# President’s Report 2026

## Windsor Polo Club

### Introduction

I would like to begin by acknowledging and thanking the 2026 WPC committee: John Tourish, Paul Cutcliffe, Ben Tiplady, Jess Sheppard, George Fraser, Tim Berry and Chris Marokakis. Their time, commitment and contribution have been instrumental in the club’s achievements this year.

Our focus in 2026 has been on improving facilities, upgrading essential equipment and investing in the development of polo. These priorities support our members and strengthen the club for the years ahead.

### Financial Position and Membership

The club remains in a strong financial position, maintaining a healthy cash balance while investing in important improvements.

Membership has increased from 56 playing members in 2025 to 82 in 2026, an encouraging result for Windsor Polo Club.

### Lease Security

Early in 2026, WPC exercised its option to extend the current lease for a further five years, providing greater certainty for our operations and investment in the grounds.

### Facilities and Equipment

Several important improvements were completed during 2026, most notably the long-awaited upgrade to the toilet and shower facilities. This project had been planned for a number of years, and I am pleased to report its completion, providing improved amenities for members, visiting players and event attendees.

The purchase of an irrigator from the Garangula clearance sale has significantly improved our irrigation capabilities. This investment will make watering more efficient and reliable, helping us maintain the quality of our playing fields.

The club also purchased new boards for the No. 1 field, further improving our playing facilities.

At the time of writing, the committee has approved the purchase of a new scoreboard, mounted on a trailer so it can be moved between fields or relocated to higher ground if flooding threatens.

Including the new boards and the approved expenditure on the scoreboard, this committee’s total investment in club improvements and equipment upgrades for 2026 is $120,000. This

represents a substantial commitment to improving our facilities and supporting the club's future.

## Tournaments and Grounds

Throughout 2026, WPC hosted major Polo NSW tournaments, its own club tournaments and numerous overflow games from neighbouring clubs. Close to 100 games of polo were played at the WPC grounds this spring alone. Accommodating this volume of polo once again demonstrated the quality and durability of our playing surfaces and WPC's important role in supporting the sport across the Hawkesbury.

I would like to thank Chris Marokakis and his team for their tireless work throughout the year. Their dedication to maintaining our fields and grounds to such a high standard has been essential to delivering a successful season.

## Polo Academy and Player Development

When I took on the role of President, one of my principal objectives was to re-establish a polo academy at Windsor Polo Club. I am pleased to report that we achieved this with the launch of the Windsor Polo Academy by Colts, led by Patrick Furlong, in September this year.

I would particularly like to acknowledge Tim Berry and Jess Sheppard for their diligent work in bringing the academy to fruition. With 29 new participants in its first month alone, the academy has made an encouraging start, introducing new people to the sport and providing a welcoming pathway into our polo community.

## Event Partnerships

Our relationship with the Sydney Show Jumping Association continues to strengthen, with polo included in this year's Showcase of Showjumping and $10,000 in prize money on offer to the winning team. The match was so well received that we are now planning to expand polo's involvement in the 2027 event. Special thanks go to Luke Brown, Jamie Kurmond and Jamie Winning for helping make this partnership such a success.

Beyond polo and show jumping, our grounds accommodate activities ranging from dog shows and pony shows to children's rugby. These events demonstrate the versatility of our facilities and generate valuable revenue for the club.

## Hawkesbury Polo Community

I would also like to acknowledge our partner clubs across the Hawkesbury basin: Killarney, Flathill Farm, Muddy Flatts, Troika, Arunga, Kurri Burri and the newest addition, The Australian Polo Club.

The strength of polo in the Hawkesbury rests on the collective contribution of these clubs and the people behind them. Together, we make the region a premier destination for polo in Australia and, I believe, one of the finest places to play anywhere in the world.

## Sponsors

I would like to thank our club sponsors, Winten Property Group, Arrow Finance and Crowne Plaza Hawkesbury Valley. Your continued support is greatly appreciated and makes a valuable contribution to the club and its activities.

## Retiring Committee Members

I would like to acknowledge Ben Tiplady and Paul Cutcliffe, who are retiring from the committee, and sincerely thank them for their work and commitment over the past two years.

Ben deserves particular recognition for his contribution as Treasurer. Through disciplined budgeting and careful financial management, he has helped guide the club from a challenging financial position to a substantially stronger footing. The audited surplus of $170,087 for the year ended 30 June 2026, healthy cash reserves and the subsequent repayment of all outstanding loans and advances are significant achievements. Ben leaves the club's finances in considerably better shape than he found them, with a sound foundation for his successor.

While Paul is retiring from the WPC committee, he will continue to contribute to the future of polo at Windsor through his new role as a director of Windsor Polo Fields. We thank him for his service to the club and wish him every success in this important role.

Thank you, Ben and Paul, for the time, effort and experience you have contributed to Windsor Polo Club. Your service has been greatly appreciated.

## Looking Ahead

In 2027, our priorities will include supporting the academy's growth, building on the success of our flagship polo events and exploring additional event opportunities that generate revenue and strengthen the club's financial sustainability.

While the club's financial strength and the continued improvement of our facilities are important measures of success, we must never lose sight of our broader responsibility to the sport. The long-term future of Windsor Polo Club depends not only on supporting our existing members, but also on introducing new people to polo, developing the next generation of players and ensuring the sport remains accessible and sustainable. As a committee, we must continue to make decisions that serve both the club's immediate needs and its future for many years to come.

**Adam Meally**
President
Windsor Polo Club

**WINDSOR POLO CLUB INC**

# Treasurer's Report

Annual General Meeting — Thursday 5 November 2026

*Covering the financial year ended 30 June 2026, and the proposed budget for the year ending 30 June 2027*

**Prepared by Benjamin Tiplady, Treasurer**

28 October 2026

# Treasurer's Report

I present this report to the members ahead of the Annual General Meeting, covering the Club's financial performance for the year ended 30 June 2026, the Club's current financial position, and a proposed budget for the year ahead.

The headline: the Club's FY2026 Financial Report has now been independently audited and signed, confirming a net profit of $170,087 — more than double FY2025's $71,047, and a full recovery from FY2024's $5,909 deficit.

Membership income grew strongly, and the cost of maintaining our fields has fallen for the third year running.

Net assets grew from $298,071 to $468,158 over the year.

Cash reserves remain healthy.

## 1. Financial Performance — FY2026

*The figures below are drawn from the Club's ledger-level Profit and Loss for the year ended 30 June 2026 (run 13 October 2026), and reconcile exactly to the independently audited FY2026 Financial Report prepared by TSX Accounting Pty Ltd and audited by Peter Vickers. They are shown alongside the proposed FY2027 budget covered in Section 4.*

| Line | FY2026 Actual | FY2027 Budget | Change |
|---|---|---|---|
| Total Trading Income | $594,657 | $619,985 | +4% |
| Total Operating Expenses | $415,834 | $430,398 | +4% |
| **Net Profit** | **$170,087** | **$181,650** | **+7%** |

**Confirmed by audit:** the FY2026 Financial Report has since been independently audited (Peter Vickers, 1 October 2026) and signed by the Committee. The audited net profit of $170,087 matches this ledger P&L exactly. No reconciling adjustment is required.

