

Annexure A to Contribution Pool Discussion Paper

Foundation funding proposals

These are the initiation expenditure proposals, future proposals would come through the DPC, per Paper.

There is a Summary Table followed by a detailed pro forma. **Annexure B is full scale version** of this summary table, for ease of reading.

Summary Table

RSL NSW Veteran Support Fund		Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2
		CY 22		CY23		CY24		CY25		CY26	
Item											
1	Strategic Plan Implementation (Including training support to sub-Branches - see attachment)	2,000,000		3,825,000		4,117,000		2,647,000			
2	RSL DefenceCare/ Veteran Services	1,900,000		2,200,000		2,400,000		2,600,000		3,000,000	
3	Reveille	750,000		750,000		800,000		850,000		900,000	
4	Sub-Branch and Member Support (ANZAC House)**	1,750,000		1,850,000		1,900,000					
5	RSL National Capitation	400,000		500,000		550,000		560,000		570,000	
6	NCVH and Fussell House	50,000		60,000		62,000		65,000		70,000	
7	Sponsorships		100,000		100,000		100,000		100,000		100,000
8	RSL Scholarships		75,000		75,000		75,000		75,000		75,000
9	Additional advertising - membership	50,000									
10	Kokoda Track Memorial Walk		200,000		200,000		200,000		200,000		200,000
11	Support and Assistance		75,000		75,000		75,000		75,000		75,000
12	Sport and Recreation*	210,000		250,000		250,000		250,000		250,000	
13	District Coordinators			1,000,000		1,100,000		1,100,000		1,100,000	
14	Funding for DCs and DPC	50,000		50,000		50,000					
15	Funding common IT service for sub-Branch			10,000				750,000		760,000	
16	RSL NSW ties and scarfs etc.	10,000		10,000		10,000		10,000		10,000	
	Tier Total	7,170,000	450,000	10,495,000	450,000	11,239,000	450,000	8,832,000	450,000	6,660,000	450,000
	Total CY		7,620,000		10,945,000		11,689,000		9,282,000		7,110,000

* Funding not required if Strategic Plan funded - noting C'wealth Govt Grant of \$100,000 received Aug 21

** Funding not required after FY23/24 due to the increased revenue after the sale of the Hyde Park Inn.

Detailed Proforma – Initiation Contribution Pool (The final version will be numbered correctly, NB. Item 1 (Highest priority))

Item	DPC Comments/approval	Oversight Committee
2.	Proposal	RSL DefenceCare/ Veteran Services
	Description	<p>The Strategic Plan 2021-2026 envisions the sub-Branch being at the centre of what the RSL stands for, built upon traditional values around mateship and support. Fulfilling this requires four key sub-Branch functions, camaraderie, commemoration, community fundraising and through trained Wellbeing Support Officer or other members, <i>connecting</i> veterans to extra support services they might need.</p> <p>To ensure the veterans community, including those transitioning from the ADF every year, RSL members</p>

		(within sub-branches) connect those in need of support to our <i>own</i> RSL services in the first instance. This enhances our standing and tells people what the RSL does and stands for. This support service is provided by RSL LifeCare’s Veterans Services Division which includes RSL DefenceCare (pensions advocacy, VRB support, immediate financial assistance, and counselling), the RSL Employment program (preparing and connecting veterans to training and jobs), Equine experience to support those with mental health issues, Homes for Heroes to house homeless veterans, housing, and housing rental assistance for veterans in need housing support. By promoting the collective donation at a media and community level, the RSL will be known as the premier service provider. RSL LifeCare has the responsibility to report performance (by geography)		
	KPI	Veteran Wellbeing Index (OECD Index or similar to be agreed by VS&P Committee); Compensation Advocacy services by Geographical area including number of claims submitted by time and place and results, training and employment services, homeless and housing support by numbers and location, direct financial assistance amount by location and purpose category. Reporting quarterly through RSL NSW Veterans Services and Policy Committee.		
	Funding	\$1.9 million		
	Tier	1		
	Compliance	Constitution – Clause 3 (check) Strategic Plan. Aligned		
4.	Proposal	ANZAC House		
	Description	This is the State Headquarters, responsible for the administration of the charity. Directed by the Board of Directors which is responsible for the governance and administration of the League in		

