

ANNUAL STATE CONGRESS



RSL

NSW

Monday 23 October 2023

Strategic Plan Update

ANZAC House Leadership Team

WHY WE'RE IMPLEMENTING THE STRATEGIC PLAN...



Enable a renewed and united RSL in NSW to achieve its charitable purpose

*Veterans and their families are at the centre of everything we do...
our charitable purpose.*

OUTLINE OF TODAY'S SESSION

Key topics covered include:

- Operating Model ('One RSL') and Brand
- Performance – how we are going with the implementation of the Strategic Plan

We hope this presentation will answer a lot of your questions. If not, there will be an opportunity to answer your questions at the conclusion of this session, or tomorrow at the ask ANZAC House session.

However, this session will be interactive.....

INTRODUCTION TO MENTI-METER

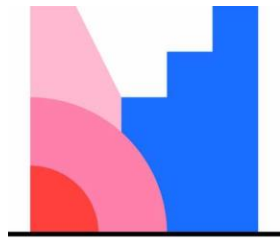
- We don't want to just talk at you - but hear your perspectives and feedback.
- Throughout the presentation, we'll be posing a series of questions.
- We'll be using Menti-meter – an interactive feedback tool – to hear your views in real time.
- You can join on your smart phone and responses are anonymous. Let's give it a test.

Introduction to Mentimeter

You have a QR code on your table, otherwise:

Go to
www.menti.com
Enter the code
7187 4793



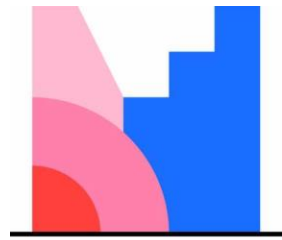


Mentimeter

Question

Ray James should be the next
Wallabies coach?

(Strongly agree to strongly disagree)



Mentimeter

Question

The Navy navigates by the stars, Army sleeps under the stars, and Air Force use the stars to choose hotel rooms.
(Strongly agree to strongly disagree)

Introduction to the Team and Organisation for delivering the Strategic Plan

Delivered as a 'Program' - oversighted by a Program Steering Committee, chaired by the Program Sponsor

- **Program Sponsor - CEO RSL NSW** – accountable to the **Board** to deliver the Strategic Plan.
- **Program Management – Heads of Program Delivery** – Plan, manage and report on delivery. Lead and manage Project Managers. Responsible for Program budget and delivery.
- **Project Sponsors – ANZAC House Leadership Team members** - Responsible for delivery of assigned projects.
- **Project Managers** – Deliver assigned Strategic Plan initiatives.
- **Subject Matter Experts and Reference Groups**

Program Steering Committee – Decision-making - CEO, Head of Program Delivery, Project Sponsors and Nominated Representatives from sub-Branches (3)

Program Design (Six Goals in Strategic Plan delivered in five Projects)

- **Project A – Services Project (Sponsor: Jeff O'Brien, State Secretary):** Provide veterans and their families 24/7 seamless access to support based in NSW and nationally.
- **Project B – Advocacy Project (Sponsor: Jeff O'Brien, State Secretary):** To provide effective advocacy ('voice') for veterans.
- **Project C – Engagement Project (Sponsor: Trina Constable, HCMM):** To comprehensively engage members, veterans, other ESOs, and the community to highlight the contributions and enhance the reputation of RSL NSW.
- **Project D – Membership Project (Sponsor: Trina Constable, HCMM):** To grow membership and expand into younger age cohorts.
- **Project E – Business Model Project (Sponsor: Nicole Hasrouni, CFO):** To operate as a unified and financially sustainable organisation satisfying the needs of veterans and their families now and into the future.

Program Steering Committee

**How is the Strategic Plan
implementation going?**

Strategic Plan Re-Cap



Transition to
Phase 2



18 Initiatives
Closed



Delivering
Under Budget



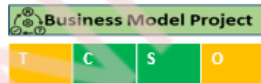
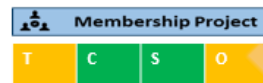
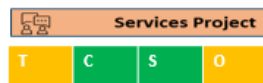
Projects
moving to BAU

Governance and Reporting

- Reports are provided to the Board, through the Program Steering Committee, against agreed milestones, budget, scope, and risk
- Two progress reports for each meeting
 - Program dashboard (overarching view of the program)
 - Task by task update (granular view)
- The reports are made available on website for all members, consistent with the Strategic Plan.

PROGRESS REPORT – STRATEGIC PLAN IMPLEMENTATION PROGRAM

Period to	31/07/2023	Sponsor	CEO RSL NSW
Program Manager's Report	<p>Since the previous report, progress has been steady, with Project B gaining momentum following a successful Ref. Group. Website optimisation and CRM system improvements will be completed by EOY. Governance and Compliance training continues to roll out, with the second of three training packages (SRW) being released, in line with the resolution of the Board.</p> <p>Strategy Day saw 5 new tasks being added to the Program. This includes one additional task in the Services, Strategic Advocacy and Engagement projects, and a further two in the Membership Project. All but one can be completed within the existing budget envelope, however the new C10 - ANZAC Day App task (as passed at Congress) requires additional funding. Additionally, the addition of the Code of Conduct to the E8 – Written Directions Framework task (planning meeting 15 June) will require additional funding.</p>		
WKMA			



Risk	Status
Data quality issues potentially baking into flawed assumptions	
Issues	
Delays on dependencies for pilots	
Increased consultancy costs in Business Model Project	

Past Period Achievements

- Membership automation BAU (D2)
- New Member Engagement Survey finalised and distributed (D3)
- SOP1 promotion campaign approved and launched (E1)
- SRW course launched (E5)
- More Strategic conducting 1:1 discovery sessions (E4)
- Ref. Groups for District Rationalisation completed (A10)
- Services baseline complete (A3)

Next Period Activities (segment* of master schedule below)

- Complete final report and analysis of DSO pilot (A9)
- Governance & Compliance beta version for testing mid-June (E5)
- More Strategic to present findings to Fundraising Committee & Board on 29 June (E4)
- SEO Optimisation completed (C2)
- ADF Presence Plan completed (C6)

Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23
A1 & A3 – Services baseline					
A9 – District Support Officer					
A10 – District Rationalisation					
A7 – Integrate volunteer ATDP claims advocate network with RSL LifeCare					
D2 – Customer Relationship Management system					
E4 – Fundraising and alternate funding streams					
E5 – Governance and regulatory compliance training					

*Focused on tasks commencing and concluding



Mentimeter

Question

Does your sub-Branch review the progress of the implementation of the Strategic Plan at its meetings?
(Yes or No)

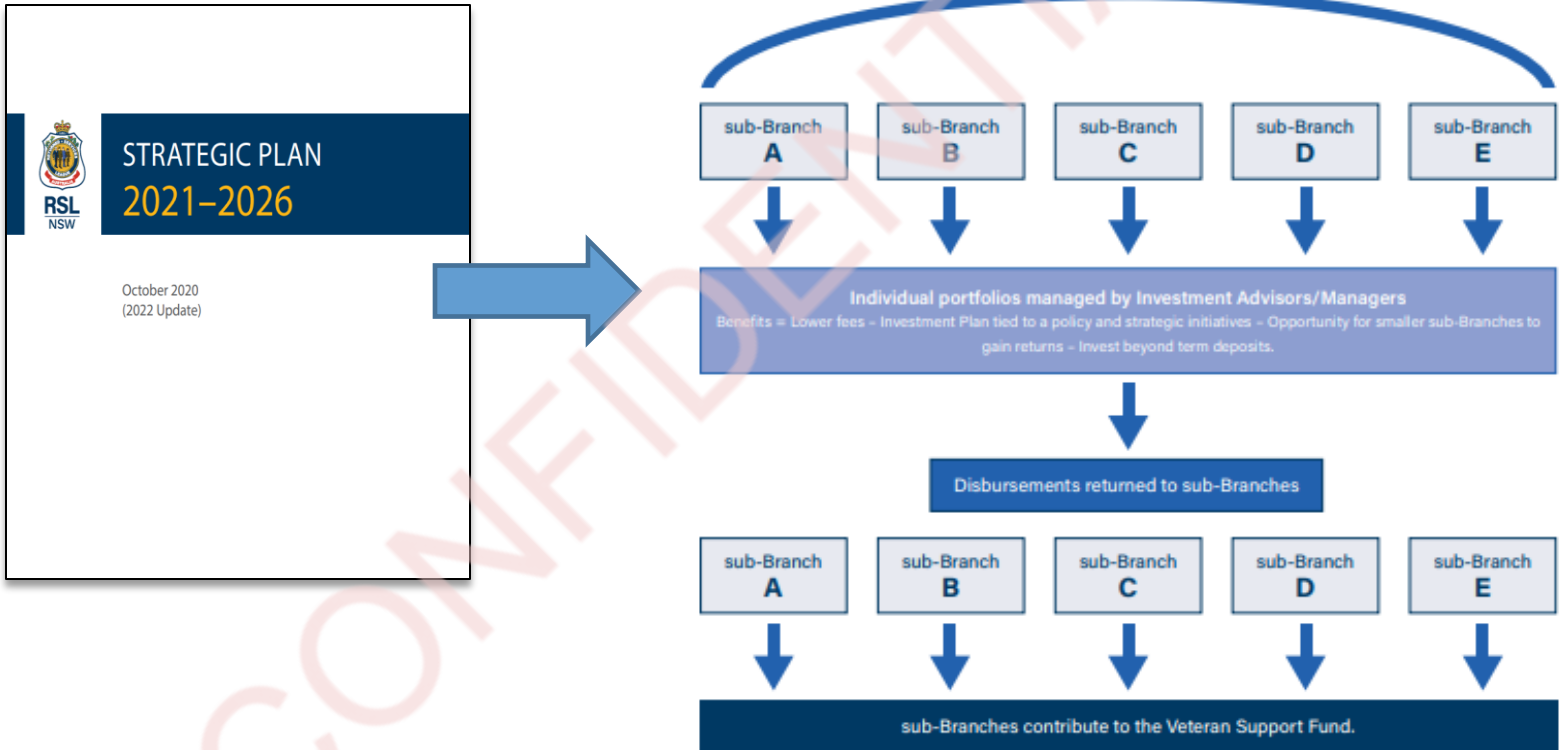
Update on Key Initiatives

'Pooled' Funding Mechanism

Project E

Goal 5 and Initiatives 5.1 and 5.14

Strategic Plan – Annexure B1



Part 1

Aggregated Investment Management Service Provider

Update on Morgan Stanley Wealth Management

- 18 accounts open
- 2 more to be opened this month
- Morgan Stanley have held 6 information sessions
- Available to all SBs – in person and online
 - Save the date – 2 February 2024
- Meet the team!

Investment Portfolios

- Things to think about when considering an Investment Manager
 - Returns net of fees
 - Risk approach and strategic asset allocation
 - Brokerage
 - Kickbacks
 - Independence
 - Diversification
 - actively managed



Mentimeter

Question

Investment Management

Has your sub-Branch reviewed its
Investment Management services in
the last 24 months?

(Yes or No)



Mentimeter

Question

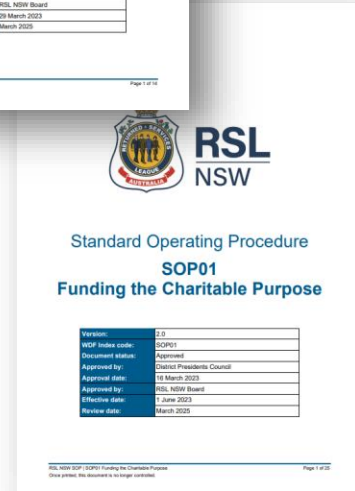
Has your sub-Branch invited Morgan Stanley to present to members attached to your sub-Branch?
(Yes or No)

