

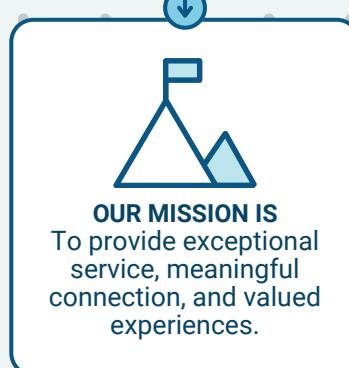
Club Warwick RSL Strategic Plan

Prepared For :
Club Warwick RSL

Prepared By :
Peak Potential Coaching Co.



2025-2028 Strategic Plan: At a Glance



Executive Summary

Club Warwick RSL exists to serve our members, honour our veterans, and contribute meaningfully to the Warwick community. As we look toward 2028, this strategic plan provides a clear and future-focused roadmap - ensuring the Club remains relevant, sustainable, and impactful in everything we do.

The 2025-2028 Strategic Plan is built around five core pillars that guide our priorities:



1. Our People, Leadership & Culture

We support and develop our team - building capability, communication, and culture to deliver consistent service and pride in the Club.



2. Our Members & Veterans

We listen to, recognise, and celebrate our members and veterans - ensuring they feel valued, connected, and central to our purpose.



3. Club Experience

We create a seamless, high-quality Club journey - from dining to entertainment; that keeps people engaged, satisfied, and coming back.



4. Our Business & Future

We manage our finances, facilities, and systems with discipline and innovation - securing a strong foundation for long-term growth and community benefit.



5. Our Community & Impact

We give back generously, show up meaningfully, and form partnerships that honour our legacy while shaping the future of Warwick.

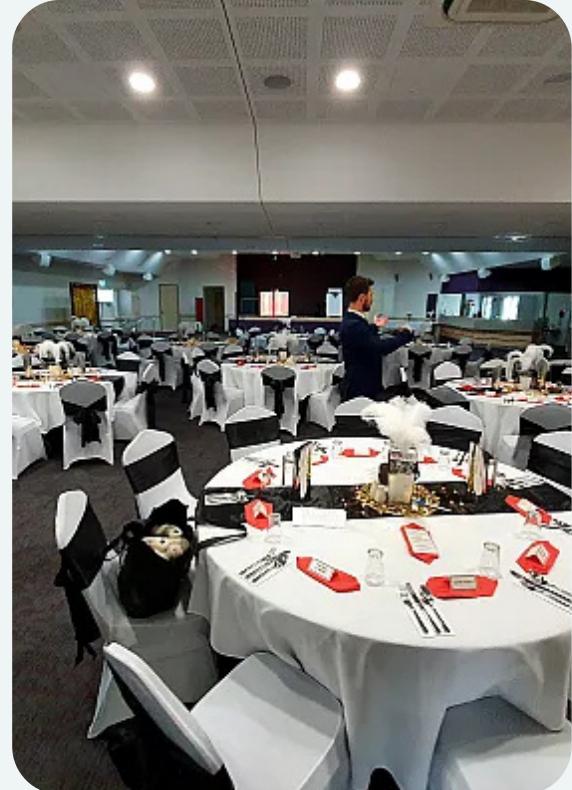
Each pillar includes clear objectives, measurable KPIs, and actionable strategies. Progress will be reviewed quarterly, with a full strategic refresh conducted annually. Oversight is shared across Club leadership and the Board, with reporting aligned to this plan's priorities.

This strategy is not just a document - it's a living commitment to our members, our team, our veterans, and our community. Through it, we'll build a Club that not only thrives, but leads.

About Club Warwick RSL and Strategic Planning Approach

Club Warwick RSL is a longstanding and valued institution in the Southern Downs region, serving as both a place of remembrance and a centre for connection, hospitality, and community engagement. With deep ties to local veterans and a strong tradition of service, the Club provides welcoming spaces for members, guests, and visitors to enjoy quality food, entertainment, and social connection.