## Trends worth noting

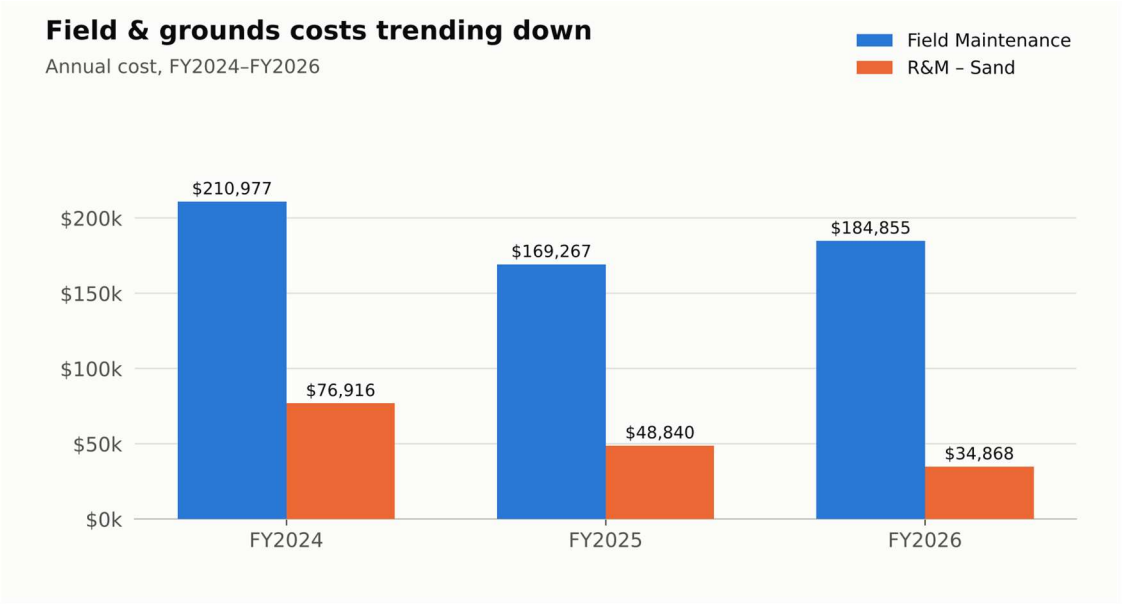



*Figure 1 — Field Maintenance and Repairs & Maintenance – Sand, FY2024–FY2026 (source: audited FY2025 and FY2026 Financial Reports).*

- Grounds costs continuing to fall: Field Maintenance has been managed closely and reduced from $210,977 (FY2024) to $184,855 (FY2026), and Repairs & Maintenance – Sand has fallen from $76,916 to $34,868 over the same period — both down for the third year running, continuing the trend behind the Club's turnaround.
- Membership income grew strongly: total membership revenue reached $99,596 in FY2026, up from $75,518 in FY2025 and $73,000 in FY2024 — a 31.9% increase on FY2025, confirmed in the audited Financial Reports (Note 13).
- The turnaround, in context: total income fell 11.5% in FY2025 as the Club reset its cost base, while total expenditure fell 27.8% — swinging the result from a $5,909 deficit in FY2024 to a $71,047 surplus in FY2025 and $170,087 in FY2026. The current ratio (current assets to current liabilities) has strengthened alongside this, from 1.82 at 30 June 2024 to 5.13 at 30 June 2025 and 15.95 at 30 June 2026.
- Since the EOFY2026, all loans owed by the club have been repaid in full. At the date of this report there are no outstanding loans, and the

# 2. Cash Position and Current Trading

The table below shows the Club's audited bank balances at the FY2026 year end, 30 June 2026, compared to the prior year. Members should also be aware of a small number of matters arising since year-end, per the Treasurer's most recent update to the Committee (August 2026).

Since 30 June 2026, all loan and advance arrangements have been finalised and repaid in full. The Club now holds no outstanding loans — a meaningful step given where the balance sheet stood in early 2024.

## Bank balances

| Account | 30 June 2025 | 30 June 2026 |
|---|---|---|
| Westpac AU (general account) | $94,130 | $103,630 |
| Cash Reserve – LM/Capitalworks | $58,692 | $62,620 |
| Total cash and cash equivalents | $152,822 | $166,250 |

*Source: audited FY2026 Financial Report, Note 2 (Cash and Cash Equivalents). Trade receivables also rose sharply over the year, from $193 to $61,081 at 30 June 2026, reflecting invoices raised but not yet collected at year end.*

## Matters in progress

- Budgets and cashflow forecasting: a full budget and cashflow forecast (this document's Section 4, plus a cashflow view) has been tabled with the Committee. Budgeting has been central to the Club's turnaround over the last two years and I recommend the Committee continue to prioritise it.

# 3. Field & Grounds Maintenance Review

I reviewed the grounds team's own FY2026 budget-tracking workbook against its actuals and against the audited accounts. The headline finding: the workbook's own "Total" row understates the year's spend by omitting one category.

**Corrected result:** the tracking sheet's own Total row shows FY2026 finishing $983 under its $238,000 budget. That row excludes the Irrigation Repairs & Maintenance actual ($1,978). The correct sum of all nine categories is $238,995 — the year finished $995 over budget, not under — confirmed by a stray check-total cell left elsewhere in the same source file.