Part 2

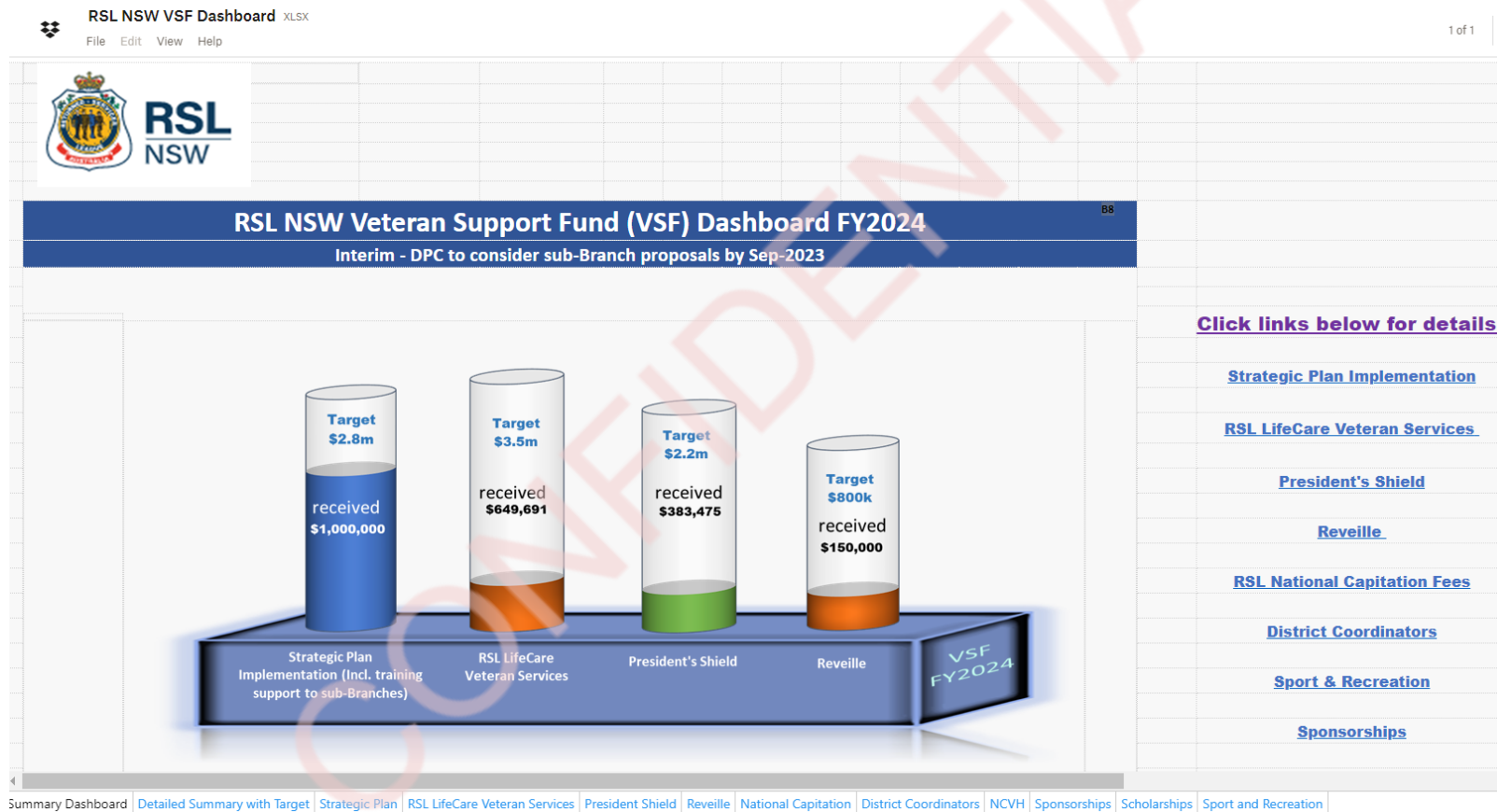
Veteran Support Fund

Updated Charitable Purpose – Policy and SOP

- POL01: Funding the Charitable Purpose
- SOP01: Funding the Charitable Purpose
 - Supporting local initiatives
 - Collaborative funding mechanism
 - Sub-Branch nominated initiatives
 - Funding agreements / recognition



Snapshot from the website – FY2024




SOP1 webpage - <https://rslnsw.org.au/sop1/>

[Home](#) [Find Help](#) [Get Involved](#) [News](#) [About Us](#)

One RSL In NSW, United For Purpose

Find out how SOP1 amendments to the Veteran Support Fund will deliver more transparency, recognition and better support for veterans and their families.



[SOP1 changes](#) [Veteran Support Fund dashboard](#) [Implementation timeline](#) [FAQs](#)

SOP1 changes

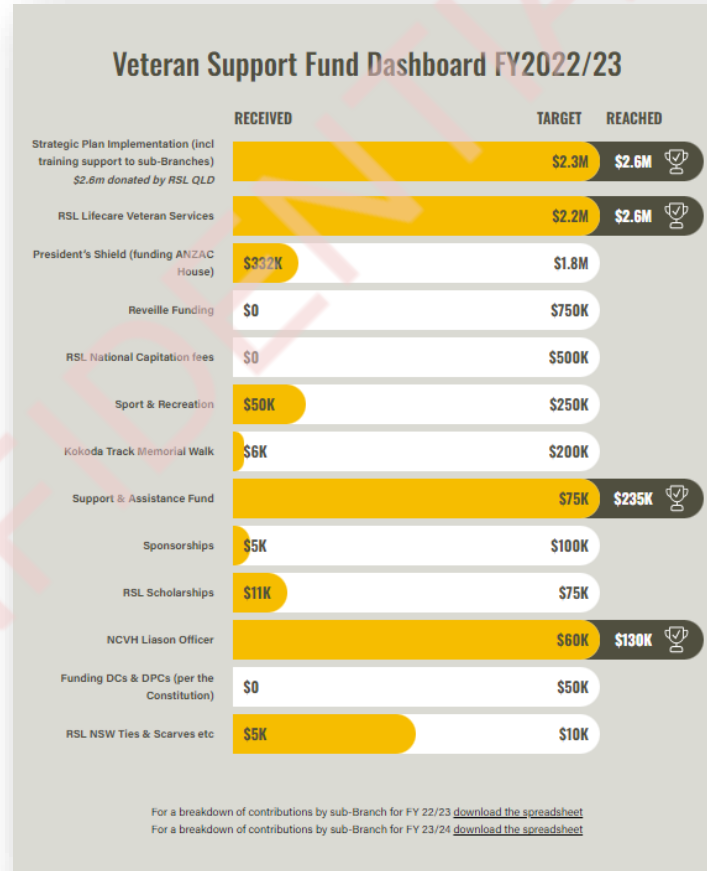
In collaboration with the District President's Council and consultation with wider RSL NSW sub-branch membership, the RSL NSW Board and the team at ANZAC House have amended Standard Operating Procedure 1 (SOP1). This procedure governs the way charitable funds held by sub-branches are used to support veterans and their families throughout the state.

At its most basic level, this change means that rather than making individual disbursements of charitable funds, each sub-branch will contribute to its chosen initiatives under an umbrella fund, the Veteran Support Fund.

[SOP1](#) [Funding the Charitable Purpose policy](#)
[Information booklet](#) [VSP Funding Proposal form](#)

How it works

- RSL NSW sub-branches nominate which charitable initiatives they want included in the Veteran Support Fund (VSP). They submit a funding proposal form to their District President, who will submit it to the District President's Council (DPC) for review.
- The DPC assess if the nominated initiatives align with the RSL NSW Charitable Purpose, Constitution, Strategic Plan, and relevant policies, and then decide which initiatives to include in the VSP.
- RSL NSW sub-branches choose how much they want to contribute to charitable initiatives in the Veteran Support Fund.
- The combined contributions are donated on behalf of sub-branches to the chosen initiative. The Donations Oversight Committee (made up of sub-branch representatives) ensure funds are being donated as per sub-branch contributions.



2024 initiatives announced
1 November 2023

Veteran Support Fund Information Booklet



THE PRICE OF LIBERTY  IS ETERNAL VIGILANCE

BANG FOR YOUR BUCKS

In addition to the important and generous donations to RSL LifeCare Veterans Services, according to SBA returns, RSL sub-Branches in NSW individually donated more than \$12 million dollars to organisations other than the RSL.

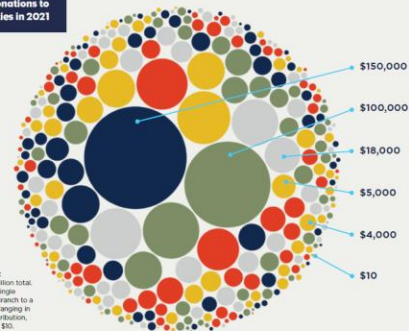
Some organisations receiving these donations, while doing good charitable work, are not aligned to the RSL's charitable purpose and should not be funded.

We commend sub-Branches for their support of veteran services. We also want to enable the veteran community and the public to see the impact RSL sub-Branches have on veteran support, so that's why we need to carefully consider the intentions of the new SCPI.

The policy is in the first instance to do all things possible locally to achieve the charitable purpose, and then direct surplus to the VSF. These donations are also in addition to all the allowable expenditures on delivering our charitable purposes. For example, paying for a credit card to support a local ANZAC Day service, or naming a sport and recreation activity for veterans and their families in the community, are allowable expenses not donations.



Sub-Branch donations to non-RSL charities in 2021



Veteran Support Fund Resources

Resource Centre



ANZAC House Communications



Veteran Support Fund



SOPs and Policies



Written Directions Framework



Training



Finance

	Resource Name	Description	Resource URL
Search	Funding Proposal Form	RSL NSW Funding Proposal Form for sub-Branches	Link: Funding Proposal Form
Latest Communications			
Latest Resources	RSL NSW VSF – How to Nominate Organisation Flyer		Link: RSL NSW VSF – How to Nominate Organisation Flyer
User Guide	RSL NSW VSF – How to Nominate Organisation Flyer Print Ready DL x 3		Link: RSL NSW VSF – How to Nominate Organisation Flyer Print Ready DL x 3
ANZAC House Communications			
Veteran Support Fund	RSL NSW VSF – How to Nominate Poster		Link: RSL NSW VSF – How to Nominate Poster

SOPs and Policies

Standard Operating Procedures

Policies

Forms

RSL NSW VSF FORM

Please complete the following fields:

Submission Date:					
Name of sub-Branch submitting this proposal:					
Name of initiative:					
Name of charitable entity associated with proposal:					
Able to clarify:					
Does the charitable entity share Charitable Purpose with RSL NSW?					
Is the charitable entity registered with the ACNC?					
Commencement year of proposed funding:					
Please enter the funding requested per year over the next five years (leave blank for years not requested)					
Year 1	Year 2	Year 3	Year 4	Year 5	
\$	\$	\$	\$	\$	
To the best of your knowledge, do other RSL NSW sub-Branches donate to this charitable entity? If yes, is it already included in the Veteran Support Fund?					
Yes <input type="checkbox"/> No <input type="checkbox"/>					
Detailed Description:					
Please provide a detailed description of the initiative/program including what the charity does, what the program will deliver, who it is targeted to, what is the outcome of the program etc.					

RSL NSW Strategic Plan Goal (please tick relevant goals for this initiative/program)

☐ Goal 1: Share 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 optimised and sustainable operating and business model

☐ Goal 6: Communicate and pay respect

Funding proposal form for RSL NSW sub-Branches

How to nominate a veteran support organisation for funding

RSL sub-Branches can donate to organisations and initiatives that support veterans and their families through the Veteran Support Fund. Here's how to nominate an initiative or organisation for donations and funding.

- 1 Identify an initiative or organisation.
- 2 Does it align with our charitable purpose (supporting veterans and their families)?
- 3 Download and complete the VSF Funding Proposal Form, and submit it to your District President by 30 September 2025.*

What happens next?
1 November 2025: Approved initiatives and targets are published at rslnew.org.au

Get the VSF Funding Proposal Form:

How to access financial support from RSL NSW

The Veteran Support Fund exists to enable RSL sub-Branches to donate to registered charities and organisations that align with the RSL's charitable purpose of supporting veterans and their families.

A donation to an ESO or other organisations must be initiated by a sub-Branch for inclusion in the VSF. Here's how that process works.

- 1 Sub-Branch identifies a 2024 initiative to nominate.
- 2 Sub-Branch completes the VSF Funding Proposal Form, and submits it to their District President by 30 September 2025* (in subsequent years, initiatives must be submitted by 31 March).
- 3 Proposals assessed by District Presidents' Council.
- 4 Approved initiatives and targets are published at rslnew.org.au by 1 November 2025 and sponsorship agreements are prepared.

Contact your local RSL sub-Branch to find out what your organisation will need to provide to be nominated.

*For inclusion in 2024 proposals

Funding Proposal Form

Mailed to each sub-Branch

In your Congress pack

VSF proposal, approval and contribution process

For 2024 funding year (first period: implementation)	For 2025 funding year and beyond (starts March '24)
30 September 2023 Sub-Branches submit proposals for initiatives and targets to their District Presidents.	31 March Sub-Branches submit proposals for initiatives and targets to their District Presidents.
24 October 2023 DPC submits approved VSF initiatives and targets based on sub-Branch submissions to Board, through CEO	RSL NSW Board meeting in July DPC submits approved VSF initiatives and targets based on sub-Branch submissions, for approval by RSL NSW Board, through CEO
1 November 2023 VSF initiatives and targets published to assist sub-Branches to prepare their budgets.	1 August VSF initiatives and targets published to assist sub-Branches to prepare their budgets.
30 November 2023 Sub-Branches submit their 2024 budgets to ANZAC House, listing which VSF initiatives they will be supporting with charitable funds.	30 November Sub-Branches submit their 2025 (or beyond) budgets to ANZAC House, listing which VSF initiatives they will be supporting with charitable funds.

