



R S L N S W

Strategic Plan Update

The Returned and Services League of Australia
(New South Wales Branch)

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October 2019

TOPICS COVERED

- Introduction – new CEO
 - Role of the CEO
 - Organisation of ‘ANZAC House’
 - Update on the status of the RSL NSW Strategic Plan
 - Questions and discussion - Wednesday
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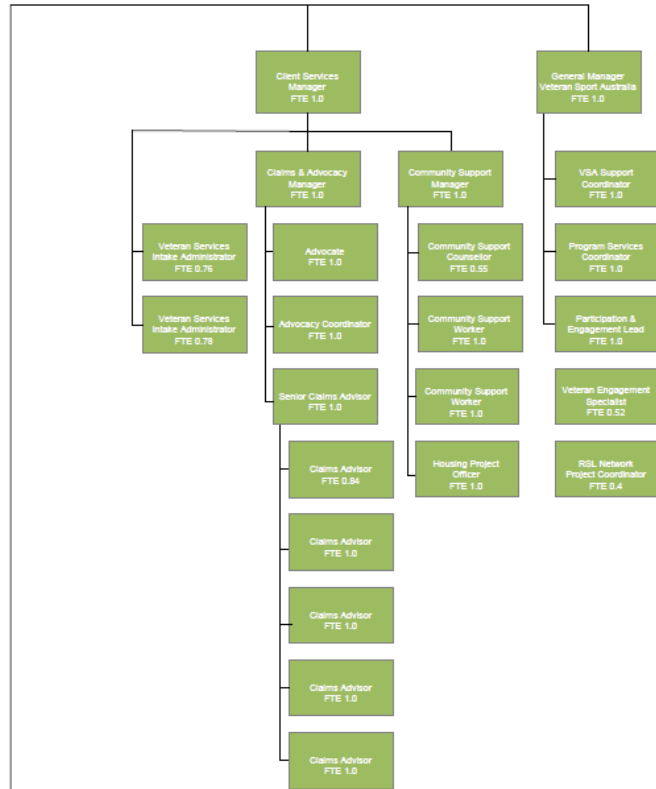
What is the Role of the CEO?

- With membership, develop and implement RSL NSW's Strategic Plan, aligned to the long term vision
- Accountable to the Board for RSL NSW's performance, including financial sustainability, regulatory compliance and Strategic Plan implementation
- Enhance RSL NSW's reputation
- Advise RSL NSW Board of Directors and office holders
- Lead and manage RSL NSW's Management Team
- Increase RSL NSW's value and ensure sustainable funding

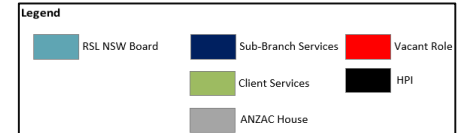
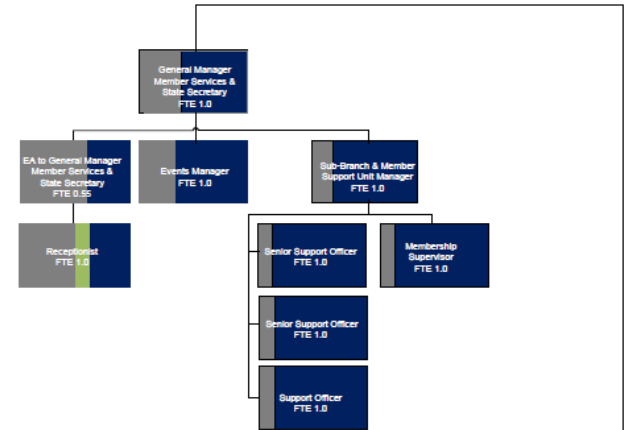
'ANZAC HOUSE' ORGANISATION

