



NORTHERN METROPOLITAN DISTRICT COUNCIL
FEEDBACK WORKSHOP CONDUCTED 27 FEBRUARY 2020
ON
RSL NSW DRAFT STRATEGIC PLAN
AT
HORNSBY RSL SUB-BRANCH
FINDINGS & REPORT

PURPOSE

The purpose of the workshop was to provide the opportunity for the Northern Metropolitan District Council (NMDC) to review in detail the major elements of the RSL NSW Draft Strategic Plan and to produce a report as feedback to RSL CEO and RSL NSW Board.

SCOPE

Owing to time constraints and limited availability of NMDC Delegates the review concentrated on the seven Goals detailed in the Draft Plan as these are considered the main deliverables of the Business Improvement Plan contained therein and the areas of major impact and change for management and operation of the League.

METHOD

The draft Plan was presented on large flip board charts aligned against the corresponding elements of the RSL NSW web site online feedback survey which asks for ratings of *Very Important, Important, Moderately Important, Slightly Important and Not Important*.

After an introductory session by the Facilitator, the delegates split up into three teams. Team 1 reviewed Goals 1,2 and 3; Team 2 reviewed Goals 4,5 and 6; Team 3 reviewed Goal 7. Each Team considered and identified the level of importance against the draft Plan elements per the online survey format.

Each team then presented an overview of their findings , reasons for them and general comments. On completion of the presentations, the Delegates reviewed the findings of the other teams and indicated if there were any areas of dissention. Areas of dissention were discussed by the proponents and any change to the original ratings agreed.

SUMMARY OF FINDINGS

	VERY IMP	IMP	MOD IMP	SLTY IMP	NOT IMP	COMMENTS
GOAL1 7 ITEMS (ONE SPLIT VOTE) TRANSITIONING	2	1	4	1		4
GOAL 2 REPRESENT & ADVOCATE	4	2				3
GOAL3 GROW MEMBERSHIP	2	6				3
GOAL 4 COMMEMORATON	1	3		1		7
GOAL 5 COLLABORATIVE WORKING	3	1	1	1		2
GOAL 6 BUILD AWARENESS	1	2	2			2
GOAL 7 IMPLEMENT OPERATING MODEL	9	3	1	3	3	12

Goal 1. Support veterans transitioning to civilian life

Comment 1 :- AN ITEM RANKED VERY IMPORTANT DOES NOT REFLECT RELATIVE RANKING BETWEEN GOALS I.E.NOT MORE IMPORTANT THAN OTHER GOAL ITEMS

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
Work with transitioning ADF members, the ADF, DVA and access current research to identify the most in-demand transition services, assess the service gap and what can be made available through the RSL NSW network^ , state-wide	1a. By 2023, there is a seamless referral pathway to service providers meeting determined transition needs in place (community based support services, ESOs and private sector products and services)	X				

COMMENT 2: - ONLY THOSE TRANSITING OUT OF ACTIVE SERVICE SHOULD BE ELIGIBLE FOR SERVICES PROVIDED UNDER 1a

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
1.2 Identify the best practice approaches, services and products available to support veterans and their families, and produce an RSL NSW Services and Product Catalogue (see 7.9) ; maintaining knowledge through an annual review process	1b. By 2023, RSL NSW has an established process and method of engagement for service providers that offer products and services meeting veteran transition needs^		X			
1.2 Identify the best practice approaches, services and products available to support veterans and their families, and produce an RSL NSW Services and Product Catalogue (see 7.9) ; maintaining knowledge through an annual review process	1c. By 2022, every discharging or retiring ADF member knows how to connect with RSL NSW, if in NSW, and is assigned a volunteer Veteran Sponsor (RSL NSW Member) from across the sub-Branch network	X				
1.3 Enshrine and market the role of RSL in NSW as a connector and companion for transitioning veterans to ensure they access consistent quality services across the entire state	1d. By 2022, Veteran Sponsors provide connection to camaraderie, the veteran community and the wider public community to ease transition and combat both social isolation and mental illness			X		

COMMENT 3 :- VETERAN SPONSORS - NOT POSSIBLE WITH ONLY VOLUNTEERS. MOST SUB BRANCHES WOULD NOT HAVE APPROPRIATE RELEVANT PEOPLE. MAY NEED PAID CADRE