VSF in Action

Tuesday morning presentation and opportunity for questions



Operating Model

Goal 5, initiative 5.2

The sub-Branch at the centre of everything

ANNEXURE A OF STRATEGIC PLAN (P20)



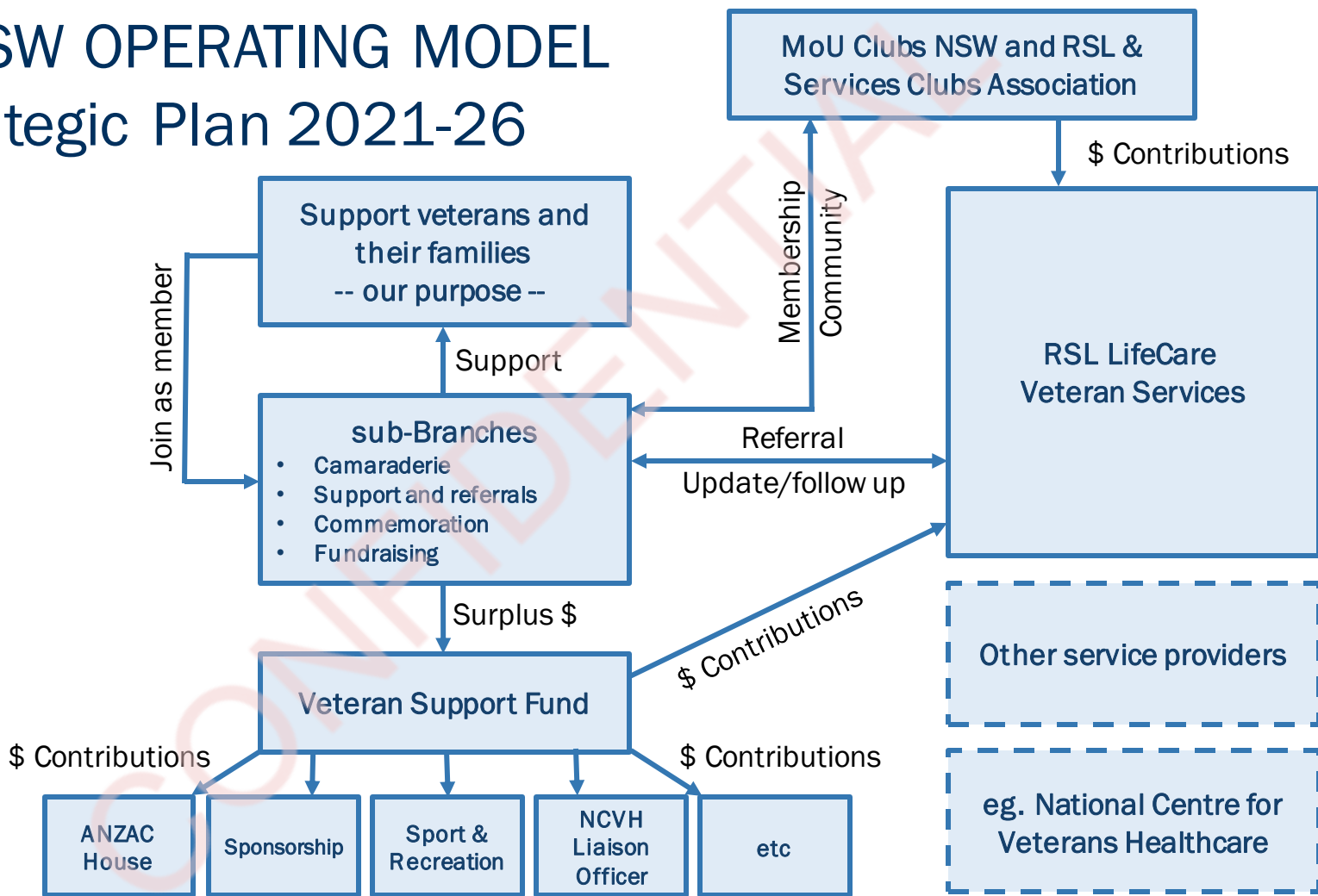
Veteran and Veteran Family Support Services



Note: This is a concept diagram, for discussion purposes only. Version 2.3

RSL NSW OPERATING MODEL

Strategic Plan 2021-26



REFERRALS TO RSL LIFECARE VETERANS SERVICES

- RSL LifeCare provides a range of services on our behalf, generously funded through donations from sub-Branches (\$3.3m in FY22/23).
- All delegates have received a pack of RSL LifeCare Veteran Services referral tools for their sub-branch
- All members will receive a 'Veteran Services wallet card' in the December issue of Reveille
- And new members will now receive a new membership card printed with RSL LifeCare contact details
- Wellbeing Support Officer initiative



INVITE A MATE
TO JOIN



1300 679 775
rslnsw.org.au



RSL
NSW

**Veteran Services
Card**



RSL LifeCare
VETERAN SERVICES



- DVA claims advocacy and appeals
- Homelessness support and accommodation
- Financial assistance
- Housing assistance and transport support
- RSL Veterans' Employment Program
- SPUR Equine Program
- Home care and retirement living
- Veteran Wellbeing Centres

Call 8088 0388 or
email info@rslnsw.org.au

Or
Scan for services
and support



National Centre for Veterans' Healthcare

Australia's first comprehensive care centre offering specialist physical and mental healthcare services for veterans in one location at Concord Hospital
RSL NSW Liaison Officer:
NCVH-Liaison@rslnsw.org.au

Immediate Crisis Support

Open Arms	1800 011 046
ADF Mental Health All-Hours Support Line	1800 628 036
Suicide Call Back Service	1300 659 467
Defence Member and Family Helpline	1800 624 608
Safe Zone Support	1800 142 072

Engagement

Goal 1, 2, 3 + 6

COMMUNICATIONS & MARKETING PLAN

- Position RSL NSW as a relevant ex-service organisation by publishing useful information to veterans on key issues
- Build content for website and social media channels
- Continue to build engaged database of readers of the Reveille newsletter
- Identify PR and media opportunities
- Identify new partnership opportunities with organisations such as the ADF, sporting codes etc



An aerial photograph of a rural landscape. A paved road runs diagonally from the bottom center towards the top left. On either side of the road are large, rectangular agricultural fields. The fields on the left are filled with tall, green crops, likely corn. The fields on the right are a mix of green crops and dark, tilled soil. In the distance, a line of trees marks the horizon. A small figure of a person on a motorcycle is visible on the road in the lower half of the image. A large, faint, diagonal watermark reading 'CONFIDENTIAL' is overlaid across the center of the image.

**Community.
Mateship.
Commemoration.**

RECRUITMENT PLAN



How to start a conversation with a veteran or current serving member in your community

Starting up a conversation with a veteran or current serving member can be challenging. They might not be as easy as it seems with what they will search out or what they have experienced can overcome.

If you are unsure how to approach someone new, here are some handy conversation starters.





How to onboard a new member A checklist for sub-branches

Some veterans and family members might not know what to expect when joining RSL, so it is what bringing a new member onboard, its critical to do so in a friendly way.

Here's a checklist of critical steps to get onboarded right and welcome a new member to the RSL NSW community.



I'm proud to be a member of RSL NSW.



You're invited to join our RSL sub-Branch

Life after Defence can be daunting. From finding new ways to meeting new people to learning a family member's health the joys of life after defence, RSL NSW are here to help. We have a huge support of training, resources and the wider community.



We provide:	We organise:
<ul style="list-style-type: none">Support to veterans and family membersConnect with other RSL clubs and sub-branchesA place to talk, listen and help if you need it	<ul style="list-style-type: none">Regular social events for allCommunity training and educationA place to learn about the RSL NSW community

Join Today

Come along to our next meeting on 20th and discover the benefits of RSL NSW membership.



Be part of something bigger.

Join your local RSL sub-Branch.

Join RSL NSW.







THE PRICE OF LIBERTY  IS ETERNAL VIGILANCE

Event Presence Plan

- The purpose of this plan is to coordinate RSL presence at all significant ADF transition activities and events at bases in NSW
- ADF Transition Seminars
- Presence at ADF Bases
- Long term goal of RSL NSW participating in 80% of NSW ADF events
- Note: it's an interim Plan while we complete District Rationalisation



RSL NSW ADF EVENT PRESCENCE PLAN

Delivering on the RSL NSW Strategic Plan 2021-2026



Reveille: National Awards

Mumbrella Publish Awards

- Association or Member Organisation Publication of the Year

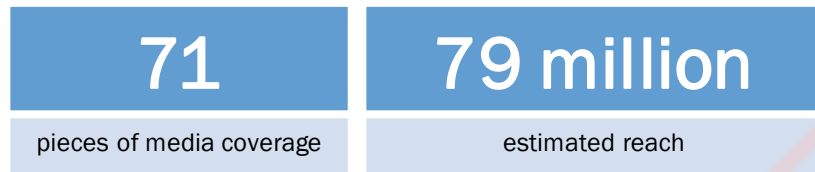
Public Relations Institute of Australia

- Platinum – Excellence in Measurement and Evaluation
- Gold – Integrated Marketing and Communication Campaign
- Silver – Media Relations Campaign



PR Campaigns

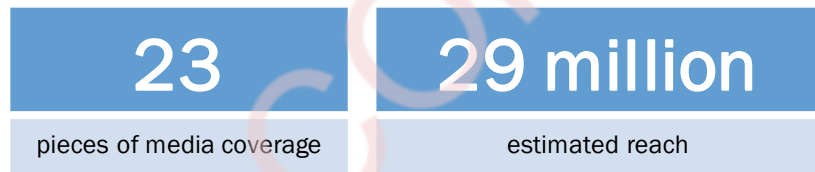
ANZAC Day



Vietnam Veterans' Day Apology



Remembrance Day 22



40+ Tier 1 media outlets

The Sydney Morning Herald
INDEPENDENT. ALWAYS.



The Daily Telegraph

THE AUSTRALIAN



Coverage impact:

- Clear uplift in new membership
- Positioning RSL NSW as the leading organisation for veterans and their families
- Driving conversation around the importance of commemoration and advocacy

'We honour you, we thank you': Albanese

Vietnam veterans say they have received closure with the marking of a major anniversary, while one of Australia's war heroes has urged the government to continue the fight to improve mental health support.

Commemorative services were held around the country yesterday to remember the 50th anniversary of Australia ending its involvement in the conflict.

Veteran Russell Kennedy travelled from Melbourne to mark the occasion at the Australian Vietnam Forces National Memorial in Canberra.

"Today is closure," he said. "We weren't accepted when we came home."

Douglas Witt, who also fought, said the acknowledgment "means everything in the world".

Victoria Cross recipient Keith Payne called the war a "sad memory".

After a lifetime without recognition, he praised the government for acknowledging the impact of post traumatic stress disorder on his colleagues: "It's a shame on the nation, and the people of Australia should say to the government, 'let's fix the problem'."

In a message to all Australians, Payne said: "Don't forget the causes of war."

At the end of the wreath-laying ceremony, Payne, 89, stood using his walker and laid poppies in honour of his mates.

About 3000 veterans and their families braved the wind and rain in the

Veterans' Affairs Minister Matt Keogh told the Canberra event the experience of the conflict reflected Australia's character: "It's about knowing no matter how dire the circumstances, your mates will always have your back."

Governor-General David Hurley attended the service, as did Vietnamese ambassador to Australia Nguyen Tat Thanh.

In Sydney, Veterans Minister David Harris was at the Cenotaph in the CBD alongside RSL NSW president and Vietnam veteran Ray James. "For those of us still here today, I say we must continue to honour the dead but fight like hell for the living as we support our fellow veterans of all conflicts and connect them with the mateship, camaraderie and services they need," James said.

AAP



RSL NSW president Ray James apologises to Vietnam War veterans for post-war treatment

ABC Riverina / By Morley Jacobs
Posted Mon 14 Aug 2023 at 5:30pm



RSL NSW president Ray James is apologising for the treatment of Vietnam veterans. (Supplied: NSW RSL)



TODAY
THE IMPORTANCE OF RSLs
CREATING COMMUNITIES FOR RETURNED SERVICEPEOPLE
KARR 32°

Ex-Commando's call to arms for RSLs

There was a time when Afghanistan veteran Peter Rudland couldn't see himself joining his local returned services league club.

But now the former Special Forces operator is calling on his fellow defence force colleagues to reach out to their local RSL branches, as well as calling for more volunteers from the wider community to help out this Anzac Day.

The former soldier is well placed to make the call, after first joining the army at 17.

He rose up the ranks, passing Special Forces training for the elite Special Air Services, before transferring to fellow top-tier defence force faction the Commandos.

He was serving with the Commandos in 2010 when the incident that triggered his departure from the military occurred. Travelling on a Black Hawk helicopter in Afghanistan as part of a mission seeking out Taliban insurgents, Mr Rudland was severely injured when his chopper plunged to the ground, killing four others.

He had to contend with a shopping list worth of injuries, including a broken lower leg, his

rifle embedding into his thigh – "It looks like a shark bite" – multiple breaks in his back and three breaks in his face.

It hastened his exit from the ADF – something he had never planned on – but said he managed to find support as he re-skilled to become a qualified counsellor.

Joining the RSL was another step in his post-military life.

"I didn't think it was the type of thing for me," Mr Rudland said. "Eventually I gave in, I realised there was a whole bunch of dudes there like me – plenty of young fellas."

It's a call he hopes others take up, with the signs positive in NSW with membership increasing for the first time in 40 years over the last year.

But Mr Rudland said people outside the military also had a role to play particularly on days like Anzac Day.

"The government doesn't pay anyone to do this – it's the RSL who put these (services) on," he said. "It takes volunteers to step forward ... If it wasn't for members of the community and veterans, they wouldn't happen. If they don't happen, people would forget the sacrifices."



Peter Rudland.

Draw to Remember Pilot

Thank you to the
34 sub-Branches
participating!



Digital Engagement Insights



500%



83%

2023 website traffic:

- Unique Pageviews: 380,817
- 180,875 Unique Pageviews in April
- Average Time on Page has increased by 5%

Top-performing posts

RSL NSW
Sponsored · 🌐

Read RSL NSW President Ray James' address at a Vietnam Veterans' Day commemoration service in Sydney.

RSL NSW apologises to Vietnam War veterans

“Many of those we are commemorating today didn't have a community around them to provide ballast.”

RSL NSW

RSLNSW.ORG.AU
Speech to Vietnam War veterans [Learn more](#)

👍👍 2.6K 815 294 ➦

Link clicks: 8,467
Reach: 164,975
Impressions: 505,159

RSL NSW
Sponsored · 🌐

Ken Fayle shares how the experiences of Vietnam veterans have reshaped support for younger veterans such as Luke Douglass.

“The ADF ... has programs in place for people who are transitioning... I just don't believe they're marketed the right way.”
— Luke Douglass

RSLNSW.ORG.AU
Reshaping veterans' support [Learn more](#)

👍👍 Peter Rudland, June Young and 640 others 149 28 ➦

Link clicks: 3,754
Reach: 128,895
Impressions: 305,910

RSL NSW
Sponsored · 🌐

Here are commemorative events in 2023 commemorating 50 years since Australian forces left Vietnam.