ANZAC House Organisation

Veterans' Support

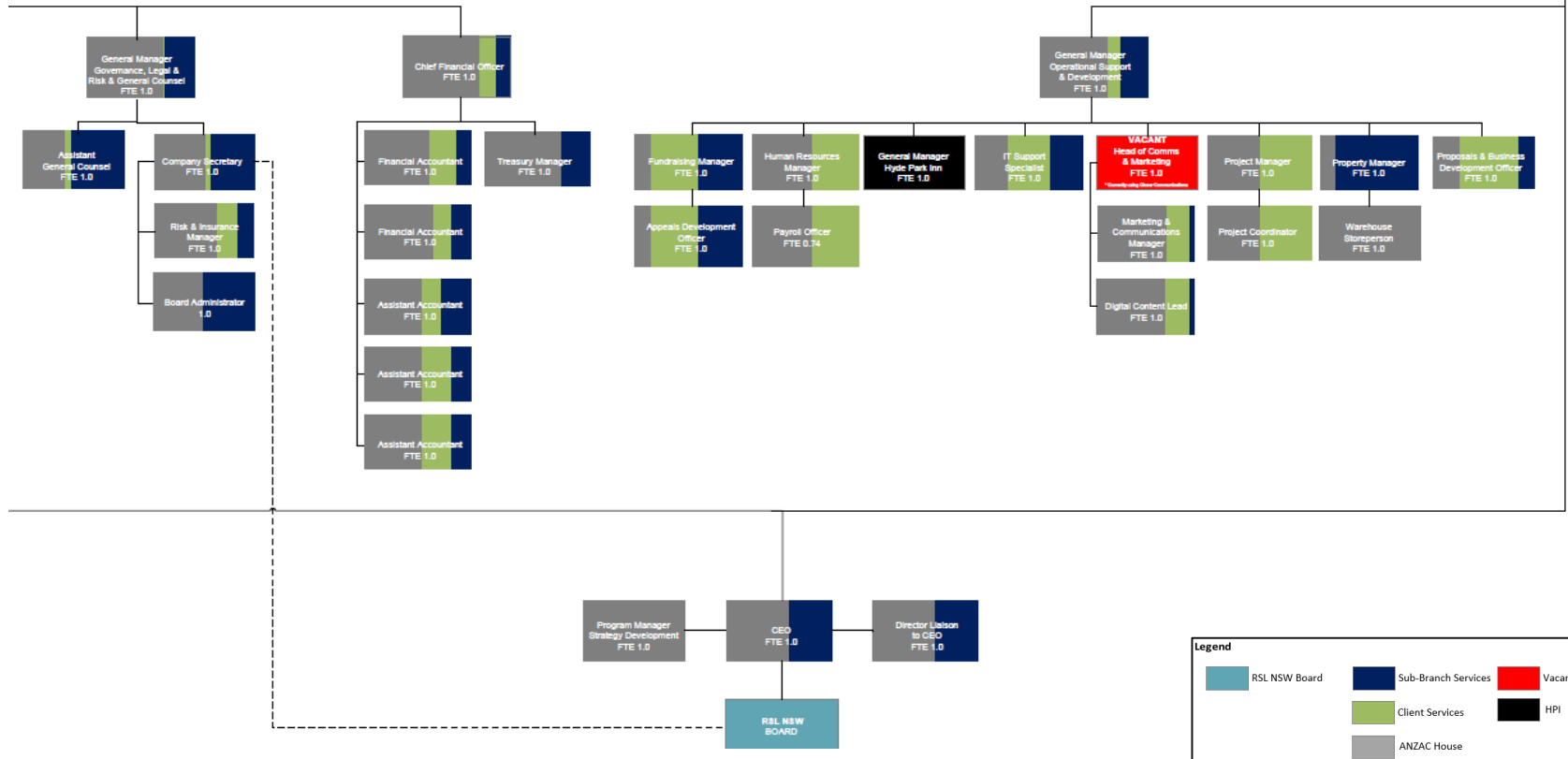


Members' Support



ANZAC House Organisation

Support Services



STRATEGIC PLAN

Update for Members

RSL NATIONAL?



Strategic Planprogress to date

- 2018/19 Board approved consultation with membership and a report by SVA (Social Ventures Australia).
- Outcomes
 - Members were surveyed to input on future direction.
 - Four themes approved by the Board, in Aug 2019.
- New CEO appointed, Sep 2019.

Key Survey Outcome (Recap)

Questions asked of membership

- What are we offering to veterans and their families?
- What does membership offer veterans and their families?
- How do we interact with RSL National and other state RSLs?
- Do we take advocacy positions and what are they?
- How do we engage with ESOs?

