

PENSHURST RSL

STRATEGIC PLAN
2022 TO 2025

Penshurst
RSL

PENSHURST RSL CLUB

LTD

LEST WE FORGET

Welcome to our club

Introduction

On behalf of the Board and Management, I am proud to introduce Penshurst RSL Club's 2022 to 2025 Strategic Plan

When you enter the club's reception, you will see a marble plaque on the wall on the right. This is the foundation stone laid by the NSW Premier in 1921, when building commenced on the Penshurst Sailors' and Soldiers' Memorial Institute. This building was officially opened on 4 February 1922. The RSL Club was added to the building as an extension in 1960. For over 100 years, it has been a beacon of social life for dances, concerts and social gatherings, occasions of remembrance, and a meeting place for all.

Today, Penshurst RSL Club continues to be a place where friends and family choose to meet, dine and socialise. It is the largest employer in the suburb and a substantial contributor to the local community. The board, management and staff are all working together as one team to ensure the ongoing success of this wonderful establishment.

The best way to secure a prosperous and long-term future for the Club is to provide outstanding facilities and services for our members and guests to enjoy.

That is why we have developed a plan for the club. It is called the Strategic Plan. This plan will be our compass. It will show us the way to modernise our club, improve our facilities and services, and secure our future. I would encourage all to read and embrace the club's strategic plan - that is the way ahead.

Exciting days ahead!

John Hoban,
President, Penshurst RSL



Our Vision

At Penshurst RSL, our vision is to secure our long term future by providing outstanding facilities and services for our members and guests



We are on a mission

Our mission is to:

- Provide welcoming and outstanding hospitality experiences
- Be a meeting place for our diverse local community
- Support local community organisations
- Promote the spirit of Anzac and remembers those who have served



Our strategic goals

We have identified five key goals, which will contribute to our prosperous and sustainable future.

1. IMPROVE & ACTIVATE ALL AREAS OF OUR CLUB
2. ONGOING FACILITY IMPROVEMENTS
3. ONE TEAM - ONE PURPOSE
4. DESIRED LOCAL EMPLOYER
5. FINANCIAL SUSTAINABILITY

STRATEGIC GOAL 1

IMPROVE & ACTIVATE ALL OUR FACILITIES

OUR GOAL

Develop a Master Plan for our club building that improves, activates and unlocks the potential from all areas of our club

BACKGROUND

Our vision is to secure our long term future by providing outstanding facilities and services for our members and guests.

To achieve this vision, we need to improve, activate and unlock the potential of all areas of our club.

We identified the need for the Club to be **'different things to different people'** and as such it is essential to create a diverse range of leading hospitality facilities for our members and guests to enjoy.

We also identified that we need to address key building issues (visibility, accessibility, separation and flow between different areas, old building etc). It is critical we develop the optimum Master Plan for the whole site (layout, flow, areas for future growth etc) that will set the Club up for the next 10 years and beyond.



**IMPROVE & ACTIVATE
ALL OUR FACILITIES**

OUR OBJECTIVES



Master Plan Strategy

- Agree the Master Plan Strategy for the Whole Club Building by August 2022

Research

- Carry out research on potential future facilities (ongoing)

Engage Property Specialists

- Engage property specialists to develop potential Master Plan concepts for the Whole Building in 2024

Develop Master Plan

- Agree the Master Plan for the Whole Building by the end of 2024

Master Plan Execution

- When appropriate, determine how we will execute the Master Plan (DA lodgement, timing, funding, staging etc)

STRATEGIC GOAL 2

ONGOING FACILITY IMPROVEMENTS

OUR GOAL

Continue to improve the Club's existing facilities, while the Master Plan for our club building is being developed

BACKGROUND

As the Master Plan is being developed there is a need for the Club to continue to carry out capital works to improve the venue and to provide better experiences for our diverse customer groups.

Critically, any short term work carried should complement the master plan (once developed) and be a stepping stone to the long term development of the Club.

ONGOING FACILITY IMPROVEMENTS



OUR OBJECTIVES



Increased Dining and Lounge Areas

- Dining and Lounge Area Extensions to be completed in 2023 (pending council approval)

Car Park Extension

- Car Park extension to be completed in 2023 (pending council approval)

New TAB/Sports Area

- New TAB/Sports area to be completed in 2023 (pending council approval)

Improved Memorabilia

- Relocated and improved Memorabilia area to be completed in 2023 (pending council approval)

Outdoor Gaming Room Extension

- Outdoor gaming room extension to be completed in 2023 (pending council approval)



STRATEGIC GOAL 3

ONE TEAM - ONE PURPOSE

OUR GOAL

Our people strive as a unified team to achieve our vision and mission statements

BACKGROUND

Since we developed our first strategic plan back in 2015, the club has made significant improvements, including but not limited to:

- Our financial sustainability
- Venue improvements
- The culture at the club
- A more diverse team and membership
- Our community support.

We also recently managed to successfully navigate the most turbulent time in the club's history (Covid-19).

Following on from the approval of this latest Strategic Plan, we need to share, engage and align all stakeholders (staff, members, banker, community etc) to it, ensuring we strive forward as a unified team.

