

BALGOWLAH RSL MEMORIAL CLUB STRATEGIC PLAN 2023-27

SERVING OUR COMMUNITY & HONOURING OUR RETURNED & SERVING MEN & WOMEN



PATHWAYS
How will we realise our vision?

Embrace
contemporary
venue design

Operate
ethically,
including a focus
on responsible
and sustainable
gaming

VISION
To be our
community's
social and
recreational hub

Be innovative
and adaptive,
deploying
renewable
technologies and
automation

Diversify and
develop our
income and
operations

Invest in and
develop our
people and
provide excellent
service

Adhere to a
disciplined
financial strategy

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 APPETITE

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