In addition to its community role, the Club operates a diverse and successful hospitality business with strong performance across gaming, food, and beverage services. It is also an important contributor to the local economy, employing staff across multiple departments and partnering with a range of local organisations and suppliers.



Recognising the need to align its future growth with its founding values, Club Warwick RSL commenced a formal strategic planning process in early 2025.

This process was led by Peak Potential Coaching Co. and informed by broad consultation, including:

- **Directors and Board Members** – through a dedicated strategy session and board survey
- **Staff Members** – via an anonymous whole-team employee survey
- **Members and Community** – through feedback forms, conversations, and public engagement
- **Operational Data** – including financial reports, department performance, and workforce feedback
- **Environmental Analysis** – via structured SWOT and PEST assessments

The resulting Strategic Plan sets the direction for 2025 to 2028. It balances tradition and innovation, outlining clear priorities to ensure Club Warwick RSL remains relevant, resilient, and representative of the people and community it serves.

Club Warwick RSL: Plan on a Page

Honouring tradition. Serving community. Building for the future.

VISION

Club Warwick RSL's vision is for its members and community to be proud to call it *their* Club.

MISSION

The mission of Club Warwick RSL is to provide exceptional service, meaningful connection, and valued experiences for members, veterans, and the broader community. Through respectful remembrance, modern hospitality, and strong governance, the Club honours the past while building a future-focused RSL.

ORGANISATIONAL VALUES

- Respect - Honouring our veterans, our history, and each other in everything we do.
- Belonging - Creating a place where all people feel welcome, valued, and connected.
- Excellence - Striving for high standards in service, leadership, and operations.
- Integrity - Communicating clearly, acting fairly, and doing what's right.
- Progress - Embracing change, learning from feedback, and evolving with purpose.
- Community First - Working together to contribute to Warwick's wellbeing, economy, and culture.

STRATEGIC PILLARS & KEY OBJECTIVES

PILLAR 1: OUR PEOPLE, LEADERSHIP & CULTURE

Objective: Empowering the team and building a great place to work.

PILLAR 2: OUR MEMBERS & VETERANS

Objective: Creating a welcoming Club experience that honours purpose and service.

PILLAR 3: OUR CLUB EXPERIENCE

Objective: Delivering great food, entertainment, and facilities the community is proud of.

PILLAR 4: OUR BUSINESS & FUTURE

Objective: Driving a strong, modern business that supports long-term success.

PILLAR 5: OUR COMMUNITY & IMPACT

Objective: Contributing to Warwick's future and giving back with purpose.

SWOT - STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Strengths: Loyalty, location, revenue, atmosphere, commitment, upgrades. **Weaknesses:** Poor systems/training/turnover, key staff reliance, facility needs. **Opportunities:** Younger members, modernise, partners, diversify. **Threats:** Costs, competition, expectations, shifts, compliance.

PEST - POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL

Political: Regulations, RSL governance, local/state/federal influence. **Economic:** Inflation, wage pressures, value demand. **Social:** Ageing members, family-friendly needs, community values. **Technological:** Modern systems, reliable tech, digital marketing.

Strategic Pillar 1: Our People, Leadership and Culture

Empowering the team and building a great place to work.

KEY OBJECTIVE

To cultivate a purpose-driven, high-performing team culture built on accountability, leadership at every level, and a reputation as an employer of choice in the region.

OUTCOME

Club Warwick RSL is known for its exceptional team culture - where leaders grow from within, staff take pride in their roles, and new talent is attracted by the Club's clear values, development pathways, and modern workplace practices.