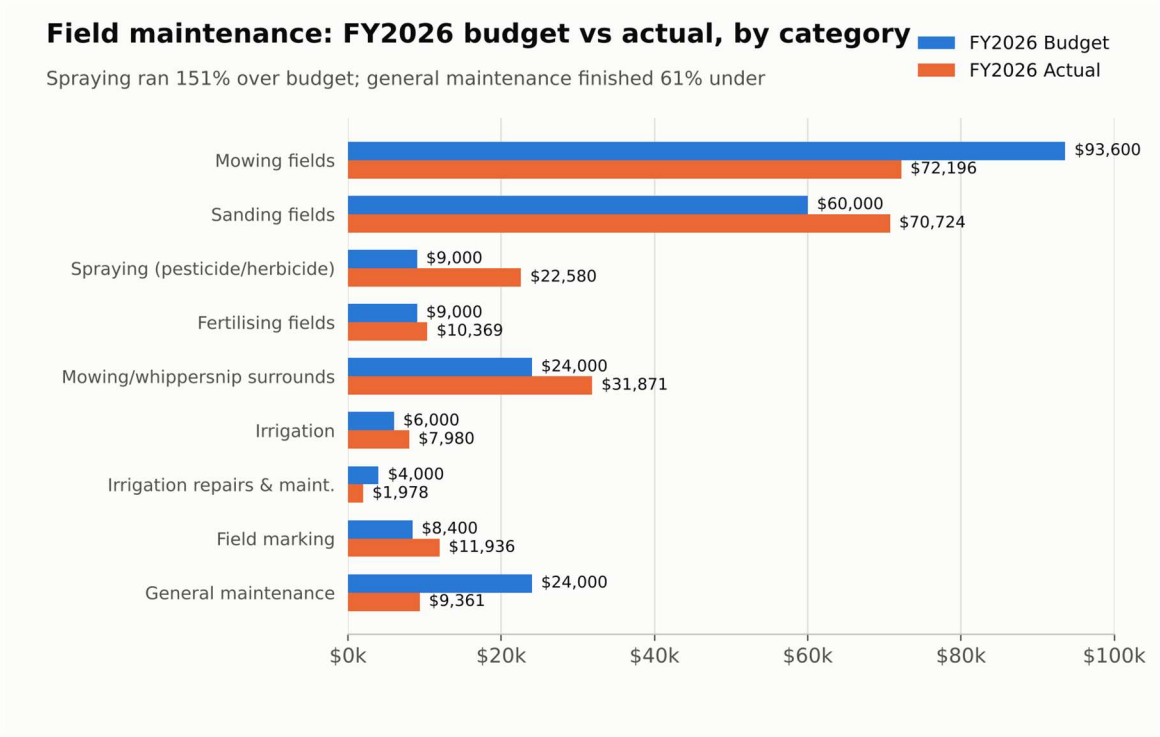



*Figure 2 — FY2026 field maintenance budget vs actual by category (source: grounds team tracking workbook).*

## Where the budget moved most

- Spraying (pesticide/herbicide): $22,580 actual vs $9,000 budget — more than 2.5× over, the largest overrun in percentage terms.
- General maintenance: $9,361 actual vs $24,000 budget — 61% under, the largest underspend.
- Mowing fields: $72,196 actual vs $93,600 budget — 23% under, the largest underspend in dollar terms.

# 4. Proposed Budget — FY2027

The proposed FY2027 budget is built bottom-up from every line of the FY2026 ledger Profit and Loss, with an explicit, editable growth or inflation assumption applied to each line.

The totals:

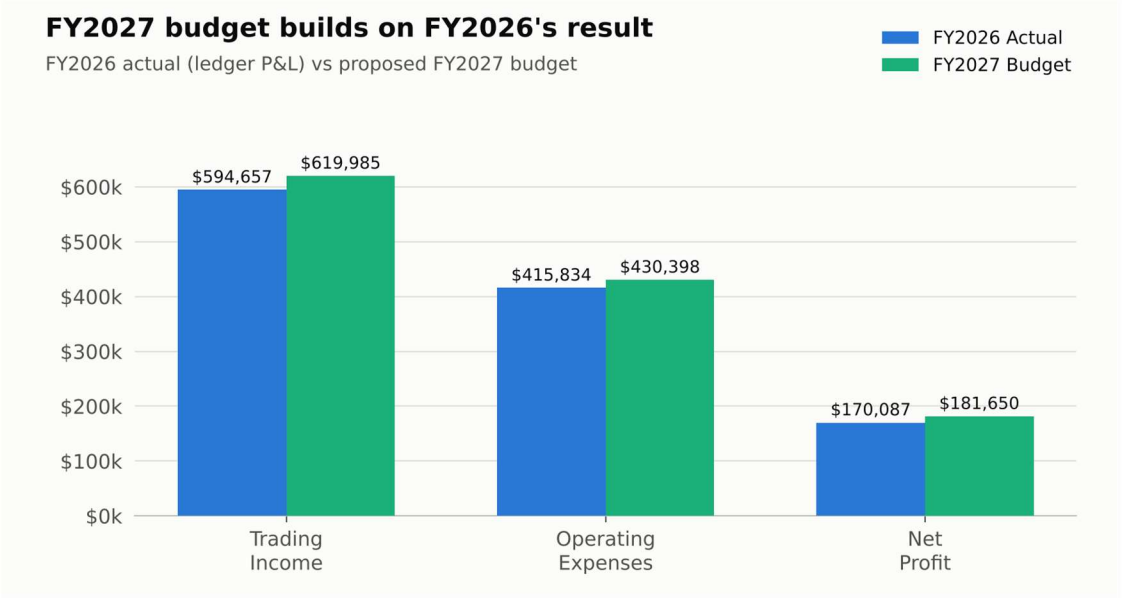



*Figure 3 — FY2026 actual vs proposed FY2027 budget.*

## Key assumptions

- Income: core lines (Field Hire – External Parties, Tournament Fees, Memberships and Academy) budgeted at 8–10% growth, continuing FY2026 momentum.
- Two lines held flat, not projected: Casual Chukka Fees and Membership Fees – Life are budgeted at their audited FY2026 actuals with no growth applied — both are less predictable categories.
- Expenses: most operating lines assume 5% cost inflation, with larger increases budgeted for insurance (+10%), utilities and rates (+10%).
- Field, grounds and repairs lines: the three ledger accounts (Field Maintenance +3%, Repairs & Maintenance and Repairs & Maintenance – Sand both held flat) are deliberately conservative.

  I'd recommend the Committee adopt the grounds team's own bottom-up rebuild the budget across the nine operational categories as the working target for FY2027 field spend — this should sit close to the $255,000 top-down estimate used here, and reflect how the team actually manages the budget day to day.

## 5. Recommendations for the Committee and Members

- Review the Fields Maintenance and General Maintenance budget with the grounds team ahead of adopting an FY2027 field maintenance figure.
- Table and endorse the FY2027 budget and a cashflow forecast at the next committee meeting.
- Begin AGM succession planning discussions now: identify members who could join subcommittees this year with a view to future Committee roles, to keep a healthy pipeline ahead of future AGMs.

## Closing Remarks

When I took on this role in December 2023, the Club's finances were under real pressure: the general account held around $3,414, CAPEX reserves stood at under $25,000, almost $25,000 in bills were still to be paid, and membership collections were running at less than half the prior year's pace at the same point in the season.

Three financial years on, the Club has turned that position around: FY2026 closed with a net profit of $170,087 and net assets of $468,158, built on disciplined budgeting, tighter grounds cost management and a broader base of membership and tournament income. I want to recognise Adam Meally and the whole Committee for their part in that turnaround. It has been a genuine team effort, not the work of any one office.

This report will be my last as Treasurer, I will be retiring from the role at this AGM. I leave the Club's finances in a materially stronger position than I found them, with sound budgeting practices now embedded, and I'm confident the next Treasurer will have a solid foundation to build on.

Polo at Windsor has a bright future.

Membership is growing, and the grounds and fields are world class, the number of games played during the spring season is testament to the ongoing investment by the Club and the dedication of Chris Marokakis.

The long-awaited upgrade to amenities, and other capital works, together with the introduction of Patricio Furlong and the Colts Polo academy, point to a strong season ahead.

I am optimistic about what the Committee and members can build from here, and I thank everyone who has supported the Club, on and off the field, over these last three years.

Thank you to the Committee and to TSX Accounting for their ongoing support.

**Benjamin Tiplady**
Treasurer, Windsor Polo Club Inc

**Windsor Polo Club**

**Annual Grounds Report**

**Prepared for 2026 Annual General Meeting**

**Prepared by:**
**John Tourish**
Grounds Manager

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## Introduction

Reflecting on the 2025/26 financial year, there have been a number of significant achievements in the maintenance and management of the Windsor Polo Club grounds.

