



**RSL**  

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**NSW**

# **ANZAC House update**

## **Part 1**

# AGENDA PART 1

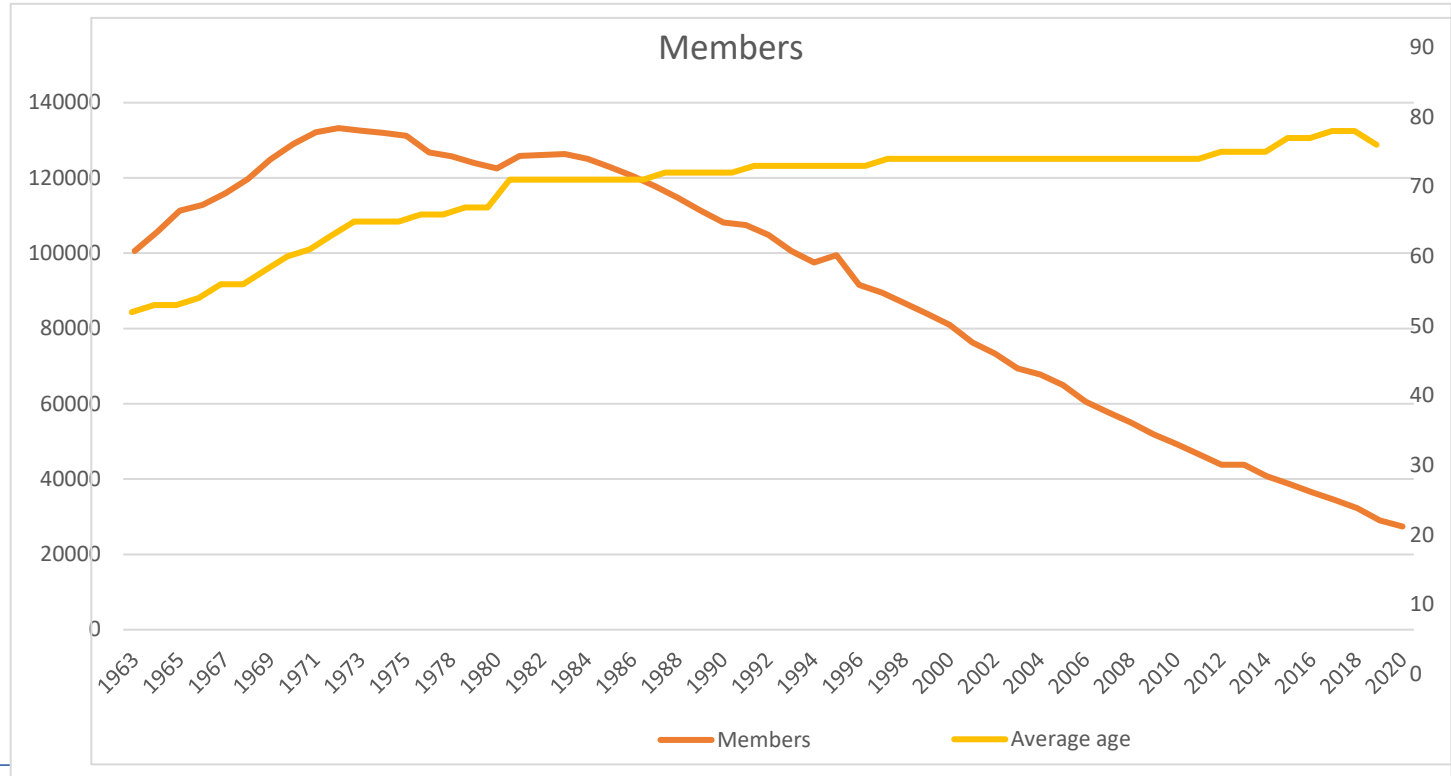
1. State of the League
2. Strategic Plan

## AGENDA PART 2

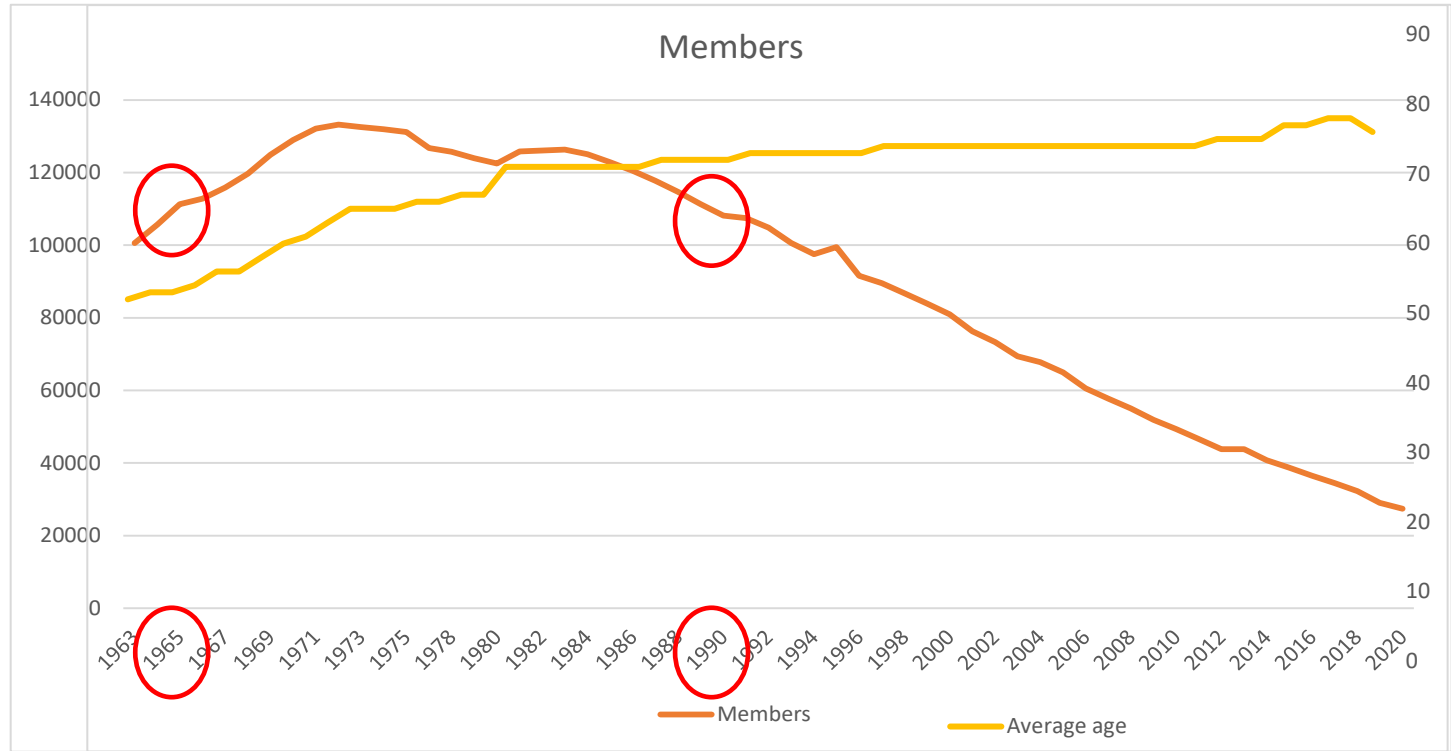
ANZAC House and priority activities for 2022