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
<p>1.4 In conjunction with other states, provide free RSL NSW membership to all discharging or retiring ADF members</p> <p>1.5 Establish the capability for RSL NSW volunteers (members) to act as ‘Veteran Sponsors’ (buddies), who connect veterans to services and help them ease into the community</p>	<p>1e. By 2023, Veteran Sponsors (by online or phone) connect veterans and their families to services such as : i) training and employment pathways (established working with ADF, employers, recruiters, and Registered Training Organisations (RTOs)) to provide veterans with apprenticeships and traineeship opportunities; ii) secured relationships with housing providers, DSS, FACS, NDIS, homeless and disability charities; iii) full range of counselling and health services; iv) claims, advocacy, etc. (see Catalogue of Services at 7.9)</p>			<p>SPLIT VOTE</p> <p>X</p>	<p>SPLIT VOTE</p> <p>X</p>	
<p>1.6 As per 7.8, a full time cadre of staff support Veteran Sponsors ensuring continuity and consistency of support and training on the use of the catalogue</p>	<p>1f. By 2022, RSL NSW will provide 24/7 access to services that support veterans, by phone or online^^</p>			<p>X</p>		
	<p>1g. By 2021, tracking service delivery customer satisfaction and outcomes measurement scores to validate that veteran needs are being met, using a Net Promoter Score or similar methodology</p>			<p>X</p>		

COMMENT 4 :- PROVIDING A 24/7 SERVICE AT 1f MAY REQUIRE HIGH NUMBERS OF STAFF TO BE AVAILABLE AND THE EFFECTIVE RETURN ON MAY NOT JUSTIFY THE COST OVERHEAD.

Goal 2. Represent veterans and their families and advocate (lobby) for their needs

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
2.1 Review and establish a common approach for advocacy (lobbying) activities, undertaken by RSL in NSW, to ensure rapid escalation of issues as required	2a. By 2021, streamlined process in place to capture and enable RSL NSW to provide timely responses to issues raised by RSL members in NSW, visible to all	X				
2.2 Engage veterans in the identification of issues affecting them and their families and deliver representation and advocacy for them	2b. By 2021, clearly defined advocacy priority areas and objectives are determined and reviewed on an annual basis. These are published annually and conveyed to RSL National where appropriate to be considered for national advocacy		X			
2.3 Actively engage with veterans and their families, veteran research and government policy, to identify issues affecting them	2c. By 2021, working effectively with RSL National, and other states, to achieve positive advocacy outcomes for the whole RSL membership	X				
2.4 Advocate for NSW veterans utilising the most effective (not necessarily most publicly visible) method, including building and leveraging relationships of influence	2d. By 2022, all issues concerning veterans' welfare requiring Commonwealth government policy change, including performance of Defence and DVA at the operational level, are effectively advocated by RSL National and reported effectively to members		X			
	2e. By 2022, the public are aware of what RSL NSW does to meet veteran needs. There is a clear narrative to support fundraising and public volunteer engagement which explains what the RSL does (in conjunction with initiatives 3.6 and 6.4)	X				

SURVEY ITEM
RSL NSW WORKS WITH RSL NATIONAL TO ADVOCATE FOR VETERANS WELFARE ISSUES (COMMONWEALTH GOVT. DEFENCE & DVA

X

COMMENT 5 :- THE ADF WILL RESPOND TO GOVERNMENT BUT NOT THE SUB BRANCHES. PIPELINE TOP TO BOTTOM NEEDS TO WORK PROPERLY

COMMENT 6 :- RSL NATIONAL NEEDS TO BE MORE RELEVANT AND ACCOUNTABLE. THERE ARE MECHANISMS IN PLACE WHICH SHOULD FUNCTION BETTER.

COMMENT 7 :- INFRASTRUCTURE ALREADY IN PLACE SHOULD HAVE MINIMAL FINANCIAL IMPACT

Goal 3: Grow and maintain the engagement/membership of veterans and their families with RSL NSW

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
3.1 Research undertaken (or use completed research) to fully understand what are the services that transitioning and other veterans and their families want from RSL and to ensure our membership offering is contemporary. This research continues on an ongoing basis	3a. By 2022, common veteran membership offers are established and published (why join the RSL)	X				
3.2 Develop a contemporary membership offering using a collaborative approach	3b. RSL NSW engagement with Gen Z, Y, X age groups increases by 2022, and membership growth of these generations increases by 20%/yr from 2023 onwards, from 2019 baseline		X			
3.3 By 2021, a member acquisition strategy is set. Clear definition of what RSL NSW requires from membership (volunteers, supporters, donors) and what RSL NSW can offer in return, including inter sub-Branch sport or other activities	3c. By 2022, membership acquisition is responsive to needs of the younger veteran (such as through non-traditional formats or media)		X			

