

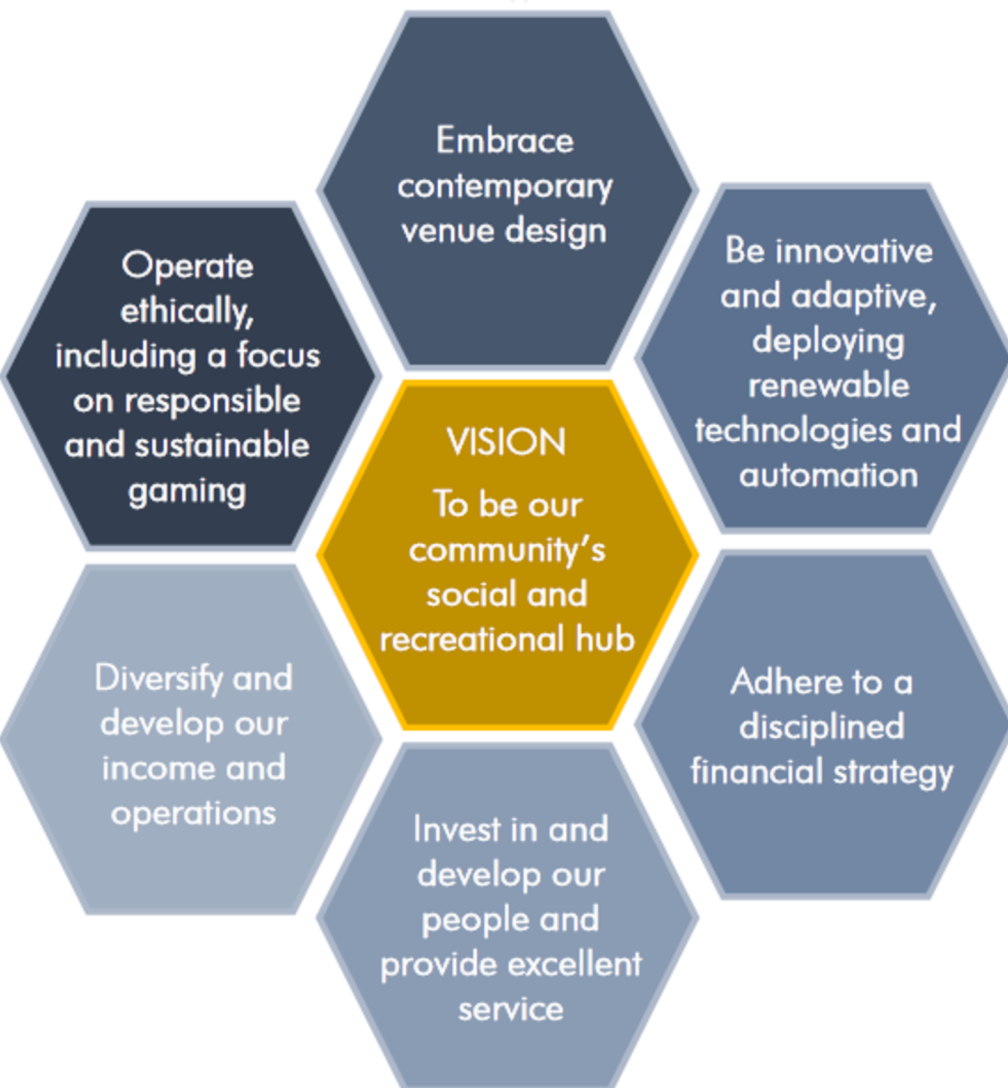
# BALGOWLAH RSL MEMORIAL CLUB STRATEGIC PLAN 2023-27

SERVING OUR COMMUNITY AND HONOURING OUR RETURNED SERVICE MEN AND WOMEN



## PATHWAYS

How will we realise our vision?



## WHAT IS OUR PRIMARY STRATEGIC PRIORITY?

Ensuring our venue remains relevant to the community it serves through capital investment and upgrades to facilities and services, specifically a renovation and repositioning of the Sports Bar

## WHAT ARE OUR EVOLVING STRATEGIC PRIORITIES?

Realising the value of Balgowlah RSL's property through the development and implementation of a Master Plan, with a focus on diversifying income and broadening the club's appeal in the local community

## IMPLEMENTATION

Primary and Evolving Priorities will be achieved by adhering to a financial framework that efficiently allocates financial and other resources, based on effective cashflow, cost control, debt and procurement management

## RISK APPETITIE

Risk appetite is defined as 'the amount and type of risk that an organisation is willing to take in order to meet their strategic objectives'. As a member-owned, community organisation Balgowlah RSL Memorial Club has a low-moderate risk appetite.

- Operate ethically, including a focus on responsible and sustainable gaming**
  - o Culture based on an understanding that while Club activities do not cause compulsive gambling or alcohol abuse, they do provide an opportunity for some people to pursue these destructive behaviours
  - o Acceptance that the club has a responsibility to the Community to assist in alleviating problem gambling by providing diligent compliance with all laws and regulations, proactive education
- Embrace innovative contemporary venue design**
  - o Lodge DA for Stage 1 of Master Plan – with construction scheduled for 2025
  - o Repositioning statement to broaden market appeal
  - o New inviting façade facing on Ethel St and upgraded Sports Bar
  - o Expanded outdoor dining, leisure and entertainment precinct
  - o Embrace contemporary design: fresh air, natural light and materials
- Diversify and develop our income and operations**
  - o Create a diversified business with additional operations, scheduled for 2027.
  - o Strategy to ensure that over 50% of revenue is derived from non-gaming sources.
- Invest in and develop our people and provide excellent service**
  - o Introduce and monitor key performance indicators for service and members satisfaction
  - o Annual member and employee surveys
  - o Developing People Plan to recruit, develop and retain employees
- Be innovative and adaptive, deploying renewable technologies and automation**
  - o Member communications through digital innovation and communication strategy
  - o Possible adoption of a digital wallet to serve as a platform for further member engagement with the introduction of a cashless gaming option
- Adhere to a disciplined financial strategy**
  - o Introduction of ERP (Economic Resource Planner) based on a rolling 5-year weekly cashflow forecast
  - o Streamline financial reporting, with an updated chart of accounts