RSL NSW

RSL NSW members mark 50 years since Australian forces left the Vietnam War

RSLNSW.ORG.AU
Marking 50 years since Vietnam [Learn more](#)

👍👍 June Young, Di King and 1.2K others 208 103 ➦

Link clicks: 3,062
Reach: 85,535
Impressions: 188,930

RSL NSW
Sponsored · 🌐

Army medic and Army Rugby National Manager Bronsen Mitchell shares the ups and downs of transitioning out of Defence.

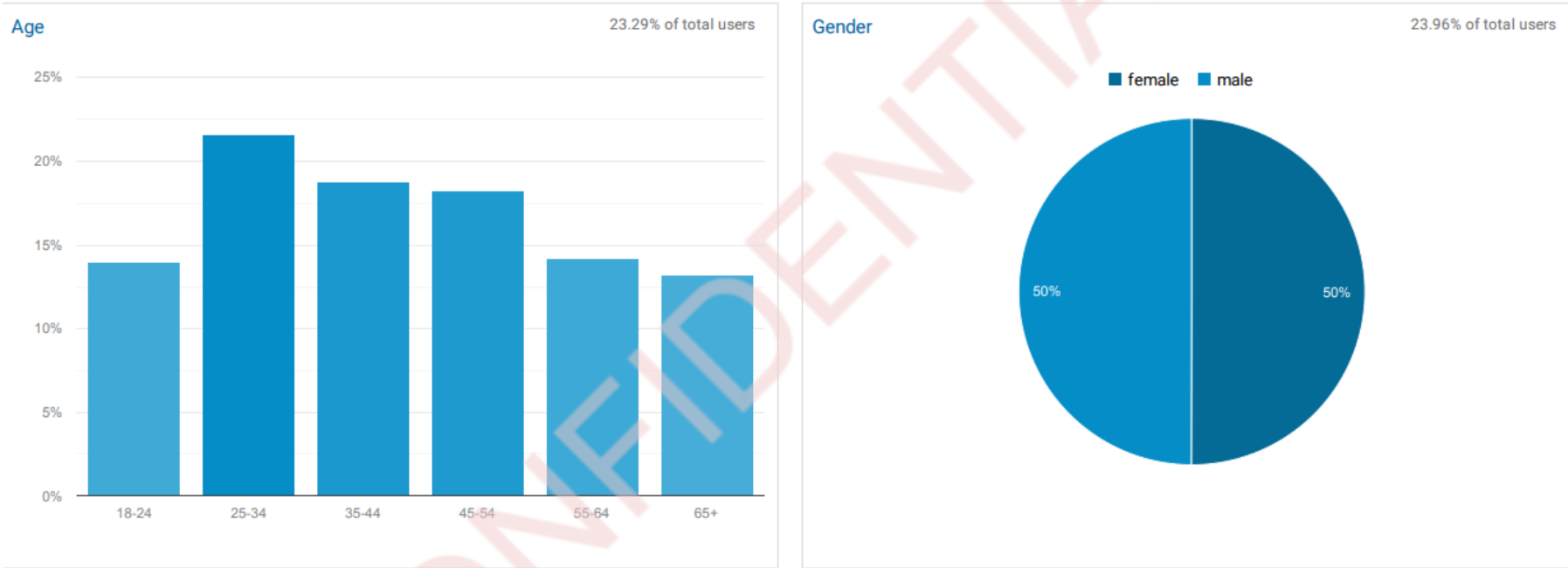
Bronsen Mitchell shares his Defence transition experience

RSLNSW.ORG.AU
Transitioning out of Defence [Learn more](#)

👍👍 Bill Fortier, Steve Hinwood and 454 others 13 13 ➦

Link clicks: 2,214
Reach: 80,385
Impressions: 163,339

Social Media: Age Demographics



- Less than 9% audience difference between any age group
- Even 50/50 split between male and female audience

Sport & Recreation Program

Goal 3, initiative 3.8 – now BAU

Facilitate inter sub-Branch sport, recreation or other fun activities that attract new members of all ages and ability

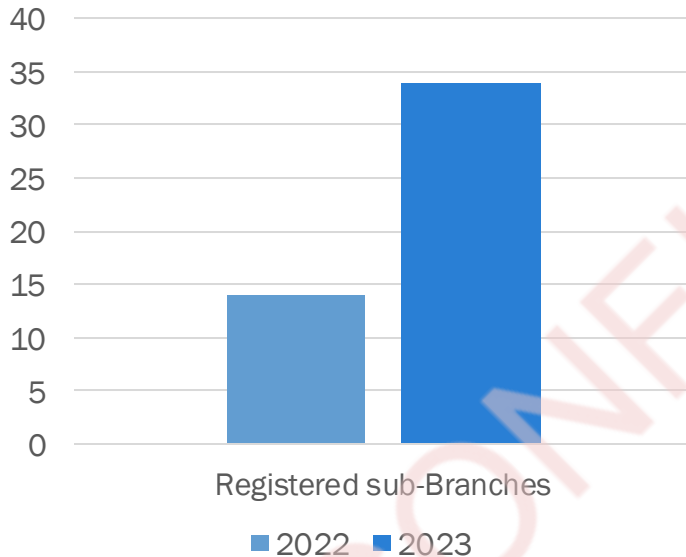
Purpose of Sport and Recreation



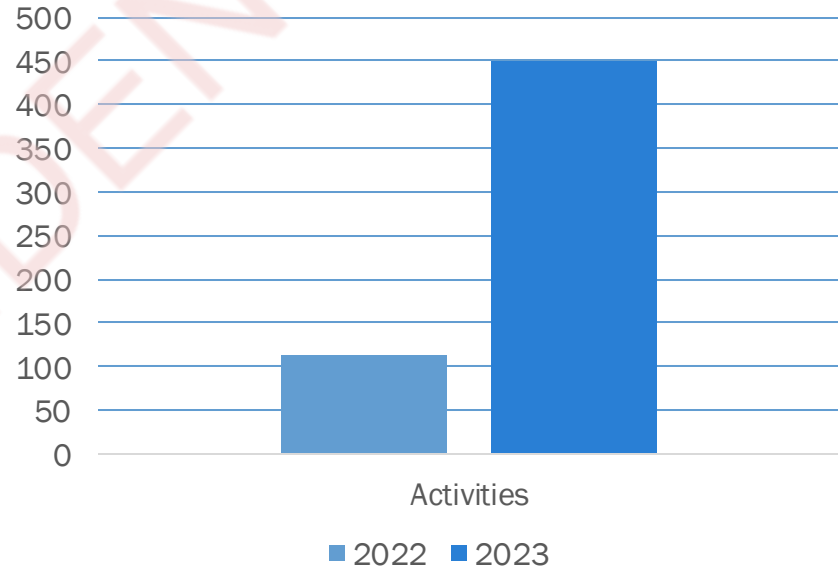
1. Support veteran wellbeing through social connection and camaraderie
2. Create an inclusive and supportive environment for veteran's families
3. Growing community connection
4. Increase membership and engagement

Sport & Recreation Program Growth

Registered sub-Branches



Increase in Activities

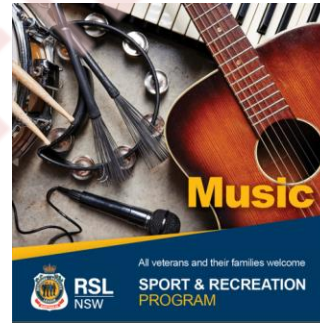
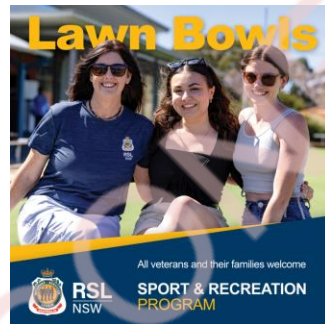
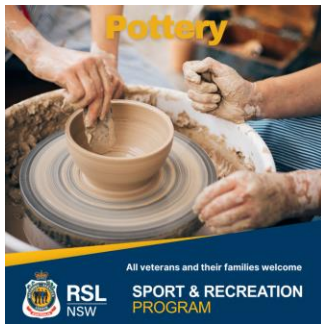
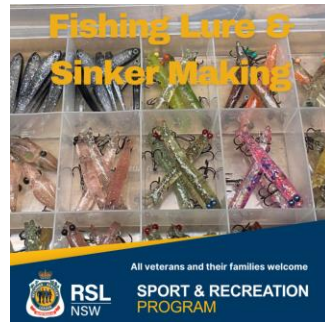
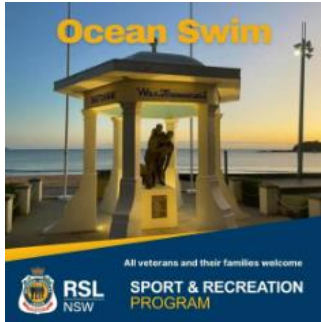


Support Resources



1. Planning Tools
2. Safety & Risk
3. Podcasts Interviews
4. Funding & Financial Support
5. Activity Promotion & Storytelling Tools
6. Training Videos
7. Flier & Social Media Templates

Activity Diversity



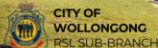
Old Bar Beach RSL sub-Branch



City of Wollongong RSL sub-Branch

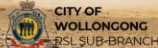
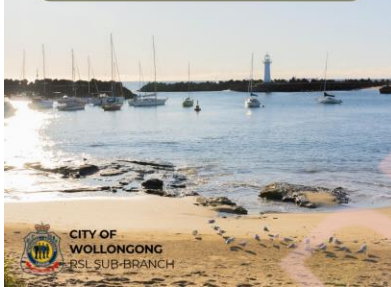
Monthly Walk!

We are off for a morning walk! We'll meet at the Southern end of Digbies at 8am, and take off at about 8:30am. This is a nice casual stroll along the Blue Mile, with a coffee break at half way!
The walk is a great opportunity to get the legs going and have a conversation with some of the other Comrades and Community members!



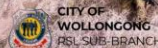
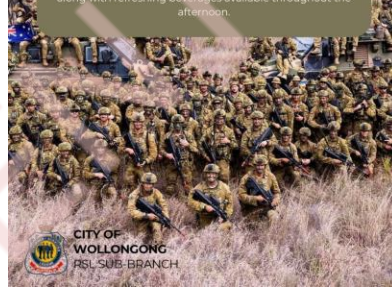
CYCLING EXPRESSION OF INTEREST

Coastal Cycling Adventure - Join Our Expanded Sport & Recreation Program!



Family BBQ this Saturday

We invite you to join us at the Mess located at 4/3 Bravo Company, within the Clippes Road Wollongong Army Complex. The event will kick off at 11:00 AM and will feature a BBQ spread along with refreshing beverages available throughout the afternoon.



Cedar Creek Orchard Family Day

Saturday 28th October
Come on a bus trip to the orchard, tour the farm, have a feed, a couple of drinks and a great day out!



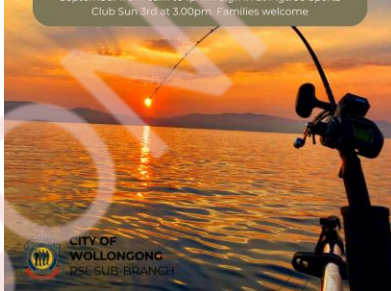
SUB-BRANCH MORNING WALK

THIS SATURDAY
We are off for a morning walk! We'll meet at the Southern end of Digbies at 8am, and take off at about 8:30 am. This is a nice casual stroll along the Blue Mile, with a coffee break at half way.



Fishing Charter

We invite you to join us at for our Monthly Fishing Competition and Charter - Sat 2nd and Sun 3rd September. Fishing Charter available Sunday 3rd September from 6am to 1pm. Weigh in at Figtree Sports Club Sun 3rd at 3:00pm. Families welcome



EXERCISE PHYSIOLOGY

Currently available for ILLAWARRA RSL SUB-BRANCH Members through our Sport & Recreation program.



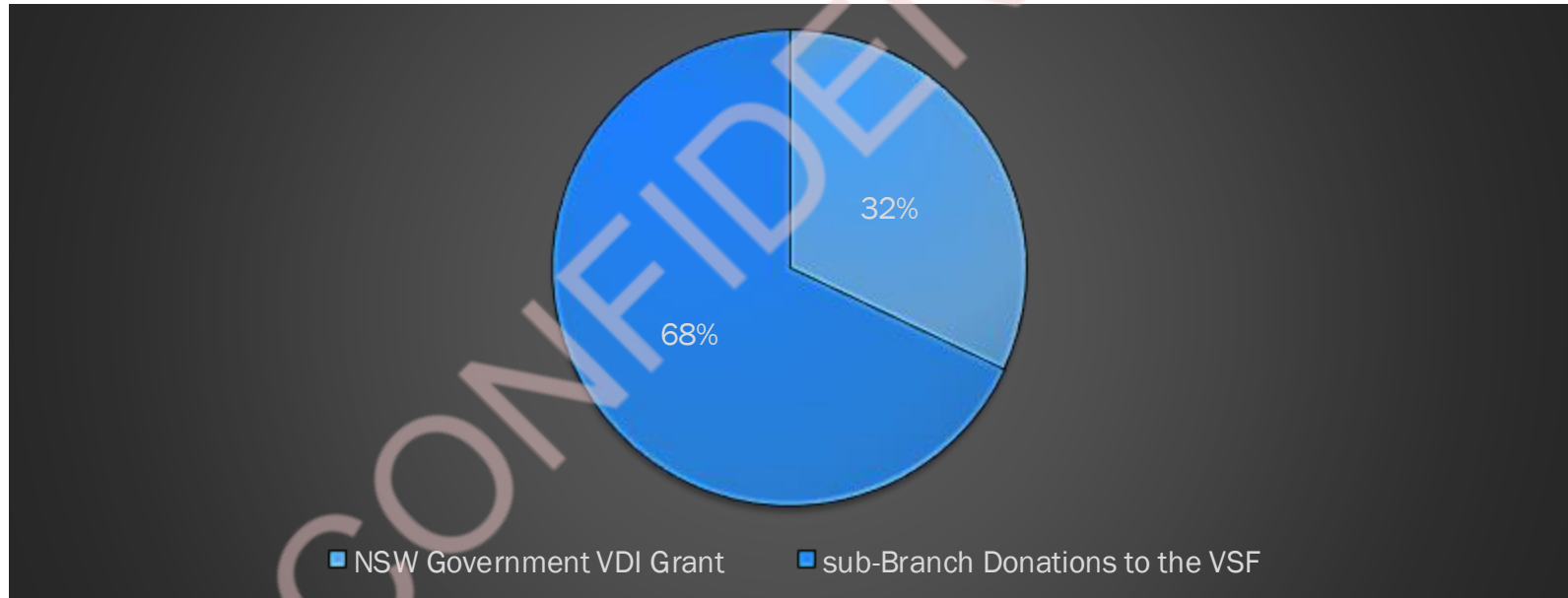
SOCIAL GOLF DAY

Get in quick - only 20 spots available! 24th of September starting at 9:20 - Wollongong Golf Club. Only 1 cart available so please advise if you require one!