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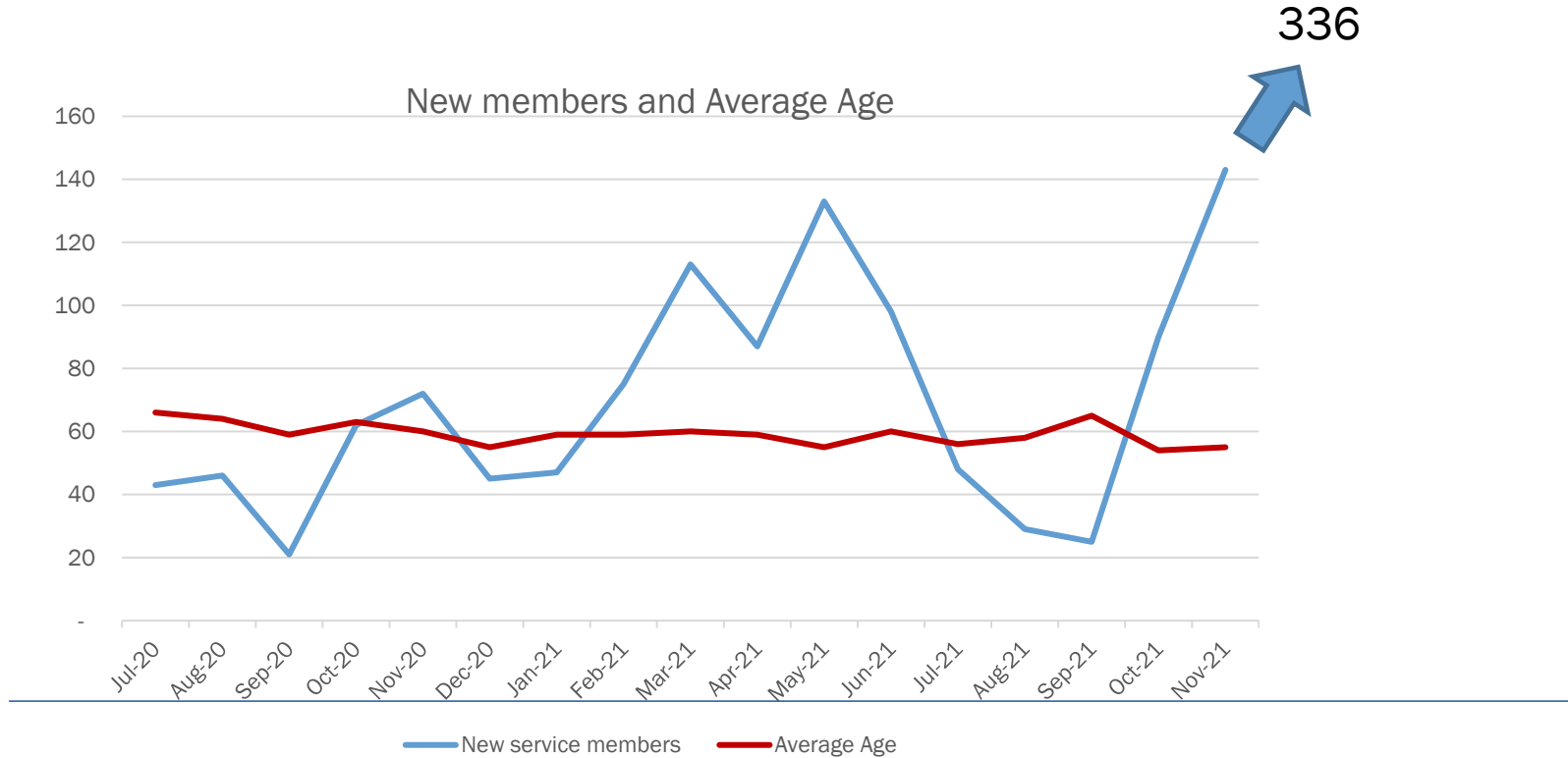
# STATE OF THE LEAGUE