<p>3.4 Implement an engagement model that resonates with both younger and older veterans and determine if the current member-based structure should be retained</p> <ul style="list-style-type: none"> The engagement model is to consider communication, including website rationalisation and effectiveness, and all means of social media connectivity 	<p>3d. By 2021, there is a common state-wide membership database and Customer Relationship Management system (CRM) in place, that is accessible by every RSL NSW office bearer</p>		X			
<p>3.5 By 2022, the DPC implements a system that identifies a lead liaison officer for each ADF base in NSW, to ensure strong RSL presence and engagement at every appropriate unit or area event</p>	<p>3e. By 2023, new members can instantly join online, with service records validated electronically</p>	X				
<p>3.6 Leverage AFOF, relationships of RSL NSW and RSL DefenceCare to facilitate strong RSL presence at all ADF activities, and related veterans' events, to create awareness of RSL NSW and its role in transition and why veterans would engage and join RSL NSW</p>	<p>3f. By 2024, there are no membership fees, membership cards, just badges and electronic membership record that can be accessed from a smartphone</p>		X			
<p>3.7 Set up a continual validation process for the proposed member service offering through feedback from veterans and their families</p>	<p>3g. By 2023, RSL NSW is offered the opportunity to participate in and has a presence at 80% of NSW ADF events to promote RSL purpose and relevance after discharge/retirement</p>		X			
	<p>3h. By 2023, there is a reporting system regarding performance against objectives for all RSL NSW presence and recruiting activities on ADF bases in NSW</p>		X			

COMMENT 8 :- ENCOURAGE MEMBERSHIP AT POINT OF ENLISTMENT RATHER THAN DISCHARGE. - PROVIDE MEMBERSHIP FORM AND REPRESENTATIVES - CO-ORDINATE WITH ADF, REQUIRES A NATIONAL APPROACH

COMMENT 9 :- AGED AND UNWELL MEMBERS ARE LEAVING WHEN ASSISTANCE IS MOST NEEDED. DONT WANT TO PAY FEES WHERE THERE ARE NO SERVICES PROVIDED.

Goal 4. Represent veterans and their families through commemoration to respect and value their service

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
4.1 Review and establish a common suite of support material and approach for commemorative activities undertaken and supported by RSL in NSW (to be readily accessible by all sub-Branches or Chapters)	4a. By 2025, the format and funding to support commemoration activity delivery is consistent per population across NSW, adjusted to local conditions			X		
4.2 Engage with and regularly inform communities (through public and private institutions) of the commemorative activities undertaken and supported by RSL in NSW	4b. The commemoration activities undertaken by RSL in NSW are clearly attributed to the RSL brand and public awareness of commemoration is increased by 60% by 2025, from baseline in 2020		X			
4.3 Assess the public awareness of commemoration activities and attitudes towards commemoration through a survey to understand what is: i) valued; and ii) effective in meeting RSL NSW's commemoration objectives	4c. By 2022, commemoration activities are relevant to contemporary Australian society, and well attended by the general public and younger Australians	X				
4.4 Educate the NSW community, supported by common learning products developed or sourced by an RSL NSW team, particularly through the school system, of the reasons for commemoration, the significance to veterans and the Australian nation and the role RSL NSW plays	4d. By 2025, achieve increased engagement (local RSL relationship) with NSW schools to 50% (current total schools in NSW = 3,186)		X			
	4e. By 2022, increased public and veteran community volunteer participation, providing for camaraderie and ensuring ongoing viability of commemorative events				X	
	4f. By 2025, commemoration services participation increased by 25%, from 2020 baseline		X			

	4g. By 2025, RSL in NSW is engaged with 100% of NSW's 129 councils, to promote commemoration services, and build brand associations for RSL (which are distinct from current RSL/Service Club associations)	x	x			
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COMMENT 10 :- 4a WHILE FORMAT MIGHT BESPECIFIED AND FUNDING AVAILABLE - CONSISTENCY WILL BE DIFFICULT TO ACHIEVE

