



Strategic Plan 4.0

2026 - 2031





Our Vision

We aspire to be the **best golf and social destination** for our members, community and guests.



A photograph of a kangaroo lying on a green golf course. The kangaroo is in the foreground, looking towards the camera. The background shows a well-maintained golf course with trees and a few people in the distance. The image is partially covered by a decorative curved overlay in the top left corner.

Our Mission

Our vision will be achieved by having:

- An **efficiently managed business** that has a sound financial foundation.
- **Golf courses rated in the top 50 public access courses in Australia**, that provide a fair but enjoyable experience for golfers of all abilities, coupled with a continuously improving golf program.
- A **modern clubhouse and accommodation facilities** that takes advantage of Yarrawonga Mulwala's growing population and large seasonal tourist market, with first class hospitality and a variety of entertainment options.





Our Values

- Welcoming, friendly, and inclusive.
- Open, accountable decision making.
- Honest and fair dealings with members, visitors, and all stakeholders.
- Commitment to a safe and healthy environment.
- Friendly service from a well-trained and talented team of staff.
- Commitment to our local community, charities, and sporting organisations





Business Management

Strategic initiatives to support an efficiently managed business that has a sound financial foundation.

2026 – 2031 Initiatives

- Balance Sheet **managed and leveraged**.
- Maintain a **sufficient bank balance** to ensure short term liquidity.
- **Leverage \$3M line of credit** to assist with funding of Strategic Plan initiatives.
- Undertake a **Membership review** to ensure Members are providing a reasonable level of revenue that meets the needs of on-going maintenance and planned improvements to the facility.
- Proactively seek the assistance of **Government Grant opportunities** to fund planned projects where applicable.
- Conduct **consultancy reviews of core business areas** to ensure best business practices are being adopted and adhered to.





Sports

Strategic initiatives to support golf courses rated in the top 50 public access courses in Australia, that provide a fair but enjoyable golf experience for golfers of all abilities.

2026 – 2031 Initiatives

- Focus on **required improvements to irrigation, playing surfaces and playability** as mapped out in our Course Master Plan - including bunkering, cart paths, and greens.
- Investment to build a **new maintenance facility**, improving safety and improved working conditions for on-course staff and machinery.
- Continue to develop a **modern and innovative golf program**, which maintains traditional weekly competition and major events, but also trials modern variants including fun social events and mixed competition.
- **Grow junior golf**, and increase junior participation.
- Work with **Bowls and Croquet** members to explore future developments and infrastructure.





Clubhouse & Accommodation

Strategic Initiatives to provide modern clubhouse and accommodation facilities that takes advantage of Yarrawonga Mulwala's growing population and large seasonal tourist market, with first class hospitality and a variety of entertainment.

2026 – 2031 Initiatives

- Focus on **improving Clubhouse facilities and amenities**, including main bar and lounge.
- Continue to **renovate existing on-course accommodation** in keeping with modern standards, developing local competition (Yarrawonga Sebel, Holiday Homes) and increasing consumer expectations.
- Develop **additional car parking** options, and **solar-panel shade structures** to improve visitor amenities and energy efficiency.
- Creation of a **staff culture, performance and development** program.
- Development of staff training programs to **enhance customer service skills**.



Proposed Spending

	2026	2027	2028-2030	2031 - Beyond
New Maintenance Facility	\$2,400,000	\$2,400,000		
Car Park New Solar Development			\$1,500,000	\$1,500,000
Three New Holes - Murray				\$1,000,000
Golf Course Irrigation			\$1,425,000	\$475,000
Green Replacement - Murray			\$1,500,000	\$500,000
Clubhouse Redevelopment	\$200,000	\$1,400,000	\$4,500,000	\$500,000
New Resort Gym / Residence Development		\$500,000		
Green Route Bridge Planning				
Mini Golf Development Opportunities				
Total	\$2,600,000	\$4,300,000	\$8,425,000	\$3,975,000



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