, the club is well placed for continued growth. Its accessible location and well-maintained course attract players from across Brisbane. Supported by a history of responsible management and a focus on continuous improvement, Wolston Park is committed to delivering an outstanding golf experience both on and off the course.



SURVEY RESULTS

A total of 335 members responded to the Wolston Park Golf Club Players 1st survey, completed in July 2025, representing a 50% response rate. The club's net promoter score (NPS) of 49, slightly above the national benchmark of 47, reflects positive member satisfaction and loyalty. This strong participation and NPS highlight the membership's interest in shaping the future of the club. Member feedback has been essential in informing the development of the strategic plan, ensuring priorities reflect the needs and expectations of those who use the club most.

Members praised the friendly and welcoming atmosphere, quality of the greens, ongoing course improvements and the helpful service provided by staff. Value for money membership was also identified as a key strength.

Suggestions for improvement included a broader and more affordable food offering, longer kitchen hours, and more social and themed golf events. Members also identified a need to upgrade course infrastructure, practice facilities and clubhouse amenities. Calls for clearer communication and stronger member engagement in decision-making were also common themes.

This feedback has directly shaped the strategic plan, guiding priorities and actions that align with what matters most to members. It ensures the club continues to improve while staying true to the values and experiences that make it special.

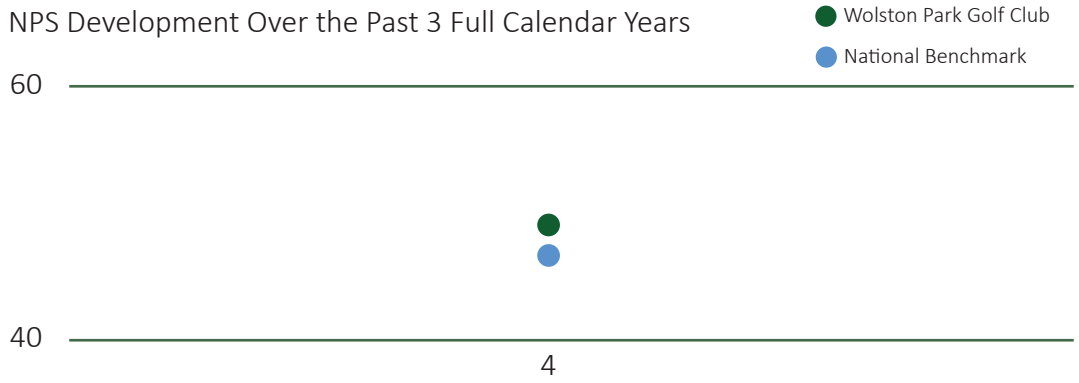
675
Invitations

335
Responses

50%
Response Rate

NET PROMOTER SCORE

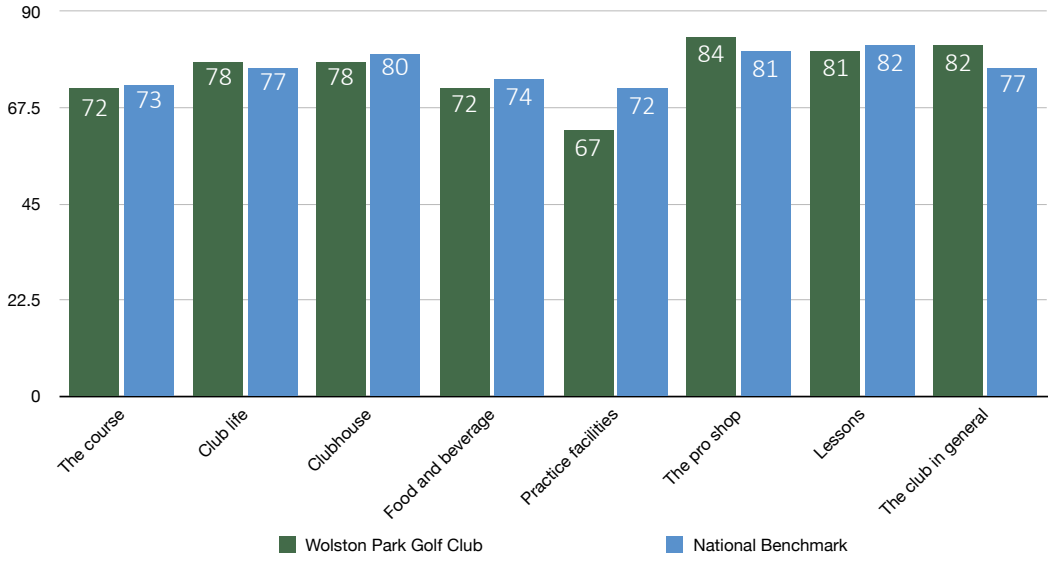
NPS Development Over the Past 3 Full Calendar Years