2022 Program Funding

- sub-Branch donations to the Veteran Support Fund
- NSW Government: Volunteering Diversity & Inclusion Grant



Sport & Recreation Programs Comparison

	ESO A	ESO B	RSL NSW
Australian Government Funding (2021-2024)	Around \$7 million over 5 years	\$9 million over 3 years	\$109,000 (FY21/22)
Activity Inclusion & Visibility for veterans and their families	Email Distribution List	Facebook	Website, social media, email, Reveille, 320 sub-Branches/27k members
Staff in NSW	Regional social connection delivery teams	Two	One
Total activities YTD	Unclear, not reported or publicly available	Unclear, not reported or publicly available	450+ YTD in website calendar



Join us tonight!

- Bar Beach Bowling Club
- Bowls, Trivia, Pool
- Camaraderie & Social Connection
- 5pm-7:30pm
- Buses start @4:45pm from NEX
- Last Bus @ 7:30pm



Member Recruitment Toolkit



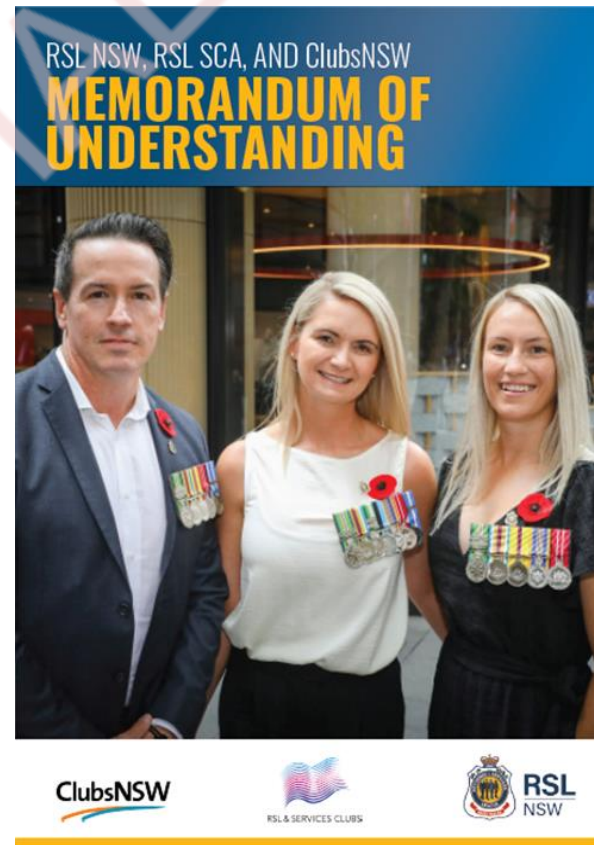
Helping to build
your community

CONFIDENTIAL

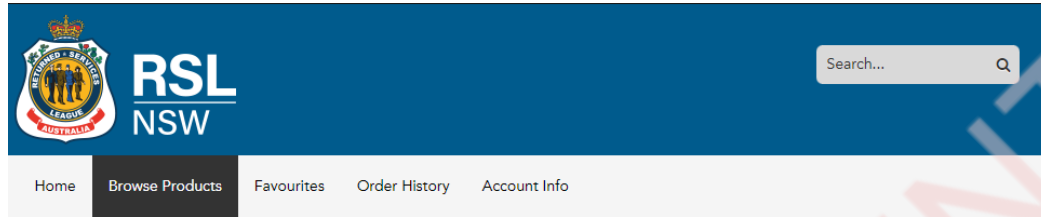
Club Toolkit + MOU

Strategic Plan Goal 2 Initiative 2.6

- Explain difference between role of club and sub-Branch
- Membership and community
- Improved governance
- Funding support to veteran services
- Strategic communications
- Joint working groups



RSL NSW MERCHANDISE STORE



Categories

RSL NSW

[ACCESSORIES](#)

[ADD SUB BRANCH NAME](#)

[BAGS](#)

[CORPORATE UNIFORM - LADIES](#)

[CORPORATE UNIFORM - MENS](#)

[HEADWEAR](#)

[JACKETS & FLEECE](#)

[PANTS & SHORTS](#)

[POLOS AND SHIRTS](#)

Quick Links

- [Peak Marketing](#)
- [Rsl Nsw](#)

POLOS AND SHIRTS

Sort by ... Select Option



**RSL NSW BOTANY MENS TEE
NAVY (PKT25)**
8000000-7

Stock: 0
Wholesale: \$579.38

Select Items ...

☆ Add to favourites



**RSL NSW SUNSET POLO
NAVY**
8000008-8

Stock: 0
Wholesale: \$37.14

Select Items ...

☆ Add to favourites



**RSL NSW LADIES SUNSET
POLO NAVY**
8000016-21

Stock: 0
Wholesale: \$37.14

Select Items ...

☆ Add to favourites



Sub-Branch Support & Assistance Fund

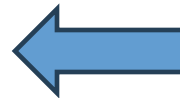


RSL NSW Brand

NOT our logo

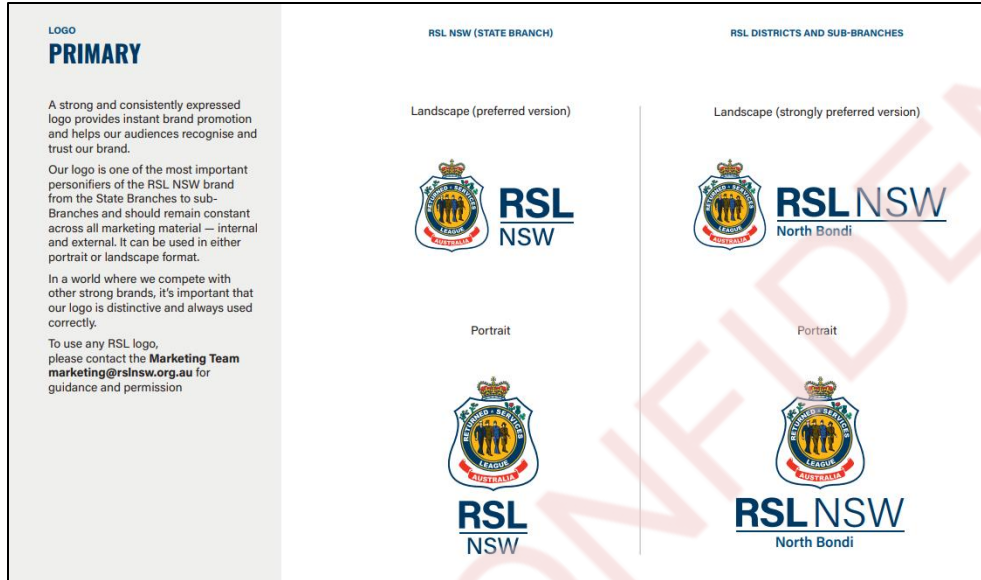


RSL
NSW



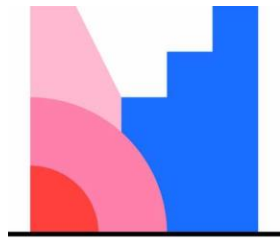
Our logo

RSL NSW Brand Style Guidelines



Applies to:

- Stationery
- Promotional material
- Websites
- Social media
- Clothing/uniform



Mentimeter

Question

Should we continue engagement activities to promote what the RSL is and what it does, beyond the Strategic Plan?
(Strong agree to Strongly disagree)

Membership

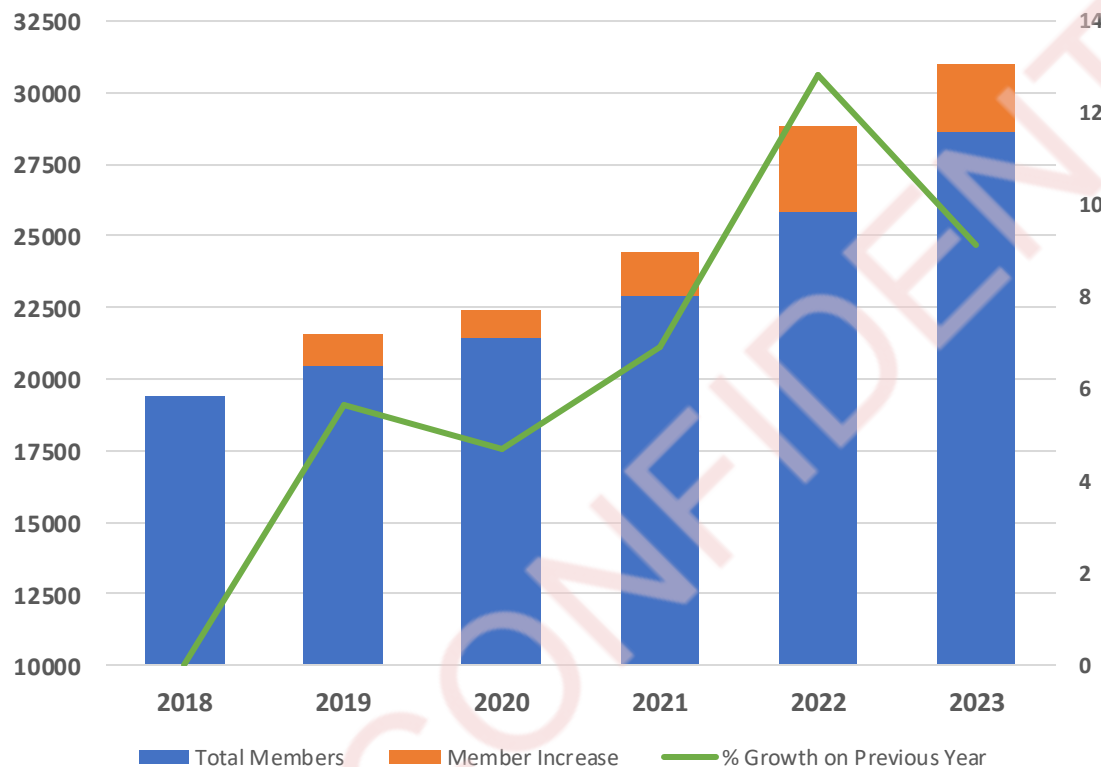
Goal 3, Initiative 3.3

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

Decline in volunteerism/memberships in Australia

- The rate of volunteering through an organisation has declined over time, from one third of adults in 2010 to one quarter of adults in 2022.
- COVID-19 limited the communal activities of many Australians between 2020 and 2021, which resulted in an accelerated decline in volunteering - and the trend hasn't reversed. The proportion of adults who volunteer declined from 36% in 2019 to 26.7% in April 2022.
- Additionally, data from the ABS shows that over the last decade, the proportion of people involved in social, community support and civic/political groups has decreased by almost 10%.