The primary objective of the grounds team is to provide high-quality playing fields while maintaining a well-presented facility for the enjoyment of all Windsor Polo Club members, visitors and competitors. I believe this objective has been achieved and, importantly, delivered within the approved budget for the financial year.

Considering the many variables involved in maintaining quality sporting grounds - including weather conditions, pest and weed management, irrigation requirements and the significant workload placed on the fields throughout the polo season, together with major NSW Polo Association tournaments and large showjumping events - this financial and operational outcome represents a very positive result.

While the overall year has been successful, several challenges arose, primarily relating to ageing equipment and infrastructure. Many of these issues can be attributed to previous flood damage, deferred maintenance resulting from earlier financial constraints, or the conclusion of long-standing equipment loan arrangements.

Despite these challenges, significant progress has been made in improving the Club's infrastructure and ensuring Windsor Polo Club is well positioned for future seasons.

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## Major Equipment and Infrastructure

### Scoreboards

Both Windsor Polo Club electronic scoreboards were removed during the year and transported to Port Macquarie for specialist assessment.

Unfortunately, the assessment concluded that both units are beyond economic repair. Estimated repair costs of approximately **$35,000 per scoreboard** make replacement the only practical option.

The WPC Committee have now committed to purchasing a new mobile score board that will be available for the commencement of the 2027 Autumn season. Final estimate for the unit is approximately $28,000.

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**Field Irrigator**

The ageing Trailco field irrigator, which Chris Marakakos has successfully maintained for many years, reached the point where a major overhaul or replacement became necessary.

Fortunately, Windsor Polo Club secured the purchase of a surplus irrigator from Garangula Polo Club. The unit was delivered to the Club and has undergone several modifications to suit our irrigation system and operating requirements, which has significantly improved the Club's irrigation capability and reliability. The original Trailco irrigator and boom are currently for sale, the proceeds from the sale helping offset the approximate **$35,000** purchase price of the replacement unit.

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**Field Boards**

The field boards surrounding Field No. 2 had been generously loaned to Windsor Polo Club by the Kahlbetzer family since 2012.

With the recent development of their own polo field, the family required the return of these boards during the year.

This provided an opportunity to reassess the Club's long-term field infrastructure. The decision was made to refurbish the existing boards from Field No. 1 and relocate them to Field No. 2.

New boards and galvanised steel brackets were purchased / made at a cost of $11,000, with this expenditure recorded during the 2025/26 financial year.

The refurbishment, painting and installation works has now been completed for both Fields #1 and #2 at a further cost of $7,000 and was completed prior to the 2026 Spring season, a total expenditure of $18,000.

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**Electric Front Entrance Gate**

The electric entrance gate continued to experience operational issues throughout the year.

While the electronic components, previously damaged during flooding, now appear to have been successfully repaired, a number of mechanical failures subsequently occurred.

Dick Doolan was engaged to repair and realign the mechanical components before recommissioning the gate prior to the commencement of the Spring polo season.

There are still operation issues occurring with the gate which appears to be to damaged underground cabling from flood damage, this will be reviewed and repaired during the upcoming summer break. It is anticipated these works will restore reliable operation of the Club's main entrance.

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**Entrance Roadway**

Significant improvements were undertaken to the Club's main entrance roadway during the year.

Approximately **100 tonnes of road base** were placed, stabilised and compacted before being topped with approximately **90 tonnes of screened road millings (rotamill)**.

These works have created a far more stable all-weather surface and significantly improved vehicle access to the Club.

Although the roadway has been substantially upgraded, dust generation and minor corrugation will continue to occur during prolonged dry weather and periods of heavy traffic.

As funding permits, the Committee should consider spray sealing the entrance roadway. This would provide a permanent solution to dust suppression, reduce future maintenance costs and greatly enhance the presentation of the Club's entrance.

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**Cost of Grounds Maintenance**

For the past six years, Polo Property Maintenance has maintained its scheduled rates for grounds maintenance services undertaken on behalf of Windsor Polo Club.

While increases in consumable items such as herbicides, fertilisers, sand and other materials have been passed through where necessary, Polo Property Maintenance has absorbed substantial increases in labour, machinery operation, fuel and equipment maintenance costs since 2021.

Accordingly, a review of the Polo Property Maintenance schedule of rates will be undertaken during the first quarter of the 2026/27 financial year to ensure pricing

remains sustainable while continuing to deliver the standard of grounds expected by the Club.

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**2026/27 Financial Year Budget**

The Club has faced several significant capital expenditure requirements throughout the 2025/26 financial year.

However, these investments have strengthened the Club's operational capability by replacing or upgrading ageing equipment and infrastructure that had become increasingly unreliable.

These improvements should significantly reduce the likelihood of major equipment failures over coming seasons and improve the efficiency of grounds maintenance operations.

A separate **2026/27 Grounds Maintenance Budget** has been submitted for the Committee's consideration.

The proposed budget has been prepared using the actual expenditure incurred during the 2025/26 financial year as the baseline and incorporates an overall allowance of **5%** to accommodate anticipated increases in labour, materials and operating costs.

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**Summary**

Overall, the 2025/26 financial year has been both productive and successful.

Despite ongoing challenges associated with ageing infrastructure, previous flood damage and increasing operating costs, the Club has continued to provide playing fields and facilities of a consistently high standard for members, visiting teams and event organisers.

The investment made during the year in essential equipment and infrastructure has placed Windsor Polo Club in a much stronger operational position for future seasons and provides confidence that the grounds can continue to meet the expectations of members and major event organisers.

Maintaining quality polo fields requires continual investment, sound planning and timely maintenance. The improvements undertaken this year represent another important step in ensuring Windsor Polo Club remains one of Australia's premier polo venues.

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**Acknowledgements**

I would like to sincerely thank the Windsor Polo Club Committee, the Windsor Polo Fields Board and the Club's members for their continued support throughout the year.

Their commitment to maintaining and improving the Club's facilities enables Windsor Polo Club to continue providing some of the finest polo playing surfaces and equestrian facilities in New South Wales.

I would also like to acknowledge Chris Marokakis and his team and everyone who has contributed their time, skills and assistance throughout the year. The presentation and performance of the grounds are a direct result of a collective commitment to maintaining the high standards expected of Windsor Polo Club.

# Windsor Polo Club

*2026 Annual General Meeting*

*Marketing, Membership, Events & Grants Report*

Jessica Sheppard | Marketing & Events Committee Representative | 5 November 2026

## 1. Overview

2026 has been a productive year for Windsor Polo Club, with continued development across marketing, membership, sponsorship, events and community engagement. Our focus has been on increasing the Club's exposure, attracting new spectators and participants, strengthening local partnerships and developing additional revenue opportunities.

A key objective has been to establish Windsor Polo Club as both a polo destination and a versatile venue for sporting events, weddings, corporate functions and community activities. Increased spectator engagement, a particularly strong spring clubhouse season, new partnerships and growing interest in venue hire have been encouraging developments.

## 2. Marketing, Social Media & Communications

Our digital presence has continued to grow, with a focus on **authentic polo content** showcasing the horses, players, grooms, spectators and wider Club community. Professional photography, reels, Instagram, Facebook and monthly newsletters have helped promote tournaments, events and the experience of visiting Windsor Polo Club.

