



RSL NSW RECRUITMENT PLAN

Delivering on the RSL NSW Strategic Plan 2021-2026



RSL
NSW

CONTENTS

RSL NSW Recruitment Plan	3
Context.....	3
Plan on a Page	4
Risks.....	5
Outcomes	6
Appendix A	8
RSL NSW Recruitment Toolkit.....	8
Overview.....	8
Recruitment Tools Timeline.....	9
Recruitment Toolkit.....	10

Author/s

Trina Constable
Head of Marketing, Communications and Membership
E: tconstable@rslnsw.org.au
T: (02) 9139 4115

Address

RSL NSW
Suite 2, Level 11, 157 Pitt Street Sydney NSW 2000

RSL NSW Recruitment Plan

RSL NSW is implementing a Recruitment Plan as a deliverable of the Strategic Plan, primarily encapsulating Goals 3 and 4. The two Goals outline how RSL NSW will grow membership and connect veterans and their families to services. This Recruitment Plan includes initiatives from the Engagement and Membership Projects being delivered under the RSL NSW Strategic Plan 2021-2026 as well as ANZAC House operational activities.

These initiatives include:

- Member Recruitment Strategy
- Recruitment Toolkit
- Annual Communications and Marketing Plan (incorporating advertising campaigns)
- ADF Event Presence
- School and Community Commemoration
- Website Optimisation, and,
- Sport and Recreation

Context

Two of the current challenges facing RSL NSW in recruitment and membership are finding and attracting new members and intergenerational engagement.

Research revealed that confusion continues between the RSL NSW brand and RSL clubs, as well as an ongoing perception that RSL NSW is 'closed off' and not transparent. One in three veterans under 50 years of age do not know there is a difference between RSL clubs and the network of RL sub-Branches that make up RSL NSW, the not-for-profit organisation that supports veterans and their families. All veterans require some form of help and assistance, but this tells us that most don't know how or where to get it.

Younger veterans believe that RSL NSW is not focusing on or understanding the needs of them and their families. Only 17% of veterans under 50 years of age feel 'sub-Branches are welcoming to younger veterans' (RSL NSW Market Survey 2021).

'To be relevant to younger veterans, RSL NSW will need to create room for the new generation of soldiers and their stories' – Research Participant (RSL NSW Market Survey 2021)

RSL NSW is increasing in new members for the first time in 40 years, primarily due to the introduction of free membership and a streamlined online application process. The average age of members is also declining, down to 72 in 2022, from 78 in 2019.

It is crucial that RSL NSW capitalise on this initial groundwork; the Recruitment Plan is a key instrument in continuing to grow RSL NSW membership. Our sub-Branches need to get to know and respect young veterans; they want to have impact, create change, and make things better.

RSL NSW must invest in promotional campaigns to build brand awareness and drive membership if the organisation wants to remain viable in 10 to 18 years from now. However, this will require significant investment in the Veteran Support Fund by RSL NSW sub-Branches.

Plan on a Page

ACTIONS	RECRUITMENT PLAN MASTER SCHEDULE						NOTES
Annual Communications and Marketing Plan							
Reveille Magazine, including online content							
RSL NSW Merchandise Store							
Brand Ambassadors							To be reviewed inline with Marketing Communications Strategy FY24
Social Media Advertising							Dependant on contributions from sub-Branches to the Veteran Support Fund
Public Relations campaigns (media promotion)							
Communication & Marketing Plan review							
Advertising							Dependant on contributions from sub-Branches to the Veteran Support Fund
RSL NSW, RSL SCA, and ClubsNSW MOU							Joint Marketing Committee to create promotional material for use in NSW Clubs, under MOU.
RSL NSW Market Research Survey							
Introduce Free, Online and Portable Membership							
Free Membership Launched							To be reviewed at the end of the Strategic Plan period
Online Membership							
Portable Membership							Lobby National Contingent on other State Branches coming onboard.
Digital Membership card							
Review of Free Membership							
Sport and Recreation							
Sport and Recreation Pilot							
Sport and Recreation Program							Contingent on positive assessment of pilot and sub-Branch contributions
Member Recruitment Strategy							Dependent on sub-Branch 'buy in'
Reach Out - Member Recruitment Guide for sub-Branches							
Recruitment Toolkit and sub-Branch Resources							Launched successfully at Congress 2022
Learning from each other' - Live Event							
Acquisition Campaign Report							
Website Optimisation							Phased implementation. Second stage post sB portal enhancements
Audience Content Refinement (Lift and Shift)							
SEO Optimisation							
ADF Event Presence							
Research and Document ADF Events							
Consistent RSL NSW Presence and Coordination							Member participation at Transition Seminars etc
Membership Baseline							
School and Community Commemoration							
School and Community Commemoration Pilot							
Schools Commemorative Resources							
Community Commemorative Learning							
	2021	2022	2023	2024	2025	2026	
<i>Please note these actions are subject to financial support, and sub-Branch funding of the Veteran Support Fund.</i>							

