

# STRATEGIC PLAN

2021-2024



**THBC**  
TWEED HEADS BOWLS CLUB







**CELEBRATING 100 YEARS**  
**THBC**  
TWEED HEADS BOWLS CLUB

**Menu**

**Entree**  
King Prawn, Guacamole Mousse  
Slow Cooked Roast Beef, Biste, Horseradish Cream  
Moroccan Pumpkin Flower, Feta, Orange

**Main Course**  
Slow Roasted Lamb, Beef  
Pommes Au Gratin, Smoked Salmon, Moroccan  
Pommes Au Gratin, Smoked Salmon, Moroccan



# EXECUTIVE SUMMARY

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We are conscious of finding ways to better serve our community and all who use our Club. At the same time, we are reflecting on our long history and legacy of deep involvement within the community and our place as a prestige bowls venue. Likewise, we are proud that we always have and always will provide a home away from home for so many people.

Yet, we need to continue to evolve and look for new ways to make every visitor to our Club feel welcome and special, every time. This is our purpose and we are all accountable for this and responsible for living this purpose. We do this because our vision is to be the friendliest Club, where everyone can feel welcome and safe and enjoy themselves. If we get this right, we will be a busy and dynamic social, lifestyle and entertainment hub in the Tweed region.

The Tweed is growing, and we want to keep pace with this growth by constantly striving for greater relevance. This will see us become the first choice when people consider where to go and how to spend their time. In this way, we will not just survive, but we will flourish into the future and always provide a high-class venue for all members and guests.

Our people are at the heart of our club and we are all passionate about our purpose and vision. Yet, we know that we cannot be complacent about our future. This is a time for courageous decision making and courageous actions and you can rest assured we are all working hard to improve the Club for the benefit of Our People – our members, our team, the community, visitors to the region, and all who engage with us.

LEIGH TYNAN  
PETER GOLDSMITH  
ROGER BELL  
WAYNE HEYDT

WENDY WILSON  
SAM RAMSAY  
JOHN BOYLAN

ALLAN NIMMO  
MICHAEL GERITZ  
GERARD ROBINSON

# OUR VISION

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To be the friendliest club of choice, where everyone can feel welcome, safe and enjoy themselves.

# OUR PURPOSE

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To go above and beyond to make our people feel special all the time.

# OUR CULTURE

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We welcome all who come to our Club and we strive to make them feel special by:

- Warmly welcoming them
- Anticipating their needs
- Engaging with them
- Listening
- Showing respect
- Being attentive
- Being caring
- Being knowledgeable about all our products & services

We are accountable and never complacent.

We are proactive and constantly look for ways to serve all who come to our Club.

We take pride in our work, our workplace and our role in the community.

We go above and beyond and constantly look for ways to do our role better.

We are team players and are actively helpful to anyone or any area that needs attention.

We are community minded and actively involved in our community and we strive to make a difference.



# KEY RESULT AREAS

## OUR TEAM

### FINANCIALS

### BOWLS

### COMMUNITY ENGAGEMENT

### COMPLIANCE & RISK

### MARKETING & COMMUNICATIONS

### CUSTOMER EXPERIENCE & ENGAGEMENT

### FACILITIES & INFRASTRUCTURE



# KEY RESULT AREAS

## COMMUNITY ENGAGEMENT

- Create greater connections and partnerships with relevant community organisations to more effectively participate in community initiatives
- Seek mutually beneficial partnerships
- Better promote the way our Club supports the community and ensure better public awareness of the Club's initiatives and activities
- Be the first choice in the community for peoples' social, entertainment and lifestyle activities
- Volunteer Program- Team Tweed

## COMPLIANCE RISK

- Constantly monitor and manage wages to revenue, including all staff costs
- Improve efficiency, communication and working relationships across all areas of the Club
- Actively seek best practice, whole of business, ensuring legislation compliance

## BRAND, MARKETING & COMMUNICATIONS

- Ensure relevance, accuracy and effectiveness of website, social media, newsletters, online promotions and all marketing
- Improve targeted marketing to increase visitation and spend
- Drive departmental marketing effectiveness and support across all areas of the Club through clear and greater communication
- Use data captured across the business to better target the needs of current and potential customers
- Ongoing investment
- Protect brand integrity
- Variety of relevant products and services

## BOWLS

- Provide greater diversity of opportunities and experiences for bowlers
- Continue to improve productivity and efficiency in our bowls operations
- Deliver an exceptional experience for all bowlers using our facilities
- Increase the number of people experiencing bowls for the first time
- Continue to provide excellent bowls facilities
- Marketing
- Protect brand integrity



## FINANCIALS

- Maximise annual growth in members' assets. Monitor cashflow, while ensuring budgeted cash profits are achieved
- Protect members assets while continually upgrading member facilities

## FACILITIES & INFRASTRUCTURE

- Provide modern facilities to attract more visitors and exceed the needs of our people
- Review and optimise floor-space usage
- Make it easy and convenient for all members and guests to access and move through the Club
- Provide a safe environment for all our people
- Embrace new technologies to meet the needs of our people
- Ensure awareness of local community initiatives and planning projects
- Strategically plan for a long-term car parking solution

## OUR TEAM

- Provide an Employee Assistance Program (EAP)
- Ensure Employee Wellness
- Investment in our people
- Create an environment where our people feel valued, involved and empowered
- Develop our people to enable them to better serve members and guests
- Support our people so that they are constantly looking for ways to improve the customers' experience
- Achieve strong communications and productive relationships amongst all our team
- Deliver ongoing training to foster a change embracing culture

## MEMBER EXPERIENCE AND ENGAGEMENT

- Deliver exceptional customer experiences all the time
- Make every customer visit a memorable experience so they promote our Club
- Review current services and consider additional services to exceed the needs of customers
- Embrace and act on all customer feedback



# OUR TEAM





# CLUB TWEED

ABN: 85 001 055 901

Address: Corner Wharf and Florence Street | PO Box 167, Tweed Heads NSW 2485

## CHAIRMAN

Leigh Tynan

## DEPUTY CHAIRMAN

Peter Goldsmith

## DIRECTORS

Sam Ramsay

Roger Bell

Wendy Wilson

Wayne Heydt

John Boylan

Allan Nimmo

Michael Geritz

## CEO

Gerard Robinson

## TITLE

Club Tweed

Strategic Plan 2021 – 2024

## WORKING GROUP

Developed by Our People