### Social Media Highlights

Our Instagram presence has grown significantly throughout 2026, reflecting the success of our focus on authentic polo content, professional photography and engaging reels.

| Metric | Result |
|---|---|
| **Instagram followers** | 5,592 |
| **Facebook followers** | 2,630 |
| **Mailchimp subscribers** | 2,686 |
| **Views in the last 30 days** | 343,200 |
| **Highest individual post reach** | 68,000 |
| **Views from non-followers (earlier snapshot)** | Up to 60% |

Achieving **over 343,000 views in just 30 days** demonstrates the growing reach of Windsor Polo Club's digital presence and our ability to introduce polo to audiences beyond our existing membership. This increased exposure supports our broader objectives of attracting new spectators, promoting tournaments, strengthening sponsorship opportunities and encouraging greater community engagement.

### Academy Social Media & Launch Promotion

Windsor Polo Club developed the Windsor Polo Academy Instagram, Facebook and Threads pages and coordinated the initial promotion of the Academy, including publicity for its Open Day. Management of these social media pages and ongoing Academy promotion have since been handed over to the Academy provider. Patrick Furlong has also developed the Academy's Google business listing.

### WhatsApp Communications

We introduced the **Windsor Polo Club WhatsApp Channel**, inspired by Cowdray Polo, to share tournament draws, events and Club announcements. Our Members WhatsApp group continues to be an effective

communication tool, while the Academy WhatsApp group, managed by **Lee Portelli**, has supported communication with new players. These initiatives reflect feedback from our 2025 community survey, which identified WhatsApp and newsletters as preferred communication methods.

### Spectator Engagement

The introduction of **Humanitix spectator registration resulted in 195 registrations** during 2026, providing a valuable database for promoting future events. This provides an opportunity to build ongoing relationships with visitors, encouraging first-time spectators to return for future tournaments, attend social events and potentially become members or supporters.

Our opening spring tournament weekend performed better than the Morton Cup Finals weekend in autumn, and the clubhouse experienced one of its strongest spring seasons in recent years. A special thank you to **Fletcher Threw** for providing polo commentary, helping spectators better understand and enjoy the game. This initiative was supported by **85.1% of respondents** in our 2025 survey. Growing the spectator database, encouraging repeat attendance and improving the overall experience will remain priorities for 2027.

## 3. Local Business Collaborations & Community Engagement

We have continued developing relationships with local businesses, tourism organisations and the wider Hawkesbury community. Collaborations with **Discover Hawkesbury and Dido's Place** have helped introduce Windsor Polo Club to new audiences. We have also engaged with **Hawkesbury Tourism, Hawkesbury City Council, Women in Business and Hills and Hawkesbury business networking groups**. These relationships provide opportunities for sponsorship, tourism promotion, corporate events and greater community involvement.

## 4. Website Development & Online Resources

The Windsor Polo Club website has been updated throughout 2026 to improve accessibility and provide more comprehensive information for members, players and spectators. Key developments include:

- A dedicated **Members and Life Members page**, recognising playing and social members, Life Members and shareholders.
- A **Windsor Polo Academy by Colts page**, providing information about lessons and beginner participation.
- Updated membership, tournament, spectator, venue hire and event information.
- Development and introduction of a new online yard booking system, alongside continued improvements to the Club's classifieds directory.

The online classifieds provide a platform for advertising horses, equipment and equestrian services, supporting local businesses and generating over $4,000 in income during 2026. Increasing awareness and use of the classifieds remains an opportunity for 2027.

**Website:** www.windsorpoloclub.com.au

### Club Signage & Improvements

New signage has been installed around the grounds, including updated yard numbers, signage identifying the members' line and new signage at the centre table. These improvements make the facilities easier to navigate and help communicate Club arrangements more clearly to members, players and visitors.

## 5. Merchandise & Club Spirit

Merchandise sales have remained steady, with our new-style **Windsor Polo Club caps**, foot mallets and polo balls proving popular. It has also been pleasing to see members regularly wearing their **WPC Chukka Shirts**, contributing to a stronger sense of Club identity.

## 6. Photography & Local Media

A sincere thank you to **Sarah Ebbett, Peter Haynes and CC's Photography** for their photography and support throughout the season. Their work has been invaluable in promoting tournaments, capturing the atmosphere at Windsor and producing engaging social media content. Thank you also to **Noel Rosewell and Nepean News** for their ongoing coverage of Club events, tournament results and photography, helping promote Windsor Polo Club throughout the Hawkesbury and Nepean communities.

## 7. Sponsorship & Partnerships

We welcomed **Crowne Plaza Hawkesbury Valley** as a new sponsor in 2026, creating opportunities for cross-promotion, accommodation and hospitality partnerships. Thank you to **Ainsley Saddlery** for generously supporting our Annual Tournament with equestrian equipment and prizes.

### New 2027 Partnership – Barlow & Potts

We are pleased to announce a new partnership with **Barlow & Potts**, providing every Windsor Polo Club playing member with a complimentary pair of **Casablanca white polo trousers** as part of their 2027 membership. This initiative adds value to membership and demonstrates the benefits of developing strong commercial partnerships.

## 8. Events & Social Activities

Our 2026 social calendar included several events:

- **Season Opener Polo Party at Benson House:** Over 50 people attended. Thank you to Adam Buchert and O'Hare & Brown Real Estate for hosting.
- **Two Steak Nights:** Popular member gatherings — over 80 people in autumn and over 60 people in spring, with thanks to Rob Chiong for generously providing DJ services.
- **50-Year Anniversary Annual Tournament & Long Lunch:** Over 50 people attended. An opportunity to celebrate the Club's history with past and present members, supported by Ainsley Saddlery.
- **Spring Opening Dinner at Harvest Restaurant:** A social evening at Crowne Plaza Hawkesbury Valley, with thanks to our sponsor for their hospitality.

These events have helped maintain the Club's social atmosphere and provide opportunities for members, families and supporters to connect beyond the polo field.

## 9. External Events & Venue Hire

Developing external events and venue hire has been a significant focus in 2026, with the aim of generating revenue outside the traditional polo season.

### Collaboration with Polo NSW

Throughout 2026, Windsor Polo Club has continued to work closely with Polo NSW, providing our grounds and facilities for a range of tournaments, meetings and events. This included the autumn and spring Polo NSW Finals Days, the Polo NSW AGM, tournament meetings and providing the venue for Jamie Mackay's induction into the Polo Hall of Fame. We value the collaborative relationship between Windsor Polo Club and Polo NSW and look forward to continuing to work together to support tournament polo, player participation and the wider polo community.

Hosting these events reinforces Windsor's role as a key venue for polo in New South Wales and our ongoing support for the broader polo community.

### Sporting & Community Events

- **PSA Dog Show:** Returned to Windsor for another event.
- **One Pack:** Hosted its first dog event at the Club.

- **Showcase of Showjumping:** Included a polo exhibition, introducing the sport to a wider equestrian audience.
- **Sydney Jumping Association:** Secured a **four-year agreement**, providing an important long-term partnership and recurring venue use.
- **Imparable Athletics Rugby 9s:** Booked for the upcoming summer, with the aim of developing an ongoing partnership.