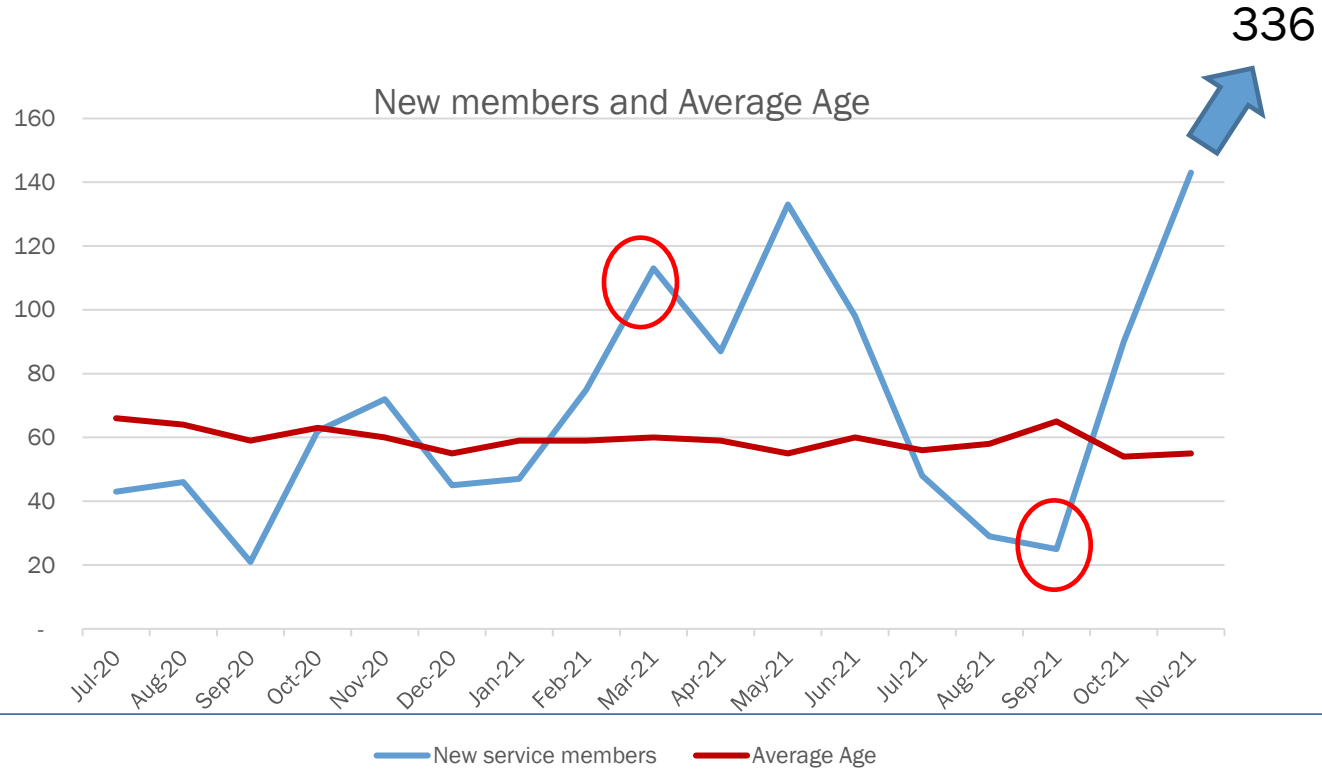
# STATE OF THE LEAGUE



# MEMBERSHIP



# MEMBERSHIP



# STATE OF THE LEAGUE

**Governance, Member and Sub-Branch Support, Financial  
and Influence**

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# GOVERNANCE

## **Achievements:**

ACNC Enforceable Undertaking Obligations completed

Amended Constitution Delivered to AGM

Election Review Commenced

SOP Review Planning Commenced

Committee Charters and Policies Revised

Young Veterans Committee formed

## **2022 Focus:**

Continue lobbying for Stamp Duty Exemption (sub-Branch Incorporation)

Deliver sub-Branch executive training and education

Complete SOP Review

Independent Director Recruitment

Role of the Corporate Trustee

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# MEMBER AND SUB-BRANCH SUPPORT

## Achievements:

- Membership 'Portal'
- Accessible support line and 'Sub-Branch Matters' process

## 2022 Focus:

- Improved Portal – member communications
  - 'On-line' SBA
  - Compliance Framework (guide and training to assist sub-Branches)
  - Executive training systems (TAFE NSW)
-

# FINANCIAL

## Achievements:

- Two major property transactions and surrender of lease on Campbelltown property
- Five-year Financial Plan aligned to Strategic Plan
- Aggregated Investment Manager appointed ('Pooled Funding Part 1')
- Prudency - strong financial position (Balance Sheet) risks associated with revenue decline (Pandemic)
- Successful tender process for new auditor
- New temporary ANZAC House location

## 2022 Focus:

- Investment Policy Statement and Strategic Asset Allocation (as part of funding model)
  - Cash Flow management - reducing deficit (Part 2 of funding model – Veteran Support Fund, e.g. 'President's Shield')
  - Lodgment of DA for HPI/262 Castlereagh St
  - Strategic fundraising (e.g. MOU with clubs)
-

# INFLUENCE

## Achievements:

- Six policy issues (veterans' health and wellbeing) addressed through DVA
- Establishment of RSL NSW Office for Royal Commission and submission
- Appointment of Liaison Officer at National Centre for Veterans' Healthcare
- Veteran Wellbeing Centre – network (two locations open, two more in 2022, others to follow)
- Launch of 'new look' Reveille supported by digital content and monthly newsletter
- Increased national and state-wide media coverage, and social media engagement
- Relaunch of RSL NSW website with focus on services and support for veterans
- 47 Circulars issued to sub-Branches in 2021 compared to 14 in 2019
- 50 emails to RSL NSW members about services and support

## Continuing challenges:

So many Ex-Service Organisations – RSL deemed not relevant by younger veterans

Address negative perception of RSL from younger veterans

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# STRATEGIC PLAN - OBJECTIVE

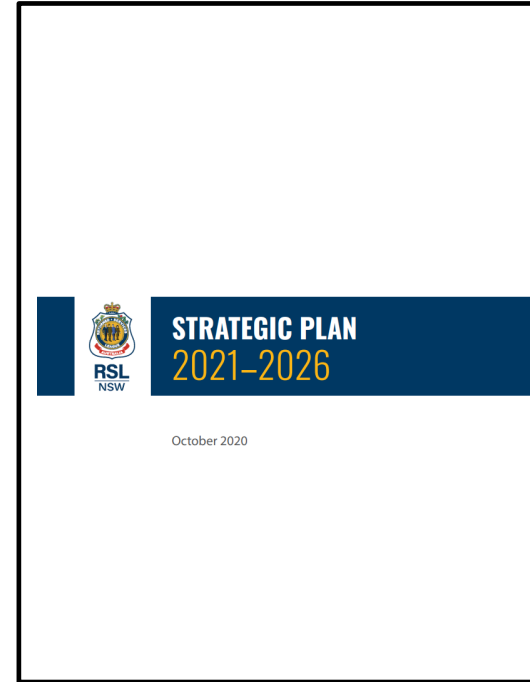
## Motto (operating)

One RSL - working together, delivering locally.

## Vision

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

^ a 'veteran' is any person who is serving in the ADF or has served in our nation's or allied armed forces.