COMMENT 11 :- 4b CONSIDER THAT THE CEREMONIAL ACTIVITIES BY rsl ARE WELL RECOGINSED BY THE PUBLIC AND AWARENESS IS GROWING

COMMENT 12 :- 4c CONSIDER THESE ARE AND REMAIL RELEVANT

COMMENT 13:- 4d DESIREABLE WHERE LOCAL CONDITIONS PREVAIL

COMMENT 14 :- 4e VOLUNTEERS ARE DIMINISHING ACROSS THE COMMUNITY

COMMENT 15 :- 4f DESIREABLE BUT GROWTH IS COMMUNITY DEPENDANT

COMMENT 16 :- 4g DESIREABLE BUT IMPACTED BY LOCAL CONDITIONS

Goal 5. Establish collaborative working relationships with RSL organisations in other jurisdictions to advance the support to veterans and their families in NSW

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
5.1 Initiate a dialogue across RSL organisations at state/territory and national level to work collaboratively	5a. One RSL is working to support all Australian veterans and their families, speaking as one voice to advocate for veteran issues at federal level	X				
5.2 Identify best practice approaches, services and products supporting veterans and their families across jurisdictions, and look to share and collaborate effectively	5b. By 2023, there is role clarity, and sharing of information to improve products and services for veterans, and agreement by State Branches to ensure transparency, on such matters as; i) fundraising, ii) membership, iii) services, iv) and commercial enterprises	X				
5.3 Develop an operational framework: i) For the development of standardised services across boundaries (liaising with other jurisdictions to ensure seamless transfer when veterans relocate) ii) To draw upon Centres of Excellence # in the support of veterans and their families iii) To implement transferable membership across RSL Branches and sub-Branches nationally	5c. Increased operational efficiency and reduced cost for services, with greater funds available for camaraderie and membership increases		X			
5.4 Establish a national covenant between RSL organisations, including clubs ##	5d. By 2024, no state divides or issues with transfer when a member relocates within Australia, a veteran centric model focused on veteran needs locally is working seamlessly			X		

5.5 Agree on strategic plan objectives to support a comprehensive RSL (National) and RSL NSW brand strategy	5e. By 2025, RSL membership is fully portable. Removal of state boundaries (and internal divides). Membership is of one RSL				X	
	5f. By 2023, through an effective brand strategy and a nationally coordinated and resourced marketing plan, the Australian public know and understand what the RSL does for veterans, and it is effectively differentiated from, 'clubs and pokies' (see 6.2)	X				

#Centres of Excellence are 'Veterans Centres' strategically located around the state where veterans can receive face to face support and an access point for services. RSL NSW is leading by providing centre leadership (initially through RSL DefenceCare), and seamlessly assessing and connecting veterans with the services they need

COMMENT 17 :- TRANSITION SEMINARS COULD BE ATTENDED BY RSL NOW. AN INFORMATION TABLE CAN BE SET UP TO ALLOW DIRECT CONTACT WITH VETS TRANSITIONING FROM ACTIVE SERVICE

COMMENT 18 :- RSL NATIONAL SHOULD CANVASS FREE TRAVEL IN ALL STATES.

Goal 6. Build awareness of RSL NSW and its purpose to current and future veterans and their families and the public

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
6.1 Build an effective strategic and tactical communications and coordination capability. This is to include prominent RSL presence at Defence and community activities to enshrine the relevance of RSL NSW to serving ADF personnel and the wider community	6a. By 2025, increased public, member and general veteran community awareness of RSL NSW activities	X				
6.2 Reposition the RSL brand, in collaboration with other jurisdictions, and address the brand confusion between clubs and sub-Branches. Position the brand as relevant and aligned to RSL's core purpose of supporting veterans and their families*	6b. Led by the DPC and State Branch, by 2021, there is a single coordinated RSL NSW presence at every ADF transition activity, careers show or other major community event, to create public awareness of what the RSL does and offers to all categories of members		X			
6.3 Build appropriate messaging and language to ensure consistent understanding of RSL NSW purpose and the services that it provides access to, including camaraderie	6c. By 2025, up to five mobile "Cooee"- RSL NSW fully contained promotion and information 'units' are built and available for use by any RSL NSW element/organisation across the state, coordinated by the DPC			X		
6.4 Identify and develop appropriate communications channels – for members, veterans and the general public	6d. By 2021, the RSL NSW (state-wide) Vision, Purpose and Values drive organisational behaviour and the code of conduct is derived from the Values		X			
6.5 Implement and regularly validate the communications plan	6e. By 2021, RSL NSW has a channel so talking points for major communications and proactive local engagement are available for nominated spokespeople state-wide			X		