INCREASE IN MEMBERS



- **19,384** members at the beginning of 2019

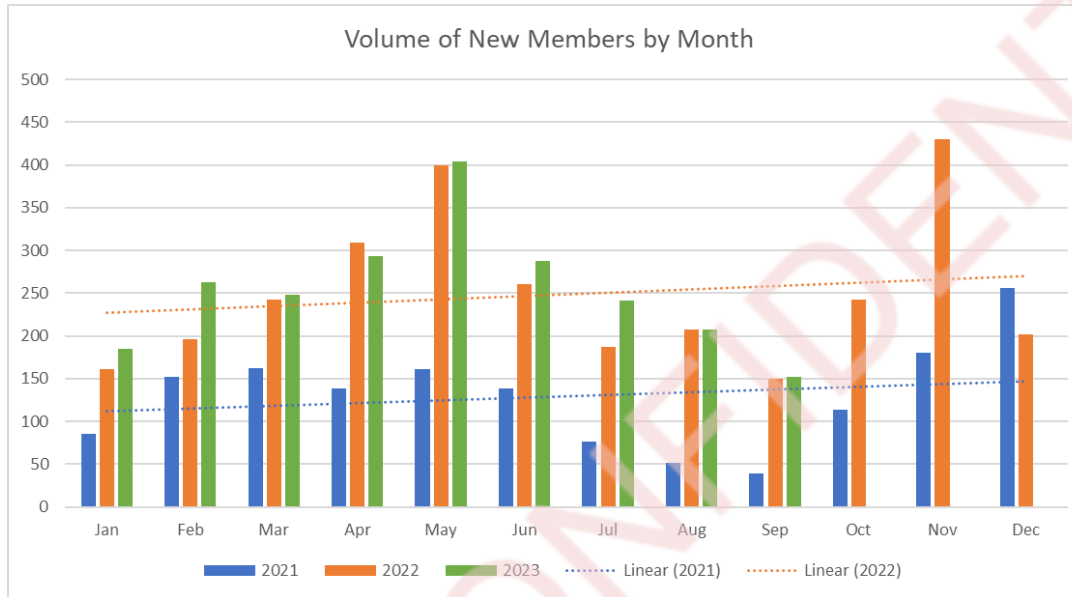
- **28,637** members in October 2023

- Increase of over **9,000**

- Almost **13%** growth in 2022

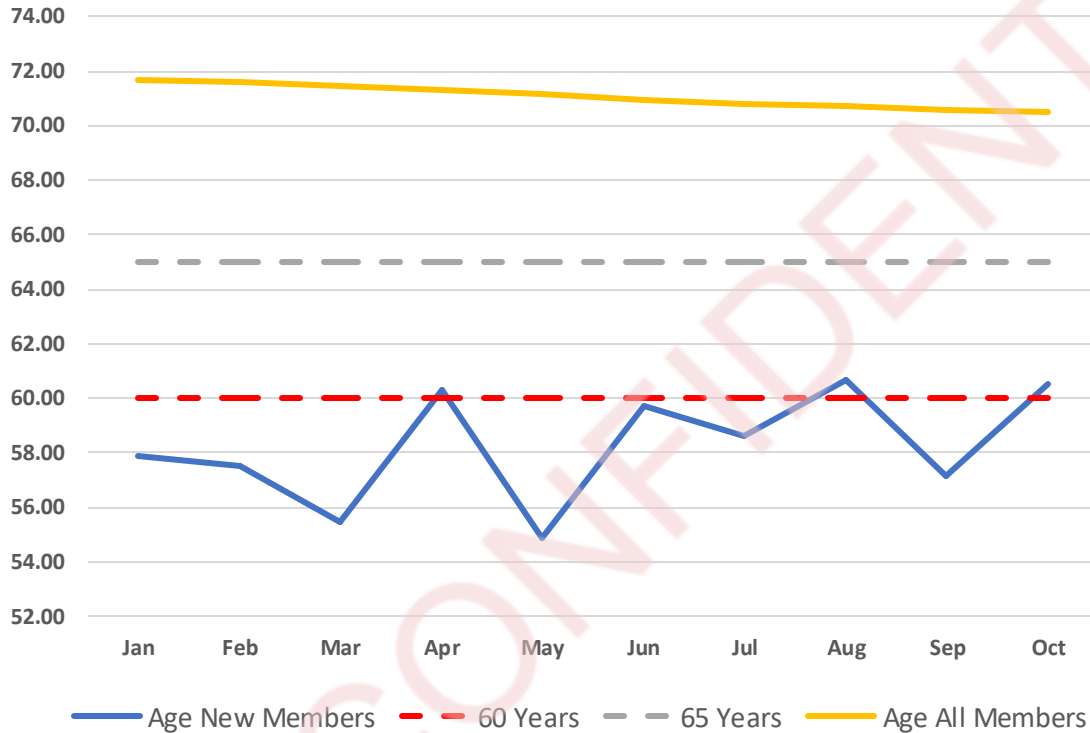
- Already over **9%** growth in 2023

INCREASE IN NEW MEMBERS



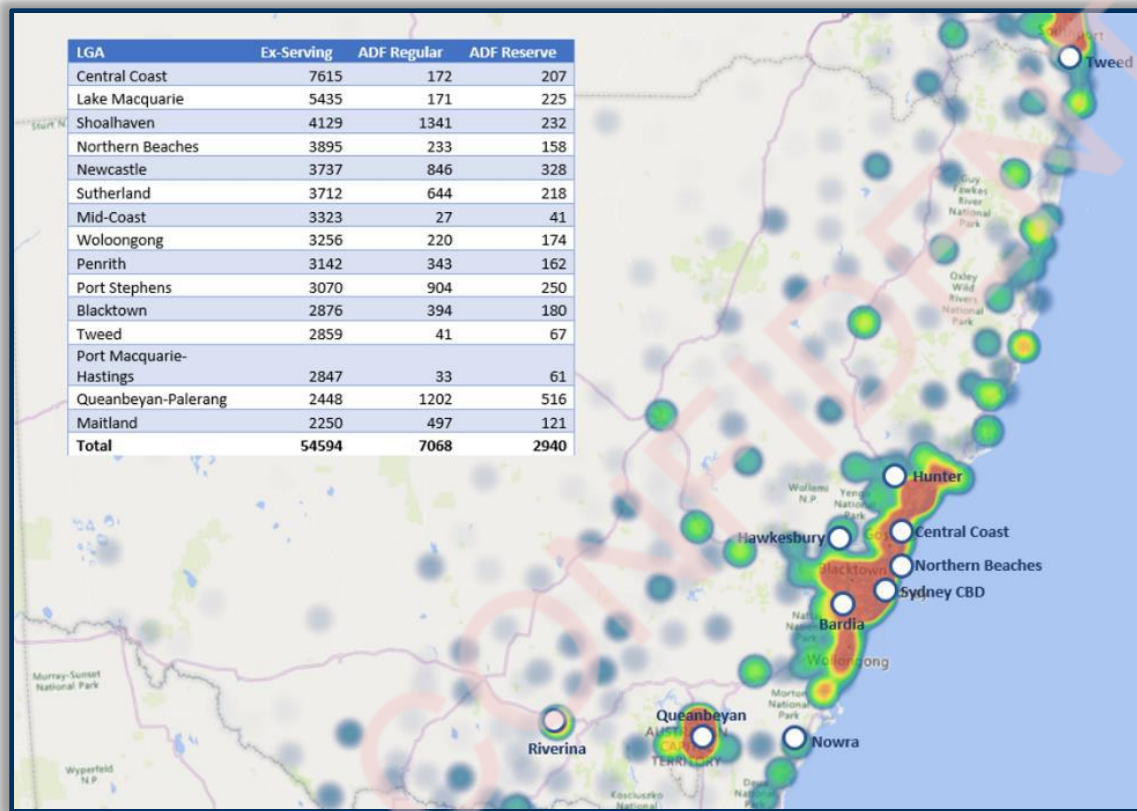
- Maintaining consistent member increases from last year.
- Over 100 more new members per month from 2021
- 2,380 new members and counting this year.

AVERAGE AGE OF NEW MEMBERS 2023



- 2023 average age of new members **58** years
- Total average age at **70.5** years in October
- Aiming to go below **70** years by end of 2023
- **12-year age** difference between all members and new members

Veterans by District ABS Data



- Veterans in NSW: 152,000
- 30% of total: 45,000
- Current RSL NSW Membership: +28,000

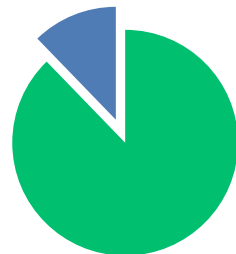
New Member Engagement Survey

152 Total Responses from 2,000 new members

Category	Age	Category	Count
Youngest respondent	28.9 years	Male respondents	126
Oldest respondent	86.85	Female respondents	58
Average age	60.3 years	Male Average Age	59.98 years
Median age	62.76 years	Female Average Age	61.04 years

New Member Engagement Survey

- In 2021, **59%** would be motivated to attend an event or activity that was family-friendly
- In 2023, **55%** would be most attracted to attend an event or activity that was family-friendly
- In 2021, **35%** of younger veterans want to lead in their sub-Branch
- In 2023, **43%** of new members want to regularly be involved, support or lead in their sub-Branch
- In 2023, **88%** of new members would invite a mate to join!



RSL NSW sub-Branches applying the learnings

- Nabitac is prioritising family-friendly events, and has more than **doubled** their membership
- Tamworth has added social coffee catch ups to increase their membership by **35%**
- Since 2021, Old Bar Beach have **tripled** their membership, saving the closure of the sub-Branch



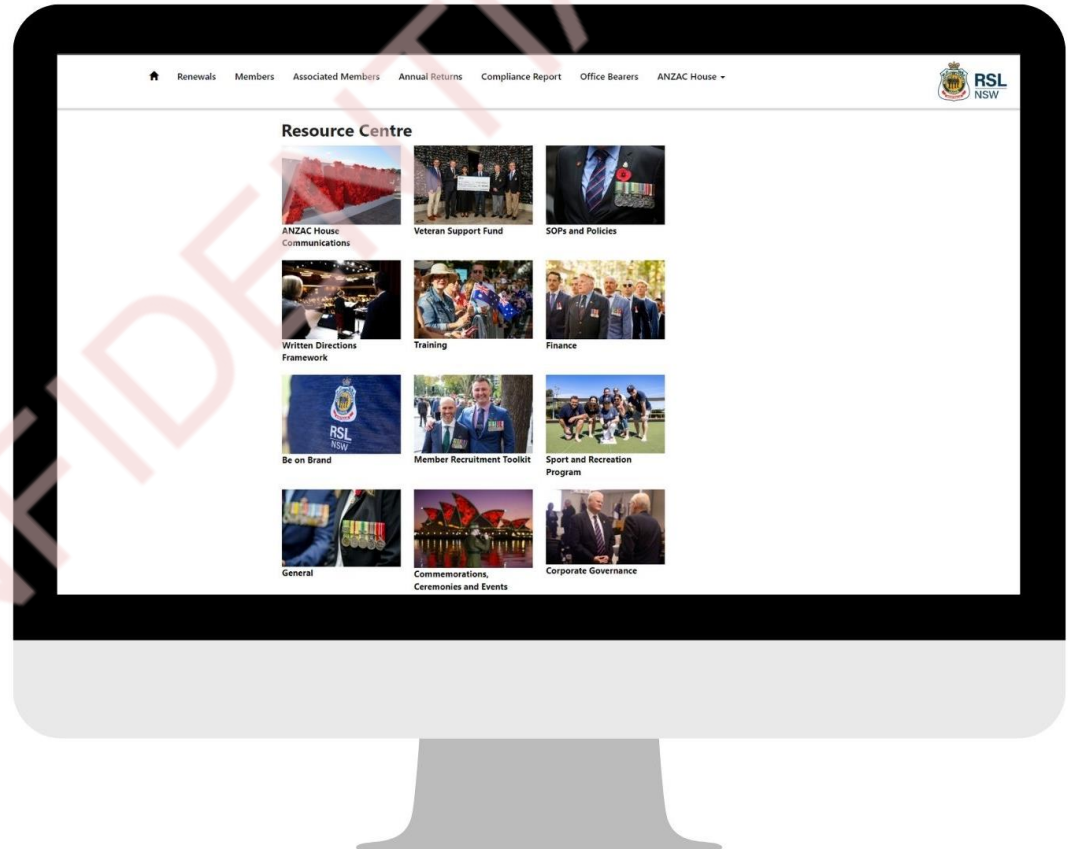
sub-Branch Facebook Group



- Share your stories!
- Stay connected and collaborate!
- Share updates, events, and activities!




sub-Branch Portal



Member Portal


You're logged in to the RSL NSW Members' Portal. [Portal Home](#) [Logout](#)

 [Home](#) [Find Help](#) [Get Involved](#) [News](#) [About Us](#) [Call Now](#)


Sport & Recreation Program


Lorem ipsum dolor sit amet consectetur. At eiehell vitae consectetur macconas.


[Find Out More](#)





Welcome



Access Services & Support



Contact Us



Merchandise Store


Awards & Recognition



How We Work


How We Support You


Commemorations, Ceremonies & Events


ANZAC House Communications


Latest News



Latest News
Together we stand: Brigette Glynn and Shaun Graham


Brigette Glynn is on a mission to help female veterans when they need support - and Double RSL...

[Mental health](#) [RSL NSW sub-branches](#) [Support services](#)



Reveille
Reveille - September 2023 issue


In this issue: Candidate information for the 2023 RSL NSW Board Election, Vietnam Veterans' Day...



Latest News
How Tairnworth RSL sub-branch has increased its membership

How the Tairnworth RSL sub-branch is using the Member Recruitment Toolkit to promote family-friendly...

[RSL NSW Strategic Plan](#) [RSL NSW sub-branch news](#)



Latest News
Two RSL NSW members on life in the Reserves

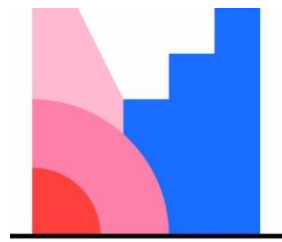
Victor Quivara and John Catterston share their experiences balancing life in and out of the Army.

[Australian Army](#) [Post-service careers](#) [Transition from service](#)

[View All News](#)

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Mentimeter

Question

Do you see value in continuing to connect veterans and their families to their local sub-Branches?