Year	NPS	National Benchmark	Promoters	Passive	Detractors
2025	49	47	59%	38%	7%

SERVICE AREAS

All service areas in your club



ORGANISATION PROFILE

OUR VISION

To be Brisbane's most welcoming and distinctive river golf experience, where members, visitors and the community enjoy quality golf in a natural setting.

OUR MISSION

To provide an exceptional golfing and social experience supported by strong governance, dedicated volunteers, professional management and sustainable business practices.

OUR VALUES

Respect: We value our members, staff, volunteers and visitors. We treat everyone with courtesy and fairness.

Integrity: We act honestly, transparently and responsibly in all that we do.

Community: We welcome all who wish to be part of the club and contribute to its friendly culture.

Sustainability: We manage our course, finances and environment with long-term stewardship in mind.

Excellence: We strive to continuously improve in course quality, service and member experience.

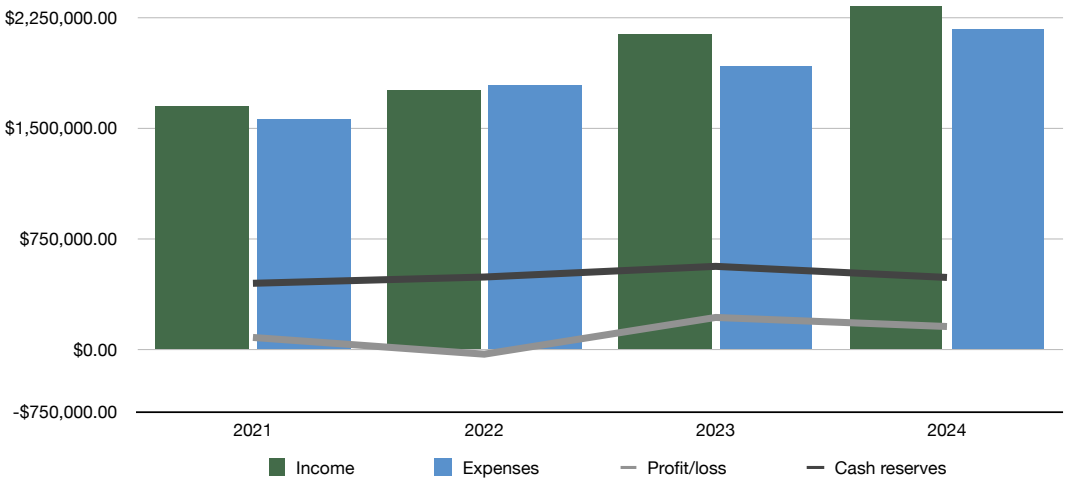
ORGANISATION DETAILS	
Full legal name	Wolston Park Golf Club Inc.
	IA06606
	41 861 017 703
	Ellerton Drive, Wacol, QLD 4076
Local	Brisbane City Council
	(07) 3271 6641
Email	admin@wpgc.com.au
	www.wpgc.com.au
Social media	Facebook: Wolston Park Golf Club Instagram: @wolstonpark.golfclub

