

2012-2015

Frankston RSL Business Plan



Contents

<i>Introduction</i>	3	<i>Technology, now and the future</i>	21
<i>History – then to now</i>	4	<i>Sales projections</i>	22
<i>Business today</i>	5	<i>Committee & management teams</i>	23
<i>Vision, mission statement and core values</i>	6	<i>Human Resources</i>	25
<i>Organisational structure</i>	7	<i>Meeting structure</i>	25
<i>Business objectives</i>	8	<i>Membership</i>	26
<i>Commemorative events</i>	9	<i>Gaming forecast post 2012</i>	28
<i>Kindred organisations</i>	10	<i>Committee plans</i>	29
<i>Community involvement</i>	11	<i>Master planning 2025</i>	31
<i>ANZAC House</i>	12	<i>Action plans</i>	32
<i>Government</i>	13		
<i>Gaming, Alcohol & Compliance</i>	14		
<i>Current and Future</i>	15		
<i>Marketing & Sales – S.W.O.T. analysis</i>	16		
<i>Who's in our market?</i>	17		
<i>Market analysis</i>	18		
<i>Marketing strategies</i>	19		

Introduction

Why write a business plan?

- ✓ Helps Committee and Management to focus, research and clarify their business's development and prospects
- ✓ Provides a considered and logical framework within which our business can develop and pursue business strategies within a designated timeframe
- ✓ Offers a benchmark against which actual performance can be measured and reviewed
- ✓ Will not guarantee success but hopefully prevents failure
- ✓ Assists in discussions with third parties including our Bank, our Members, ANZAC House and property investors
- ✓ Brainstorms a SWOT analysis
- ✓ Achieves a Mission Statement and a Vision Statement
- ✓ Creates Business Core Values
- ✓ Enables us to target the correct Demographic / Audience
- ✓ To highlight the essential components of the plan
- ✓ Overview previous plans and lay foundations for future plans

"He who fails to plan, plans to fail"

Proverb

History – then to now

- | | |
|---|---|
| <p>1919 Inaugural meeting of the Frankston RSL was held in the Commercial Chambers (Bay Street), now Nepean Highway Later in 1919 meetings were held at the Mechanics Hall</p> <p>1920 The Frankston RSL Charter was issued on January 1st. Early members included Prime Minister Stanley Bruce, Major General Grimwade and Dr Charles Maxwell</p> <p>1952 The Davey Street premises of the Frankston RSL were purchased. The new lounge at Davey Street was opened by Sir Dallas Brooks, Governor of Victoria, in 1963</p> <p>1953 Frankston RSL gained its liquor licence</p> <p>1966 New bowling green opened</p> <p>1973 Due to continual growth of the Frankston Population and increases of the membership to the RSL an expansion of the premises was warranted. The land at Cranbourne Road was purchased on December 21st in preparation for the erection of the new facility</p> <p>1975 Premises at Cranbourne Road erected. Occupation of the new Memorial Hall was effected on Monday August 2nd and was opened by Sir Henry Winneke Governor of Victoria on October 2nd with a dedication by Rev. Allan Avery</p> | <p>1983 Additions to the Cranbourne Road Club Rooms</p> <p>1992 Gaming commences September 16th with 77 EGMs</p> <p>1996 Completion of new administration and welfare offices and completion of Simpson Room</p> <p>2006 First stage of new development opened May. Final Stage of new development opened in September by RSL President Major General David McLachlan and Federal Minister for Veteran's Affairs Bruce Billson</p> <p>2007 Synthetic turf laid on one bowling green</p> <p>2008 Redevelopment of Sports Pavilion into Cracked Pepper</p> <p>2009 Replaced third bowling green with new car park increasing capacity to 290 spaces. New Simpson Room Function Centre completed together with new extension of Activities area to include Darts. Approval and installation of 5 additional gaming machines bringing the total to 82</p> <p>2010 2025 Master Plan created. Bowling Pavilion facilities upgraded</p> <p>2011 Redevelopment of Cracked Pepper facility</p> |
|---|---|

Business today

- ✓ The Frankston RSL is now considered one of the leading large hospitality clubs in Victoria
- ✓ It holds the highest RSL membership in the network
- ✓ Is consistently in the top bracket of RSL Clubs in the network
- ✓ In 2010 it achieved an impressive \$10M turnover with the three main business segments of food, beverage and gaming each contributing 33% of the revenue
- ✓ Increasingly important as a leading community organisation in the City of Frankston
- ✓ Provides a diverse range of facilities including:
 - Bistro
 - Bars
 - Function areas
 - Gaming
 - TAB Wagering & SportsBet
 - Keno
 - Cafe
 - Entertainment
 - Welfare
- ✓ Provides facilities for a range of sporting organisations and community groups
- ✓ Sponsors more than 40 local community organisations with financial and in-kind support
- ✓ Employs more than 90 staff
- ✓ Offers veterans an extensive welfare and pension support program
- ✓ Has achieved extensive growth in RSL Appeals support

Vision, mission statement and core values

VISION

The Frankston RSL remains committed to its 2025 Master Plan process which highlights possible areas of growth and how they could be implemented. With the constant change within our industry it is important to address the option of diversity in our revenue streams, while continuing to monitor and tinker with our traditional core business.

We envisage that the future will allow our members to:

- Visit health professionals at our Medical Centre
- Work out in our Health & Wellbeing Centre
- Have family and friends stay in our accommodation
- Visit the hairdresser
- Plan a trip with our travel agent
- Dine in one of our many food outlets

Diversity in our business will help us to maintain our goal of being the leading hospitality/ RSL venue not only in Victoria but Australia.