KPI'S

- 85% staff satisfaction rating maintained annually
- 75% of Duty Managers and Team Leaders promoted internally
- Onboarding time for new hires reduced by 30%
- 100% of staff participate in at least 4 learning experiences annually
- Quarterly "Bright Ideas" innovation participation rate above 50%
- Recognised externally in one award, media feature, or industry channel annually by 2028
- Employer Net Promoter Score (eNPS) above 30

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Build internal leadership capability and visibility	Develop confident, consistent leaders across departments - from boardroom to front line	<ul style="list-style-type: none">• Launch and publish a 12-month leadership training calendar (CMA & CTA) by Q1 each year, including monthly topics and facilitators• Develop a Duty Manager playbook and peer mentoring system• Conduct monthly 1:1s and quarterly leadership roundtables• Pilot reverse mentoring to pair junior and senior staff• Use micro-learning videos to reinforce key skills	<ul style="list-style-type: none">• GM (lead), HR (training), Duty Managers
Clarify structure and succession planning	Ensure everyone knows who they report to, how they grow, and what do 'best practice /industry standards' look like	<ul style="list-style-type: none">• Create and publish a team hierarchy/org chart• Develop a skills matrix to map strengths and gaps• Create a 3-year succession and capability plan for key roles including GM, Duty Managers, and board leadership• Digitally visualise the succession pipeline using live documents	<ul style="list-style-type: none">• GM (lead), HR (support), Board

Strategic Pillar 1: Our People, Leadership and Culture-Continued

Empowering the team and building a great place to work.

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Reinvent onboarding and training to drive consistency	Deliver a modern onboarding and continuous training program that sets expectations early and reinforces culture	<ul style="list-style-type: none"> Implement a 30/60/90 day onboarding checklist Introduce a buddy system for new hires Utilise connections with Tanda, Lighthouse & external training providers Run quarterly refreshers for key roles (e.g. bar, gaming, food) Trial gamified onboarding: digital progress tracker with badges and milestones 	<ul style="list-style-type: none"> HR (lead), Duty Managers, Marketing (support on media)
Strengthen workplace culture and recognition systems	Create an environment where contribution is visible and feedback flows both ways	<ul style="list-style-type: none"> Launch a quarterly "Bright Ideas" challenge for staff-led improvements Refresh recognition system (vouchers, spotlight stories, team wins) Host Annual whole-of-team culture sessions Create a "How We Live The Values" digital or physical wall highlighting staff contributions Use an anonymous feedback form for suggestions and shout-outs 	<ul style="list-style-type: none"> GM (vision), HR (design), Admin (delivery)
Improve communication rhythm and accountability	Make communication clear, consistent, and inclusive - no surprises, one club, one team	<ul style="list-style-type: none"> Deliver 60-second monthly video updates from the GM Schedule monthly whole-of-house briefings Align Tanda communications with in-shift printed notices Introduce fortnightly team check-ins by area Explore staff dashboards or visual board to track wins, priorities, and live feedback themes 	<ul style="list-style-type: none"> GM (lead), HR (comms), Duty Managers (execution)
Reinvent onboarding and training to drive consistency	Deliver a modern onboarding and continuous training program that sets expectations early and reinforces culture	<ul style="list-style-type: none"> Implement a 30/60/90 day onboarding checklist Introduce a buddy system for new hires Create modular training guides (print + video) Run quarterly refreshers for key roles (e.g. bar, gaming, food) Trial gamified onboarding: digital progress tracker with badges and milestones 	<ul style="list-style-type: none"> HR (lead), Duty Managers, Marketing (support on media)

Strategic Pillar 2: Our Members & Veterans

Creating a welcoming Club experience that honours purpose and service.

KEY OBJECTIVE

Position Club Warwick RSL as a trusted, inclusive, and veteran-respected destination - where members feel proud to belong, are visibly recognised, and are actively engaged in shaping the Club's future.

OUTCOME

The Club is a community cornerstone for both members and veterans - a place of meaningful belonging, legacy recognition, and innovative engagement across generations.