COMMENT 19 :- 6c PERFORMANCE AND VALUE ACHIEVED WILL BE DIFFICULT TO MEASURE

COMMENT 20 :- 6e ASSUMES APPOINTMENTS OF A STATE BASED PUBLIC AFFAIRS OFFICER WHO CAN FEED TALKING POINTS TO LOCAL SPOKESPERSON(S)

Goal 7. Implement an optimised operating model that provides consistency of support to veterans and their families wherever they are in NSW and ensures the sustainability of RSL NSW

OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
7.1 sub-Branches support and work with ANZAC House (State Branch) to ensure the implementation of the RSL NSW strategic plan. State Branch seeks support from the membership, especially reference groups for projects	7a. By July 2020, RSL NSW has committed resources to commence five-year implementation of the strategic plan	X				
7.2 Determine, and implement, an operating model that best delivers the vision and purpose +. The model implementation must include an efficiency gain and address areas where there are insufficient volunteers to fill office bearer positions, including trustees in sub-Branches, by 2023	7b. By 2025, RSL NSW is financially sustainable without significant reliance on public fundraising from the community					X
7.3 Determine the current League administration cost (state-wide) as a baseline, by June 2020	7c. By 2023, the adopted operating model will enable the identification of operational efficiencies to be achieved by 2025. The chosen operating model must improve administration efficiency from the baseline by 25% (to be measured by benefits realisation from the business case)		X			
7.4 By 2022, provide consistent systems such as Xero, and the required training support, for accounting, to all sub-Branches	7d. By 2025, RSL NSW can accurately report expenditure on common categories, by location (sub-Branch), by membership type and numbers in delivery of its vision and purpose				X	
7.5 Investigate and implement by 2025, with support of a member reference group, commercial enterprises to provide a reliable funding stream (surplus) to support the entire League in NSW; that complements local public fundraising	7e. By 2025, expenditure on administration is less than 15% of budget. Veterans' support includes identified expenditure on camaraderie that has a specific measure of effectiveness including membership retention and successful recruitment to RSL of veterans by Veteran Sponsors	X				X

	7f. By 2023, RSL NSW is totally transparent, by location and cost centre, on financial spending				X	
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OUR PRIORITY INITIATIVES	WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
	7g. In conjunction with 7b, by 2025, RSL NSW has established commercial funding streams to support revenue growth, so it can operate without reliance on fundraising from the community			X		
	7h. By 2023, RSL NSW has income generating investments, in addition to the Hyde Park Inn, to deliver a revenue surplus that provide funds to support its charitable activities	X				

COMMENT 21 :- 7b FUNDRAISING IS AN IMPORTANT ACTIVITY FOR MEMBERS AND MAINTINS CONTACT WITH THE COMMUNITY WHO ARE HAPPY TO CONTRIBUTE. NEEDS TO BE PROMOTED AND MUST CONTINUE

COMMENT22 :- 7c NEEDS TO BE IMPLEMENTED NOW - NOT WAIT UNTIL 2023 AND WHY IS THE IMPROVEMENT TARGET ONLY 25%?

COMMENT 23 :- 7e SHOULD BE SPLIT INTO 2 PARTS - EXPENDITURE TARGET AND REPORTING ON CAMARADERIE

COMMENT 24 :- 7e IT IS UNCLEAR WHETHER THE 15% TARGET APPLIES TO JUST HEAD OFFICE OR THE WHOLE LEAGUE

COMMENT 25 :- 7e IT WOULD BE USEFUL TO PLACE EXPENDITURE INTO COMMON CATEGORIES BUT WITHOUT TARGETS OR LIMITS

COMMENT 26 :- 7e IT IS IMPOSSIBLE TO MEASURE THE EFFECT OF EXPENDITURE ON CAMARADERIE AND IMPACT ON RETENTION.