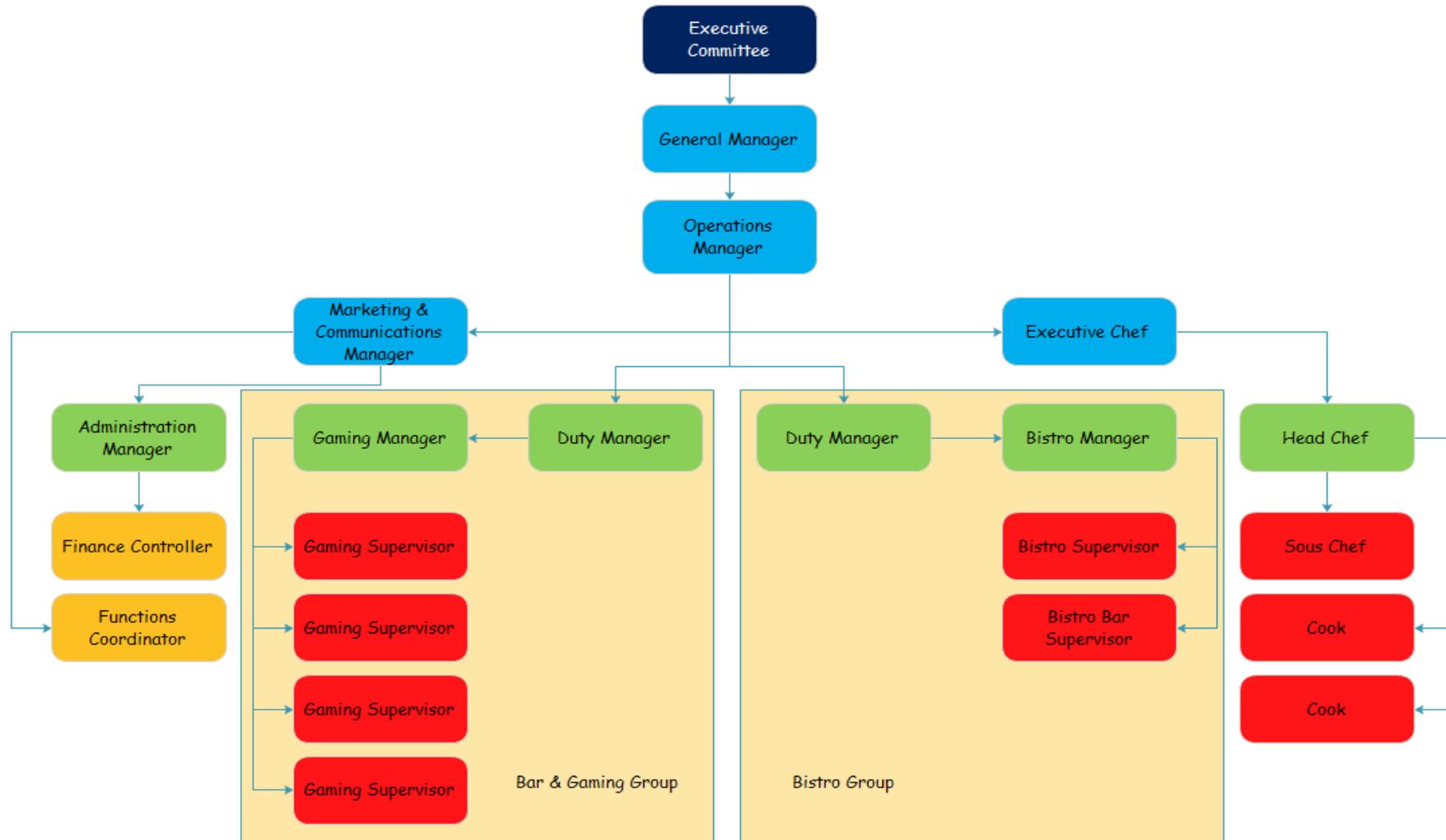
CORE VALUES

- ✓ Learn! Learn! Learn!
- ✓ Exceed Expectations
- ✓ Service Excellence
- ✓ Employer of Choice
- ✓ Community & Environment Care

Mission Statement

"Provide outstanding service, pleasure and enjoyment for all veterans and the community"

Organisational structure



Business objectives

- ✓ Definition of markets
- ✓ Outline products and services
- ✓ Link our target markets to products and services
- ✓ Understand how to achieve our goals successfully
- ✓ Ensure current goals fit with future planning
- ✓ Be 'first in mind' as a destination for our members
- ✓ Continue to be a leader in hospitality service both locally and state-wide
- ✓ Proactively seek ways of improving the delivery of our product and service
- ✓ To strengthen the composition of the Committee
- ✓ Create training programs for Committee to ensure corporate governance compliance is strengthened
- ✓ Ensure preparation for 2012 gaming transition is ready
- ✓ Create a Membership program for 2013
- ✓ Prepare our financials to fit into the Master Plan stages
- ✓ Provide an alternative to our ATM post August 2012
- ✓ Complete Cracked Pepper Development within budget
- ✓ Create the concept for Cracked Pepper and train staff to be able to carry out the operations effectively
- ✓ Create the appropriate training for our green line management team that will enable them to become better leaders
- ✓ Lift our level of service from Good to Great throughout the venue
- ✓ Complete the new Younger Veteran's Centre
- ✓ Keep looking for new revenue streams to maintain our growth
- ✓ Become an even more efficient organization
- ✓ Ensure appropriate support is available for the memorabilia sub-committee

Commemorative events

The Frankston RSL actively commemorates and maintains the traditions of Australia's military history and the legacy of those who served. These commemorations may be simple as an acknowledgement during RSL activities or as formal as the conducting of a memorial service.

ANZAC Day - April 25th

This is Australia's National Day of Commemoration with the Dawn Service at 6.00am, followed by a Traditional Gunfire Breakfast and the Main Service and March at 11.00. Members are then invited back to the Sub-Branch for lunch.

Remembrance Day - November 11th

This is a short Service comm. at 10.45am, during which all stop for two minutes in remembrance of those who paid the ultimate price, not only in World War 1 but all subsequent conflicts. As a note of respect to those Veterans who lie at rest in Frankston we also hold a Service on the Sunday prior to the 11th at the Frankston Cemetery.



Kapyong Day – 24th April

Remembering those who fought in Korea.