# OPERATING MODEL

- *One network* – working together to support veterans through strengthening brand and awareness of what the RSL stands for, and what the RSL does
  - Clarifying 'RSL roles' (given the research it is critical we clarify)
  - Role of sub-Branch
    - **Mateship** (camaraderie, wellbeing support and community)
    - **Connect** members *and* veterans in need to services (Primary connection is to RSL Lifecare (RSL DefenceCare and other programs)
    - **Commemoration**
    - **Fundraising** (local and strategic)
  - Role of RSL and Services clubs
  - Role of service delivery (RSL LifeCare) – **RSL branded** and funded.
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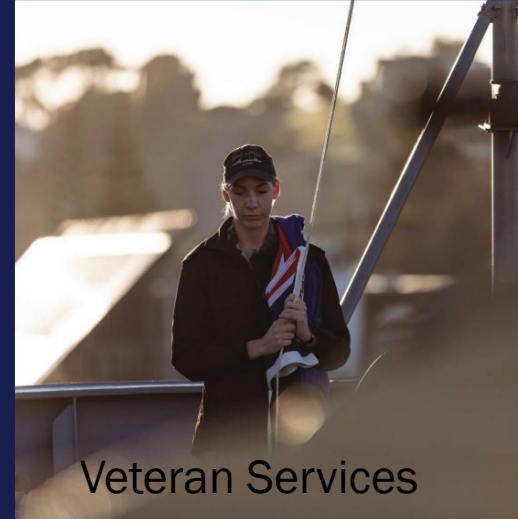
# OPERATING MODEL .....CONTINUED

## Service Delivery – RSL branded and delivered services:

- Pensions and claims advocacy
- Immediate financial assistance
- Wellbeing support and counselling
- Providing accommodation for homeless
- Housing assistance
- Equine (mental and physical wellbeing) program
- RSL Veterans Employment Program
- Wellbeing Centres

Honouring  
**your** service

YOUR VETERAN



Veteran Services

RSL  
**LifeCare**

 **RSL**  
NSW

SERVICES

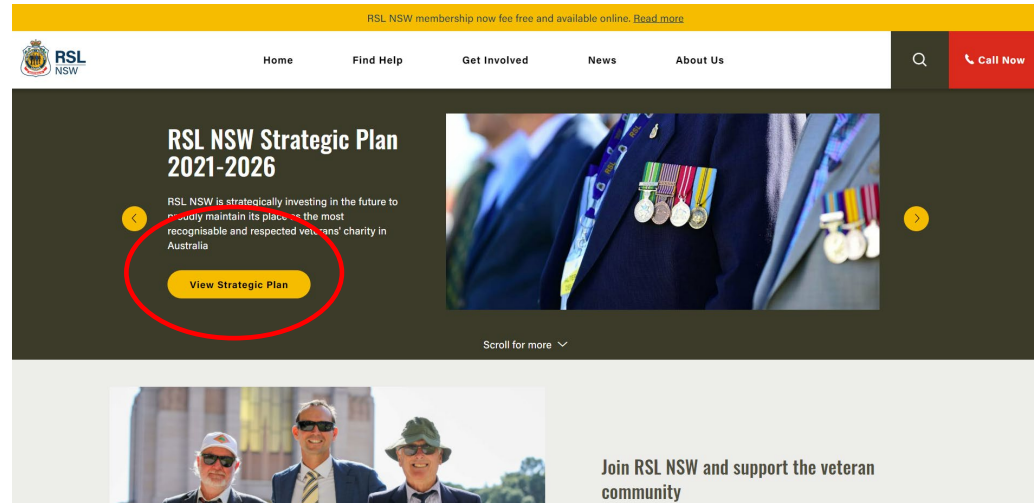
# OPERATING MODEL

Service Delivery – RSL branded and delivered services - performance :



# IMPLEMENTATION STATUS

## Website

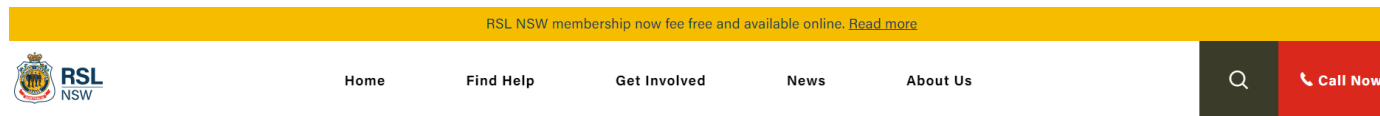


<https://www.rslnsw.org.au/member-resources/anzac-house-communication/strategic-plan-2021-2026/>



# IMPLEMENTATION STATUS

## Website



## Strategic Plan Implementation Status

### Implementation Manual

- [Program Design](#)
- [PMO Manual](#)

### Reports to the RSL NSW Board

- 26 November 2021 - [Strategic Plan Implementation dashboard and task update](#)

### District Rationalisation (Initiative 5.11)

- [RSL NSW District Rationalisation Terms of Reference](#)
- [Principles and Criteria for Evaluating Options](#)
- [Annexure A - Standard Operating Procedure 10 - District Councils](#)
- [Annexure B - RSL NSW Risk Management Framework](#)
- [District Support Officer - Position Description](#)
- [District Support Officer Pilot - Terms of Reference](#)
- [Minutes DRSC 23 August 2021](#)
- [Minutes DRSC 18 October 2021](#)

### Veteran Support Fund

- [Draft Discussion Paper - Veteran Support Fund](#)
- [Discussion Paper Annexure A](#)

# IMPLEMENTATION STATUS

## Website

Apps RSL NSW RSL NSW

PowerPoint Presentation 1 / 8 100%

### 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** Give membership to support each other and have fun, and help veterans and active families in need.  
**GOAL 4** Through collaboration and support, connect veterans to services.  
**GOAL 5** Implement an optimised and sustainable operating and business model.  
**GOAL 6** Commemorate and pay respect.

**A - Services Project** **B - Advocacy Project** **C - Engagement Project** **D - Membership Project** **E - Business Model Project**

Item	Item	Item	Item	Item
A1 Data baseline establishment with PMO	B1 Marketing and Communications baseline audit	C1 Marketing and Communications baseline audit	D1 Establish baseline data for membership growth	E1 Pooled funding mechanism
A2 Development/conduct of veteran survey for NPS score towards service access	B2 Full time paid pension advocates and ATPD function transitioned to RSL DefenceCare	C2 Website optimisation	D2 Free nationally portable on-line membership process	E2 Sub-branch KPI Reporting Framework
A3 Veterans' needs research	B3 Research on veteran advocacy needs and gaps	C3 Internal communications process and collateral	D3 Customer Relationship Management system	E3 New head office location
A4 JTA Memorandum of Understanding	B4 Advocacy management process including responsibilities	C4 ADF Event Presence Plan	D4 Member Recruitment Strategy	E4 District rationalisation
A5 Services Catalogue including portal/app and management process	B5 Advocacy Plan including prioritisation of issues, reviewed annually	C5 Brand Guide reflecting repositioning/refresh	D5 Campaign to have Vietnam Veterans ESO join RSL NSW	E5 Board fundraising committee
A6 Design, recruitment and training of WSO volunteer category		C6 Annual Marketing and Communications Plan (including Social Media)	D6 Recruiting and Presence Reporting process	E6 Operating Model Framework
A7 Design, recruitment of full-time district coordinators		C7 Issue position statements library	D7 Younger Members Cares Program	E7 FY20/21 administrative cost baseline
A8 Recreation activities pilot		C8 Community and schools commemorative learning material suite	D8 RSL Clubs, Service Associations & Clubs Australia MOU	E8 Accounting system
A9 Day Clubs Engagement Plan and manager		C9 Commemorative guidance support products suite		E9 Establish grants advisory function
A10 Veterans Centres				E10 Enterprise training partnership
A11 Veterans/Families feedback loop and annual validation survey				E11 Commercial fundraising enterprise
A12 National covenant with RSL related organisations				E12 Compliance system and training