		<p>NSW. Functions include; sub-Branch Support (Approx 4550 emails, 3500 phone enquiries/yr) State commemoration, compliance, legal advice, administration of RSL Custodian, ANZAC House Trust, and AFOF, financial reporting, events, communications and marketing, policy and advocacy. The State Headquarters is currently primarily funded from the operation of the Hyde Park Inn and from returns from a small investment portfolio. Prior to the pandemic the HPI provided a net profit of about \$3.5 m/year to fund ANZAC House. (Noting costs for staffing have reduced by 45% since July 2019.) However, the HQ has an increasing role in supporting sub-branches, including for regulatory compliance and administration. With the pandemic, the predicted shortfall in revenue to fund basic operations is approximately \$1.8 m. In the forecast Contribution Pool budget on the settlement of the sale of the HPI, not only will ANZAC House have sufficient income to pay for its operations, but there is also potentially an opportunity to provide significant additional funding to the Veteran Support Fund.</p>		
	Amount	\$1.75 m		
	KPI	Annual Report Regulatory compliance Sub-Branch support Strategic Plan implementation		
	Tier	1		
	Compliance	RSL NSW Act, ACNC and NSW Fair Trading		
1.	Proposal	Strategic Plan Implementation		
	Description	<p>(For inclusions see Attachment 1. To Annexure A – below – this provides an estimated detailed breakdown)</p> <p>A Plan prepared from member input to transform the RSL by reversing declining membership and relevance for younger generations</p>		

		and address the emergence of thousands of other charities purporting and delivering what the RSL used to for veterans. Costed at approximately \$16 m over five years, it is a significant but critical investment in reforming an organisation that without intervention will not exist as a member-based organisation in approximately 11-20 years. Requiring a program approach, the delivery of over 50 initiatives requires good governance and accountability back to the members, which is achieved through the proposed PMO (Program Management Office.)		
	Amount	FY 21/22 \$2 m		
	KPI	Per PMO bi-monthly reporting through the Program Steering Committee to the RSL NSW Board of Directors		
	Tier	1		
	Compliance	ACNC and Annual Report		
3.	Proposal	Reveille		
	Description	Manage and produce the RSL NSW members' journal. Modernise delivery to increase digital content and delivery as well as maintaining home delivered journal.		
	Amount	\$750,000		
	KPI	Quarterly publication and online reach improving 10% per quarter from July 2021 baseline Less than 5% returned to sender/quarter		
	Tier	1		
	Compliance	Constitution		
5.	Proposal	RSL National Capitation		
	Description	RSL NSW is a member of RSL National (Australia Ltd) and to maintain membership the State Branch is required to pay a capitation fee based on numbers of service members. Rather than charge individuals to pay to belong to a charity, it is proposed to fund from returns on investments.		
	Amount	\$400,000		

	KPI	RSL National deliver on advocacy (proposals from VS&P Committee) and media presence.		
	Tier	1		
	Compliance	Annual Report, ACNC		
6.	Proposal	NCVH Liaison Officer and Fussell House		
	Description	From 2021 RSL NSW has agreed an MOU with the Sydney SW Health District to place a Liaison Officer (LO) at the Concord located National Centre for Veterans Healthcare. This position has actively facilitated the attendance by veterans from all over NSW to the Centre and enabled those veterans attending to be supported by local sub-Branches after their treatment enabling ongoing monitoring. Particularly effective has been the connection to services provided by sub-Branches or RSL DefenceCare like pensions advocacy. Also, with accommodation available on site for veterans and their families, the LO has been able to coordinate support to them, through their case managers, while staying. Support has included external activities over extended stays. The LO position has attracted significant praise from the veteran community and the hospital. To date, ANZAC House has funded the administration costs for the LO including travel. In future, the position may have to be complemented by a paid role given the workload.		
	Amount	\$50,000		
	KPI	Veterans assisted and supported by the Centre, reported through VS&P Committee, and published with RSL NSW performance report.		
	Tier	1		
	Compliance	ACNC		
7.	Proposal	Sponsorships		
	Description	The RSL will target events and opportunities to promote what the RSL does to support all veterans and their families. For instance support		