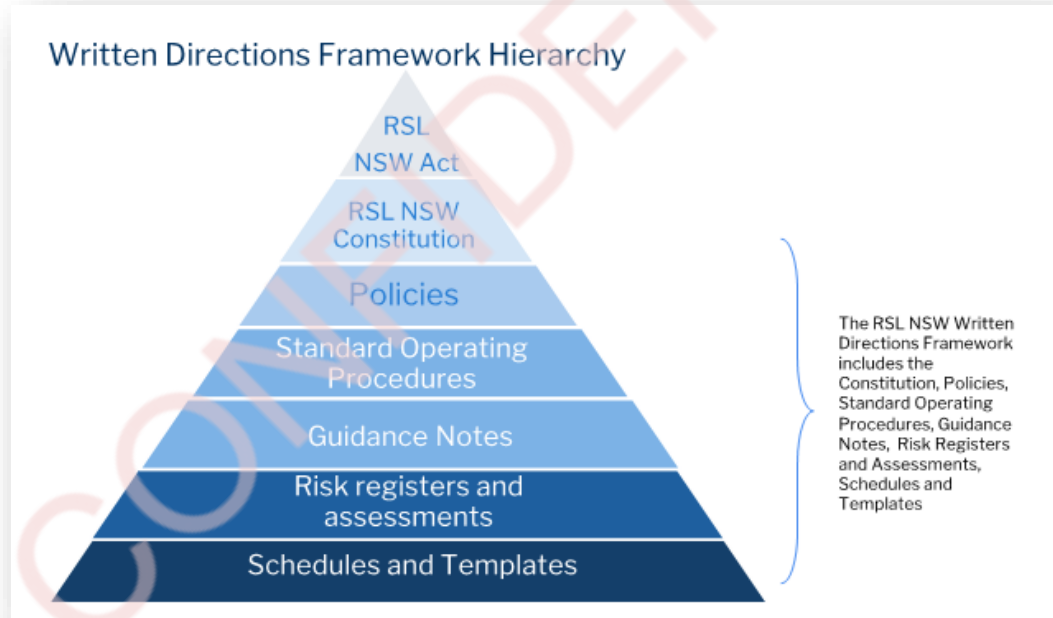
(Strong agree to Strongly disagree)

Written Directions Framework

Goal 5, initiative 5.15

Written Directions Framework

- Project is ongoing
- Resources were made available ahead of sub-Branch elections this year – e.g. handover guides and roles and responsibilities



Written Directions resources

Updated policies (POL) and standard operating procedures (SOP)

- New policy – **POL00 Written Directions Governance** – released March 2023
 - Developed supporting documents and templates
 - Office bearer roles and responsibilities
 - Handover guides for office bearers
 - Guidance notes
 - Registers and templates

[All available on the Sub-Branch Portal under Written Directions Framework section]
- **POL01 and SOP01 Funding the Charitable Purpose** – released July 2023
- **SOP07 Accounts, Financial Management and Expense Reimbursement** – released Sept 2023

Written Directions resources available in Sub-Branch Portal

[Home](#) [Renewals](#) [Members](#) [Associated Members](#) [Annual Budget](#) [Annual Returns](#) [Compliance Report](#) [Office Bearers](#) [Training](#) [ANZAC House](#) [-](#)



Resource Centre



ANZAC House
Communications



Veteran Support Fund



SOPs and Policies



Written Directions
Framework



Training



Finance



Be on Brand



Member Recruitment Toolkit



Sport and Recreation
Program



General



Commemorations,
Ceremonies and Events



Corporate Governance

Latest Communications

Latest Resources

User Guide

ANZAC House Communications

Veteran Support Fund

SOPs and Policies

Written Directions Framework

Office Bearer Roles and Responsibilities

Handover Guides

Guidance Notes

Registers and Templates

Written Directions Framework

ANZAC House has developed a Written Directions Framework (WDF) to support sub-Branch Office Bearers through the provision of clear guidance notes, handover guides and templates, to complement the SOPs and Policies, in line with initiative 5.15 of the Strategic Plan.

The documents are critical support resources for new office bearers elected at sub-Branch AGMs, covering areas of governance, operations, and delivering on the charitable purpose of RSL NSW.

As additional WDF supporting documents are developed they will be uploaded to the sub-Branch Portal.

Subcategories

[Office Bearer Roles and Responsibilities](#)

[Handover Guides](#)

[Guidance Notes](#)

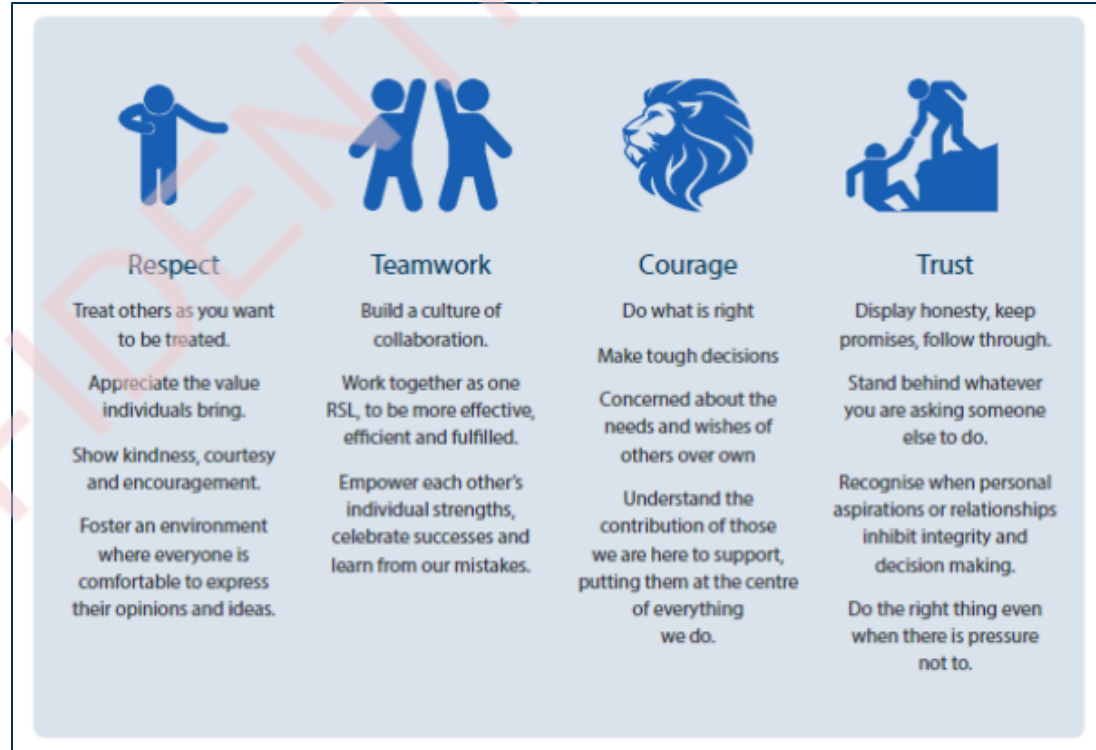
[Registers and Templates](#)

Code of Conduct

Strategic Plan – page 6
Values Underpin the Code

Code of Conduct

- Our values guide our behaviours and underpin a code of conduct.
- Approved by Board and DPC
- A Policy and SOP are still required to support the implementation



Sub-Branch KPI Reporting Framework

Goal 5, initiatives 5.3 & 5.6

Annual Budget online form – released 9 October 2023

Category	Total
Income	
Investments	
Interest received – bank & investment	
Dividends & distributions (inc franking credits)	
Rent received	
Realised gains/(loss) on sale of investments and/or property	

[illegible]

Governance and Compliance Training and Reporting for sub-Branches

Goal 5, initiative 5.7

SBA data explaining how Charitable Purpose is being addressed

- Third year of online SBA submissions
 - Donations – VSF
 - Charitable Purpose
- Compliance Annual Return – sub-Branches to complete 31 May
 - Focus on charitable purpose
 - Outcomes focused

Compliance Annual Report (CAR)

- Initiative 5.7 of the RSL NSW Strategic Plan, a sub-Branch compliance framework has been developed and implemented to assist sub-Branches in meeting their obligations, responsibilities, and organisational requirements.
- Key features:
 - Online
 - Reporting aligned with SBAs
 - Risk assessment
 - Guidance for training and resources

Compliance Annual Report (CAR)

Pilot released on 16 January 2023 to 313 sub-Branches, 192 voluntarily submitted their CAR (61.3%)

Draft Compliance Report

1 Finance Processes: ✓ 2 Governance Processes 3 Charitable Purpose 4 Review

Governance Processes

29. Have the trustees attended at least 3 general meetings including the AGM in the last calendar year?

☐ Yes ☐ No

30. Does the current Trust Deed contain correct details for the current trustees?

☐ Yes ☐ No

31. Do trustees receive payment for their role as a Trustee?

☐ Yes ☐ No

32. Have the Trustees who made a declaration of trust relating to:

(a) land or interest in land under the Torrens Title system, or

(b) other land or interests in other land,

Lodged the declaration with the Registrar-General in accordance with the provisions of section 82 of the Real Property Act?

☒ Yes ☐ No

33. Are the Responsible Persons listed with the ACNC for the sub-Branch accurate and current?

☐ Yes ☐ No

34. Does the sub-Branch have three Service members; RSL Custodian; or two Service Members and RSL Custodian as trustees?

☐ Yes ☐ No

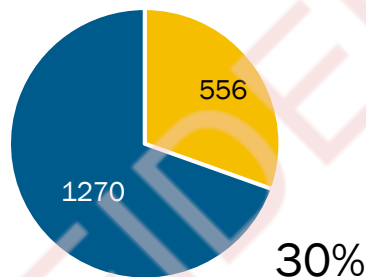
35. Have the sub-Branch Trust Deeds been registered?

☐ Yes ☐ No

Governance and Regulatory Compliance Training

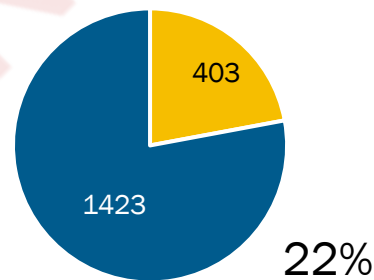


Conflicts of Interest
14 March 2023



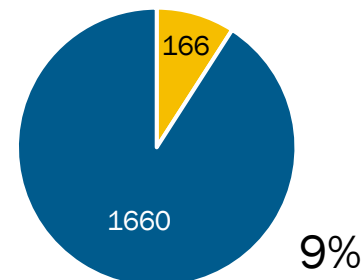
■ Passed ■ Not attempted

Safety, Risk & Wellbeing
23 May 2023



■ Passed ■ Not attempted

Governance and Compliance
28 September 2023



■ Passed ■ Not attempted

Access to all courses is at:
<https://rslnsw-elearn.com.au/>

Login: [personal email]
Password: as set by you, if forgotten password click on link for new temporary password to be sent to you

1,826 office bearers registered for the training

Governance and Regulatory Compliance Training

View status of training in the sub-Branch Portal

Home	Renewals	Members	Associated Members	Annual Budget	Annual Returns	Compliance Report	Office Bearers	Training
Home > Training								
Training		Training Info						
Member ID	Member ↑	Sub-Branch	Course	Training Type	Course Status	Completion Date		
0116931	Alf Davey	Rooty Hill RSL sub-Branch	2023_05_22-Safety_Risk_and_Wellbeing	Office Bearer	Passed	21/05/2023		
0116931	Alf Davey	Rooty Hill RSL sub-Branch	2023_01_30-Conflicts_of_Interest	Office Bearer	Not Attempted			
0116493	Allan Hills	Rooty Hill RSL sub-Branch	2023_01_30-Conflicts_of_Interest	Office Bearer	Passed	15/08/2023		
0116493	Allan Hills	Rooty Hill RSL sub-Branch	2023_05_22-Safety_Risk_and_Wellbeing	Office Bearer	Not Attempted			
0247571	Allan Shearan	Rooty Hill RSL sub-Branch	2023_01_30-Conflicts_of_Interest	Office Bearer	Not Attempted			
0247571	Allan Shearan	Rooty Hill RSL sub-Branch	2023_05_22-Safety_Risk_and_Wellbeing	Office Bearer	Passed	03/09/2023		



Mentimeter

Question

What topic would you like to see made available next in the suite of Training modules?

- Ceremonies and memorabilia
- Fundraising
- Conduct of sub-Branch meetings
- Cyber and Privacy
- Financial Management

Project A

Services Project

Wellbeing Support Officers

Goal 1, initiatives 1.7 & 1.9

Wellbeing Support Officers (WSOs)



Wellbeing Support Officer
Handbook

- Establishing a network of volunteer **Wellbeing Support Officers (WSOs)**.
- Aim to have one in each sub-Branch.
- **WSOs** provide information to veterans and their families about accessing wellbeing services.
- RSL NSW is rolling out training to support building the network.

WSO Training Pilot



RSL
NSW

Basic Wellbeing Support Officer Training Package: Wellbeing Support Officer Opening

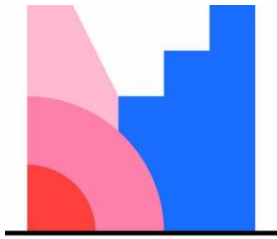
The Returned and Services League of Australia
(New South Wales Branch)



Mentimeter

Question

What other training topics would you like to see offered by RSL NSW?



