

Orange Golf Club Limited
trading as

Duntryleague

“Providing members and guests with one of Australia’s great golfing, historic and social experiences.”

Strategic Plan

2023 to 2027

Plan Pillars

- Governance
- Financial Stability
- Membership
- Member Services
- Facilities Management

Woodward Street, Orange NSW 2800

www.duntryleague.com.au

Email: golf@duntryleague.com.au

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Dear Members

We have pleasure in producing the Strategic Plan for the Orange Golf Club Limited trading as “Duntryleague” for the 5 year period from 2023 to 2027.

We thank all members, management and staff who have contributed to the Plan which affirms our vision for the Club and acts as a roadmap towards achieving our goals.

Our golf course is the reason we exist and is the centrepiece of our Club. The plan is focused on the course which we will continue to improve and maintain to the highest standards possible.

The new plan broadens the planning process to incorporate all aspects of the Club recognising that the golf experience extends beyond the actual course.

Changing demographics and the competitive environment for leisure time and dollars demands that we continue to plan for the club as a whole.

We must understand that “hospitality” is now 70% of our business with golf making up the other 30%. The 2023 to 2027 Strategic Plan embraces, the course, the clubhouse, the guesthouse, membership and the environment.

For the next 5 years this Plan will be the Board’s roadmap, but we will continue to welcome members’ constructive suggestions and we will react to new opportunities and situations as they arise, always bearing in mind our vision for the club – “to provide members and guests with one of Australia’s great golfing, historic, social and corporate experiences”.

The Board and management aim to deliver the club’s vision to members and guests whilst supporting the local community.

Yours sincerely,

The Board of Directors

KEY FOCUS AREAS

GOVERNANCE

“Direction and Management into the future”

To stay current with the times, Duntryleague must:

- Review the Strategic Plan regularly and update to ensure that the Plan remains current.
- Regularly review the Club’s Constitution and Rules to support a succession strategy that encourages renewal of Board Membership and ensures continuity of business direction;
- Ensure the structure of the Board and its sub-committees reflect the business intent and aligned to the key focus areas of the strategic directions of the club;
- Promote the development of current and future Board members by inviting participation that reflects expertise availability to enhance the strategies being developed;
- Review all policies and procedures to support the club rules for business operations;
- Monitor, support and guide the Clubs Management Team to ensure best practice protocols are always applied ; and
- Develop performance standards and benchmarks that support the business objectives.

FINANCIAL STABILITY

“Generating future operating surpluses”

The ability of the club to continue to operate sustainably is of primary importance to our members and the Board.

As part of our plan it is proposed to:

- Develop annual budgets for all key operational areas of the business that reflects income and expenditure projections reflective of realistic growth aligned with the 5-year strategic direction;

- Maintain all financial borrowings within a reasonable level with a view of having them reduced significantly during the term of the plan;
- Develop and implement operational financial systems utilizing software that provides accurate data and reporting to support the operational and strategic requirements of the club; and
- Develop performance benchmarks for financial achievements reported monthly and reviewed quarterly by the Board.

MEMBERSHIP

“Maintain healthy membership mix and optimise benefits to all members”

The diversity and egalitarian nature of our membership is one of the outstanding features of our club and should be maintained by:

- Develop innovative membership packages to sustain and increase the membership base;
- Develop and implement golf programs that grow membership participation; and
- Review and adjust our reciprocal arrangements with clubs on a regular basis.

MEMBER SERVICES

“Consistent, courteous, quality and respectful services to members and guests”

Customer or client services are integral to any business activity. It is the difference between success or failure for any business enterprise and the plan will include:

- Provide professional golf services in the Golf Shop, ‘front door’ for club, including course control, establish/monitor standards, competition management, retail, tuition, new member programs, develop and foster junior golf and club fitting and tech centre;
- Monitor competitive food and beverage pricing, quality and consistent food, high quality service, training, cleaning and presentation of staff and facility.

FACILITIES MANAGEMENT

“Upgrade facilities and address the inadequacies”

As part of the process for developing the Strategic Plan, we have identified issues that have necessitated a bold but well thought out plan to take the Club well into the future, supported by a sound financial plan.

The specific areas for improvement that have been considered in developing plans are as follows:

CLUB HOUSE

The discovery of asbestos in the western end of the club house has stopped all the planned renovations and upgrades. This together with the age and condition of the rest of the club has identified that the building’s “Use By Date” has arrived and subject to suitable funding being arranged it is proposed to undertake a renovation and refurbishment program including the following:..:

- Development and lodgement of detailed building plans
- Remove all lockers, furniture and fittings from the western end prior to commencing the cleaning process of the building.
- The offending asbestos will be removed from the western end by Central West Asbestos Removal under the supervision of Envirowest Consulting.
- The building shell will be thoroughly cleaned;
- Replacement of the roof and solar system
- New walls will need to be constructed on the western end and the north western end of the building in accordance with the finalised building plan;
- The western end of the building will then be fitted out.
- It is proposed to lodge a development application to increase the size of the half way house to provide satellite kitchen, toilet facilities and outdoor entertainment area.

HERITAGE BUILDINGS AND GROUNDS

“From the day it was built Duntryleague became the city Icon”

The Duntryleague Mansion Foundation continues to fundraise to assist in the restoration and refurbishment of the heritage buildings and grounds at Duntryleague.

While the Foundation generates philanthropic support, its task is difficult and the Board work tirelessly to get support and help from Federal and State Government, local Councils, and the community in general.

As funding allows it is proposed to undertake the following work:

- Continue with upgrading rooms in the mansion;
- Reconstruct the veranda at the back of the building that was removed some years ago;
- Convert Margaret Dalton Lodged into three individual suites;
- Upgrade the toilet facilities to make way for the construction of a lift shaft;
- Install a lift in the mansion.

Other significant building on site that require preservation and restoration are the Stables, the Gate House and the Entrance Gates.

THE COURSE AND ENVIRONS

“Ensure the highest standards of presentation throughout the course and surrounding environment”

Of key importance to the ‘total’ experience of Duntryleague is that everything is presented to a quality commensurate with the Club’s reputation. As the Club continues to develop and improve, the staff, standards and expectations of members and guests also rise.

Our aim is to present Duntryleague consistently at the highest standards, to ensure there are few or no distractions to the enjoyment of the quality of the course and its setting. This means doing both the big and the small things well and building a culture of excellence in all aspects of the presentation of the course and club.

Under this Strategic Plan the Board will focus on the following course improvements:

- Extra focus on the ‘first impression areas’ of Duntryleague, paying greater attention to the detail and finish of these areas;
- Coordinate landscaping themes around the whole of the property;
- Complete the bunker renovation program;
- Complete the cart path program;

- Complete the drainage program;
- Tee renovation including building 3 new Gold Tees;
- Construction of toilet on the back 9;
- Water storage and security; and
- Tree root management.

There are also major projects that the Board will focus on:

- A new works depot needs to be constructed incorporating the latest in water recycling and power technology at the north eastern end of the course.
 - A development application will be prepared and lodged with Orange City Council.
- Plant and Equipment.
 - A replacement and updating program has been put in place, however, the Board is currently frustrated with the lack of machinery available.
 - The Board will investigate other ways to replace and upgrade our equipment.
- Replacement/Upgrade of the irrigation system.