ONE TEAM – ONE PURPOSE



OUR OBJECTIVES



Share Strategic Plan

- Communication of the Strategic Plan across the organisation (staff and members) by June 2023

Communication Plan

- Develop a Communication Plan to include all key stakeholders (Internal/External) by February 2023

Operational & Business Unit Plans

- Develop our Operational and Business Unit Planning framework to better align business operations to our Strategic Plan. To be completed by December 2022

Community Support Review

- Review how we currently support our local community and identify what critical support our local community needs (existing and future). To be completed by March 2023

Community Partnership Plan

- Develop a Community Partnership Plan that will provide a framework for us to better support our local community. To be completed by June 2023

STRATEGIC GOAL 4

DESIRED LOCAL EMPLOYER

OUR GOAL

Be an engaging, respected and desired local employer

BACKGROUND

We want to be a club that our team enjoy being part of, that is respected by both our team and local community and is regarded as a highly desirable place to work.

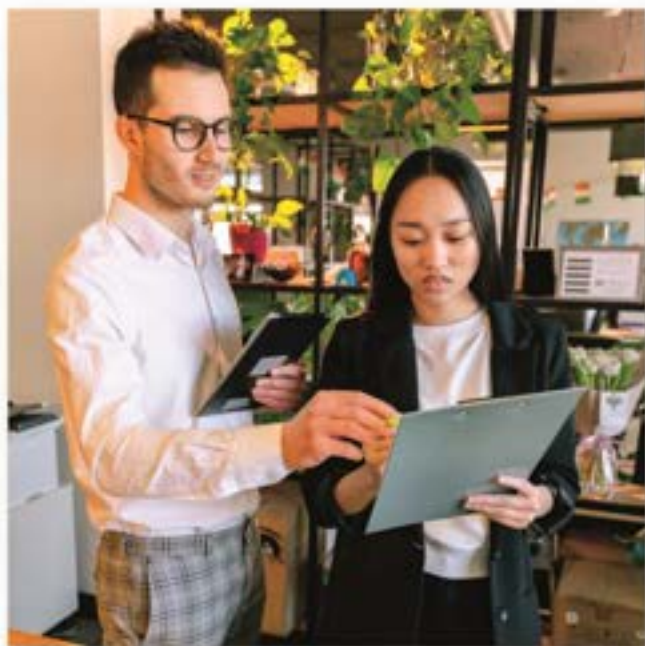
To do so we need to:

- Continue to improve the culture at our club
- Provide more career pathway opportunities for our team and local community
- Identify opportunities for the improved development of our team



**DESIRED LOCAL
EMPLOYER**

OUR OBJECTIVES



Personal Development & Training

- Review the existing personal development and training we provide to our team and identify opportunities to improve by September 2022

Career Pathways

- Review our existing career pathways and identify opportunities to improve by September 2022

Culture

- Continue to foster a culture of regular communication, acknowledgement and feedback across our team (ongoing)

STRATEGIC GOAL 5

FINANCIAL SUSTAINABILITY

OUR GOAL

Ensure the long-term viability of our club through leading financial practices and sustainable investment in our facilities

BACKGROUND

Our ongoing financial sustainability is critical to us being able to achieve our strategic plan and to ensure the Club's long term future. Further, how and when we execute the various stages of the Master Plan will be heavily impacted by our financial performance and existing debt levels.

We need to focus on improving financial performance through our continued focus on improvements to the gaming offering and by instilling a new mindset across our organisation in this post Covid-19 era.

We also need to maintain a level of financial discipline across the business that will support improved financial budgeting processes and informed decision making.



FINANCIAL SUSTAINABILITY

OUR OBJECTIVES



Repay Bank Debt

- Repay our existing bank debt by August 2023.

Internal Reporting

- Review and identify how our internal reporting can be improved to support better decision making (Board & Management). To be completed by January 2023.

Financial Budgeting

- Review our existing financial budgeting processes and identify opportunities to improve for the 2023 financial year. To be completed by February 2023.

Revenue Growth & Operational Efficiencies

- Continue to identify and action opportunities to drive revenue growth and operational efficiencies (ongoing).

STRATEGIC PLAN ROADMAP 2022 TO 2025

SEP QTR 2022

- Agree the Master Plan Strategy for our club building
- Personal development, training and career pathways review

MAR QTR 2023

- Review and improve internal reporting processes
- Review our existing financial budgeting processes
- Communicate the Strategic Plan to all stakeholders
- Develop Communication Plan

SEP QTR 2023

- Repay our existing bank debt
- Outdoor gaming room extension
- Car Park extension
- New TAB/Sports area
- Improved Memorabilia area
- Increased Dining & Lounge areas

DEC QTR 2024

- Agree the Master Plan for the Whole Building

- Develop our Operational and Business Unit Planning framework

DEC QTR 2022

- Develop our Community Partnership Plan
- Share Strategic Plan

JUN QTR 2023

- Engage property specialists to develop potential Master Plan concepts

JUN QTR 2024

- When appropriate, determine how we will execute the Master Plan

2025

***Together we strive as a unified team to
achieve our vision and mission statements***



www.penshurstrsl.com.au