Mentimeter

Question

Does your sub-Branch have a Welfare Support Officer / Welfare Officer?
(Yes or No)



Mentimeter

Question

Is your sub-Branch interested in having
a volunteer train as a Wellbeing
Support Officer?
(Yes or No)

Volunteer Advocate Network

Goal 1, initiative 1.11

What is a Community of Practice (COP)



- CoPs are a form of social learning that create a learning community to share and develop practice and build knowledge
- CoPs are groups of people who share a concern or a passion for something they do and learn how to do it better
- Change to Strategic Plan to ensure support for volunteer advocates and CoP through RSL LifeCare

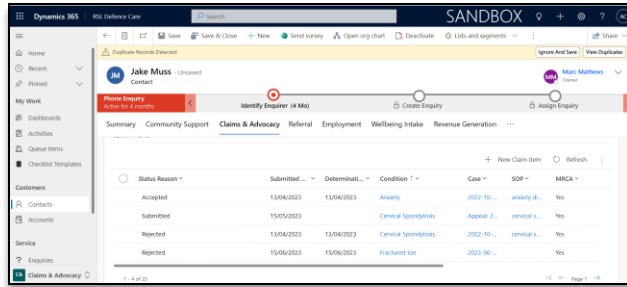
Volunteer Advocate Community of Practice (COP)



- Advocate Workshop held on 19 October
- More than 30 RSL NSW volunteer advocates attended
- Included presentations from RSL LifeCare, an ATDP CoP expert, and open forum for Advocates
- Planning for next steps for CoP

RSL LifeCare CRM Pilot

- Pilot ran January 2023 – September 2023
- Provided training on RSL LifeCare's Customer Relationship Management (CRM) system
- Aim to integrate volunteer advocates to ease claims and wellbeing case management
- Six volunteer advocates across NSW with access to a training system
- 12 volunteer advocates to begin on live system in November



*test slides only



Veterans' and Families' Hubs

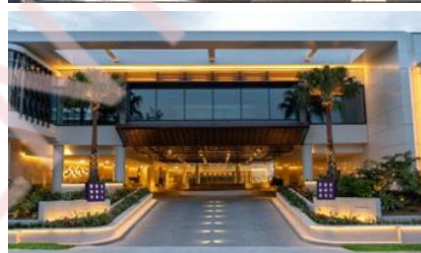
Goal 4, initiative 4.3

Vision and Strategy



Status

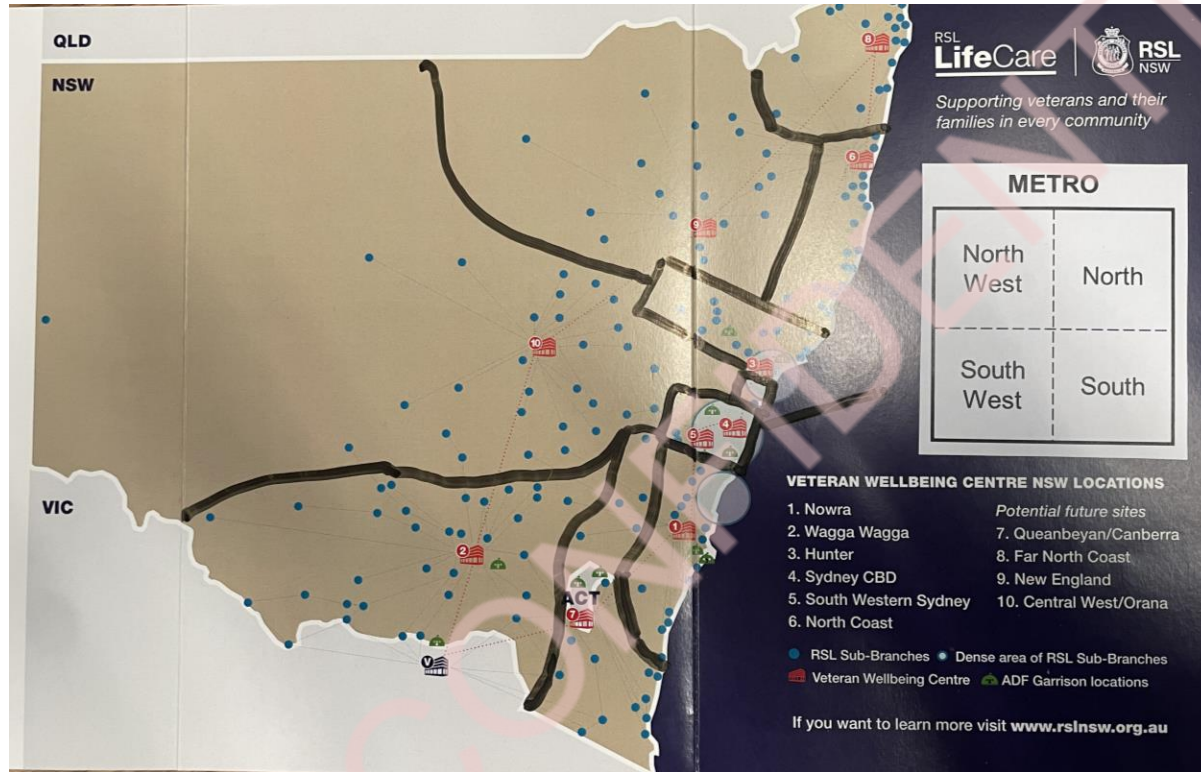
- Centres now operating in Nowra, Wagga Wagga, Hunter (temp) and Dee Why
- Awarded 'Request' for Business Cases for Hunter, Tweed, Queanbeyan, Hawkesbury and Bardia!
- Additional Hubs being considered in Sydney CBD, Central Coast, New England and Central West – per strategy
- Potential - 13 hubs by 2026!



District Rationalisation

Goal 5, initiatives 5.10 & 5.16

Concept – Delegates' feedback



- One Hub per District
- Hub – sub-Branch relationship
- Hub – co-locate District support – training and assistance to all sub-Branches
- Advocate and Wellbeing Support Officer (WSO) coordination and support



Mentimeter

Question

Do you support the concept of organising RSL NSW's District Council structure around the growing network of Veterans' and Families' Hubs?

(Yes or No)

Project B Advocacy

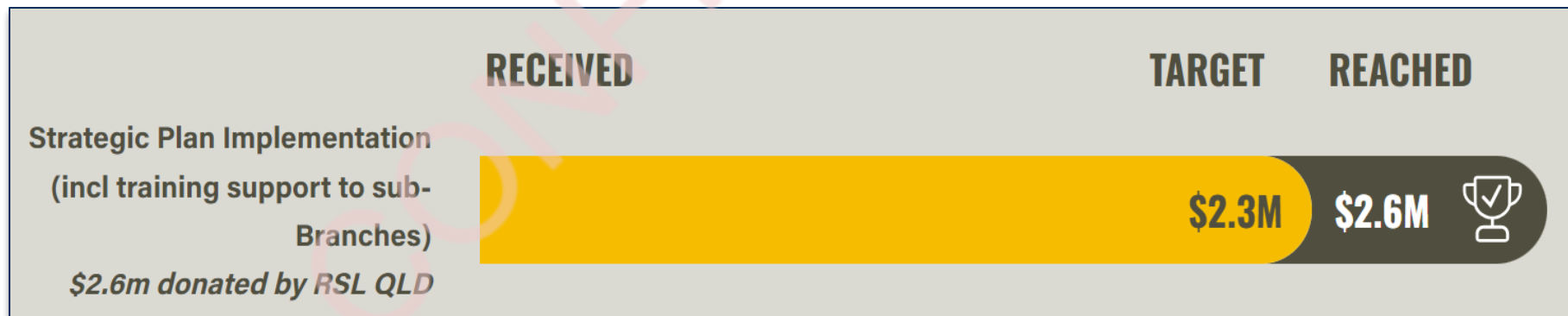
Project B - Advocacy

- RSL Clubs, Service Associations & Clubs Australia MOU completed
- Veterans' Needs Research completed
- Advocacy management process and Advocacy Plan developed
- Ongoing progress towards JTA and RSL-related organisations agreements

Strategic Plan Program Challenges

Challenge – Ongoing Funding

- The Strategic Plan requires funding until 2026
- Will allow the Strategic Plan to address larger, more complicated Initiatives



Challenge – Transitioning to BAU

- Staffing and other resources required to move Strategic Plan Initiatives to Business as Usual (BAU) activities
- Whole-of-organisation commitment to reform

President's Shield (funding
ANZAC House)

\$332K

\$1.8M

Challenge – Awareness & Engagement

- Are you and your sub-Branch aware of the Strategic Plan?
- Are you engaged?
- What can we do to spread the word?
- How would you like this information delivered?



STRATEGIC PLAN 2021–2026

OUR VISION

By 2026 every veteran* in NSW knows what the RSL stands for, what it does, and wants to be involved as a member.

RSL NSW FOUNDATIONS

What is the RSL built upon?

Commemoration | Welfare
Mateship | Advocacy

OUR MOTTO

One RSL—
working together,
delivering locally.

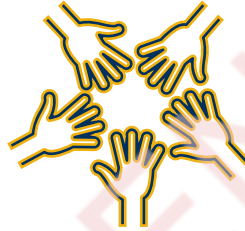
What's next?

CONFIDENTIAL

Phase 2



Focus
on
Services



Unified,
National
RSL



Visible
Policy &
Advocacy



Simplified
Business
Practices



Considering
Fundraising

Upcoming A – Services projects

- **A04 Veterans Catalogue:** offer a user-friendly guide for serving and ex-serving veterans and their families to locate services within their local area
- **A06 WSO network:** By Dec 2024, Wellbeing Support Officers (WSO) are in every sub-Branch
- **A07 Support for volunteer advocate network:** Support RSL volunteer wellbeing and compensation advocates through training, support, advice, and a common CRM
- **A09 District Support Officers:** Design of support position for Districts and sub-Branches
- **A10 District Rationalisation & A13 District Review :** Continuing work of the District Administration Rationalisation Working Group (DARWG)

Upcoming C&D – Engagement & Membership projects

- **C07 Community and Schools Commemorative Learning Material Suite:** Continuing to develop learning materials and rollout ‘Draw to Remember’ campaign.
- **D01 Establish baseline data for membership growth:** Data validation required before completion
- **D05 Process for other ESOs to join RSL NSW:** Planned, with standardised process to be established
- **D08 Collaboration Forum for sub-Branches:** Potential pilot to run through Facebook.

Upcoming E – Business Model projects

- **E02 sub-Branch KPI reporting framework:** develop a dashboard to pull together information from Annual Budgets, Annual Returns, Compliance Annual Reports, Training and Marketing information – to include District portal
- **E03 New head office** identify an affordable and appropriate headquarters for ANZAC House, other ESOs and partners
- **E04 Fundraising and alternate funding streams:** establish a Fundraising Committee to the Board and develop a fundraising strategy
- **E07 Accounting system:** establish a standard chart of accounts for all sub-Branches
- **E08 Written Directions Framework:** review of all policies and SOPs to prioritise for updates and revisions
- **E09 Establish grants' advisory function:** establish a full-time grants application and advisory function to support sub-Branches

What we need from you



Support



Time



Ideas



Feedback



Resources

Questions

Remember there is also an opportunity to ask questions tomorrow.

Thank you

See you all tomorrow.

Thank you to the following members for their invaluable contribution to the reference/working groups

Membership

Greg Morris, North Gosford
Mike Sterling, Coogee
Peter McAskill, Forestville
Allan Lotfizadeh, Epping

Claims Advocacy

William Forsbey, City of Sydney
Samantha Macabulos, Nelson Bay
Jo Beavis, Miranda
Cath Allen, RSL LifeCare Veteran Services
Rodney Smallwood, Toronto
Geoff Harrison, Wingham
Bronte Pollard, Kirribilli

District Rationalisation Reference Group

Sandra Lambkin, President New England
Berdene Oxley-Boyd, President Riverina
Brian Willey, President Lower North Coast
Derek Lesley, Chair DPC
David Ferry, VP & Secretary Central Coast
Ian Bubb, Treasurer, Intra Mural District Council
Alan Barnes, VP Far Southern Metropolitan
Bob Lunnion, President Northern Beaches

District Administration Rationalisation Working Group

Peter Watson, Harbord
Brian Willey, Wingham
Allan Lotfizadeh, Epping
David Hand, Castle Hill
Rob Fry, Alstonville
Richard Salcole, Wagga Wagga
Peter Stephenson, Medowie
David Ferry, Terrigal-Wamberal
John Gordon, Alstonville
Joe Kaplun, Panania
Philip Gerber, Seven Hills
Mark Lee, Cumberland

Engagement

Greg Morris, North Gosford
Bronte Pollard, Kirribilli
Bob Lunnion, Forestville
Allan Lotfizadeh, Epping
David Ferry, Terrigal/Wamberal

CRM & sB Portal

Greg Morris, North Gosford
Greg Hoving, Mullumbimby
Brian Willey, Wingham
Allan Lotfizadeh, Epping

Thank you to the following members for their invaluable contribution to the reference/working groups

VSF promotion	Compliance Annual Report	Governance training	Written Directions Framework	
Frank Brown, Maroubra	Buster Beatty, Laurieton	Mick Brownlow, Wauchope	Buster Beatty, Laurieton	Tad Samojlowicz, Forestville
Bill Harrigan, Bondi Junction / Waverly	Mick Brownlow, Wauchope	Lachlan Donald, Malabar	Mick Brownlow, Wauchope	Gary Samuels, Gulgong
Peter Stephenson, Medowie	Les Mackie, The Entrance/Long Jetty	Chris Dunne, Mosman	Chris Cox, Lockhart	Karen Samuels, Gulgong
Brian Willey, Wingham	Bob Waller, Old Bar Beach	Leonie Gilford, Wingham	Pat Cleggett, City of Newcastle	Michael Tabone, Terrigal Wamberal
	Glenn Wall, Gresford	Anne Powell, Mosman	Bob Dokter, Doyalson-Wyee	Todd Vercoe, Bowraville and District
Annual Budget	Ted Samojlowicz, Forestville	Deane Tietzel, Mosman	John Glasser, City of Lismore	Glenn Wall, Gresford
Greg Cavanagh, Wauchope	Lynn Webber, Sussex Inlet	Alan Toner, Mosman	Leonie Gilford, Wingham	Bob Waller, Old Bar Beach
Bob Dokter, Doyalson-Wyee	Russell French, Uralla	Margaret Wallis, Wauchope	Michael Hankey, Moree	Lynne Webber, Sussex Inlet
Ben Coutman, Cardiff	Brian Willey, Wingham	Peter Watson, Harbord	John Hopwood, Castle Hill and District	Brian Willey, Wingham
Brian Willey, Wingham	Chris Willey, Wingham	Brian Willey, Wingham	Les Mackie, The Entrance/Long Jetty	Chris Willey, Wingham
Chris Willey, Wingham		Francis Woodhams, Mosman		



RSL

NSW

Questions?