- What is the role of sub-Branches? Remembrance, camaraderie, community engagement?
- Should there be a plan for every sub-Branch including succession plans, activities, financial sustainability?
- Are there new models for attracting veterans to RSL NSW?
- What membership models will be embraced by the next generation of veterans?

- How do we bring professional services (RSL DefenceCare, VSA) to regional NSW and across the Sydney metropolitan area?
- How can we better integrate the services we are currently providing across all our entities?
- How can we better understand our impact and ensure we keep pace with the needs of future veterans and their families?

- How can we work together to deliver on the RSL NSW purpose?
- How do we continue to revise the constitution and keep it current?
- What is needed to continue to improve our help for veterans and their families; meet the changing needs of the community in areas such as governance and compliance; and keep up-to-date with society improvements in health and wellbeing generally.

Outcomes

Clarify what RSL should do – for members, and determine what it stands for to effectively advocate with one voice

RSL should organise itself to effectively deliver veterans services & engage stakeholders. Recruit new membership

Deliver consistent quality services across NSW. Measure effectiveness and improve. Think collectively, act locally

More collaboration to ensure that the organisation can be sustainable for the next 100 years

STRATEGIC PLAN

Themes endorsed by the Board in August 2019

Strategic Plan 2020-2022*

Purpose

Respecting, supporting and remembering our veterans and their families

Strategy pillars



Champion remembrance and camaraderie



Meet the health, wellbeing and support needs of veterans and their families



Be the voice for veterans and their families



Govern responsibly to fulfil our charitable purpose

Focus

Remember the past, honour veterans and their families and provide camaraderie opportunities

Understand evolving areas of need, provide services and find ways to engage

RSL NSW advocates for and represents veterans and their families

Building trust through transparency and sound management

Actions

- Be representative
- Stay true to core values
- Support camaraderie
- Build new ways to engage
- Foster respect and receptivity
- Develop and deliver services appropriate for all veterans and their families
- Measure outcomes
- Provide support for regional NSW
- Work with ESOs, government and community organisations
- Influence policy
- Advocate for veterans and their families
- Build & foster government relationships and partnerships
- Promote positive image and brand
- Restore fundraising
- Manage finances sustainably
- Provide open communication
- Embed strong governance
- Continue constitutional reform
- Embed skills-based board
- Ensure Accountability

STRATEGIC PLAN

Next steps

Recap – the Purpose of the Strategic Plan

- Articulate the vision for a bright and sustainable future
Describe how RSL NSW will change with society, community and member expectations
- **Detail** what has to be done to achieve the Vision and deliver the actual Goals and Objectives - measured
- Encapsulate our heritage and critical community connections, and respect tradition and values
- Align the budget and work effort to achieving the vision, and report progress of achievement, so members can hold their Board to account

Where to Now?

#	Action	Status
1	Strategic pillars, focus and actions (member's initial input)	complete
2	Incorporate RSL NSW Charitable Objects – from the Constitution	pending
3	Review Vision – does it fit with Charitable Objects?	pending
4	Incorporate approved strategic pillars and actions into distinct Goals	pending
5	Develop clearly defined and measurable objectives to achieve goals	pending
6	Clearly describe the outcomes to be achieved by successful implementation of objectives	pending
7	Develop options on how to organise RSL NSW to implement the objectives	pending
8	Seek Board agreement for face to face membership consultation on Draft Plan including options for implementation.	Detail of actions to achieve objectives
		Set progress measures and reporting
		Agree budget to implement
		Pending By Dec

Where to Now?