Risks

Risk 1: Lack of engagement, acceptance and adoption by sub-Branches

The initiatives of the Recruitment Plan include items and resources that require action at the sub-Branch level, such as the Recruitment Toolkit and sport and recreation. Most sub-Branches want to engage more veterans and increase their membership. However, 'buy-in' to the Recruitment Plan is needed for the items and resources to be effective and actioned appropriately by sub-Branches.

Controls: Reference Group of members participating and providing feedback and ideas.
Delivery of Recruitment Plan in-line with Communications Plan.
Consistent and clear communication with sub-Branches.

Risk	Likelihood	Risk rating	Res. Likelihood	Res. Risk Rating
Risk 1: Engagement, acceptance and adoption	Possible	Moderate	Unlikely	Low

Risk 2: No financial support for Recruitment Plan

Outsourcing and delivering many of the components of the Recruitment Plan incur a financial cost. There is potential that the Recruitment Plan is unable to attract financial support to cover the financial costs to complete the deliverables. A consequence of lack of funding would mean that initiatives would need to be prioritised for completion within the available funding envelope. Delivery of the Recruitment Plan in full is reliant on sub-Branch contributions to the Veteran Support Fund.

Controls: Careful project management of budget and deliverables
Diligent process for vendor procurement including selection panel and full RFP.
Reference Group of members participating and providing feedback and ideas for efficient development.
Sourcing funding, including contributions to the Veteran Support Fund.

Risk	Likelihood	Risk rating	Res. Likelihood	Res. Risk Rating
Risk 2: No financial support	Possible	Moderate	Unlikely	Low

Risk 3: Solution not meeting needs

The Recruitment Plan not meeting the requirements of RSL NSW members and veterans.

Controls: Extensive research completed statewide to inform the initiatives undertaken.
Prioritising remediation of adverse findings as results are received.
Reference Group of members participating and providing feedback and ideas.

Risk	Likelihood	Risk rating	Res. Likelihood	Res. Risk Rating
Risk 3: Solution not meeting needs	Unlikely	Moderate	Rare	Low

Risk 4: RSL NSW Brand Identification

RSL NSW members and veterans not identifying with the RSL brand. RSL NSW sub-Branches resistance with RSL NSW Recruitment Plan and brand guidelines.

Controls: Extensive research completed statewide to inform the initiatives undertaken.
Circulation and communication of brand guidelines.
Reference Group of members participating and providing feedback and ideas.

Risk	Likelihood	Risk rating	Res. Likelihood	Res. Risk Rating
Risk 4: RSL NSW Brand Identification	Possible	Moderate	Unlikely	Low

Outcomes

RSL NSW is implementing a Recruitment Plan as a key deliverable of the RSL NSW Strategic Plan 2021-2026.

The vision is to strengthen the community of engaged veterans who want to be involved with RSL NSW as members because they believe it is a relevant organisation that provides critical support for them, their families, and the broader veteran community.

