



# Strategic Plan Implementation Program Design



**GOAL 1**  
Stand for veterans and their families.

**GOAL 2**  
Tell our story so everyone knows what we do and why we do it.

**GOAL 3**  
Grow membership to support each other and have fun, and help all veterans and their families in need.

**GOAL 4**  
Through collaboration and support, connect veterans and their families to services

**GOAL 5**  
Implement an optimized and sustainable operating and business model.

**GOAL 6**  
Commemorate and pay respect.

## A - Services Project

Sponsor: SS/CoSec

- A1 Data baseline establishment with PMO
- A2 Development/conduct of veteran survey for NPS score towards service access in conjunction with RSL LifeCare
- A3 Baseline data on advocacy provided to date
- A4 Services Catalogue including portal/app and management process
- A5 Written directions framework
- A6 Design, recruitment and training of WSO volunteer category
- A7 Integrate volunteer ATDP claims advocate network with RSL LifeCare
- A8 Sport and Recreation activities pilot
- A9 Design, recruitment of full of full-time district coordinators
- A10 District rationalisation
- A11 Day Clubs Engagement Plan and manager
- A12 Younger Members Carers Program

## B – Strategic Advocacy

Sponsor: SS/CoSec

- B1 Veterans needs research
- B2 JTA Memorandum of Understanding
- B3 Research on veteran advocacy needs and gaps
- B4 Veterans Centres
- B5 RSL Clubs, Service Associations & Clubs Australia MOU
- B6 Advocacy management process including responsibilities
- B7 National covenant with RSL related organisations
- B8 Advocacy Plan including prioritisation of issues, reviewed annually

## C - Engagement Project

Sponsor: HoCM

- C1 Marketing and Communications baseline audit
- C2 Website optimisation
- C3 Internal communications process and collateral
- C4 Brand Guide reflecting repositioning/ refresh
- C5 Annual Marketing and Communications Plan (including Social Media)
- C6 ADF Event Presence Plan
- C7 Community and schools commemorative learning material suite
- C8 Commemorative guidance support products suite
- C9 Veterans/families feedback loop and annual validation survey

## D - Membership Project

Sponsor: HoCM

- D1 Establish baseline data for membership growth
- D2 Customer Relationship Management system
- D3 Member Recruitment Strategy
- D4 Free nationally portable on-line membership process
- D5 Campaign to have Vietnam Veterans ESO join RSL NSW
- D6 Recruiting and Presence Reporting process

## E - Business Model Project

Sponsor: CFO

- E1 Pooled funding mechanism
- E2 Sub-branch KPI Reporting Framework
- E3 New head office location
- E4 Fundraising and alternate funding streams
- E5 Governance and regulatory compliance training
- E6 CY21 administrative cost baseline
- E7 Accounting system
- E8 Establish grants advisory function
- E9 Operating Model Framework

phase one  
 phase two  
 enabling task

## Outcome Measures

- Year on year change in Veterans NPS score – possibly 'sub-Branch wellbeing index'
- Number of people accessing services
- % of successful advocations p.a.
- % year on year growth in advocacy issues supported
- % year on year growth of veterans approaching RSL NSW for advocacy
- Year on year growth in positive media coverage
- Year on year growth in social media followers
- Year on year growth in website hits
- Year on year growth of demand for commemorative and education material
- Year on year membership growth for Gen X,Y,Z age cohorts (target=20% p.a.)
- Sub-Branch administration cost reduction (target=25% by end FY25/26)
- % year on year commercial revenue growth
- % year on year fundraising revenue growth
- % year on year grants revenue growth (200%from 2021n by 2026)
- % staff completing annual training requirement
- % reduction in number of sub-Branches



# A - Services Project



## Purpose

Provide veterans and their families 24/7 seamless access to support based in NSW and nationally

## Intent

Working with the Joint Transition Authority (JTA) and RSL organisations, provide a multi-channel one-stop-shop catalogue of services (based on research) supported by full time Wellbeing Support Officers (WSO) and other volunteers while leveraging resources across the country.