KPI'S

- 10% increase in membership growth and retention year on year
- 4 veteran-focused events or initiatives delivered annually
- 100% of member feedback acknowledged within 24 hours
- Annual member satisfaction rating above 80%
- 100% of major upgrades completed within planned timeframe
- One new member-led initiative activated each year
- Monthly "You Said, We Did" recognition feature published - showcasing to Members what has been done with their feedback

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Continue embedding and evolving veteran storytelling and presence across the Club	Build on the strong foundation already established to ensure veteran history, culture, and contributions remain visible, valued, and actively maintained in all spaces and communications	<ul style="list-style-type: none">• Maintain and regularly update the Living Honour Wall and digital veteran storytelling displays• Ensure Sub-Branch input in future design and upgrade decisions• Feature rotating veteran profiles across digital screens, walls, and social media• Explore new ways to share veteran stories and service legacies across Club spaces and platforms	<ul style="list-style-type: none">• GM (lead), Marketing, Sub-Branch Reps
Lead with pride in member service and connection	Deliver consistent, high-quality member experiences that reflect our values of inclusion, service, and recognition	<ul style="list-style-type: none">• Embed a Member Service Charter and train all staff to deliver it• Introduce a digital recognition log to track and celebrate members' input and stories• Feature a new Member Spotlight monthly across social media and foyer displays, tied to recognition or contribution	<ul style="list-style-type: none">• HR (training), Duty Managers, Marketing

Strategic Pillar 2: Our Members & Veterans-Continued

Creating a welcoming Club experience that honours purpose and service.

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Drive member engagement through relevance and consistency	Offer contemporary, accessible, and engaging experiences for all demographics - especially emerging member groups	<ul style="list-style-type: none">Develop an annual Member Engagement Calendar with varied offeringsTrial member-led experiences (e.g. skills workshops, trivia hosting)Use data to track attendance and relevance of events by age group	<ul style="list-style-type: none">GM (vision), Events Lead, Admin
Use feedback as a driver for recognition and improvement	Make it easy for members to share feedback and see their ideas actioned - closing the loop with transparency and gratitude	<ul style="list-style-type: none">Launch a digital + in-venue feedback tool (e.g. QR links, tablets)Implement a live "You Said, We Did" display boardReview member themes monthly and feed into decision-makingCreate an annual "Ideas in Action" report or updateLink member and community feedback to team recognition strategy	<ul style="list-style-type: none">GM (lead), Admin (tracking), Marketing (communication)

Strategic Pillar 3: Our Club Experience

Delivering great food, entertainment, and facilities the community is proud of.

KEY OBJECTIVE

Deliver a consistent, high-quality, and inclusive Club experience - where service, atmosphere, and offerings reflect member expectations, community relevance, and commercial success. Curate signature 'experience flows' that connect dining, entertainment, and social connection - encouraging guests to stay longer and return more often.

OUTCOME

The Club is recognised for delivering a welcoming, seamless, and enjoyable experience - with memorable moments, consistent standards, and offerings that evolve with the needs of members, visitors, and the wider community.

KPI'S

- 85% satisfaction rating from members and guests (annual survey)
- Club experience standards implemented across all frontline areas
- Secret shopper audits completed quarterly with upward trends
- Monthly customer service training completed by 100% of new staff
- 3 service innovations or upgrades tested annually
- Mystery dining program launched by 2026
- Repeat function bookings increased by 20% by 2028

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Curate signature 'experience flows' that connect dining, entertainment and social connection	Encourage members and guests to stay longer by offering an integrated journey - from great meals to music and movement	<ul style="list-style-type: none">• Design and test 3 key "Club Experience Flows" (e.g. Dine + Win + Dance)• Promote bundles (e.g. dinner + drinks + show deals)• Train staff to guide patrons through "what's next" in their visit• Use signage and digital tools to visually show the journey	<ul style="list-style-type: none">• GM, Events Lead, Marketing, Duty Managers
Raise service consistency across all touchpoints	Ensure a high-quality, welcoming experience whether someone visits for five minutes or five hours	<ul style="list-style-type: none">• Develop and roll out a Club Experience Service Manual• Use daily shift checklists and walkthroughs• Include service themes in daily briefings	<ul style="list-style-type: none">• HR (manual), Duty Managers (execution), GM

Strategic Pillar 3: Our Club Experience

Delivering great food, entertainment, and facilities the community is proud of.