Outcomes	
External	Internal
Increased awareness of RSL NSW among young veterans. Show them that RSL NSW is an organisation that supports all veterans and their families.	Provide the tools to enable sub-Branches to engage and recruit younger veterans and encourage them to sign up.
Reminded veterans and their families that RSL NSW is not going anywhere and can make a difference.	Increased RSL NSW membership, and decreased RSL NSW members' average age.
Set RSL NSW apart from other ex-service organisations and maintain the positioned as leading ESO.	Improved awareness of younger veterans and their family's needs, and how to deliver specific services to them.
Grow membership to support each other and have fun, and help all veterans and their families in need	Successfully educating our sub-Branches on reaching more veterans and encouraging them to join as members.
Through collaboration and support, connect veterans and their families to services	sub-Branches are provided additional resources, consistent with Recruitment Plan and brand guidelines.

Strategic Plan initiatives that will be delivered through the Recruitment Plan include:

- 1.1 – Supporting the JTA and transitioning veterans,
- 1.2 – Positioning the RSL as the leading ESO,
- 1.3 – Enshrine role of RSL NSW as a connector for transitioning veterans,
- 1.4 – Free membership to all ADF members,

- 2.5 – Facilitate prominent RSL presence at ADF and community activities,
- 2.6 – Repositioning the RSL brand,
- 2.7 – Developing and implementing an annual communication and marketing plan,
- 2.8 – Identifying and developing communication channels,
- 3.1 – Research to understand what veterans and their families want from RSL NSW,
- 3.3 – By 2023, a member recruitment strategy is board approved,
- 3.8 – Sport and recreation program,
- 6.1 – Maintain RSL NSW's position as leader in commemoration of the ANZAC spirit,
- 6.2 – Common suite of support products for commemorative activities,
- 6.4 – Educate the NSW community (eg schools) on reasons for commemoration.

A summary of the Recruitment Plan was approved by the RSL NSW Board in May 2022.

Appendix A

RSL NSW Recruitment Toolkit

Overview

The Recruitment Plan is a holistic strategy that includes resources and activities across each step in the membership journey – such as a guide on the ‘how-to’ including contemporary examples of recruitment initiatives by sub-Branches, tools, and resources to support member recruitment, live events, and engagement with veterans including welcome packs for new members.

The Plan is informed by extensive, statewide research and incorporates a three-part approach, comprised of:

1. Whitepaper (Reach Out - Member Recruitment Guide): Communicating the research insights to sub-Branches, providing toolkits to help them use the insights in member acquisition and retention
2. Live Event: Creating an opportunity for sub-Branches to hear and gain ideas from other sub-Branches about why and how they have made changes, the results and the impact; and
3. Acquisition campaign: Using the insights from the research to reach and engage local veterans and communicate to them the value of RSL NSW and joining their local sub-Branch.

The development of the Recruitment Plan followed the completion of market testing and research in the RSL NSW Market Survey 2021 that was finalised in December 2021.