## Deliverables

## Dependencies

- Annual Marketing and Communications Plan
- Annual Members Recruitment Plan
- Relationships with DVA, JTA, RSL organisations and other ESO

## Measures

- Year on year change in Veterans NPS score
- Number of people accessing services

## Risks

- Project scope, schedule, cost
- Data accuracy
- Sub-branch collaboration
- Reputation/relationships with ESO

No.	Deliverable	Related Initiative/s	Dependency	Comments
A1	Data baseline establishment with PMO	Enabler		
A2	Development/conduct of veteran survey for NPS score towards service access in conjunction with RSL LifeCare	Enabler		
A3	Baseline data on advocacy provided to date	Enabler		
A4	Services Catalogue including portal/app and management process	4.1, 1.6, 5.10		Being coordinated by RSL National
A5	Written directions framework	5.17		
A6	Design, recruitment and training of WSO volunteer category	1.7, 1.9, 3.2		
A7	Integrate volunteer ATDP advocate network with RSL LifeCare	1.11		
A8	Sport and Recreation activities pilot	3.8		
A9	Design, recruitment of full-time district coordinators	1.10, 5.9		
A10	District rationalisation	5.11	A9	
A11	Day Clubs Engagement Plan and manager	4.6		
A12	Younger Members Carers Program	3.10		



# B - Strategic Advocacy Project



## Purpose

To provide influential advocacy for veterans and strategically position RSL NSW with external stakeholders to support operations into the future

## Intent

RSL NSW is implementing a well researched advocacy plan with which to work with government agencies and ESO to improve the wellbeing of its members and the veteran community

## Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
B1	Veterans needs research	3.1		
B2	JTA Memorandum of Understanding	1.1	B1, B3	
B3	Research on veteran advocacy needs and gaps	2.3		
B4	Veterans Centres	4.3		
B5	RSL Clubs, Service Associations & Clubs Australia MOU	3.9		
B6	Advocacy management process including responsibilities	2.1		
B7	National covenant with RSL related organisations	4.4		
B8	Advocacy Plan including prioritisation of issues, reviewed annually	2.2, 2.4	B3	

## Dependencies

- Marketing/engagement plan
- Veteran needs and services research
- Veterans NPS score survey

## Measures

- % of successful advocations p.a.
- % year on year growth in advocacy issues supported
- % year on year growth of veterans approaching RSL NSW for advocacy

## Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships

# C - Engagement Project

## Purpose

To comprehensively engage members, veterans, other ESO and community to highlight the contributions and enhance the reputation of RSL NSW

## Intent

RSL NSW's unity, solidarity and reputation is significantly enhanced through contemporary, clear and consistent messaging across multiple channels.

## Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
C1	Marketing and Communications baseline audit	Enabler		
C2	Website optimisation	Enabler	C4	
C3	Internal communications process and collateral	2.5	C4, C5	
C4	Brand Guide reflecting repositioning/ refresh	2.6		
C5	Annual Marketing and Communications Plan (including Social Media)	1.2, 2.7, 2.8, 2.9, 1.3, 5.15, 6.3		
C6	ADF Event Presence Plan	1.5, 1.8, 3.4	A6, A9, C5	
C7	Community and schools commemorative learning material suite	6.1, 6.4	C5	
C8	Commemorative guidance support products suite	6.1, 6.2		Being coordinated by RSL National
C9	Veterans/families feedback loop and annual validation survey	3.5	B1, B3	

## Dependencies

- Veteran needs and services research
- WSO / Liaison Officers

## Measures

- Year on year growth in positive media coverage
- Year on year growth in social media followers
- Year on year growth in website hits
- Year on year growth of demand for commemorative and education material

## Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships

# D - Membership Project

## Purpose

To grow membership and expand into younger age cohorts

## Intent

RSL NSW membership is growing with an increasing proportion of younger veterans and community volunteers

## Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
D1	Establish baseline data for membership growth	Enabler		
D2	Customer Relationship Management system	3.7		
D3	Member Recruitment Strategy	3.3	C3, C4, C5	
D4	Free nationally portable on-line membership process	1.4, 4.3		
D5	Campaign to have Vietnam Veterans ESO join RSL NSW	3.6		
D6	Recruiting and Presence Reporting process	3.7	D2	

## Dependencies

- Veteran needs and services research
- Annual Marketing and Communications Plan
- JTA MOU

## Measures

- Year on year membership growth for Gen X,Y,Z age cohorts (growth target=20% p.a.)

## Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships



# E - Business Model Project



## Purpose

To operate as a unified and financially sustainable organisation satisfying the needs of veterans and their families now and into the future

## Intent

RSL NSW is a growing and sustainable organisation utilising its collective resources to provide measurable benefits to veterans and their families. Pooled funding, a rationalised district structure and technology will provide greater simplicity and efficiencies.

## Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
E1	Pooled funding mechanism	5.1, 5.16		
E2	Sub-branch KPI Reporting Framework	5.6		
E3	New head office location	5.13		
E4	Fundraising and alternate funding streams	5.5, 5.14		
E5	Governance and regulatory compliance training	5.7		
E6	CY21 administrative cost baseline	5.3		
E7	Accounting system	5.4		
E8	Establish grants advisory function	5.8	E4	
E9	Operating Model Framework	4.2, 4.3, 4.5, 5.2	E7	

## Dependencies

- Annual Marketing and Communications Plan
- Annual Members Recruitment Plan

## Measures

- Administration cost reduction (target=25% by end FY25/26)
- % year on year commercial revenue growth
- % year on year fundraising revenue growth
- % year on year grants revenue growth
- % staff completing annual training
- % reduction in number of sub-Branches

## Risks

- Project scope, schedule, cost
- Data accuracy
- Internal capacity
- District/sub-branch collaboration
- System delivery failure
- Economic downturn
- Reputation/relationships

# Program governance structure

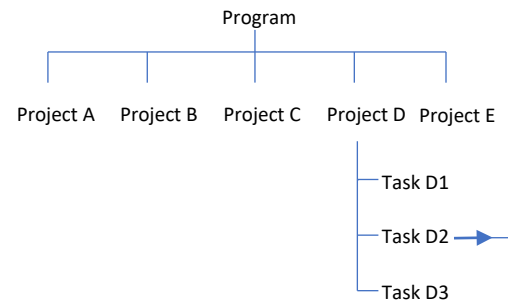
## Program / Project Manager Accountabilities

- Leads PMO/PT by example
- Coordinates deliverables with focus on end user
- Scope/cost/schedule variation and change management
- Risk management
- Stakeholder management
- Implementation change management
- Procurement proposals

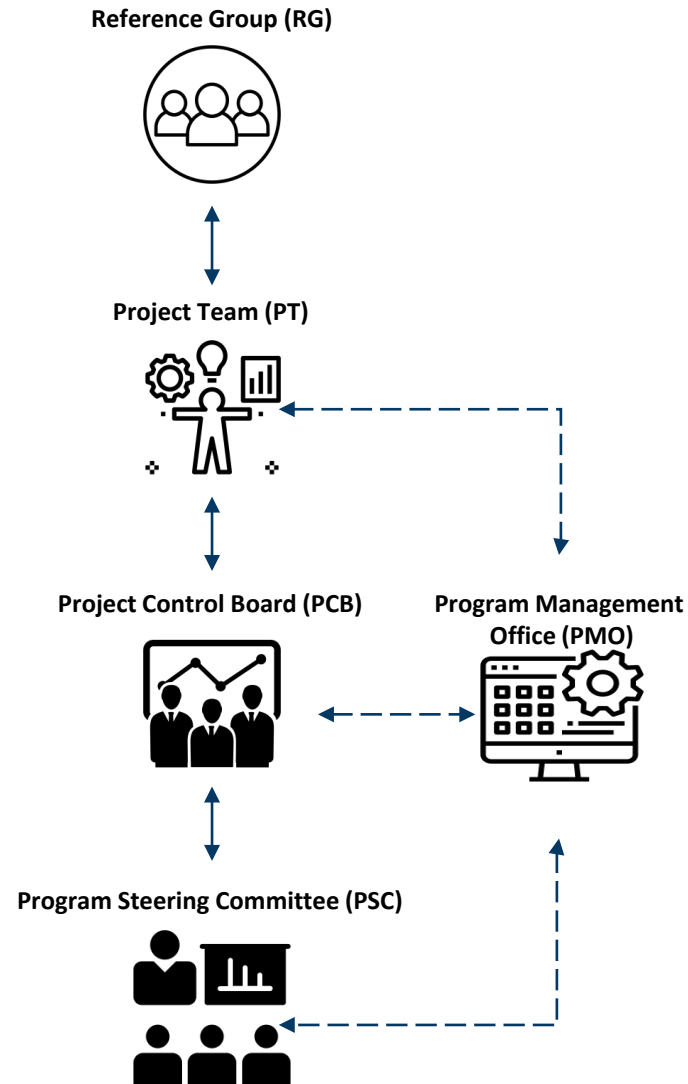
## Program / Project Sponsor Accountabilities

- Chairs PSC/PCB
- Reports to RSL NSW Board / PSC
- Accountable for program/project delivery
- Provides vision and guidance to the project manager
- Champions project across RSL NSW
- Escalation point for decisions

## Program hierarchy



Program: collection of projects  
 Projects: collection of related tasks  
 Task: a defined activity with an output. If involving two or more deliverables over time – it can be referred to as a stream.