Long Tan Day – 18th August

Held at Frankston on the Sunday prior to August 18th in conjunction with the Vietnam Veterans Association and allows time for those wishing to attend the Shrine Service on the 18th.

'VP' Day - 15th August

Commemorates the end of World War 2 on the 15th August 1945.

Welfare & Kindred organisations

Sometimes not fully understood by all is that the Key Role of the RSL is the provision of Welfare to our veterans and their dependants and it is on this basis that the RSL was formed following the Great War.

Frankston is proud to continue this tradition today.

Our Welfare Department comes under the direct control of the Committee and in turn the Sub-Branch Welfare Officer. All aspects of Veterans Welfare as defined in the Branch By-Laws are overseen by our Welfare Coordinator, Welfare and Pensions Officers who coordinate Welfare activities both internally and externally. This service is available to all persons who have served in the Australian or Commonwealth Forces with RSL membership not being criteria for assistance. This same service is extended to dependants of eligible persons.

Some examples of our assistance are;

- Pension and Advocacy for all Veterans and their Dependants
- Assistance with Department of Veterans Affairs (DVA) issues
- Liaison with local care providers including facilities and accommodation options
- Hospital and aged care facility visitation
- Provision of care parcels
- Provision of subsidised meals for veteran and community members
- Chaplaincy
- Home Front assistance
- Assistance with transport
- Supply of mobility aids where appropriate
- Use of our Welfare Bus to Service Organizations
- Assistance with RSL Funerals
- Support for Ex Service Organizations

- Provision of Internet facility and Training
- Exercise Training Classes
- Scheduled outings for members

In addition to our core role of the supply of welfare to our Veterans and their dependants Frankston is proud to be able offer a wide range of support options to Local Kindred organizations. Some of these may be known to members and our support is tailored to suit individual requirements and ranges from small "In Kind support" to substantial financial assistance packages.

Some Groups we assist are;

- Peninsula Ex Service Women's RSL Sub-Branch
- Frankston Naval Memorial Club
- Frankston District Vietnam Veterans
- TPI Association
- Mornington Peninsula Legacy
- Legacy Widows
- War Widows and Widowed Mothers
- War Widows Guild
- Air Force Cadets
- Army Cadets
- Partners of Veterans Association
- Peace Keepers and Peacemakers
- Vasey RSL Care

Community involvement

While the primary focus of the RSL Network is to provide assistance to its veterans and their dependants, there is also a commitment to offer support to those in need in the wider community. We accomplish this by a couple of methods with one being a government monitored 'not for profit' organisation requirement that all Sub-Branches provide a certain amount of their annual turnover to these groups. This is in particular to community organisations that provide support to the aged, disabled, destitute and misplaced.

We also provide sponsorships to other local groups, in particular sporting bodies, to assist them in their day to day activities enabling them to remain in a strong and financially healthy position. The recent success of our Sub Branch has allowed us to exceed the normal industry standards in this area and therefore become a leading corporate citizen in the City of Frankston.

In 2010 over 44 local organisations benefited from the support and the Committee has assured that through 2011 the same level of commitment will continue. With many of these groups it is seen as a partnership with both parties benefiting from the support.

Some of the guidelines to this support are:-

- Must be in the region
- Preferable to groups not individuals
- Charities fit in the areas of aged, youth and disadvantaged
- Cover as wide a range of organisations as possible
- A percentage meet the requirements of the QA area of ANZAC House
- Designate one or two worthwhile charities to feature each year

ANZAC House

ANZAC House is the Trustee of our property with our Committee responsible for the monitoring of all the activities conducted within the property.

ANZAC House is located at 4 Collins St and is controlled by an elected State Executive, and financed by the Sub-Branch network, in particular the 68 licensed gaming venues. The State President is elected by the network and together with that person the Executive appoint the CEO and other personnel required to conduct its operations.

The State Executive has many advisory committees which cover off much of the traditional activities and assist the licensed venues with decision making. These areas include Membership, Property, Appeals, Welfare and Compliance.

The Licensed Sub Branches have previously operated under their own association known as the LSBA, but at the 2011 AGM this was disbanded due to the new 2012 gaming structure. To fit in with this structure the group will now have a new committee, known as the Commercial Business Committee that will look after the affairs of the licensed group and be answerable to the State Executive.

With the new agreement put in place with TGS (TabCorp Gaming Services) for post 2012, a new staffing group will be put in place at ANZAC House to attend to the Licensed Sub Branch needs from 2012 and on.



Government

Federal

Normally has little influence on our industry due to it being under State Government control. However due to the current status of Government an independent MP is trying to use his power to force Mandatory Pre-Commitment to be placed on gaming machines throughout the country. To do this the Federal Parliament will have to override the State Governments legislation, and if successful would create a severe problem for the industry.

State

State Governments control all gaming and liquor operations in their state and in 2011 we have had a change of government, which has present seen little change to policy already been put in place by the previous government. These policies include:-

- ATM Removal in 2012
- The EGM Changeover in August 2012
- Issuing of Wagering license for 2012>
- Announcement of the new monitor for the EGM changeover
- Preparation to introduce voluntary pre-commitment in 2013/4

Local

In recent years we have seen the State Government off-load a lot of the industry decision making on to the Local Governments. This has created many problems in getting things done because of the interests of local councillors have been at odds with the Frankston RSL, which hopefully will improve over time.



Gaming, Alcohol & Compliance

Victorian Commission for Gambling Regulation

This Commission currently overviews all regulation and control of the gaming operations of the industry. Currently there is a proposal to combine the VCGR with the Liquor Commission to create one body to look over the entire industry.

Currently the main focus of the VCGR is in the area of Responsible Gambling having created a new department to oversee the implementation and monitoring of new Code of Conduct policies and Self Exclusion direction. This is being assisted by the Gamblers Help group which has been given a more prominent focus in dealing with venues.

The annual Community Support Fund report that each Club has to submit is also administered by the VCGR.