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Use feedback and atmosphere data to evolve the space	Respond to real-world patterns to refine layout, sound, lighting, flow, and vibe	<ul style="list-style-type: none">Conduct customer flow auditsTrial "zone" setups with lighting and musicRun QR-based polls about comfort, vibe, and experience	<ul style="list-style-type: none">GM (lead), Marketing, Duty Managers
Turn entertainment into emotional connection	Make entertainment interactive, shareable, and deeply tied to member identity	<ul style="list-style-type: none">Host "nights out" with themes and MCsUse light-touch tools like photo booths, dedicationsLink event impact to food/bar sales data	<ul style="list-style-type: none">Events, Marketing, Bar Supervisor
Empower staff to create magic moments	Build confidence and permission for staff to go the extra mile	<ul style="list-style-type: none">Launch "Surprise & Delight" toolkitCelebrate great moments in team meetingsReward proactive service actions	<ul style="list-style-type: none">HR (training), GM (recognition), Duty Managers

Strategic Pillar 4: Our Business & Future

Driving a strong, modern business that supports long-term success.

KEY OBJECTIVE

Strengthen Club Warwick RSL's commercial foundations, facilities, and systems - ensuring long-term sustainability, relevance, and growth.

OUTCOME

The Club is a future-ready business with strong financial performance, modern infrastructure, and a reputation for smart reinvestment, innovation, and community contribution.

KPI'S

- Net profit margin improved year-on-year
- Facilities master plan developed and reviewed annually
- 3 major asset upgrades delivered by 2028
- 10% energy or waste reduction achieved
- Technology and systems roadmap implemented
- Annual business continuity review completed
- 90% board and leadership satisfaction with financial performance and decision-making tools

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Deliver and maintain a strategic Facilities Master Plan	Use infrastructure upgrades as a way to improve operations, member experience, and long-term value	<ul style="list-style-type: none">• Review and update Facilities Master Plan annually• Align upgrades with strategic priorities and veteran identity• Include input from members, staff and Sub-Branch• Track ROI and member sentiment post-upgrade	<ul style="list-style-type: none">• GM (lead), Board, Facilities Manager
Modernise systems and streamline operations	Use smart technology to reduce waste, improve service, and make decisions easier	<ul style="list-style-type: none">• Create and begin implementing a digital systems roadmap by mid-2026, covering POS, rostering, finance, and CRM.• Automate key tasks (e.g. rosters, feedback tracking, reporting)• Review and consolidate legacy systems	<ul style="list-style-type: none">• GM, Admin, Finance Lead

Strategic Pillar 4: Our Business & Future-Continued

Driving a strong, modern business that supports long-term success.

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Grow revenue through diversified and sustainable streams	Reduce over-reliance on any one area (e.g. gaming) by boosting performance in food, events, functions and membership	<ul style="list-style-type: none"> Develop and implement a quarterly growth plan for each revenue stream (e.g. bar, kitchen, gaming, functions), including 2 targeted actions per unit and a traffic-light progress review Create 3 tiered function packages (e.g. Standard, Premium, Celebration) and run a seasonal digital marketing campaign for each Conduct a pricing and cost analysis by Q2 each year - adjusting high-volume items and function pricing based on margin and market fit Launch a member referral program with instant rewards and introduce loyalty tiers (e.g. Bronze, Silver, Gold) by 2026, with tracked engagement rates 	<ul style="list-style-type: none"> GM, Finance, Events Lead, Marketing
Build long-term resilience and risk-readiness	Prepare the Club to adapt through strong governance, clear succession planning and responsive forecasting	<ul style="list-style-type: none"> Conduct annual business continuity and risk review Create a future scenarios plan (e.g. major disruptions, regulation changes) Maintain a living succession plan for Board and GM roles Align board reporting to forward-focused KPIs 	<ul style="list-style-type: none"> GM (lead), Board Chair, Finance Sub-Committee
Embed environmental and social sustainability	Position the Club as a responsible, community-minded organisation	<ul style="list-style-type: none"> Conduct annual audit of energy, water and waste Set 3-year targets and track quarterly Use local suppliers where possible Publish a short community impact snapshot annually 	<ul style="list-style-type: none"> GM, Facilities, Marketing/ Admin

