



Howlong Golf Resort

Strategic Plan
2023-2028





Introduction

Strategic Planning is the process by which business owners or those in leadership roles identify goals and outline a list of steps to meeting those goals. Typically a strategic plan allows you to identify potential challenges in meeting goals and provide methods to overcome them.

Howlong Golf Resort Overview

The Howlong Golf Resort is located in Howlong NSW on the picturesque Murray River mid-way between Albury and Corowa. The Golf Resort is a community focused not for profit Golf Club and Resort. The Golf Resort offers a range of both indoor and outdoor activities including Golf on a pristine 18 hole course, Bowls and Croquet, along with various indoor activities including Carpet bowls, Darts, Mahjong, & Bingo. The overall Governance of the Resort is under the control of a Board structure consisting of nine Board members. The Club is managed day to day by an Executive Management team that includes various department Managers. The Clubhouse provides meal options 7 days a week. The clubhouse is expansive and can cater for private functions and special events throughout the year. The club also continues to host various major Golf events throughout each calendar year. The Resort also offers motel unit facilities along with self contained units for visiting players, and casual visitors. The Club is very well supported by the General Manager and his staff who are more than happy to accede to any requests or clarification of the facilities available. Maintenance of the grounds and playing areas of the Resort is managed by the Superintendent and his staff to uphold the pristine facilities the Club is renowned for.



Howlong Golf Resort Overview

The Club also offer the services and facilities of a fully stocked Pro-Shop, under the Management of a PGA Member/Director of Golf, who can assist with any golf related matters along with advice in regard to equipment purchases and can also provide practical training into aspects of the game at the driving range. While the Golf Resort is located within the town of Howlong approaching a population of some 3000 people, the facility exists as a focal point of many activities within the town and continues to attract both new and returning visitors to our facility.



STRATEGIC PLAN ELEMENTS

Vision Statement

Mission Statement

Goals and Objectives

SWOT

Action Plan

KPI's



BOARD VISION STATEMENT

Howlong Golf Resort is a welcoming social and sporting precinct that is inclusive of all stakeholders. Our values of respect, honesty and teamwork lead us towards a positive culture

MISSION STATEMENT

To provide a sustainable
quality, sporting and
recreational venue for
members and guests

Expansive Club House
 1st Class Golf Course
 Multi sport facility
 Customer growth
 Increased course utilization
 Large membership base
 Revenue streams
 Attractive motel
 Budget/capex

Communication to members
 Board stability
 Threats from disease
 Extreme weather
 Catering
 Out of area members
 Loss of visitors
 Poor outdoor facility
 Over budget/over spend



Renewable energy
 Vacant land utilization for motel extensions
 Upgrade facilities
 Attract conferences
 Offer use of all facilities in motel packages
 Conferences with golf, bowls and croquet packages
 Develop/utilise different formats/times
 Attractive sponsorship
 Return guests – due to upgrades & customer satisfaction
 Develop 5 year rolling CAPEX to spread expenditure
 Attract motel guests mid week

Other local clubs-poor facilities
 Adverse weather
 Economy –cost of living
 Town perception
 Staff shortages
 Cost of goods
 Membership losses
 Increased Governance of gaming
 Cost of fertilisers/chemicals
 Opex items
 Lack of R&M – bad management
 Loss of revenue streams
 Unbudgeted expenditure

Goals & Objectives - Works in Progress

Project Description	Priority	Estimated Completion
Club House roof and air conditioning	High	Staged Dec 2024
Car Park drainage	High	October 2023
Car Park resurfacing	Medium	December 2023 (if approved)
Cart Paths – final design and staged construction details	Medium	On hold
Driving Range – final design and construction	High	November 2023
Main entrance and foyer design	High	February 2024
Croquet – lunch and amenities facility	High	June 2024
Golf Carts – suitable storage area	Medium	On hold
Purchase of additional golf carts	Medium	August 2024
Maintain a five year budget – CAPEX	High	Continue rolling budget
Additional motel unit	High	See Resort Strategic Plan

Goals & Objectives - Works in Progress

Project Description	Priority	Estimated Completion
Increase membership base	Medium	Ongoing
Motel rooms – refurbishments	High	As per capex budget
Motel grounds – refurbishments	High	Ongoing
Greens machinery replacements	High	As per capex budget
Golf, bowls and croquet improvements	Medium	As required

ACTION PLAN

This action plan is very much dependent upon the revenue streams in accordance with projected cash flows budget forecasts and any likely downturn in regard to our overall financial stability. Threats to our financial standing are detailed in SWOT	Proposed Completion
Driving range	Finalise tenders complete works by end of 2023
Cart Paths – include in CAPEX as budgeted	Ongoing
Roof repairs and air conditioning	finalize design and approve tenders– mid 2023
Roof and air-conditioning works	commence early 2024
Croquet Amenities and Luncheon	approve design and builder – mid 2023
Construct Croquet room	late 2023
Car park drainage	complete by early 2024 (pending contractors)
Main entry and foyer design	obtain revised quotes– install by late 2023
Motel upgrades	include in rolling Capital expenditure budget
Purchase of additional golf carts on a “as needs basis”	refer to Resort Strategic Plan
Golf course improvements (machinery	include in rolling Capital expenditure budget
Machinery shed extension for all weather protection of equipment	completed by 2023

ACTION PLAN

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Completed by

Additional motel unit – to be supported by management and Motel strategic plan

August 2023

Kitchen upgrade

October 2023

Increase member base

Ongoing

Member loyalty

In Progress

Resort Strategic Plan

The Executive Management and Resort Managers met with assigned Board Members to present the Strategic Plan opportunities and direction for the Resort, based on History and real life needs and prioritised the envisaged order:

1. Tennis Court – Resurface the Tennis Court into a multi facet court for all year use
2. Build additional 2 Bedroom unit as per Masterplan
3. Upgrade Swimming pool area and Rotunda

The above 3 will be recommended to be financed as one ASAP

4. Present a Business case for a full time stand alone day spa
5. Five bay cart Veranda to upsell rooms – to be budgeted for next year

KPI'S

KPI's are measurable components that allow businesses to track the progress of particular initiatives in relation to business goals
Examples of some key KPI's but not limited to

- * Net Profit Margin**
- * Gross Profit Margin**
- * Cash Flow**
- * Employee Turnover**
- * Employee Satisfaction**
- * Employee Productivity**
- * Customer Satisfaction**
- * Membership Numbers**