Department of Justice (alcohol)

Currently administer all regulation and compliance with the Liquor Industry. A recent appointment of a new Director has seen a very large positive move in the relationship between the LLC and the operators. The new Director has seen more focus on education and streamlining of paper work and less on the heavy use of license inspectors to ensure compliance.

Our venue is very aware of its RSA obligations and all employees know the limitations tolerated and act in accordance with the liquor guidelines.

Compliance

- RSG, RSA, RSF certificates compliance monitored closely
- Online updates and classes for new holders conducted on premise
- Austrac Anti-Money Laundering and Counter Terrorism Funding legislation overviewed annually
- Independent body, Monit ensure O.H & S compliance
- Equal Opportunity and Sexual Harassment guidelines in place through Induction Manual given to all staff, committee and volunteers
- Food Safety Program written and monitored by Executive Chef



Current and Future

Current

The Hospitality Industry continually seems to be undergoing major transitional development as our markets needs change through the many outside influences. Social and Print media strongly influence the way our customers like to be entertained and it is important that we change to adapt to their needs. Our three main markets 'Gen Y', 'Gen X' and 'Baby Boomers' all have diverse eating and drinking habits and part of this plan is to identify what target markets we focus on most.

In recent years the Media has embraced lifestyle issues associated with our industry to such a point they are influencing government and individual decisions / perceptions. In areas like problem gambling, binge drinking and smoking they have created a perception that the majority of our market is caught in one of these areas or in all of them. The industry has been struggling to fight this strong push and obviously needs to join forces to combat the possibility of major changes. One area we see this affecting us is in the recruiting of staff to our Bar & Gaming department where there seems to be a stigma attached to working in this environment.

Another issue affecting on-premise is the discounting giants (Coles/Woolworths) whose aggressive attack on pricing is pushing a lot to drink at home more avoiding drink driving issues. This has caused us to become more aggressive with our offers and also work harder at the quality our product and service to ensure we stay at the top.

Future

Our industry is becoming more complex and diverse as it continues, and those who survive will have adapted to the change and the direction the market has gone.

A few points that will influence changes in the future:-

- Our people will be living longer
- People are eating out more and differently
- Women will become the major decision maker in the choice of venue
- They demand more comfort and more options
- They expect a diversity of offers at one site (think shopping centres)
- Service excellence will be expected
- There will be continuing compliance and regulatory pressure
- Enormous pressure will be placed on the small to medium venues
- Expectation to be a strong corporate community citizen
- Total focus on membership to drive the business
- Ensure we have a professional leadership team in Committee and Management

Marketing & Sales – S.W.O.T. analysis

Strengths

Size/Location
 Parking
 Financially Strong
 Modern Facilities
 Functions/Conferences
 Membership Loyalty
 Management & Staff
 Non- smoking
 Sub-Sections
 Security/Standards
 Affordable Pricing
 Future Focused
 Entertainment
 RSL Brand
 Gaming machine mix
 Welfare Department
 Community Involvement

Weaknesses

Parking
 Car Park lighting
 Public Perceptions
 Welcome/Entry
 Repairs and Maintenance
 Sign in rule
 Location
 Kitchen Rubbish Area
 Members Bar Layout
 Storage
 Toilets
 Gaming Cashier Layout
 RSL perception
 Admin/Reception Layout

Opportunities

Public Perception
 Staff Training
 Function Market
 Conference Market
 Family Market
 Bistro
 Sporting Groups
 Tourism/Community
 Peninsula By-Pass
 New Gaming arrangements
 Social Media
 Customer Longevity
 “Womenomics”
 Offer Diversity
 Further Development

Threats

Mandatory Pre-Commitment
 Complacency
 Media-Herald Sun
 Langwarrin Hotel
 ATM removal
 Staff Recruitment
 Business exceeds capacity
 Frankston Football Club
 Social Media abuse

Who's in our market?

Our Membership data shows our demographic is very broad which provides us with a challenge to find the most effective methods to embrace our main age bracket. While 40% of Frankston's population is between 25 to 50 years (2006 census), our core membership demographic is a little older.

Future marketing strategies must take in to account both markets to ensure our business continues to grow in the short term and long term. Our current membership age break-up is listed below and gives an interesting comparison from '07 to '09 then '09 to '11. It highlights how quick changes occur, particularly when the numbers grow.

	'07 > '09	'09 > '11
18 – 39	19%	8%
40 – 59	49%	34%
60 – 79	26%	47%
80 plus	6%	11%

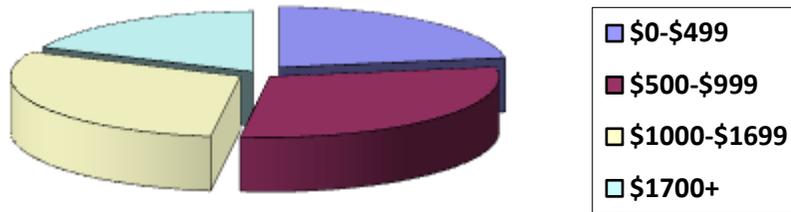
The 2006 Census listed the City of Frankston population at 116,000 with 87,000 being adults and expected growth of about 1,600 per year until 2015. If achieved the population then would be around 130,000, and with no additional licensed venues expected to be added to the region, it gives us a great opportunity to grow our market. Frankston has a predominately Australian born (73%) population with the next highest being English (10%) and at this stage only a small Asian influence.

Computer ownership and Internet usage have increased enormously in recent years and is believed 60 to 70% of our residents use these now. Our Gen X & Y markets are now utilising all social media forums and it is important we shift into these markets with them.