#### Outcome Measures

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

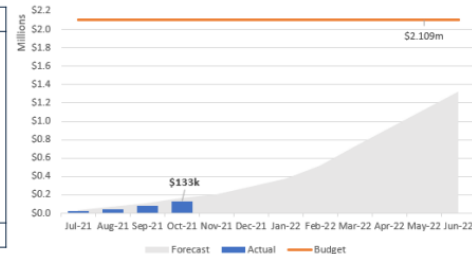
**A - Services Project**

RSL

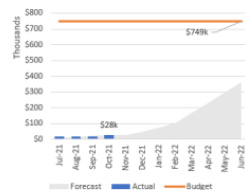
# IMPLEMENTATION STATUS

## Website

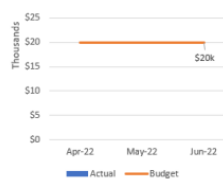
Period	01/07/2021 - 31/10/2021	Sponsor	CEO RSL NSW
Program Manager's Report	<p>Since coming on board in October, it has been observed there is a significant level of activity already occurring to deliver initiatives included in the Strategic Plan. This is reflected in this report.</p> <p>Initiatives and success measures have been incorporated into workable tasks and grouped into defined projects to aid reporting to, and monitoring by, the RSL NSW Board. A chart of accounts has also been adopted.</p> <p>There is a need to rebaseline the program schedule as a result of delays associated with Covid, and produce clear and agreed timelines for project milestones. It is considered appropriate to undertake this activity during the preparation of detailed project plans early in the New Year, along with scoping the individual projects.</p> <p>Further, delays in commencement associated with Covid are anticipated to cause flow on impacts in the program budget this financial year with a sizable underspend in many areas.</p>		
WKMA	Securing volunteers to sit on program steering committee, project (and task) reference groups		



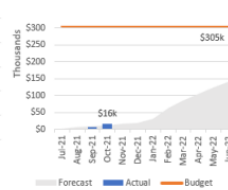
Services Project			
T	C	S	O



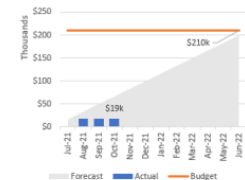
Advocacy Project			
T	C	S	O



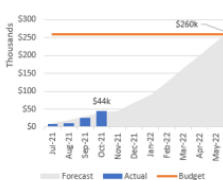
Engagement Project			
T	C	S	O



Membership Project			
T	C	S	O



Business Model Project			
T	C	S	O

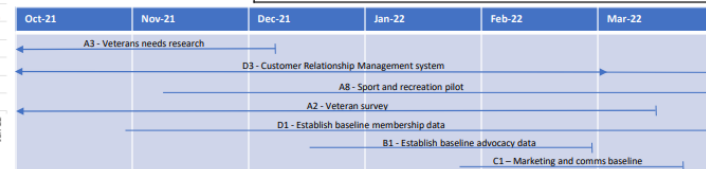


R	A	G
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Definitions overpage

Risk	Status
Activity ending date on DVA grant for sport and rec pilot is 15 June	Red
Delays in recruitment may impact schedule	Yellow
Data quality issues potentially baking into flawed assumptions	Yellow
Issues	
Call for nominees to sit on PSC unsuccessful. Concern for reference groups.	Red

Past Period Achievements
<ul style="list-style-type: none"> <li>Sport and Rec PM in recruitment ahead of pilot (A8)</li> <li>Program Manager onboarded</li> <li>RSL National agreed to lead Services Catalogue (A5) and Commemorative Guidance tasks (C9)</li> </ul>
Next Period Activities (segment* of master schedule below)
<ul style="list-style-type: none"> <li>Roll out of updated CRM features and training complete by end of Feb (D3)</li> <li>Receive veteran's needs research commissioned from Mahlab in Dec (A3)</li> <li>Engage project resources and produce detailed project plans (Jan-Feb)</li> <li>Focus on preparing baselines to track performance and measure success (Jan-May)</li> </ul>