These events demonstrate the versatility of our facilities and provide opportunities to attract new visitors while supporting the Club financially.

### Weddings & Private Functions

We attended the **Wedding Expo at Hawkesbury Showgrounds**, promoting Windsor Polo Club as a wedding and events venue and establishing connections with local suppliers. A large wedding is booked for **November 2026**, with a **Christmas party confirmed for December**. We have also received enquiries for corporate functions and private events, highlighting the potential to develop venue hire into a consistent revenue stream.

### Event Revenue & Financial Sustainability

A key objective throughout 2026 has been to establish external events and venue hire as an additional source of income for Windsor Polo Club. The return of established event organisers, the new four-year Sydney Jumping Association agreement and upcoming private function bookings provide a foundation for this.

As we develop this area, a priority for 2027 will be to track event revenue, associated costs and profitability more consistently, ensuring these activities make a meaningful contribution to the Club's grounds, facilities and operating costs.

## 10. Clubhouse Tender & Hospitality

The clubhouse tender process is underway, with several promising candidates being considered. Our objective is to secure a suitable operator to provide reliable food, beverage and bar services while supporting tournament hospitality, weddings and private functions.

The clubhouse has experienced one of its strongest spring seasons in recent years, with our opening spring tournament weekend outperforming the Morton Cup Finals weekend in autumn. A successful hospitality arrangement will be important in improving the experience for members and visitors while supporting the Club's financial sustainability. Income received by Windsor Polo Club from the clubhouse to 31 October 2026 totalled $20,078.23, while overall clubhouse gross turnover exceeded $150,000.

A sincere thank you to Wild Essence Catering and Alan Seabrook for their work as clubhouse operators and for supporting hospitality at Windsor throughout the season. Their contribution to the clubhouse experience has been greatly appreciated.

## 11. Membership

In 2026, Windsor Polo Club recorded **93 individual playing, short-term and social members**, generating **$94,810 in membership income**. We continued to offer flexible membership options, including full-year, six-month, Dual, Country, Introductory, Groom and short-term memberships.

### 2026 Membership Breakdown

| Membership Category | Full Year | Six Months |
|---|---|---|
| **Chukka** | 15 | 2 |
| **Stick & Ball** | 9 | 2 |
| **Professional** | 9 | 1 |
| **Junior** | 4 | 2 |
| **Dual** | 5 | – |

| | | |
|---|---|---|
| **Country** | 4 | 6 |
| **Introductory** | 9 | 1 |
| **Groom** | – | 1 |
| **Total** | 55 | 15 |

Additionally, the Club recorded **six one-month and six one-week memberships**. This represents **82 playing and short-term registrations across 81 individual members**, with one person holding both a one-week and one-month membership. We also recorded **12 Social Members**.

### Membership Income

| Category | Income |
|---|---|
| **Playing and short-term memberships** | $93,180 |
| **Social memberships** | $1,630 |
| **Total** | $94,810 |

### Membership Development

Flexible membership categories have helped accommodate visiting players, members playing at multiple clubs and those participating for shorter periods. The Club recorded ten Introductory Memberships, with **at least 30% progressing into tournament polo during 2026**: **Rachel Peel, Tori Cureton and Charlie Veitch**.

With the introduction of the **Windsor Polo Academy by Colts**, beginner instruction and player development have now transitioned to the Academy. We hope this arrangement continues to provide opportunities for new players to progress into club chukkas and tournament polo.

### Life Membership

We welcomed **five new Life Members and Windsor Polo Fields shareholders** in 2026. Their investment contributes to the long-term development and sustainability of the Club's facilities. We sincerely thank these members for their commitment and support.

## 12. Community Survey & Member Feedback

Our **2025 Community Survey received 112 responses**, providing valuable feedback on communications, facilities, social events and future Club development. Key findings included:

| Survey Finding | Result |
|---|---|
| **Satisfied or very satisfied with Club communications** | 83.8% |
| **Supported increased polo commentary** | 85.1% |
| **Wanted tea and coffee available at tournaments** | 93.3% |
| **Positive towards non-polo animal events** | 79.2% |
| **Positive towards non-polo functions** | 83.3% |
| **Reported inconvenience from external events** | 12.5% |
| **Aware of online classifieds** | 52.7% |
| **Had used online classifieds** | 13.5% |

*Percentages reflect respondents to each individual question.*

WhatsApp and newsletters were preferred communication methods, while BBQs, asados, long lunches and sundowners were popular social event suggestions. Feedback was generally positive regarding Fields 1 and 2, with opportunities identified for improvements to Field 3, tie-ups and yards. Many of our 2026 initiatives have responded to this feedback, particularly improved communications, increased commentary, social events and external venue use.

### 2026 Community Survey

Our **2026 Community Survey will be available shortly**. We encourage all members, players, spectators and supporters to participate. The results will help assess progress made throughout the year and guide priorities for 2027, particularly in membership, facilities, communications, events and spectator experience.

## 13. Grants & Funding

Throughout 2026, Windsor Polo Club pursued a range of funding opportunities to support facilities, safety and sporting infrastructure. These included grant applications and expressions of interest under the following programs:

| Program | Submission / record | Status |
|---|---|---|
| **Stronger Communities Program – Round 10** | Expression of Interest | Outcome not specified |
| **Local Sport Defibrillator Program (LSDP) 2026/27** | Listed twice in grant records | Outcome not specified |
| **Local Sport Grant Program (LSGP) 2026/27** | Application form (Version 2 of 2) also listed | Outcome not specified |
| **Hawkesbury – CBP 2026** | Expression of Interest | Unsuccessful |

The Hawkesbury CBP 2026 expression of interest was unsuccessful. Outcomes for the other listed programs have not been confirmed for this report. We will continue to pursue suitable funding opportunities in 2027 and thank everyone who assisted with submissions and letters of support.

## 14. Priorities for 2027

Our focus for 2027 will be on **financial sustainability, community engagement and developing an authentic polo experience that welcomes a broader audience while supporting the long-term future of Windsor Polo Club.**

### Events & Sustainable Revenue

A key priority is to continue developing events and venue hire into a **genuine, sustainable revenue stream for the Club**. This includes expanding opportunities for sporting events, weddings, corporate functions and private events, while strengthening long-term relationships with existing organisers. We will also work towards clearer financial reporting of event income, costs and profitability to ensure these activities provide a meaningful return to the Club. Our aim is to develop a venue that not only brings the polo community together but also generates income that directly supports the Club, its facilities and future development.

### Partnerships & Community Engagement

We will continue investigating partnerships with local businesses, sponsors, tourism organisations, sporting groups and the wider Hawkesbury community. These relationships will help increase the Club's exposure, introduce new audiences to polo and create opportunities that benefit both Windsor Polo Club and our partners. We want Windsor Polo Club to be recognised as an active and welcoming part of the wider community while maintaining its identity as a polo club.