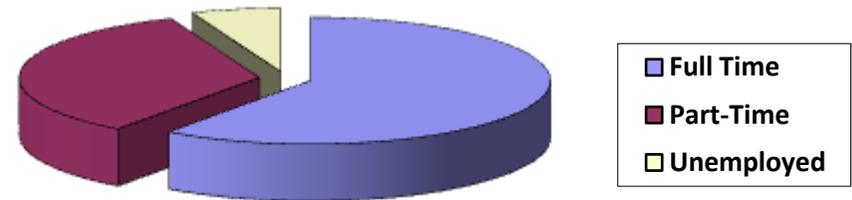


Market analysis

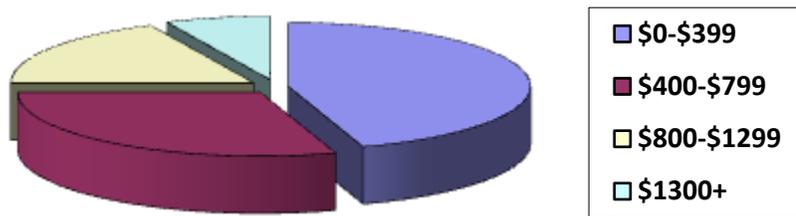
Household Income



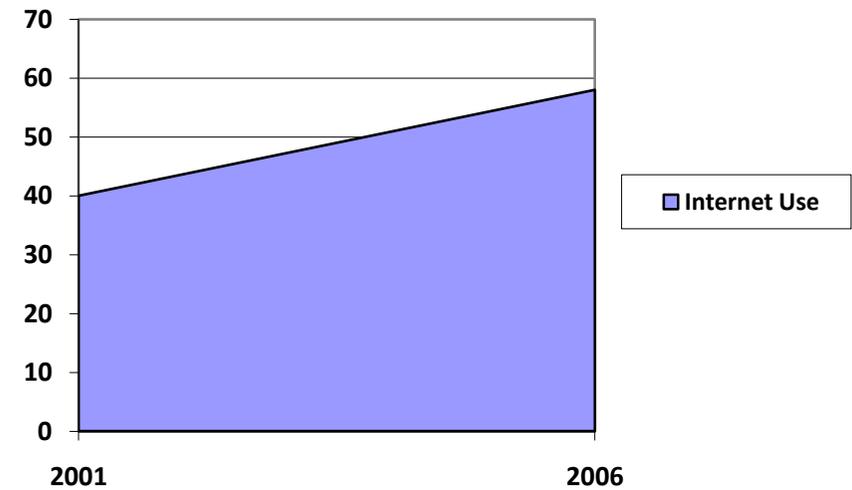
Employment



Individual Income



Household Internet Use



Marketing strategies

ADVERTISING

- ✓ Minimal external advertising, utilising our broad membership base to drive existing business and future business growth
- ✓ Signage
- ✓ Newsletter – in-house/email - eNewsletter
- ✓ In-house flyers
- ✓ Social Media
- ✓ Radio 3RPP
- ✓ Multi Screen in-house TV
- ✓ Brochures
- ✓ Website
- ✓ Advocates (Members)
- ✓ Chamber of Commerce

DIRECT MAIL

- ✓ Website
- ✓ Post outs
- ✓ 'What's on' calendar
- ✓ Tourist info centre
- ✓ Sponsored organisations

MEMBERSHIP

- ✓ Price point
- ✓ Promote through systems
- ✓ Provide and promote additional member benefits
- ✓ Encourage community membership as a launching pad for full membership
- ✓ Encourage affiliate membership
- ✓ Member's info brochure

SPONSORSHIP/COMMUNITY

- ✓ Schools – Scholarships, Presentations, Commemorative Events, Competitions, Monuments
- ✓ Sporting bodies – large & small
- ✓ Maintain friendly media relations
- ✓ Consistent advertorial stories for media
- ✓ Designate a worthwhile charity each year
- ✓ Work within groups not individuals
- ✓ Support veteran homes
- ✓ Ensure we meet QA requirements

BISTRO/CAFÉ

- ✓ Supply appealing, affordable meals with a point of difference
- ✓ Awareness of health & dietary requirements
- ✓ Price point
- ✓ Daily Promotions / Seasonal Promotions
- ✓ Quality of Staff and Service
- ✓ Provide an open and friendly ambience
- ✓ Excellent coffee, extensive and individual wine list
- ✓ Family Focus
- ✓ Coach tour companies
- ✓ Senior groups options

FUNCTIONS

- ✓ Professional promotional material
- ✓ Broad range of menu options
- ✓ Range of conference aids
- ✓ Quality up to date audio visual equipment
- ✓ Utilise Business Chamber database/Expo
- ✓ Tourism Centre
- ✓ Target conference market
- ✓ Professional presentation
- ✓ Utilise new outdoor area
- ✓ Parties, presentations, weddings, celebrations
- ✓ Function feedback follow-up

ENTERTAINMENT

- ✓ Bingo – Two sessions a week with a commitment to more given recent changes to regulations
- ✓ Regular shows on Sunday afternoons
- ✓ Regular free entertainment
- ✓ Free Poker/Karaoke
- ✓ Entertainment in outdoor area
- ✓ Regular Cracked Pepper entertainment
- ✓ Shows on semi regular basis
- ✓ Support Footy & Race tipping competitions
- ✓ Utilise Sportsbet to younger demographic

PROMOTIONS

- ✓ Regular gaming promotions
- ✓ Daily Bistro promotions
- ✓ Bistro/Gaming joint promotions
- ✓ Wednesday and Friday member promotion evenings
- ✓ Gift cards/Birthday voucher
- ✓ Show/Meal deals
- ✓ Bar promotions –sport, drink, beer of the month etc
- ✓ Maximise celebratory days eg Christmas, Mothers day
- ✓ Regular theme promotions
- ✓ TAB – main carnivals / Sportsbet
- ✓ Barefoot Bowls/Corporate Bowls
- ✓ SELLING THE SAME MESSAGE
- ✓ Member's sign-in console promotions
- ✓ Bistro Food/Wine promotions
- ✓ Online promotions
- ✓ 'Cash-to-Splash' promotions
- ✓ 'Night at the Movies'

CRACKED PEPPER

- ✓ Complete redevelopment
- ✓ New food offer
- ✓ Modern facilities
- ✓ Contemporary atmosphere
- ✓ Cracked Pepper Social Club
- ✓ Social Media
- ✓ e-Newsletter