COMMENT 27 :- 7g COMMERCIAL FUNDING STREAMS ARE NEEDED NOW BUT MORE INFORMATION AND DEFINITION NECESSARY

COMMENT 28:- 7g/7h 7g IS NOT NEEDED IF 7h IS EFFECTIVE

7.6 Ensure full state-wide ACNC compliance system, by Jan 2021	7i. By 2023, through coordinated action and adequate resourcing, RSL NSW is highly efficient in obtaining grant revenue. Grant revenue has increased by 100% from FY 19/20 by 2023	X				
7.7 Establish governance and compliance mechanisms for charitable services for veterans and members by 2023	7j. RSL NSW has a fundraising authority and DGR charity status by 30 Jun 2020	X				

7.8	Establish a cadre of full-time staff to support and train volunteers to build the capability of RSL NSW	7k. By Jul 2023, all aspects of operations are monitored consistently and regularly for compliance with regulatory requirements		X			
7.9	By 2021, establish a small team to liaise with all service delivery organisations (see Annexure A) to provide advice and feedback on veteran needs. The team annually produces an online, and when required printed, 'RSL NSW Catalogue of Services' in conjunction with 1.2	7l. By 2022, all Veteran Sponsors have access to an online 'RSL NSW Catalogue of Veteran Services'	X				
OUR PRIORITY INITIATIVES		WHAT SUCCESS WILL LOOK LIKE	VERY IMPORTANT	IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT
7.10	By 2021, the DPC, with board approved terms of reference, rationalise the number of districts on a sustainability and efficacy basis, and work with members to ensure sustainable RSL presence in all centres by consolidating unsustainable sub-Branches as Chapters	7m. By 2024, the operating model facilitates improved collaboration and trust, resulting in a reduction in wasted resources and improved operational efficiencies (the expenditure on camaraderie is the same per member at every RSL sub-Branch location/s in NSW)					X
7.11	By 2023, simplify sub-Branch administration requirements. Through the DPC rationalise roles (e.g. trustees and office bearers) and administrative tasks. Collaboratively establish sub-Branches with chapters to ensure long term presence – where there is an RSL presence now, there will be in the future						

COMMENT 29:- WHO IS GOING TO MONITOR AND REPORT ON THIS?

COMMENT 30 :- EXPENDITURE ON CAMARADARIE WILL NEVER BE THE SAME FOR EVERYONE AS CIRCUMSTANCES WILL ALWAYS BE DIFFERENT IN DIFFERENT LOCATIONS

7.12	By 2022, establish a training partner, such as TAFE NSW, to provide training for those members holding office bearer positions	7n. By 2022, training partner in place				X	
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<p>7.13 By July 2021, RSL NSW (State Branch) has identified an affordable and appropriate headquarters location that is fit for purpose and allows the ANZAC House Trust to build capital, while providing the appropriate accommodation; and includes an option to accommodate other ESOs or partners, that will enable synergy and collaboration. Also, establish an MOU with TAFE NSW to enable sub-Branches or Chapters to utilise video-conferencing and meeting facilities</p>	<p>7o. Collaborative ESO relationships established, enabling</p> <ul style="list-style-type: none"> i) a joint voice and positioning RSL as a lead ESO in response to the call for this in the Productivity Commission's report ii) opportunity for shared resourcing iii) collaborative response to veteran issues 		X			
<p>7.14 Investigate, and if supported, establish a board fundraising committee to have oversight of enterprise level coordination of public fundraising, including major events</p>	<p>7p. By 2020, all sub-Branches conducting own fundraising will have their own Charitable Fundraising Authority (CFA)</p>	X				
<p>7.15 Sub-Branches responsible for own local fundraising, and retaining all funds raised locally</p>	<p>7q. Strategic plan deliverables, tracked and reported to include benefit realisation measurement, and visible by the membership so the board is held to account</p>	X				
<p>7.16 Strategic plan implementation is fully funded, to include a Program Management Office (PMO), i) PMO established to implement strategic plan by 1 Sep 2020, ii) unfunded strategic plan initiatives are not implemented</p>	<p><u>INCLUDED IN SURVEY</u> RSL NSW HAS COMMITTED RESOURCES TO DELIVER 2020-2025 STRATEGIC PLAN</p>	X				

COMMENT 31 :- 7q TRACKING DELIVERABLES MUST INCLUDE FINANCIALS AGAINST TIMELINE/ACHIEVABLES/OBJECTIVES

COMMENT 32 :- SURVEY ITEM - PLAN CANNOT BE DELIVERED WITHOUT THIS.