### The Authentic Polo Experience

A central priority is to continue developing and promoting the **authentic polo experience** that makes Windsor Polo Club unique. We want to create an environment that welcomes everyone, including **first-time spectators, introductory players, professional players, visiting teams, guest patrons, sponsors and the wider community**. This includes improving the spectator experience through commentary, accessible information, welcoming hospitality, social events and opportunities to connect with the horses, players and people behind the sport. Our goal is to make polo more accessible to a broader audience without losing the traditions, character and community atmosphere that make the sport special.

### Key Objectives

1. **Establish a consistent calendar of revenue-generating events**, with clearer reporting of their financial contribution to the Club.
2. **Increase repeat spectator attendance**, growing our Humanitix database and encouraging visitors to return for tournaments, social events and other Club activities.
3. **Strengthen commercial and community partnerships** that deliver measurable benefits through sponsorship, promotion, venue bookings and member opportunities.

Ultimately, we want Windsor Polo Club to be somewhere people **come to experience polo, feel part of the community and want to return**, while ensuring this engagement contributes to the Club's financial sustainability.

## 15. Acknowledgements

I would like to thank our sponsors, members, volunteers, photographers, media supporters, event organisers and fellow committee members for their contributions throughout 2026.

Thank you to Polo NSW for working collaboratively with Windsor Polo Club throughout the year. We look forward to continuing to support tournaments, meetings and events together for the benefit of the wider polo community.

In particular, thank you to **Crowne Plaza Hawkesbury Valley, Ainsley Saddlery, Barlow & Potts, Adam Buchert and O'Hare & Brown Real Estate, Rob Chiong, Fletcher Threw, Lee Portelli, Sarah Ebbett, Peter Haynes, CC's Photography, Noel Rosewell and Nepean News, Discover Hawkesbury and Dido's Place**. Thank you also to Wild Essence Catering and Alan Seabrook for their contribution to clubhouse hospitality.

Thank you also to our **five new Life Members and shareholders** for their investment in the Club's future. I would particularly like to acknowledge the many people working behind the scenes, including **grooms, grounds volunteers, tournament organisers and those assisting with field preparation, hospitality and events**. Their contribution is essential to the running of the Club and to the authentic polo experience we aim to provide. These contributions, whether through sponsorship, photography, commentary, event support or volunteering, are greatly appreciated.

## 16. An Invitation to Get Involved

Windsor Polo Club is a community effort, and we welcome ideas, assistance and involvement from **both members and non-members**. Whether your interests are in marketing, events, sponsorship, hospitality, fundraising, grants or other Club projects, there are many ways to contribute. You do not need to be on the committee to make a difference.

**I would love to hear from anyone who is interested in getting involved, has an idea or would simply like to have a chat about how they could contribute.** The more people involved, the more we can achieve together.

## 17. Closing Remarks

2026 has been a positive year for Windsor Polo Club, with increased spectator engagement, a strong spring clubhouse season, new partnerships, membership participation and growing opportunities for venue hire.

**Our priority for 2027 is to continue building a Club that celebrates authentic polo, welcomes new audiences and strengthens our wider community, while developing sustainable revenue streams that support the grounds, facilities and future of Windsor Polo Club.**

I look forward to continuing this work in 2027.

**Jessica Sheppard**
Marketing & Events Committee Representative
Windsor Polo Club

WINDSOR POLO CLUB · PLAYER DEVELOPMENT & WELFARE SUB-COMMITTEE

# 2026 Annual Report

## Introduction, General, Player Development and Player Welfare

Player Development & Welfare Sub-Committee · Tim Berry, Chair

## Introduction – Year in Review

The Player Development & Welfare Sub-Committee was formed in January 2026, a few weeks before the season began, with three objectives: to improve player development, to make it easier and more transparent for new players to enter polo, and to improve player safety. Three significant APF rule changes came down during the year – extensive changes from 1 January, the helmet standards from 1 March and the e-wheel guidelines in June – and in those first weeks the club appointed its Club Safety Officer, built its compliance framework and began collecting injury data. The first months involved a great deal of work and some very long meetings. It was a scramble to be ready for the season start!

> **To begin with, I'd like to thank Adam Meally and Jess Sheppard.** Everything the Sub-Committee achieved this year was a team effort, and both gave a great deal of their time, often at short notice and on top of their other club roles. Their assistance on the Sub-Committee this year was huge, and I thank them sincerely for it.

The year that followed was a productive one. The Academy was tendered, contracted and is now operating, with 39 participants by the end of October. The club is compliant with the new APF rules and has the emergency equipment, signage and procedures in place. We have, for the first time, a full season of injury data – and it has already led to some targeted field maintenance mid-season. The helmet research led to a submission to NSWPA that assisted in the introduction of new rules on helmet tagging and eye protection. The Club Rules have been refreshed, the Centre Table flag system introduced, and data collection has begun in earnest across numerous areas – from eighteen years of handicap data and a full season of club chukka and tournament analysis to a cost-benefit study of the fields – which will hopefully assist the club to make data-driven decisions around its operations and its future.

This season also brings the Sub-Committee to a close. From 2027 the two halves of its work will stand on their own, with Player Welfare and Player Development each becoming a portfolio in its own right. The groundwork is done, each area now has enough substance to warrant its own focus, and the metrics, registers and data built this year give the people who take them on a solid base to work from.

The sections that follow set out the 2026 results against the metrics we set ourselves in January and the Sub-Committee's key achievements, for Player Development and then Player Welfare.

**Tim Berry**
Chair, Player Development & Welfare Sub-Committee

## Key Achievements – General

*A number of items the Sub-Committee covered off during the year did not fit neatly into either the Player Development or the Player Welfare portfolio. For completeness, they were:*

- **Sub-Committee established, with objectives and metrics.**
- **Club Rules refreshed.**
- **Cost-benefit study.** Delivered a cost/benefit analysis of WPC's key commercial relationships and of membership growth, which underlined the value of those partnerships to the club and of continuing to invest in them.
- **Member survey reviewed.** Used to shape the Sub-Committee's initiatives and priorities for the year.

## Player Development – 2026 Metrics

*APF Risk Appetite – Membership & Participation: Moderate to High. Accepts higher risk in pursuing innovative programs or new formats to attract and retain participants, provided safety and integrity are not compromised.*

| Metric | 2025 Baseline | 2026 Target | 2026 Result |
|---|---|---|---|
| 1. # New Initial Participants (Discover Day / Intro Weekend) | 31 | 30 | **28 + 40** |
| 2. # New Academy Chukka Participants | 0 | 10 | **39** |
| 3. # Conversions to Subz / Tournaments | 3 | 5 | **5** |
| 4. # New WPC Members (new to polo) | 6 | 5 | **11** |
| 5. % WPC Players moving up a goal | 4% (2 players) | 4% (2 players) | **15.4% (8 players)** |

*(Noting :*

- *1. 28+40 in metric 1 refers to 28 Discover Polo participants, and 40 participants at the Academy Open Day.*
- *5. Includes increases in both Open and Women's handicaps*

*Green = target met or exceeded on the evidence available. Data as at 1 November 2026. Sources: Discovery Day and Academy Open Day attendance; APF handicap lists (June 2025, Dec 2025, June 2026); 2026 club chukka and tournament draws; Colts Academy participant registry (31 Oct 2026); 2025 and 2026 WPC membership lists; PD&W Goals, Metrics & Responsibilities workbook.*