## Project Team

- Plans deliverables
- Executes to plan
- Solves problems
- Escalates issues and risks
- Forms reference groups with end users

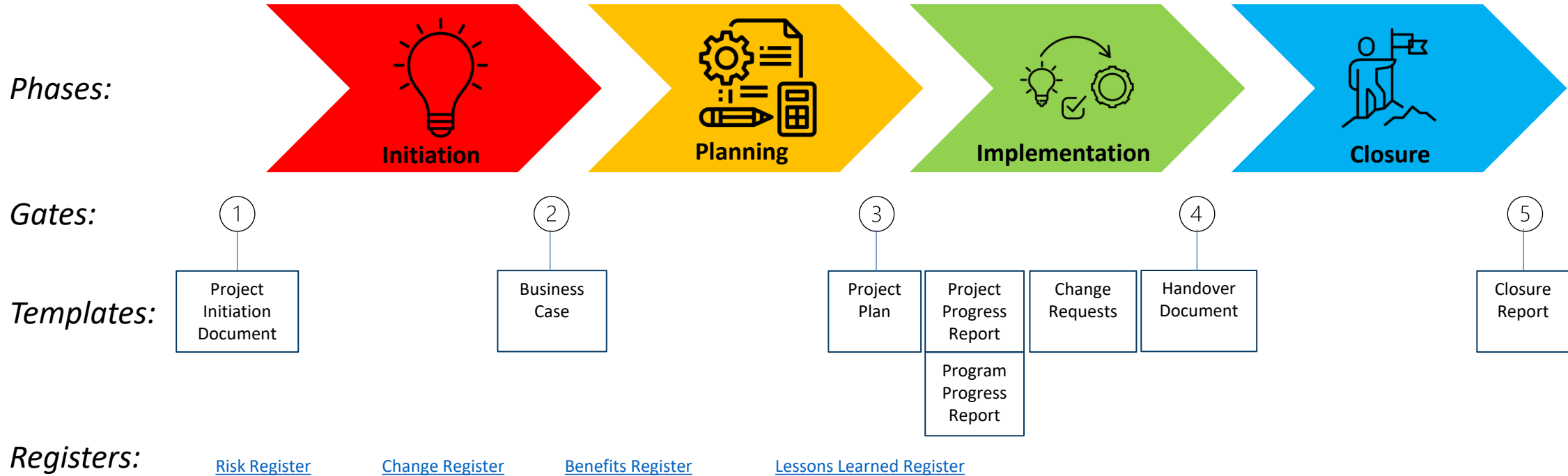
## Program Management Office

- Program induction
- Schedule and dependencies integration
- Resource oversight
- Technical support of projects
- Risk oversight
- Benefits tracking
- Governance process management
- Reporting to PSC and RSL NSW Board
- Lessons learned / improvements
- Endorse all submissions to PSC

## PSC / PCB

- End-user and strategy alignment
- Scope, cost and schedule variation/change oversight
- Procurement approval within Sponsor delegation
- Risk oversight
- Benefits oversight
- Key artefact endorsement
- Program/Project team capability oversight
- Challenging/testing approaches
- Improvement/simplification identification

# Program phases / gates



## Gates approval:

	1	2	3	4	5
PCB	Endorse	Endorse	Endorse	Endorse	Endorse
PMO	Endorse	Endorse	Endorse	Endorse	Endorse
PSC	Approve	Approve	Approve	Approve	Approve

## Notes:

1. Project Initiation Document and Business Case can be submitted together unless cost involved for preparing business case
2. Funding approval at Gate 2 can be tranced according to milestones to manage investment risk
3. The templates and registers above are hyperlinked to the artefacts (use 'control + click')