

CLUB
CO-OWNERS
strategic plan

Updated 2025 by the Board of Directors

ABOUT US

First opening our doors on November 6, 1945 in the district community hall, the Cowra Services Club was supported by a small group of returned servicemen. Today, our modern facility boasts a strong member base.

AVERAGE SPEND

In 2024-2025, the bistro led in average spend, followed by the bar. Areas to improve include the cafe and CJ's. Males account for a higher spend overall. Males had a higher average spend than females in gaming, and the 60-69 age demographic was most highly represented.

REBRAND

In 2023, The Cowra Services Club underwent a rebrand which had been part of the Board's long-term strategic vision. The name 'Club Cowra' and subsequent logo was chosen as it more accurately represented the Club's reputation as 'The Meeting Place' for all members of the community. As of 2025, Club Cowra boasts a stronger relationship with the RSL sub-branch than it has for some time.



CLUB COWRA

AS OF 30/06/2025

DONATIONS

In 2025:
\$40,000 donated to groups and events in the community through the ClubGrants scheme,
Over \$100,000 in additional donations.
\$68,400 in-kind donations.

3,387 MEMBERS

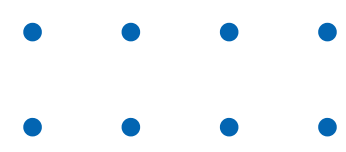
Largely balanced representation of male and female patrons. Largest member segments were the 50-59 and 60-69 age demographic. The 20-29 age demographic presents an opportunity for higher engagement.

STRONG RELATIONSHIPS

Club Cowra takes great pride in its culture of collaboration and mutual respect, boasting strong relationships with a number of local community groups, including the RSL, Cowra Magpies, Cowra Soccer Club, The Cowra Bridge Club and many, many others,

CLUB COWRA

strategic plan



OUR VALUES

- Integrity
- Inclusion
- Safety
- Excellence
- Respect
- Fun
- Consistency
- Trust



ADVOCATE

- Philanthropically support the community
- Maintain and progress the accessibility of our venue
- Maintain high level of engagement with the community
- Enhance our recognition of diverse cultures within our community



OUR EXECUTION

We practise what we preach by hiring staff from diverse backgrounds, following through on complaints and feedback, investing in systems which increase our efficiency, ensuring that all members of our community feel welcome by hosting gatherings such as the NAIDOC Ball and LGBTQA+ events.



INCLUDE

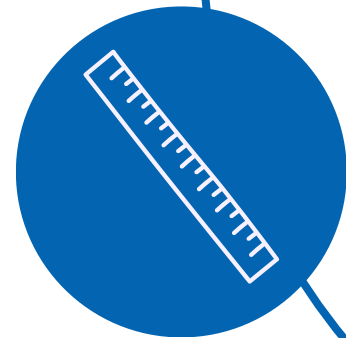
- Drive inclusivity and healthy discussion
- Ensure ethical, open and accountable governance and administration
- Recruit, retain and align the best talent to meet the needs of the organisation



A venue for people to safely come together to eat, drink and play. "THE MEETING PLACE"

OUR PERFORMANCE

Our KPI's include staff retention rates, donations as a percentage of profit beyond ClubGrants, public perception and social media engagement, customer surveys and individual testimony.



ENGAGE

- Consistently deliver value to our membership
- Deliver excellent customer service
- Increase engagement with current members, tourists and corporate industry



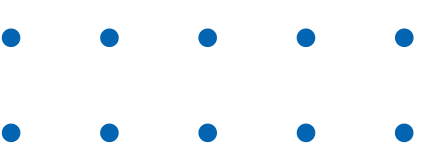
OUR PLANS

The purpose of our strategic plan is to add clarity to our vision, mission and values. By analysing our internal and external environments, we can identify our key objectives and provide focus and direction to Club Cowra's long term future.



INVEST

- Increase the value of our business
- Ensure all staff are taking adequate leave
- Focus on the foundation beneath our rapid growth



01. Aging Demographic

How do we continue to engage?

Risk Score
Medium

Include plans to attract families in strategic vision

Investing in and improve relationships with social and sporting clubs with a young member base

Regular kids' entertainment

Focus on providing a safe environment

Modern dress code

Advertise donations and Clubgrants contributions to demonstrate our support for local groups

03. Cyber Security

What if we incur a breach?

Risk Score
Medium

Employ network segmentation

Invest in systems that don't require the collection of sensitive information from patrons

05. Changing Attitudes

Are we keeping up?

Risk Score
Medium

Faster, more accessible raffles

Adapt to feedback

More engagement for kids and families

Consistently push for a lower reliance on gaming income

Big picture thinking

RISK MANAGEMENT PLAN

02. Succession

Are we prepared?

Risk Score
Medium

Regularly discuss succession and retirement status at a Board level.

Train staff to step into greater responsibility roles across all levels

Build library of standard operating procedures

Readily share information

Key individuals must have a contract to ensure stability

04. AML/CTF Compliance

What if we fail to comply?

Risk Score
Medium

Invest in systems to counteract risk

Regular communication about AML/CTF activity in Board meetings

Training and Refresher Courses for both staff and Directors

06. Natural Disaster

Are we prepared?

Risk Score
Medium

Plans are established and well communicated

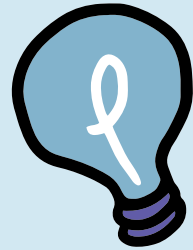
Comms room would be severely impacted by flood

Post- event reports must be written

Insurance and regulatory obligations are met

Data is secured

OUR GOALS



BHAG
10,000 MEMBERS

12 MONTHS
APP

3 YEARS
EXTEND KIDS' PLAY AREA

12 MONTHS
STAFF MUST TAKE ANNUAL LEAVE TO AVOID BURNOUT AND ENSURE THE LONG-TERM SUCCESS OF THE CLUB.

12 MONTHS
RE-FOCUS ON OTHER AREAS OF THE CLUB NOW THAT THE KITCHEN IS PERFORMING SO WELL.

3 YEARS
DEBT-FREE STATUS

3 YEARS
DEBT-FREE STATUS

3 YEARS
RENOVATE FOYER

12 MONTHS
OUTDOOR GAMING ROOM

12 MONTHS
DEVELOP AND IMPLEMENT POLICIES AND PROCEDURES AT A SUFFICIENT LEVEL OF DETAIL TO AVOID POOR DECISION MAKING AND STREAMLINE PROCESSES