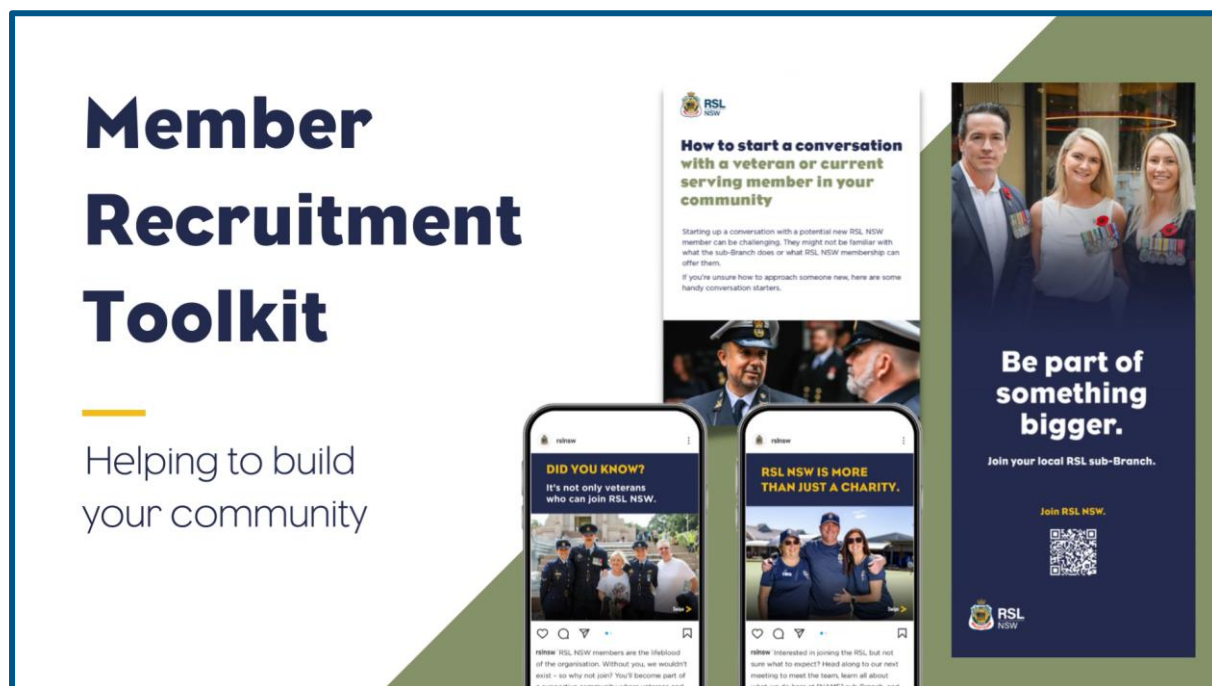
The Member Recruitment Guide and insights revealed in the research have been used to inform the development of a suite of resources as part of a Recruitment Toolkit to assist sub-Branches in reaching more veterans, communicating the value of RSL NSW, and encouraging them to join as a member.

ANZAC House has developed this Plan in consultation with a reference group comprising volunteer members from across the State, including a representative of the RSL NSW Young Veterans’ Committee.

The Reach Out - Member Recruitment Guide was successfully circulated in Reveille September 2022. The guide shares useful insights with all members and sub-Branches, which can be used to inform outreach to veterans in their community.

Recruitment Tools Timeline

FY22	May		July	September		December	
	Board approved Communication and Marketing Strategy		Whitepaper Report presentation	Relaunch of Reveille Magazine. Including digital and made for social content		RSL NSW Market Survey	
FY23	July	August	September	October	March TBC	April TBC	June
	Recruitment Toolkit planning	'Reach Out' Member Recruitment Guide completed	Recruitment Toolkit finalised 'Reach Out' released	Launch of RSL NSW Toolkit	Live event. Motivating and enabling sub-Branches to reach out to local veterans	Acquisition campaign report	Completion implementation 2022 Communication Plan and Strategy
FY24	August						
	Review and Assessment completion						



To support sub-Branches with their member recruitment goals, RSL NSW is creating a Recruitment Toolkit, as a one-stop shop for sub-Branches to engage their veteran community.

Resources to be included in the Recruitment Toolkit:

- **Conversation Guide** to help initiate conversations with non-member veterans about joining the League – [Conversation Guide](#)
- **New Member Checklist** to guide through the ideal procedure for onboarding a new member, ensuring that new members receive a warm welcome and are linked up with the services and resources they need – [New Member Checklist](#)
- **Social Media Guide** about the importance of having an active social media profile and how to set up Facebook and Instagram pages for your sub-Branch – [Social Media Guide](#)
- **Welcome Postcard** to send/give to new members when they first join the League – [Welcome Postcard](#)
- **Invite Flyer** to invite potential new members to join a sub-Branch – [Invite Flyer](#)
- **Social Assets and Tiles** making it easier for sub-Branches and members to post on their social media channels
- **Print-ready items** such as [Member Car Sticker](#), [‘Ask me anything’ badge](#), [posters](#), and [pull-up banners](#).

The Recruitment Tools and RSL NSW Brand Guidelines will be available on the RSL NSW website [here](#). To assist sub-Branches with event planning, an [‘Event in a Box’](#) is another useful resource to assist sub-Branches to coordinate, organise and promote events, and includes a ‘How to Plan an Event’ guide, promotional templates for social media, event posters, and media release templates.