Technology, now and the future

Now

- ✓ Up to date hardware
- ✓ Latest software application versions
- ✓ PC Based POS systems
- ✓ Digital menu systems
- ✓ Audio-Visual systems
- ✓ In-House Multi-Screen
- ✓ Sign-In consoles
- ✓ Internal Website
- ✓ iPhone integration
- ✓ Time and Attendance systems
- ✓ Wi-Fi network
- ✓ IP Phone Systems

Future

- ✓ Membership Loyalty
- ✓ Update software applications
- ✓ 'Cloud' based software
- ✓ Hardware Upgrades
- ✓ iPad/Tablet
- ✓ Bump Screens
- ✓ EFTPOS solutions
- ✓ System integration with IGT (International Gaming Technologies)
- ✓ Google Analytics
- ✓ On-line e-Commerce
- ✓ Website upgrades



Sales projections

Period	2009/10	2010/11	2011/12	2012/13	2013/14
Food Revenue					
<i>Bistro</i>	\$ 3,001,191.00	\$ 2,990,216.00	\$ 3,139,727.00	\$ 3,328,110.00	\$ 3,494,516.00
<i>Functions</i>	\$ 296,140.00	\$ 346,477.00	\$ 408,670.00	\$ 490,404.00	\$ 515,000.00
<i>Cracked Pepper</i>			\$ 550,000.00	\$ 1,050,000.00	\$ 1,150,000.00
Beverage Revenue					
Bar & Gaming	\$ 1,749,240.00	\$ 1,709,409.00	\$ 1,794,880.00	\$ 1,884,623.00	\$ 1,978,855.00
<i>Bistro</i>	\$ 952,030.00	\$ 907,718.00	\$ 980,335.00	\$ 1,039,156.00	\$ 1,091,113.00
<i>Functions</i>	\$ 239,850.00	\$ 242,515.00	\$ 275,000.00	\$ 302,500.00	\$ 332,750.00
<i>Cracked Pepper</i>	\$ 16,535.00	\$ 9,304.00	\$ 270,000.00	\$ 480,000.00	\$ 492,000.00
Total Sales	\$ 6,254,986.00	\$ 6,205,639.00	\$ 7,418,612.00	\$ 8,574,793.00	\$ 9,054,234.00
Gaming Revenue	\$ 3,062,700.00	\$ 2,937,024.00	\$ 3,062,700.00	\$ 4,062,700.00	\$ 4,237,673.00
Total Income	\$ 9,317,686.00	\$ 9,142,663.00	\$ 10,481,312.00	\$ 12,637,493.00	\$ 13,291,907.00

Committee & management teams

We will ensure our business continues to remain focused on the main issues of stable and responsible business. This is established by strong corporate governance, clearly structured staff procedures and a defined business direction. These requirements include:

COMMITTEE

- ✓ Maintain strong relationship with ANZAC House
- ✓ Corporate Governance document
- ✓ Ensure all committee-members have clearly defined roles
- ✓ All activity clubs are aware of their status and responsibilities
- ✓ Continually address the structure of committee
- ✓ Create strict guidelines for Sub Committees
- ✓ Monitor Development activities including 2025 Master Plan
- ✓ Ensure induction introduction procedures are carried out
- ✓ Monitor & Supervise venue performance
- ✓ Ensure compliance with Quality Assurance
- ✓ Monitor Welfare operations / budget
- ✓ Maintain open communication channels with membership
- ✓ Create paper that can be given to persons, wishing to join committee, outlining committee responsibilities
- ✓ Clearly define confidentiality
- ✓ Create disciplinary procedures
- ✓ Get involved with the community
- ✓ Comply with all VCGR and Liquor Licence obligations
- ✓ Understand financial obligations
- ✓ Maintain a quality Memorabilia presence throughout the venue
- ✓ Understanding of legislative obligations and compliance requirements
- ✓ Implement a succession plan

Current committee:

President	Brent Clyne
Vice President	Bill Hickman
Treasurer	Peter Bromley
Secretary	Kevin Hillier

Committee	Graham Wilson, John Flynn, Mary McGinty, Tony Grice, Rob Keevers,
-----------	---

VENUE

- ✓ Ensure strict guidelines in upcoming development activities
- ✓ Monitor outside facilities to ensure they meet members expectations
- ✓ Continually observe that the new facilities are meeting members expectations
- ✓ Compile information of areas that clearly could be bettered with further development
- ✓ Install a maintenance program for upkeep of venue
- ✓ Comply with Health department and WorkSafe legislation

MANAGEMENT

As we move into the next phase of our development and Gaming 2012 our management structure has had another tweak. With the expected growth of business due to the Cracked Pepper development it was felt that there needed to be more leadership focus on the Green Line (Department and Duty management). A new structure has been implemented with Blue Line (Senior) and Green Line (Department) meeting then Green Line and Red Line (Supervisors) meeting on a more regular basis. This strategic move includes the introduction of Yellow Line (Finance and Functions).

2011-12 will focus on training the Green Line in leadership techniques and the Red Line in management techniques. This has commenced with the conducting of the Business Planning Seminars for both groups to create action and strategic plans for all to follow.

Additionally the management team will be:

- Establishing the theme of Cracked Pepper's operations
- Updating our IT, marketing and communication plans
 - Including website, e-Newsletter, Facebook and Twitter
- Monitoring membership and POS outcomes from Gaming 2012 committees
- Looking for opportunities out of the completion of the Peninsula by-Pass
- Continually looking at different revenue streams
- Lifting our service and operations from Good to Great (G2G)

Current management:

Chief Executive Officer
 Chief Operations Officer
 Marketing & Communications Officer
 Executive Chef

Rob Morrison
 Michael Horton
 Annemaree Kelly
 Rod Welsh

Head Chef
 Gaming Manager
 Bistro Manager
 Administration Manager
 Duty Manager
 Duty Manager

Adrian Haupt
 Beverley Baulderstone
 Wendy Broks
 Chris Barker
 Kon Karagounakis
 Cory Perkins

Finance Controller
 Functions Coordinator

Lynda Leverington
 Rhonda Vincent

Sous Chef
 Bistro Supervisor
 Bistro Bar Supervisor
 Bar & Gaming Supervisor
 Bar & Gaming Supervisor
 Bar & Gaming Supervisor
 Bar & Gaming Supervisor

Pietro Spianato
 Hannah Stevens
 Will Vialls
 Ashley Angus
 Daniel Pecina
 Michelle Ollive
 Donna Brooks

Human Resources

Recruitment, retention and training

In recent years the hospitality industry has suffered an extensive drain of quality employees at all levels and in all fields. The lure of new entrants in the past has been centered on casual employment to assist with the affordability of tertiary education.