\*Focused on tasks commencing and concluding

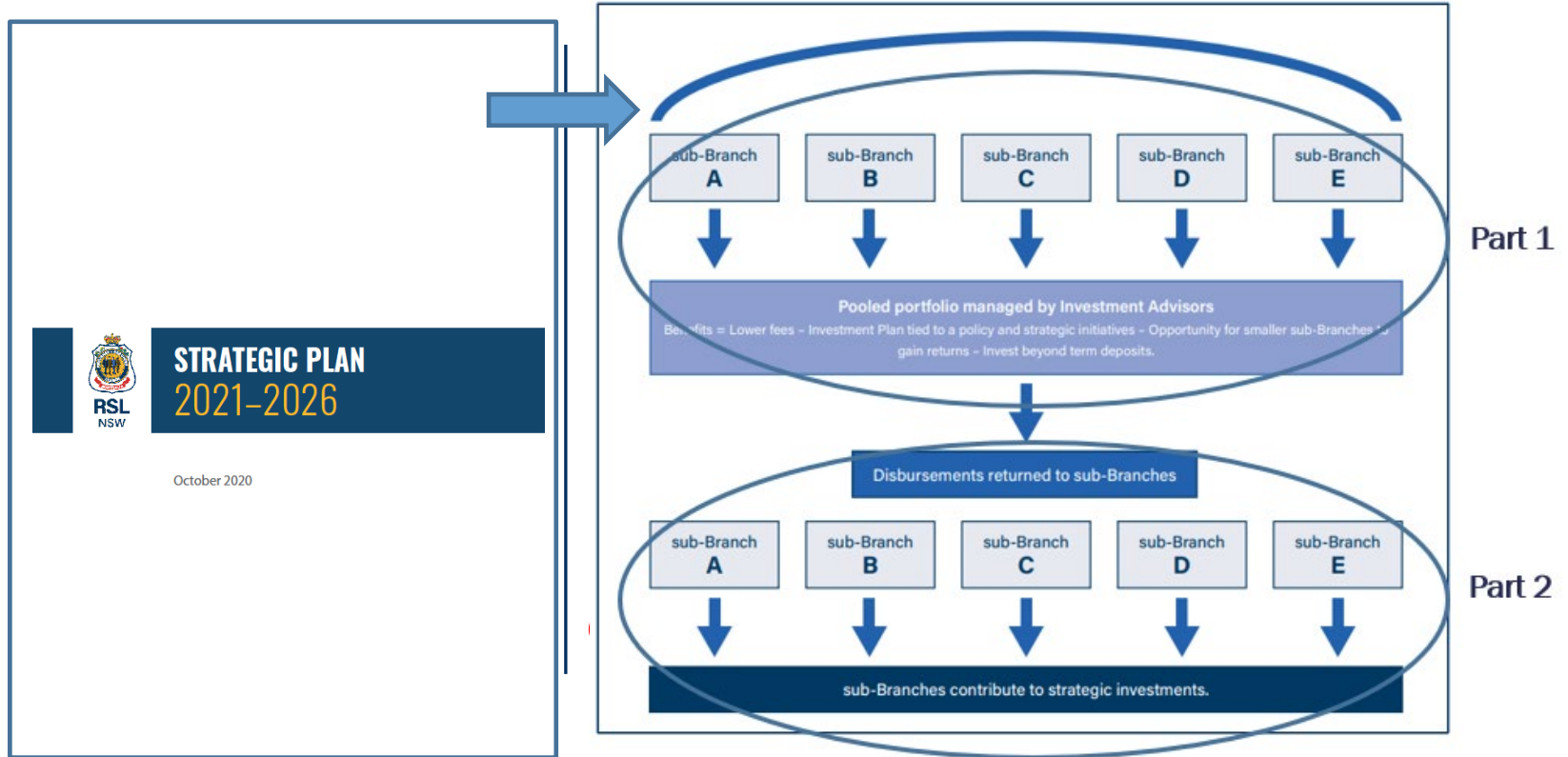
# Implementation

## Challenges:

- Building trust and confidence
- Members seeing the advantages including new membership
- Leaders acting in the interest of the League – we must work as one
- Financials – the funding model – an update.....



# Funding MODEL



# Funding MODEL – Part 1

## Aggregated Investment Management

Background:

- Market testing (Invited sub-Branch participation)
- Selected service provider after comprehensive assessment – Morgan Stanley Wealth Management (MSWM)

# Morgan Stanley

# Funding MODEL – Part 1

## Aggregated Investment Management

### Key Principles:

- Participation remains sub-Branch decision
- Invested funds and returns remain sub-Branch's



TAKES ADVANTAGE  
OF SCALE



ASSISTS SUB-BRANCH  
EXECUTIVE AND  
TRUSTEES MANAGE  
RISK



GREATER  
PARTICIPATION,  
LOWER THE FEES

# Funding MODEL – Part 1

## Aggregated Investment Management

### Status:

- Commercial terms agreed
- On-boarding pack – under development
- By end of February 2022
- Each SB to meet with MSWM individually



Professional portfolio management with strong historical performance at a discounted cost

**Minimum investment: \$100,000**

RSL NSW is committed to ensuring sub-Branches have the tools they need to facilitate their long-term financial health. As part of this commitment, RSL NSW has appointed Morgan Stanley Wealth Management as its preferred investment manager and engaged them to bring you a portfolio solution designed to achieve improved long-term income streams.

Morgan Stanley's professionally managed portfolios are suitable for sub-Branches seeking a sophisticated, cost-effective and diversified portfolio whilst maintaining control and liquidity. Morgan Stanley calls these portfolios MAPS – Multi Asset Portfolio Solutions – and they are offered to each sub-Branch at a discounted rate.

- A separate sub-account is created for each sub-Branch which allows you to retain control over the funds invested in the portfolio.
- Each sub-account has its own secure login and is linked to the bank account of the sub-Branch.
- The sub-Branch retains control over the funds that are added or withdrawn from the investment portfolio.

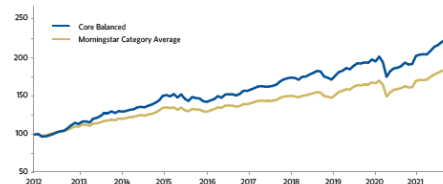
**Benefits of choosing Morgan Stanley's model portfolios for RSL NSW sub-Branches**

**Outstanding historical performance**

MAPS is built on a series of model models that have been published by Morgan Stanley Wealth Management Research since 2012. Our three investment profiles – Conservative, Balanced and Growth – have consistently outperformed their peer group since inception.

In particular, our Flagship Core Balanced model has returned 18.3% in the last year (as at 30 June). The performance for this model since inception also ranks in the top 10 of comparable funds in a universe of 137 funds.

Value of \$100 invested in Core Balanced model since inception





# Funding MODEL – Part 2

## Contribution Pool

### Background:

- Strategic funding
  - Strategic Plan
  - State-wide initiatives
- Discussion Paper\*
  - Consultation
  - Details

Veteran  
Support Fund

\* Passed through DC Presidents for feedback

# Funding MODEL – Part 2

## Veteran Support Fund

### Key Principles:

- Participation remains sub-Branch decision
- Donating sub-Branches have oversight of expenditure
- Likely to be incorporated into Policy and SOP, replace/complement revised SOP 1



TAKES ADVANTAGE  
OF SCALE  
WHAT THE RSL  
STANDS FOR AND  
DOES



ACHIEVING  
INITIATIVES IN  
STRATEGIC PLAN  
AND OTHERS  
AGREED BY  
REPRESENTATIVES



VALUE FOR MONEY  
AND  
TRANSPARENCY

# VETERAN SUPPORT FUND

- Key to the League's success per Strategic Plan – we must work as one RSL
  - Sub-Branch at centre– ‘delivering locally’ and contributing strategically through local actions and financially to enhance *RSL standing State-wide* through state-wide initiatives
  - Strategic support for the RSL brand – it’s all about the RSL and therefore younger veterans to join, and community knows
  - Fundraising – no longer ‘taxed’ by HQ – all retained by sub-Branch
  - Aim to complete Policy and SOP (Veteran Support Fund) in Quarter 1 2022 – in meantime, continue to donate to RSL DefenceCare etc. per current SOP and instructions
-

# Implementation

## Examples:

- Catalogue of Services and sub-Branch Wellbeing Support Officers – an example

**RSL NSW STRATEGIC PLAN 2021-2025**  
October 2020

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

**Our Priority Initiatives**

- 1.1 Supporting the Joint Transition Authority (JTA), connect transitioning veterans to the wider local community through sub-Branches, and utilising current research, know the most in-demand transition and support services and make sure they are accessible through the RSL NSW network, state-wide for veterans and families.
- 1.2 Position the RSL (NSW and nationwide) as the leading and coordinating Ex Service Organisation (ESO).
- 1.3 Enshrine and market the role of RSL NSW as a connector and companion transitioning veterans to ensure they access consistent quality services across the entire state.
- 1.4 In conjunction with other States, provide free RSL NSW membership to all discharging or retiring ADF members in NSW, for all members from 2022.
- 1.5 Through effective District coordination, establish links to current serving personnel to make them aware of what it stands for, what it does, and what it means to be a member.
- 1.6 In establishing the 'Services Catalogue' (Item 4.1) provide guidance for sub-Branches to connect transitioning new arrival veterans to the local community, and all the local services and amenities.