Strategic Pillar 5: Our Community & Impact

Contributing to Warwick's future and giving back with purpose.

KEY OBJECTIVE

Strengthen the Club's community presence, partnerships, and visibility - becoming a recognised contributor to civic life, local impact, and veteran legacy in Warwick.

OUTCOME

Club Warwick RSL is known as a community pillar - consistently supporting local causes, building partnerships, telling impactful stories, and demonstrating real social and veteran-focused contribution.

KPI'S

- Participate in 6+ community initiatives or events each year
- Deliver or support 3 veteran-focused programs or campaigns annually
- Grow total community giving (cash, in-kind, sponsorship) by 25% by 2028
- Launch a community partnerships tracker and impact snapshot by 2026
- 90% of staff and board agree the Club is visible and engaged in the community
- Feature 12 local/veteran stories annually across internal and external channels
- Community collaboration featured in at least 1 external media outlet or award annually

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Show up and give back as a local leader	Be present and generous in Warwick's civic, cultural, and charitable life	<ul style="list-style-type: none">• Identify and commit to 6 signature community events or causes each year• Align sponsorships and donations to a clear community giving framework• Offer in-kind support (venue use, vouchers, catering) through a simple application process	<ul style="list-style-type: none">• GM (lead), Admin (tracking), Board (endorsements)
Share stories and preserve local connection	Use storytelling to honour veterans, spotlight community efforts, and build emotional connection	<ul style="list-style-type: none">• Run a "12 Stories in 12 Months" campaign featuring veterans, members, or locals• Install a digital story screen in the foyer to rotate community/veteran highlights• Use social media, newsletters, and foyer content to amplify local impact	<ul style="list-style-type: none">• Marketing (content), Sub-Branch, Admin (coordination)

Strategic Pillar 5: Our Community & Impact-Continued

Contributing to Warwick's future and giving back with purpose.

STRATEGY	WHAT IT MEANS (DIRECTION)	HOW WE'LL DO IT (INITIATIVES & TACTICS)	SUGGESTED OWNERS
Build targeted partnerships	Work with schools, services, and local organisations to deepen reach and relevance	<ul style="list-style-type: none">• Create partnership templates (MOU, value exchange) for consistency• Deliver 3 new collaborations by 2028 with schools, veterans services, or sports clubs• Host an annual Community Partners Morning Tea to strengthen ties	<ul style="list-style-type: none">• GM, Finance, Events Lead, Marketing
Be inclusive and welcoming to all	Make the Club accessible, friendly, and comfortable for every part of the community	<ul style="list-style-type: none">• Conduct annual accessibility and inclusivity audit of spaces and signage• Deliver staff training on inclusive service and respectful communication• Use foyer displays and welcome signage to reflect Warwick's diversity	<ul style="list-style-type: none">• HR (training), Facilities, GM



“Respectful
remembrance and
modern hospitality for a
connected community.”

This strategic plan was proudly developed in partnership with Peak Potential Coaching Co, supporting businesses to achieve sustainable growth and success.

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✉ connect@peakpotentialcoachingco.com.au

🌐 www.peakpotentialcoachingco.com.au