FINANCIAL PERFORMANCE SNAPSHOT

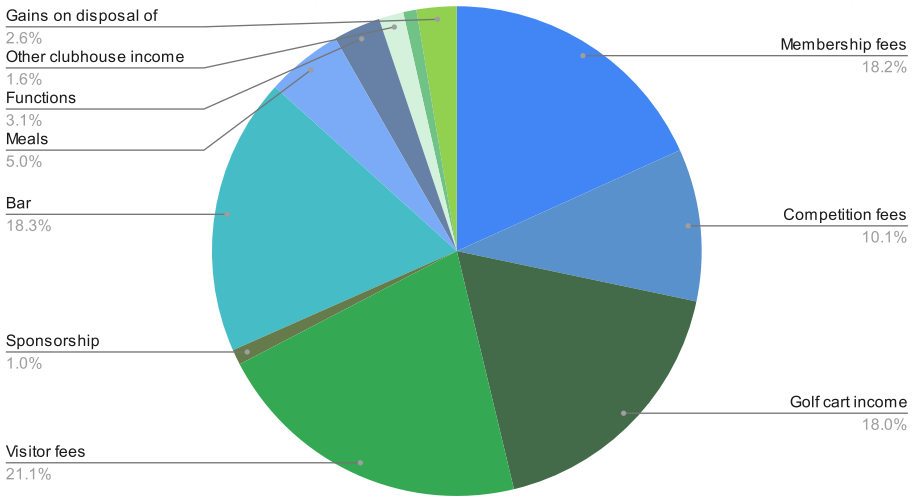
Wolston Park Golf Club is in a strong financial position to implement its strategic priorities, underpinned by sustained income growth and disciplined expense management. Between 2021 and 2024, total income rose from $1.64 million to $2.32 million, driven by consistent gains in membership, golf cart use, visitor fees, bar sales and other operational areas. Notably, visitor fees and golf cart income saw the most significant growth, highlighting the club's appeal and effective use of its assets. Despite increased costs, particularly in golf and clubhouse operations, the club maintained profitability in three of the four years, with the highest surplus recorded in 2023. This reflects strong financial oversight and operational efficiency.

The club's cash reserves remained healthy across the period, peaking at $560,973 in 2023 before slightly declining to $485,680 in 2024, due to reinvestment in facilities and services caused by significant flooding. Its diversified income streams reduce dependency on any single area and add resilience to future operations. While some income items, such as grants, may not be guaranteed annually, their inclusion in recent years has further strengthened the club's financial base. The combination of consistent surpluses, responsible cost control and a secure cash position provides a solid foundation for delivering on key priorities across the club's strategic pillars.

FINANCIAL ANALYSIS



INCOME DIVERSIFICATION 2024



STRATEGIC FRAMEWORK

The strategic framework provides a clear direction for the club over the next five years. It aligns with the Golf Australia pillars that underpin strong, sustainable clubs nationwide.

WORK TOGETHER

TELL OUR STORY BETTER

GROW OUR CORE

ATTRACT NEW GOLFERS

INCREASE REVENUE



OPERATIONAL PLAN

PILLAR 1 – WORK TOGETHER

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Strengthen governance and accountability	Finalise and adopt a governance framework with a board charter and delegations of responsibilities	2027	Management Committee
	Develop a future organisational structure to support club growth by first reviewing the current organisation, including the roles of staff, management committee, subcommittees and volunteers, to identify any gaps	2027	Management Committee
	Establish subcommittees as needed, aligning them with strategic priorities and operational roles and responsibilities. Committees may include: » Marketing Committee » Events Committee » Finance Committee » Membership Committee » Volunteers Committee	2027	Management Committee
	Introduce annual governance and compliance training for management committee members	Annually	Secretary, General Manager

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Support and grow the volunteer base	Develop a Volunteer Coordinator role to manage club volunteers	2026	General Manager, Management Committee
	Volunteer Coordinator to engage with superintendent or delegate regarding volunteer roles and engagement	2026	Volunteer Coordinator
	Launch quarterly “Give 1 Hour” volunteer drives with defined tasks	Ongoing	Volunteer Coordinator
	Conduct a volunteer audit to identify volunteer gaps and establish a volunteer framework	2027	Volunteer Coordinator
	Publish volunteer role descriptions and induction materials based on club volunteer requirements and actively recruit new volunteers to fill small, manageable tasks	2027	Volunteer Coordinator
	Recognise volunteer contributions through club communications, incentives and events (e.g. volunteer of the month)	Annually	Marketing Committee, Volunteer Coordinator
Improve communication and collaboration	Establish an internal communication process between the management committee, staff and subcommittees	2026	General Manager
	Review meeting structures to prioritise decisions and efficiency	2026	President, General Manager