**How we measure success**

- 1a. By 2022, there is a seamless referral pathway to service providers meeting determined transition needs in place (community based support services, ESOs and private sector products and services).
- 1b. By 2022, RSL NSW has an established process and method of engagement for service providers that offer products and services meeting veteran family transition needs.
- 1c. By December 2021, with other States and RSL...

**GOAL 1 (CONTINUED)**  
Stand for veterans and their families.

**Our Priority Initiatives**

- 1.7 Establish, train and maintain the capability for RSL NSW volunteers (members) to act as Wellbeing Support Officers (WSO), who connect veterans to services and maintain relationships to ensure desired outcomes.
- 1.8 Leverage Australian Forces Overseas Fund (AFOF), and RSL related positions such as RSL DefenceCare and RSL LifeCare to facilitate strong RSL presence at all ADF activities, and related veterans' events, to create awareness of RSL NSW and its role.
- 1.9 Position volunteer Wellbeing Support Officers (WSO) on or near ADF bases, working in conjunction with the JTA to support current serving and transitioning ADF personnel.
- 1.10 Per 5.9 Establish a full time cadre staff (e.g. secretary) with each District to train sub-Branch volunteers to ensure continuity, consistency and quality of support. E.g. the Cadre train WSO volunteers on the access and use of the Catalogue of Services.
- 1.11 Support current ATDP pension advocate volunteers and link them to RSL DefenceCare as RSL's leading pension advocacy service to provide

**How we measure success**

- By 2023, RSL sub-Branch members trained under ATDP as Wellbeing Support Officers (WSO) are able to connect veterans and their families online, on phone or in person) to services such as:
  - i) training and employment pathways
  - ii) housing providers
  - iii) full range of counselling and health services
  - iv) claims and pension advocacy, etc. (see Catalogue of Services at 4.1).
- 1h. By 2023, RSL NSW will provide 24/7 access to services that support veterans, by phone or online.
- 1i. By 2023 each RSL NSW District has a full time cadre staff or secretary.
- 1j. By 2022, tracking service delivery customer satisfaction and outcomes measurement scores to validate that veteran needs are being met, using a Net Promoter score or a social outcome (wellbeing measure).
- 1k. By 2027, pension advocates will be full time paid officers, located with RSL DefenceCare and accessible by all sub-Branches. Veterans in need will be connected to pension advocates and supported throughout by sub-Branch Wellbeing Support Officer volunteers who are trained under ATDP framework.