Today there is a raft of training that is required to be undertaken in order to satisfy government compliance legislation and whilst this is good for the industry it is off-putting to new entrants. To this end the Frankston RSL has undertaken a partnership in training with registered training organization Franklyn Scholar. Through State and Federal government training incentives the Frankston RSL is able to offer training in a variety of fields to employees and new entrant that may not have been able to otherwise afford it.

Frankston RSL has placed more than 120 employees into traineeships and apprenticeships with RTO Franklyn Scholar covering areas of study including:

- Business Administration
- Hospitality
- Commercial Cookery
- Assessment and Training
- Frontline Management

The induction process at the Frankston RSL is quite rigorous lasting up to three months so that suitability for the role is assured. All new entrants are assessed for their eligibility and aptitude for further training and this offer is extended to existing employees as well. Some employees go on to complete multiple certificates and diplomas.

The ability to offer training free of charge is reflected in our goal to become an “Employer of Choice”. Many employees, particularly those that have been in the industry for some years, appreciate the opportunity to have the skills they have accrued recognised in a formal way and have evidence of what they declare on their resumes when they do decide to move on.

The cycle of training and ongoing assessment continues throughout the career of most working at the Frankston RSL and this has proven to be a valuable way of retaining good quality employees.

Employee Projections

With ongoing redevelopment comes the need to increase base employee numbers. It is envisaged that the Cracked Pepper redevelopment will increase employee numbers to around 67 FTE.

Period	2010	2011	2012	2013
<i>Senior Managers</i>	4	4	4	4
<i>Dept. Managers</i>	4	4	4	5
<i>Duty Managers</i>	2	2	2	2
<i>Supervisors</i>	6	9	9	10
<i>Employees</i>	45	46	48	50
Total	61	65	67	71

FTE (Full Time Equivalent) 1 FTE = 38 Hours

Meeting structure

Effective communication is critical to ensure our standards, behaviours and vision is relayed throughout our structure.

With many layers in our management system, meetings become an important forum to discuss and implement the necessary actions to maintain consistency with all our decisions and directions.

- General Committee meet monthly (2nd Wednesday)
- ½ yearly Member's meeting and AGM
- Building and Finance Committee meet Monthly (1st Wednesday)
- Senior (Blue Line) management meet fortnightly or as required
- Management Group (Green and Blue Lines) meet every six weeks
- Front Line Management (Green and Red Lines) meet every alternate six weeks
- Full staff meetings are held quarterly
- Business Plan Seminars are held annually with 90 day follow-ups
 - *Committee in June, Management in July, Front Line in August*



Membership

There are now five different levels of membership:-

Service	For those who have served in the Armed Forces
Affiliate	For those related to current or ex-service personnel. Also for those serving and ex-serving members of the Police, Ambulance , Fire Brigades and the State Emergency Service
Social	Any adult over 18 approved by the committee
Community	Any adult wishing to use the facilities and lives within 5 km of our venue or wishes to attend entertainment

Cost for Service, Affiliate & Social	\$30 (\$25 pensioner)
Cost for Community membership	\$2

Reciprocal Membership

The ANZAC House initiative of full member Reciprocal Rights for any full RSL member in any sub-branch is now in place. This applies to all service and affiliate members plus social members registered with the ANZAC House membership system. While a few still not following to the letter the majority give full member's rights to all RSL card holders.

A National acceptance of reciprocal rights is getting closer with a national group appointed to address the issues preventing its introduction. It is hoped that by 2012/13 that there will be some system in place to allow this to happen.

Post 2012

The introduction of the new financial arrangements relating to gaming in August 2012 will allow ANZAC House to cease collecting capitation fees from January 2013. It is anticipated that a whole new network membership infrastructure will be introduced early to

mid 2012 which will give the network more opportunity to conduct network promotions

There will be a minimum price placed on membership categories which will obviously be the guide to what we charge in the future. At this stage the committee is keen to leave the price at its current level which will allow us to pass on more benefits to our members.

A part of the new arrangement will be that all sub-branches of the RSL offer RSL members the same benefits structure. This will remove the need for new members to pick and choose the sub-branch they join at purely on the basis of the benefits offered.



Gaming forecast post 2012

In August 2012 the original 20 year deal between the State Government, TabCorp and Tattersalls all gaming licensed venues will cease. On August 15th 2012 a transition will be made in a format yet to be determined, to bring all gaming operations into the control of the gaming venues. The major stakeholder in this transition will be the State Government appointed monitor (to be determined). The RSL network for the most part has signed a new agreement with TabCorp's new gaming entity TGS. This will oversee the Sub-Branches future gaming needs including machine purchases and deployments plus marketing and promotion.

In the agreement with TGS the RSL Network will be establishing new membership and POS systems which will unify all Sub-Branches. This will allow state wide promotions to be conducted and more importantly a loyalty point system structured around the RSL Membership Card.

2011-12 is going to be a tough time to control as Tattersalls winds down its gaming based operations, It will require us to be wary of what Tattersalls is doing and also preparing for the introduction of the TGS system. Preparations and training of senior staff will be the

main focus so as to make certain that we have appropriate systems in place . As part of this training it is intended to take some field trips to the major gaming venues around the NSW/Vic border to get an insight to how they conduct their operations, in particular their reporting and machine placements.

The Gaming Focus Group (GFG) that is already meeting will be who will be sent and will be the focus of the initial training.