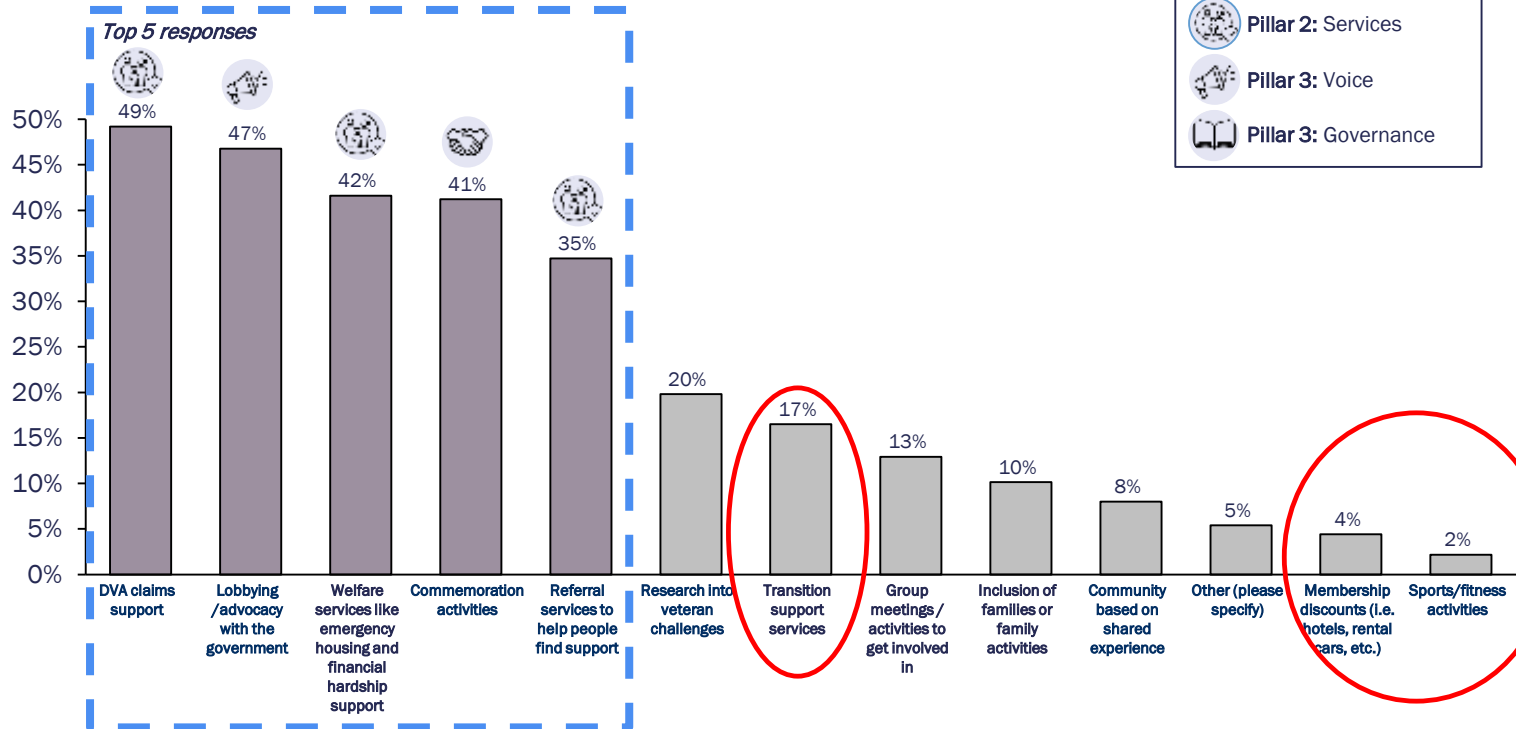
#	Action	Status
9	Finalise the Plan	pending
10	Submit to the Board for approval by June 20 (noting State-Wide) consultation process	pending
11	Commence implementation FY 20/21	pending

Next steps continued..... questions and thoughts on my mind

- We know what members think are priority services (Recap), but why don't transitioning veterans want to join the RSL?
- Buta registered charity (ACNC) can't spend charitable funds on members? But.....members are veterans too? Clarity to be provided.
- Reduce focus on constitution/governance – increase focus on objects/purpose and agree and resource a plan to achieve our vision
- Culture – members as volunteers can only do so much - need to balance 'what can the RSL do to support me?' with 'what can I do to help veterans and get more members?'
- Volunteers, need to be supported – how can we do this consistently across the League?

Members think RSL NSW needs to provide welfare, claims support, lobbying support & commemoration

What do you think are the most important offerings for RSL NSW to provide moving forward? (Choose up to 3)



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Wednesday – long interactive session on our future