# Questions?





**RSL**  

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**NSW**

# **ANZAC House update**

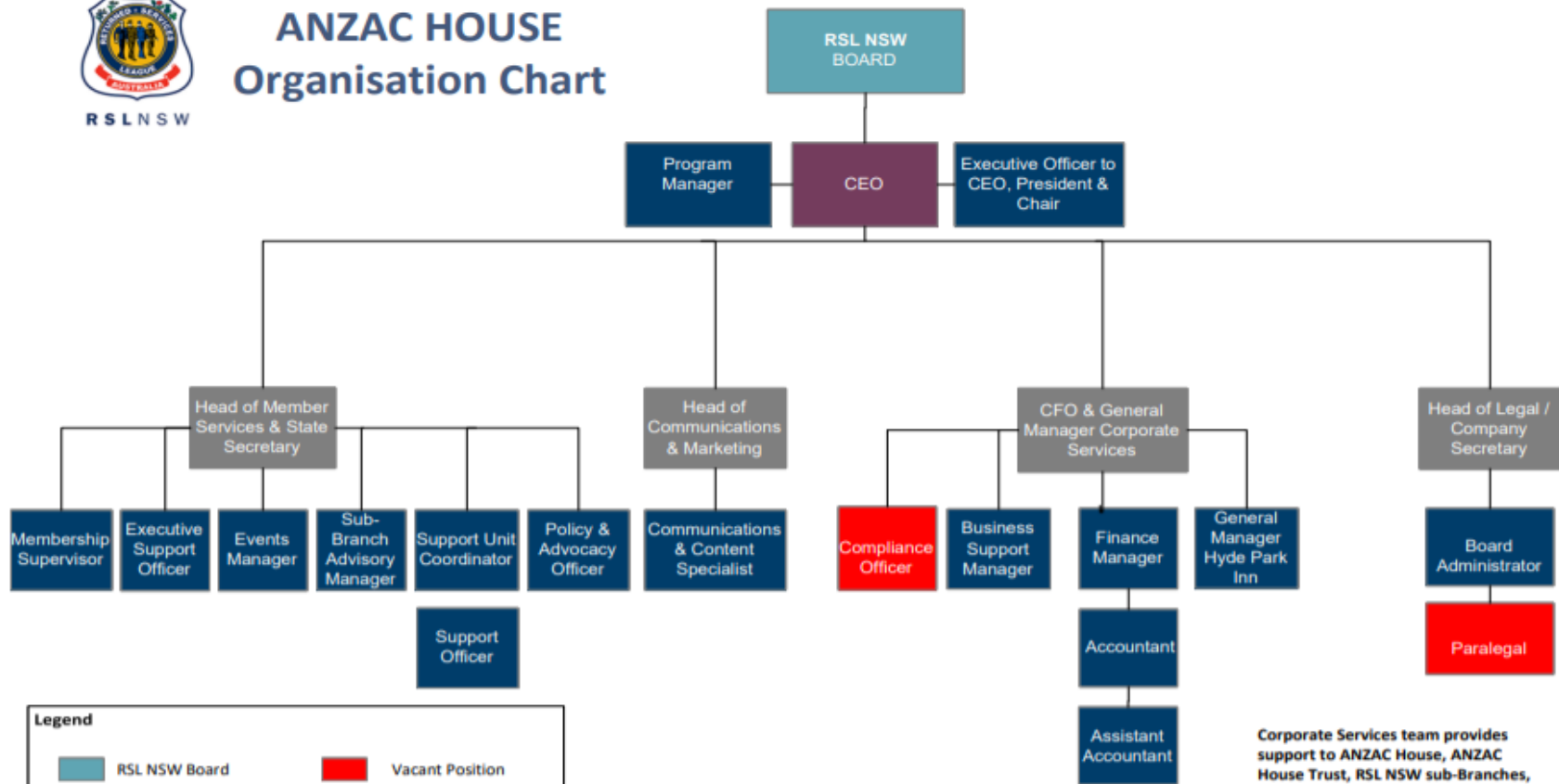
## **Part 2**

# AGENDA PART 2

1. State of the Headquarters – ANZAC House
  2. Priority Activities
    - a) Strategic Plan – Implementation and Review
    - b) Advocacy and Policy
    - c) Royal Commission
    - d) ADF Transition – role of the RSL
-




# ANZAC HOUSE Organisation Chart



## Legend


 RSL NSW Board

 Vacant Position

 CEO

 Acting / Secondment

 Leadership Team

 Employee

Corporate Services team provides support to ANZAC House, ANZAC House Trust, RSL NSW sub-Branches, RSL Custodian Pty Ltd & AFOF



# STATE OF THE HEADQUARTERS (ANZAC HOUSE)

- Unfunded pressures: sub-Branch support (especially property and compliance support) and membership management
- Strategic Plan – Initiative 5.13 - Seeking a permanent location for ANZAC House
- Development of Corporate Trustee – RSL Custodian Pty Ltd

# PRIORITY ACTIVITIES

## Strategic Plan

- Implementation and Review (need feedback on a survey to be released to members in early 2022)
  - On-boarding Project Managers and reference groups
  - Increase membership – commence promotion of new on-line system and progress MOU with clubs (3.3 and 3.9 from Strategic Plan)
  - Funding model – Parts 1 and 2 (ANZAC House supporting sub-Branches, and sub-Branches supporting the RSL) (5.16 Strategic Plan)
  - Awareness of the Operating Model – role of sub-Branches, role of Clubs, role of RSL LifeCare (Veteran Services) including roll-out of Veteran Wellbeing Centres (2.6 and 4.3 Strategic Plan)
  - Sport and Recreation – pilot commences in two districts in 2022 (3.8 Strategic Plan)
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# PRIORITY ACTIVITIES

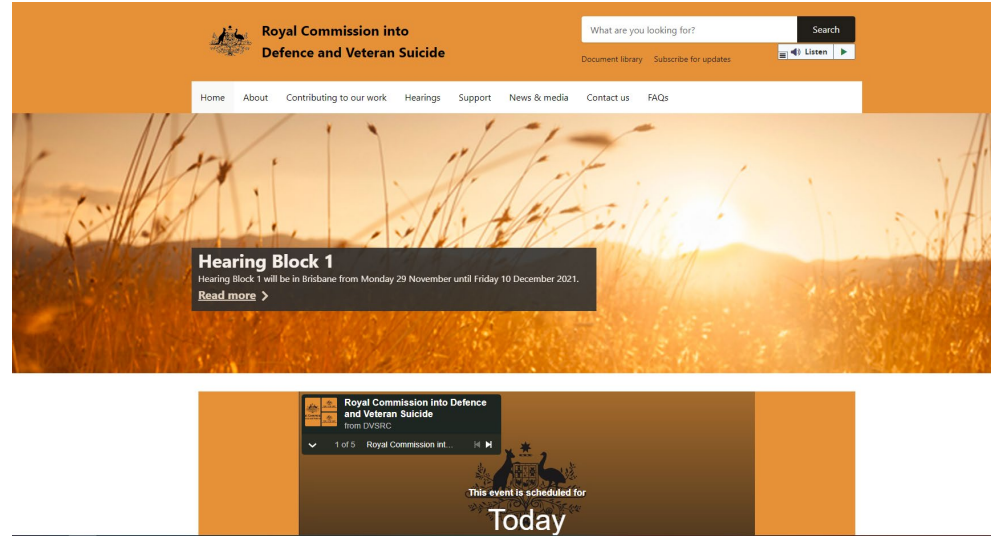
## Advocacy and Policy

- Support to Liaison Officer National Centre for Veterans Healthcare (NCVH) Concord
  - Follow-up on policy matters raised through AGM (DVA fee schedule, tax rates, legal aid)
  - Monitor and respond to Royal Commission – support veterans and veteran submissions
  - Develop stronger network with ATDP accredited members – connect to common CRM and support network (Strategic Plan)
  - Utilise committees and forums to progress member issues (NVAC, ESORT etc.)
  - Grow Wellbeing Support Officer positions in sub-Branches (per Strategic Plan)
-

# PRIORITY ACTIVITIES

## Royal Commission – Defence and Veteran Suicide

- Implications for the RSL and other 'Ex Service Organisations
- Support to veterans
- Wagga and Sydney hearings



# PRIORITY ACTIVITIES

## ADF Transition – Role of the RSL?

- Catalogue of Services (4.1 Strategic Plan)
- Coordination of RSL presence on bases and impact (1.8, 3.4 and 5.11 Strategic Plan)
- Role of the sub-Branch (5.2 Strategic Plan)



**Defence Member and Family Support**  
*For ADF members and their families*  
1800 624 608

Department of Defence > Defence Member and Family Support > Leaving the ADF > Your Transition > Seminars

### Defence Member and Family Support Home

Emergency & crisis support

Coronavirus advice

News

Events

Military life

Family

Community

ADF Transition

Command

Reserves

### ADF Member and Family Transition Seminar

ADF Member and Family Transition Seminars can help you and your family plan and prepare for your transition to civilian life. You and your family are welcome to attend at any time during your ADF career. We recommend that you attend every five years during your career, and again in your final 12 months of service.

At the seminars you'll have access to information on:

- transition support and administration
- future employment
- ADF Reserves
- finance and superannuation
- Department of Veterans' Affairs, and
- veteran and family support services.

The ADF Member and Family Transition Seminar is delivered face-to-face across Australia as well as virtually through an online platform which is available 24/7 from anywhere in the world.

#### Face to face seminars

Due to ongoing uncertainty related to COVID-19, our face-to-face transition seminars have been postponed for 2021. We encourage you to register to attend our virtual seminar.

People who have registered to attend a face-to-face seminar will be contacted to advise alternative options.