PILLAR 2 – TELL OUR STORY BETTER

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Strengthen the club's brand and visibility	Develop and launch a refreshed brand narrative with imagery and messaging that reflects "River Golf in Brisbane"	2026	General Manager, Marketing Committee
	Build a library of professional photos and short-form video capturing the course, wildlife and member experiences	2026	Marketing Committee
	Roll out the new brand across digital channels, signage and communications	2026	General manager
Communicate consistently and with purpose	Implement a monthly e-newsletter and regular website updates with stories and results	2026, ongoing	General Manager, Administration
	Introduce a 6-monthly "Club Update" from the club president to members	6-monthly	President and Secretary
	Hold an annual member forum or open day to share progress and plans	Annually	Management Committee
Build community and tourism partnerships	Establish partnerships with local tourism bodies and Council to promote the course	2027	General Manager
	Co-host at least one community event annually to highlight the club's story	Annually	Marketing Committee
	Develop joint promotions with nearby hospitality and accommodation providers	2027	Marketing Committee

PILLAR 3 – GROW OUR CORE

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Maintain high member satisfaction	Conduct an annual member satisfaction survey to gather feedback on key functional areas and inform continuous improvement efforts	Annually	General Manager
	Publish a “You Said, We Did” summary each year to close the feedback loop	Annually	Management Committee, General Manager
	Review membership structures annually to ensure balance and value	Annually	Treasurer, Membership Committee
Protect and enhance the course experience	Identify and promote signature holes and course features	2027	Course Superintendent, General Manager
	Develop a three-year course enhancement plan addressing irrigation and bunkers	2026	Course, Superintendent, Greens Committee
	Review maintenance capacity against membership growth	2027	General Manager
Sustain a balanced membership profile	Implement a joining fee or waiting list policy when membership nears capacity	2026	Management Committee
	Monitor retention rates by category and address at-risk groups	Ongoing	General Manager

PILLAR 4 – ATTRACT NEW GOLFERS

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Increase entry points for new players	Launch a structured “Learn to Golf” program with membership pathways	2027	General Manager, PGA Professional
	Offer regular twilight and nine-hole formats to attract social golfers	2027	Match Committee
	Partner with schools and community groups for introductory programs	2027	Junior Coordinator, PGA Professional
Strengthen inclusion and diversity	Develop a women’s participation plan aligned with Golf Australia’s strategy	2026	Management Committee, Womens Subcommittee
	Deliver family-friendly events and membership offers	2027	Marketing Committee
	Review facilities and policies to improve accessibility	2027	General Manager
Build ongoing engagement and retention	Introduce an induction program for new members, including a communication series outlining member benefits and club etiquette standards	2026	Membership Committee, PGA Professional
	Track program-to-membership conversion annually	Annually	General Manager

PILLAR 5 – INCREASE REVENUE

STRATEGIC OUTCOME	OPERATIONAL ACTION	TIMEFRAME	LEAD
Strengthen food and beverage profitability	Conduct a 90-day review of menu, pricing, rostering and waste control	2026	General Manager
	Introduce themed or seasonal menu activations to boost trade	2026	Food and Beverage Team
	Track and report food and beverage gross margins monthly	Ongoing	Treasurer, General Manager
Expand sponsorship and commercial partnerships	Develop a sponsorship prospectus highlighting brand reach and community impact	2027	Marketing Committee
	Secure three new sponsors aligned with the refreshed brand	2027	General Manager
	Host an annual sponsor and partner recognition event	Annually	Marketing Committee
Diversify income and improve financial transparency	Pursue small grants for course and clubhouse improvements	2026	Treasurer, General Manager, President
	Provide quarterly financial updates to members	Quarterly	Treasurer
	Prepare a staged capital works plan identifying funding sources	2026	Management Committee

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