		to community events such as the Park Run, or other events that promote the RSL as an organisation and movement younger veterans in particular want to join to help others and enjoy the benefits of mateship and camaraderie.		
	Amount	\$100,000		
	KPI	Successful application of sponsorships and increased memberships and corporate donations.		
	Tier	2		
	Compliance	Constitution		
8.	Proposal	RSL Scholarships		
	Description	Approximately 700 veterans have committed suicide since the start of the war in Afghanistan. One of the most challenging aspects of transitioning from the ADF is maintain a sense of belonging and self-esteem. Research suggests that re-skilling and appropriate recognition of skills learned in service can significantly assist veterans re-gain important self-esteem and a sense of belonging through new work backed by new skills. RSL scholarship will be directed to veterans in need of support for re-skilling and will be synonymous for assisting veterans. By promoting this scheme, the RSL will demonstrate what it stands for and does to support veterans, and on scale will reach a significant audience through all media channels. This will be targeted locally and strategically.		
	Amount	\$75,000		
	KPI	Reducing risk of veteran suicide and successful training and education outcomes		
	Tier	2		
	Compliance	Constitution		
9.	Proposal	Advertising - membership		
	Description	With decision to adopt no membership fees from Jan 22, there needs to be a concerted and coordinated state-wide campaign to attract new members to the		

		League, especially by adopting the new 'instant' online membership form. This initiative is to be coordinated with Strategic Plan implementation.		
	Amount	\$50,000		
	KPI	Increase membership by 20% from Jan 2021 Baseline		
	Tier	1		
	Compliance	ACNC		
10.	Proposal	Kokoda Track Memorial Walkway		
	Description	Currently 29 sub-Branches contribute from \$1000 to \$40,000 to maintain this walkway. Efforts are being made to make it a State memorial with greater burden of maintenance falling on the State. However, in the short-term charitable funding is required.		
	Amount	\$200,000		
	KPI	Track maintained and visitation for awareness increased. Greater acknowledgement of RSL's role in maintaining the walkway.		
	Tier	2		
	Compliance	ACNC and Constitution		
11.	Proposal	Support and Assistance		
	Description	Per current purpose, support sub-Branches maintain operations and attend events such as Congress		
	Amount	\$75,000		
	KPI	Expenditure against purpose and membership numbers		
	Tier	2		
	Compliance	ACNC		
12.	Proposal	Sport and Recreation		
	Description	Per Strategic Plan – inter-sub-Branch sport and recreation is about veterans and their families enjoying semi-competitive and fun activities and meeting veterans from other communities.		
	Amount	\$210,000 (\$110 from Grant) BUT only if Strategic Plan not funded		
	KPI	Participation in sport and recreation activities and successful implementation of inter-sub-branch activity		
	Tier	1		
	Compliance	Constitution and ACNC		
16.	Proposal	RSL NSW Ties and Scarfs		

	Description	Many new members have sought an RSL Tie (or similar) and this approach will enable advantage of bulk purchase and availability.		
	Amount	\$10,000		
	KPI	Sub-Branch satisfaction of service provided		
	Tier	1		
	Compliance	Constitution (Needs to be checked)		
13.	Proposal	District Coordinators		
	Description	Per Strategic Plan. The 'DC' will support the education and training of sB and support compliance and other activities.		
	Amount	\$0 in yr 1 because of pilot under Strategic Plan and District Rationalisation Steering Committee. Approx \$90,000 plus costs per District if adopted after pilot.		
	KPI	Improved sB compliance and strength in numbers through activities. Use of Portal and local promotion of RSL.		
	Tier	1		
	Compliance	Constitution and ACNC		
1.	Proposal	Governance Training		
	Description	To accelerate the work under the Strategic Plan and address immediate training liability. To be part of Priority 1. Strategic Plan implementation		
	Amount	\$40,000* (Included in #1)		
	KPI	Board changes Col policy and improved compliance.		
	Tier	1		
	Compliance	ACNC		
14.	Proposal	Funding for DCs and DPC		
	Description	Per Clauses 13.38 and 14.26 of the Constitution. State Branch has to fund the efficient operation of District Councils and the DPC.		
	Amount	\$50,000		
	KPI	Attendance and effective communication to sub-Branches		
	Tier	1		
	Compliance	Constitution		
15.	Proposal	Funding Common IT Service for sub-Branch		
	Description	Currently ANZAC House only funds email accounts and service. Sub-Branches have varied approaches,		