## Player Development – Key Achievements

The Sub-Committee's primary development focus for 2026 was getting the Academy tender in place. The club's handicap data showed that a reliable intake of new, -2 players is what WPC most needs, and a commercially run Academy is the only sustainable way to deliver it. The achievements below follow from that priority.

| | |
|---|---|
| 1 | **Academy tendered, contracted and operating**<br>**Primary focus of the year.** An open tender was run and Colts Polo & Riding – the first AAP-accredited polo school outside Argentina – was appointed as Academy Operator.<br>"Windsor Polo Club Academy by Colts" opened in September and had 39 participants – 22 adults and 17 children – by the end of October, eight of them WPC members including six who joined the club in 2026.<br>**Built to grow membership.** Academy participants get six months of field access; after that they must join WPC or pay non-member fees for Academy access, and the operator's commercial terms incentivise converting participants to WPC members. |
| 2 | **Handicap data analysis delivered to WPC, NSWPA and the APF**<br>Collated and cleaned 18 years of APF handicap lists (2008–2026, ~22,500 player-records) into a single dataset and presented the analysis to the WPC Committee, NSWPA and the APF. The data was used to help determine the Sub-Committee's priorities – a steady intake of -2 players and development to move them up – and underpinned the Academy decision. |
| 3 | **Coaching accreditation delivered in the Hawkesbury**<br>WPC organised and ran APF Coaching Fundamentals accreditation locally, with Anto White conducting practical assessments under the APF-subsidised program.<br>Gives local pros and members a low-cost path to accreditation and builds the pool of accredited coaches needed for Academy sessions and club coaching. |
| 4 | **Club chukka and tournament analysis delivered**<br>Full-season analyses of club chukkas and tournaments delivered to the Committee – field usage by season and grade, member and non-member participation, and the members who rarely played – each closing with recommendations for 2027. |
| 5 | **Early evidence the pipeline is working**<br>25 members played Subzero in 2026, including all five of the year's new entrants, and eight members moved up a handicap (including two women's handicaps) – the strategy of a steady intake at -2 and development to move players up is visibly operating. |

## Player Welfare – 2026 Metrics

*APF Risk Appetite – Participant Safety & Welfare: Very Low. Virtually no tolerance for risks that could endanger the safety or welfare of players, officials, spectators or horses.*

| Metric | 2025 Baseline | 2026 Target | 2026 Result (WPC-run tournaments) | On WPC grounds / All incidents recorded |
|---|---|---|---|---|
| 1. Falls with no injury | No data | No data | 32 | 30 / 48 |
| 2. Minor – treated by paramedic on-site | No data | No data | 18 | 15 / 21 |
| 3. Serious – transferred to hospital | No data | No data | 5 | 4 / 8 |
| 4. Fatal | No data | No data | 0 | 0 / 0 |
| **Total incidents (1–4)** | No data | No data | **55** | **49 / 77** |
| 5. Concussions | No data | No data | 1 | 1 / 1 |

*2026 is the first year WPC has collected injury data, so there is no 2025 baseline and no target; these results become the baseline for 2027. Primary scope is incidents at WPC-run tournaments on any ground (55 records). Club chukka incidents were not collected in 2026; the groom's injury at club chukkas (9 April) is logged as a one-off and counted only in the all-incidents total. Although the metric excludes simple clavicle fractures, all three broken collarbones recorded in 2026 have been counted as serious. Full workings are in "Player Welfare in the Hawkesbury – 2026 Incident Analysis".*

### Incident rates (new for 2026)

| Scope | Chukkas (approx.) | All incidents | Injuries (minor + serious) | Serious (hospital) | Head knocks |
|---|---|---|---|---|---|
| **WPC-run tournaments** | 1,135 | 55 (4.8) | 23 (2.0) | 5 (0.4) | 8 (0.7) |
| On WPC grounds (all clubs' events) | 893 | 49 (5.5) | 19 (2.1) | 4 (0.4) | 6 (0.7) |
| All tournaments | 1,679 | 76 (4.5) | 28 (1.7) | 7 (0.4) | 8 (0.5) |

*Figures are counts with the rate per 100 chukkas in brackets. "On WPC grounds" counts every game played on Windsor fields, including Arunga and Kurri Burri tournament games hosted at WPC, and excludes WPC tournament games played on other clubs' fields. "All tournament" covers every tournament in the 2026 draws (Hawkesbury clubs).*

## Player Welfare – Key Achievements

2026 was the first year WPC has had a dedicated player welfare function. With three significant APF rule changes during the year – extensive changes from 1 January, helmet standards from 1 March and e-wheel guidelines in June – the Sub-Committee's first priority was compliance; from that base it put emergency equipment, rules and data collection in place and, by season's end, delivered the club's first full analysis of where and how players are getting hurt.

| | |
|---|---|
| 1 | **Compliance review and Player Welfare Compliance Register**<br>Audited every APF and Club safety policy and built a Compliance Register setting out, for each requirement, the 2026 solution, the desired future state and the responsible role. Endorsed by the WPC Committee.<br>Club Safety Officer and two Deputy Safety Officers appointed (APF Rule E9), driving significant change in the way the Club operates from a safety perspective. |
| 2 | **Injury data collected at tournaments – a first for the club**<br>Designed and introduced the Tournament Safety Form (per game), the Incident Summary register and a post-injury follow-up procedure.<br>**The data has already driven real changes on the ground:** horse-fall data identified specific problem areas, leading to targeted sanding of those parts of the fields and the re-doing of the run-off areas behind the goals mid-season.<br>**Season-end analysis delivered.** |
| 3 | **Defibrillator, first aid and snake-bite kits in place, with signage**<br>AED wall-mounted at Centre Table. St John first aid kit and snake-bite kit in a marked box at Centre Table, a wall-mounted detachable kit, and a signed kit at the clubhouse.<br>Emergency-location signs (000/112, what3words and GPS for the ambulance gate and air-evacuation fields) and nearest-hospitals signs at both the clubhouse and Centre Table, plus a grounds-manager contact sign. |
| 4 | **Centre Table Flag System introduced – a WPC initiative**<br>Red / green / orange flags at Centre Table now signal whether the fields are closed, ready for play, or play must cease (heat policy or other issue). While any flag is up, dogs must be on leads and e-wheels are off the fields – with matching signage at the clubhouse. |
| 5 | **Injury research and helmet standards review, and submission on standards and tagging**<br>Reviewed the available research on polo injuries (academic studies, USPA injury survey, Virginia Tech helmet testing) and the FEI helmet standards and quality-control marks/<br>Led a submission to NSWPA proposing simplified, higher helmet standards, a helmet tagging scheme and mandatory eye protection, which assisted in the introduction of new rules on helmet tagging and eye protection. |
| 6 | **Player Safety page launched on the WPC website**<br>A Player Safety page, starting with helmets, now explains the APF rules, the stricter FEI and USPA standards and how to read helmet standards and QC marks, so members can make informed choices without the club recommending products. Supported by a newsletter article. |