



TEWANTIN-NOOSA BOWLS CLUB Inc.

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2024 Strategic Plan Update

Introduction

The TNBC is conveniently located on Hilton Terrace which is one on the main roads that connects the premier tourist locations of Noosaville and Hastings Street with Tewantin and Cooroy areas. The Club is accessible by public transport and has onsite parking for over 100 cars.

The Club consists of three world class turf bowling greens, restaurant, bar, gaming room and social lounge facilities.

A review of the previous Strategic Plan (2021) and subsequent Business Plan (2022/23) has been carried by the current Board of Management and an updated Strength-Weaknesses-Opportunities-Threats (SWOT) Analysis has now been prepared. The new SWOT has given the Board the opportunity to develop a list of Priorities for the Club going forward and to re-examine Cash Flow Requirements Including Provision for Operational Reserves.

Based on the SWOT and Priorities Analysis an Asset Replacement Schedule and Capital Works Program that will meet the needs of the Club in the coming years has been developed that takes into account the future cash flow requirements.

This Update should be read in conjunction with the previous Strategic Plan and Business Plans.

Vision

To continue the growth and development of the Tewantin Noosa Bowls Club as the premier location for competitive bowls and social interaction in the region and to instill a passion and pride in OUR Club that the community and visitors alike will want to be a part of.

TO DO BOWLS DIFFERENTLY - TO CONNECT MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN



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Objectives

- To improve, enhance and drive improvements to our financial bottom line to ensure the future of the Club
- To develop and provide promotions and member loyalty programs that will drive recruitment and retention of new members.
- To provide the best possible standard of facilities for use of Members and Social Members
- To source and develop relationships with Main Sponsors that provide mutually beneficial outcomes.
- To develop and provide activities that are designed to promote the game of Bowls and or provide good fellowship between members of the Club.
- To advance and promote the game of bowls in the community by developing the Corporate Bowls and Bare Foot Bowls Programs to drive recruitment of new bowlers and to drive improvements to turnover.
- To develop a Bowls Program and Major Events Program that will provide an ongoing source revenue that contributes directly or indirectly to the revenue streams of the Club.
- To develop the School Bowls Program as a mechanism to promote interest in the game from the younger generation.
- To provide a facility that can be utilised to meet the needs of other broader community and assist them in achieving their objectives.
- To use the Opportunities Identified in the SWOT Analysis to plan for the future.

The Board of Management with assistance from the Club Manager will determine Performance Criteria, make Budgetary Provision, assign Resources and Appoint the Person or Persons responsible for achieving the targeted outcomes within 3 months of being elected at the AGM each year.

Facility

Our facility boasts three well maintained bowling greens, a licensed clubhouse, a 120-seat restaurant, a gaming area with 25 machines, TAB, main bar, 107 fully sealed car parking bays, a multi-purpose building and a dedicated greenkeepers shed. The license covers the areas adjacent to the bowling greens and the multi- purpose building at the rear of the property.

Upgrades to the dining room and building façade have occurred in the last few years and new dining room and bar furniture have been provided to enhance patron comfort and appearance. The Club is currently working on an upgrade of the club which will provide a new and improved awning area at the rear of the existing bar and dining areas. Some internal improvements will also be carried out in conjunction with this upgrade to improve visual appearance from inside the club house and improve patron movement and flexibility of the internal areas.

Further cost-effective improvements are also planned to improve member/customer comfort and services.

Further Improvements being considered:

- a. Development of multi-purpose area at the rear of the property to incorporate Male and Female Toilets, Shower and locker rooms, Bowls Storage Area and a Board Meeting / Function Room adjacent to existing outside covered area.
- b. Improvements to the Amenity of Gaming Room and provision for small increase in number of machines
- c. Improvements to entry area to provide a more welcoming ambience to potential customers
- d. Improvements to the internal layout of the dining room to provide improved ambience for patrons



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Financial Considerations

The past few years has seen the Club maintain Operating Surpluses after many years of negative returns however there is an emerging situation that is creating a downturn in the industry across the whole of the region that may impact our ability to maintain a good cashflow and will necessitate well planned and considered approach to any ongoing expenses and provision for capital improvements around the Club. It is imperative that we retain sufficient "Operational Reserves" that enable us to withstand the cyclic nature of the industry and future proof the survival of the Club.

Strength/ Weaknesses/Opportunity/Threat Analysis – SWOT Analysis

In the attached SWOT analysis attached it is evident that there are many opportunities that are available to the Club to ensure ongoing success and help us become the "Go To" place in the region for Social and Bowls activities. The challenge for us is to now cultivate, prioritise and implement these opportunities to enable us to continue to grow and to control and mitigate any weaknesses or threats. This analysis will help form the basis of our decision-making processes so that appropriate outcomes can be achieved to benefit the Club and its Members.

Priorities for the Future

As part of the Strategic Plan Review Board members carried out an in-depth review of the Clubs priorities going into the future. This review covered all aspects of the Clubs operations from Capital Works Upgrades to Asset Replacement and the Business-as-usual side of the Business. These priorities are shown on the attached priorities spreadsheet and as stated in the SWOT Analysis above will also help form the basis of our decision-making processes that will ensure the viability of the Club well into the future.

Operational Reserves

As previously mentioned, the Club needs to ensure that we maintain sufficient Operational Reserves to enable us to negotiate the cyclic nature of this industry and also enable us to withstand another Covid Type scenario in the future. It is strongly believed that Operational Reserves between \$350,000 and \$400,000 should be maintained for this purpose at all times. To maximise our return on these monies it is envisaged that \$300,000 be invested in appropriate Term Deposits with our current Bank, The Bendigo Bank and the balance kept on hand to cover expenses that are deemed to be critical. Further deposits into the Operational Reserve Funds should also be made from time to time from our monthly Operational Surpluses when they occur.

Capital Works Program and Asset Replacement Schedule

Taking into account current commitments, including the current Awning Replacement Project, a Capital Works Program and an Asset Replacement Schedule have been developed to meet the ongoing needs of the Club. The SWOT Analysis and Priorities for The Future Analysis have been used for this purpose.

It is anticipated that the Asset Replacement Schedule can be funded from monthly/quarterly/yearly "Cash Flows" not from Operational Reserves.

Capital Works will be funded from Grants and from our Operation Reserves Funds when sufficient monies are available over and above the designated minimums as detailed above.

The Proposed Capital Works Program and Asset Replacements Schedule are attached for reference.



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Where to from Here

This review has indicated that the Club certainly has the opportunity to capitalise on its unique position in the Community and has the ability to become the “Go To” place locals and visitors alike if we make the right decisions and implement a considered and targeted plan to achieve the outcomes necessary for success.

The board will now utilise this information to ensure that the Club achieves its objectives whilst ensuring that we retain the financial resources for the Clubs long term viability.