		but in most cases are not taking advantage of scale or charitable status, many are using club systems, often non-compliant with RSL NSW Constitution, especially with email addresses.		
	Amount	Commencing in CY 2025		
	KPI	Successful implementation		
	Tier	1		

Attachment 1 to Annexure A

Details of Strategic Plan Expenditure. See (insert link – this will go to the PMO reporting on website/Portal)

Note at the time of writing, only the preliminary Program design workshop with District Council representatives has been conducted. (NB. Program = collection of projects or Tasks per p.5 of Strategic Plan) All expenditure is estimated until detailed planning has been conducted per the Program Manual has been conducted.

On-line Program reporting will detail *all* expenditure. Please see Program Manual to see how expenditure is approved – after detailed project design is approved through the Steering Committee.

Item/(Initiative)	Estimated Expenditure	Outcome	Task/Project Sponsor
1. (5.12)	75,000	Sub-Branch executive training and education. Note priority has lifted due to feedback from members.	CFO
2. (1.5; 1.10)	120,000	District rationalisation pilot (includes salary and expenses for a pilot District Coordinator)	HoMS & SS
3. (5.16)	80,000	Establishment of Investment Manager (Part 1 of 'pooled' funding model)	CFO
4. (1.1)	180,000	Catalogue of Services Phase 1. Note this is well underestimate as CEO RSL NSW wrote paper for RSL National board to support the concept of a catalogue of services for RSL nationwide – project scoping underway from Aug 21. This shares costs across all jurisdictions.	CEO
5. (Goal 3)	180,000	Member recruitment, including recruitment	HoM&C
6. (page 5 and 5.1)	250,000	Establish PMO including director employment	CEO
7. (5.6)	40,000	Design and establish program (producing Program manual and project artefacts = governance)	CEO

8. (5.1)	360,000	Project Managers for Projects 1, 2, 4 & 5 (some may be combination FT paid and volunteers)	CEO
9. (5.3) (5.6)	30,000	Data baseline for Program	CFO
10. (1.7)	90,000	Develop and deliver WSO (sub-Branch) training and register	HoMS&SS
11. (3.7)	210,000	CRM (Portal) update and training. It is also intended to pilot the RSL DefenceCare(RSL Lifecare) CRM for ATDP advocates – that is a common support and client management system for all sub-Branch advocates to access to support their clients and provide security and reporting capability, also allows advocates to be supported by the mentoring and assistance of FT paid advocates when required.	HoM&C
12. (1.11)	20,000	Develop ATDP (pension officer) support to sub-Branch volunteers – under RSL DefenceCare (already established by RSL LifeCare in readiness)	HoMS&SS
13. (2.5)	40,000	RSL presence at ADF bases and transition activities. Fund pamphlets and information about RSL and benefits of joining movement and support fellow veterans	HoM&C
14. (3.1)	45,000	Baseline and research – produce recruitment strategy and plan	HoM&C
15. (4.3)	35,000	Establish veteran centres adjacent to ADF basing in NSW. RSL LifeCare (under operating model) largely funds through earning plus contributions from sub-Branches. 2022 aiming for SW Sydney, Sydney central, Hunter (Newcastle), others to follow.	CEO
16. (4.5)	100,000	RSL National branding and advertising per strategic plan	CEO
17. (Goal 6)	40,000	Produce protocol manual for sub-Branch reference	HoMS&SS
18. (3.8)	80,000	Inter-sub-Branch sport and recreation – noting RSL NSW has received \$110 k grant to assist in FY 22	CEO
19. (Goal 2)	45,000	Website upgrade and proactive social media presence and advertising	HoM&C
Total	2,020,000		