Period	2009-10	2010-11	2011-12	2012-13	2013-14
<i>Credits</i>	\$88,436,890.00	\$90,079,086.00	\$92,474,300.00	\$94,323,785.00	\$96,210,260.00
<i>Nett</i>	\$9,188,100.00	\$8,811,072.00	\$9,188,100.00	N/A	N/A
<i>Venue Share</i>	\$3,062,700.00	\$2,937,024.00	\$3,062,700.00	\$4,062,700.00	\$4,237,673.00

Committee plans

The 2011 Committee Strategic Plan outlined a number of areas that require attention going into 2012 and beyond. The group identified the following areas:

Governance

- **Committee Code of Conduct**
- **Committee Training/Induction**
- **Committee Structure**
- **Financial Health**

Relationships

- **ANZAC House**
- **Governments**
- **Banks**
- **Members**
- **Community**

Support

- **Membership**
- **Community**
- **Welfare/Appeals**

Business Plan

- **Vision, Mission, Core Values**
- **S.W.O.T Analysis**
- **Our Club structure for future**
- **Marketing/Communications**
- **Staff Structure**
- **Local Competition**
- **Regional Development**
- **Operations**

Today and Tomorrow

- **Financials / Budgets**
- **The Big Picture**
- **Gaming 2012**
- **Membership**
- **Sales Marketing Plan**
- **Diversification**

Master Plan

- **Where we are at now**
- **Cracked Pepper**
- **Welfare area & Memorial Garden**
- **Future staging process**
- **Costings/Financing**

The committee has discussed their plan for each of these areas and where appropriate will convene sub-committees to tackle each issue with the additional support of venue management.

Committee plans continued

ACTION ITEM	COMMITTEE?	WHEN?
Memorabilia	Memorabilia	Ongoing
Monuments	Community	Q3
Schools & other interest groups		Q3
Sporting Groups: • Raffle night changes as proposed • Pipes & Drums receive a flat donation of \$10k/yr • Drinks/supper support by RSL ceased from 1-1-11 • Annual (Dec) review meetings between RSL & sporting groups • Treasurers' Mtg in August 2010 to outline plans from 2011 • Major events treated as separate from operating budget reviews. Major events should be self-funding.	FRSL	Approved 14-7-10

ACTION ITEM	COMMITTEE?	WHEN?
Master Planning • Working group formed including Brent Clyne, Peter Bromley, Kevin Hillier, Rob Morrison, Michael Horton • Cracked Pepper planning & recommendation completed • Cracked Pepper operational	Master Planning Working Group	Done By Q3 Winter 2011
Dress Code	RSL	Ongoing
RSG, RSA & AML/CTF Training & Education	RSL	Ongoing
2012: Committee representative to join the existing Operations Gaming Focus Group	Committee Member TBC	In 2 months
Maintenance schedule to be developed	House & Grounds	Q1
Local War Memorial – relocation proposal to be addressed	Committee / Memorial Custodian	Q2

Master planning 2025

The 2025 Masterplan is an exciting proposal for the Frankston RSL. It will eventually see the venue grow to provide amenities and services to rival the best clubs in Australia.

It is envisaged that the proposed diversification of business interests will satisfy the wants and needs of a wide range of future members and will include but is not limited to:

- Health and Well-being services
- Gymsnasiums and therapy services
- Medical Suites
- Casual and Permanent Hotel Accommodation
- Multiple Function and Conference Facilities
- New Multi-level Car-parking facilities
- Extensive welfare services
- Improved Gaming, Food and Beverage offers

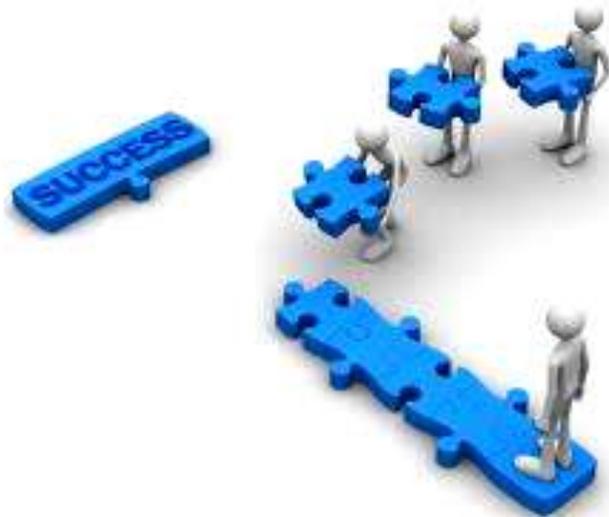
The success of the Masterplan will be measured through the careful staging of each of the projects. The need to build revenue though the completion of each stage will be vital and will continue to be the focus of the Senior Management.



Action plans

In July, 2011 the senior management group (Blue and Green Line) developed a list of action items that they regarded to be relevant for their transition into 2012. They acknowledge that there is a need to embrace change, to promote the concept of 'Good to Great' and for the importance of strong leadership particularly since the restructure of the management group.

An action plan will be developed and implemented in time for the reopening of Cracked Pepper post the Blue and Red Line management groups meeting to discuss the Business Planning Seminar due in September 2011.



Admin

- ✓ We need to teach not to be afraid of change
- ✓ We need to teach not to be afraid to have ago
- ✓ We need to lead by example
- ✓ Gain their respect
- ✓ Teach them how to delegate and encourage unity within the group

Gaming

- ✓ Goal setting
- ✓ They need to determine what they want to achieve
- ✓ Create purpose
- ✓ Support
- ✓ Unity & encouragement
- ✓ Self belief
- ✓ Individualise skills

Bistro

- ✓ Dealing with pressure
- ✓ Better planning & organisation
- ✓ Be prepared
- ✓ More assertive with delegating
- ✓ Communication

BOH

- ✓ More management training
- ✓ Better communications skills
- ✓ Care about the bigger picture
- ✓ Introducing more information about management at the Red Line meetings
- ✓ Install passion in our staff
- ✓ Take responsibility for their own actions