

Agenda Item No:	6
Title	YVC Feedback and advice on the Strategic Plan
Date	23 Feb 2022
Sponsors	YVC – presented by The Chair, Sarah Watson

Strategic Plan Pillar/Constitution Power	Include Strategic Plan Pillar/Relevant clause in Constitution
Action Required	For Noting
Recommended Resolution	That the Board note the feedback on the Strategic Plan.

1. Executive Summary

The YVC reviewed the Strategic Plan Goals and the accompanying priority initiatives to provide the younger veterans perspective to RSL NSW Board. Overall the YVC found the SP to be a quality plan that is well structured and fit for purpose. The recommendations below are designed to support the Board to view the SP through the YV lens.

2. Background

The YVC was asked by CEO RSL NSW to provide feedback on the Strategic Plan with a view to ensure the younger veteran lens had been applied to the goals and priority initiatives of the Plan.

3. Recommendations

A number of comments and recommendations have come from YVC review of the goals and priority initiatives of the Strategic Plan. The following are what the YVC view as the main recommendations from their review of the YVC:

- (1) Develop a media pack with talking points for the JTA (transition support units), the YVC and others veteran facing members to assist all discharging or retiring ADF members in NSW sign up to their local RSL sub-branch. (Priority Initiative 1.4)
- (2) District Councils (DCs) should be directed to research and record all ADF bases and assets within their own DC to create a knowledge base. Encourage sub-Branches near ADF Bases to "Sponsor" an ADF unit to focus the relationship between current serving and RSL NSW brand. (Priority Initiative 1.5)
- (3) Provide DC or RSL NSW presence at all virtual and in person Transition events alongside all RSL NSW / RSL Lifecare teams. (Priority Initiative 1.8)
- (4) To reach the young veteran community, RSL NSW must heavily leverage social media platforms, as a matter of priority. (Priority Initiative 2.1)

- (5) Through communicating news that is at the centre of young veteran's issues, RSL NSW can display that it 'gets it', and through osmosis will attract more younger veterans into joining. (Priority Initiative 2.2)
- (6) RSL NSW should use social media to highlight the goals of the strategic plan, as well as keep the veteran community updated on milestones achieved; taking the veteran community on the journey will further enhance the plans' ability to deliver to younger veterans and increase membership numbers. (Priority Initiative 2.5)
- (7) Clearly delineate between RSL Clubs, Services Clubs and the SB structure to members. Across RSL NSW's numerous digital communication platforms, there needs to be regular messaging that clears up the relationship between RSL clubs and SBs. If more veterans were aware of this fact, it may break down some of the animosity veterans feel towards their local sub-Branch. (Priority Initiative 2.6)
- (8) If RSL NSW is serious about reaching younger veterans, they must outsource to subject matter experts in social media marketing, as larger ESOs have done. (Priority Initiative 2.7)
- (9) RSL NSW needs to leverage young veterans within its ranks and physically attend defence events. (ESO's such as Soldier On go to great lengths to ensure young representatives attend march out parades, fundraising events and RSL NSW must do the same.) (Priority Initiative 2.8)
- (10) If RSL NSW wants to meet its strategic plan outcomes, it must provide instant connectivity to services and information sharing using a smart phone application. A proposed outline of the RSL Connect application can be found in the paper on RSL NSW dealing with disruption from other ESOs to maintain its competitive advantage (Rana, 2021 - paper attached as Annex 2) (Priority Initiative 2.9)
- (11) RSL NSW must update its members on the new initiative for RSL National to roll out the RSL 'Catalogue of Services' (in conjunction with the ADF JTA) with an estimated timeframe for this going live. Catalogue of services should break down into geographical locations for ease of use. (Priority Initiative 4.1 & 5.10)
- (12) Goal 4 is "Through collaboration and support, connect veterans to services." And yet there are no initiatives regarding collaborating with non RSL related organisations. Younger Veterans want to see the RSL and other ESOs working together rather than in isolation. RSL NSW should consider an initiative in this goal to develop Service Level Agreements (SLA) as a minimum with other prominent NSW based ESOs. The end goal would be to bring smaller ESOs under the RSL banner, but before this happens RSL needs to rebuild trust in the ESO community by establishing closer working relationships. This will improve RSL NSW's ability to connect Veterans and their families to services. As a by-product of this, membership numbers should increase as trust increases. (Priority Initiatives 4.2 – 4.4)
- (13) RSL NSW needs to create as many professional roles as funding will allow. The current volunteer membership (especially due to age) is not capable of providing a good quality of service, or sometimes a service at all. For RSL NSW services to be truly effective, professional staff should be engaged to provide professional services (admin, organisation, etc) & the volunteers should be tasked with volunteer work (unqualified level welfare support, fundraising, social etc). (Priority Initiative 5.9)
- (14) One of RSL NSW's major problems is the inconsistency of services across SB's. While the Strategic Plan will partially solve this, there remains the possibility that some SB's will refuse to implement parts of the plan. There needs to be a way for individual SB's to be held to account for their performance. (Priority Initiative 5.6)

- (15) In regards to the location of ANZAC HOUSE, the question must be considered “is a city location providing best value for money?” Would a Parramatta location be better as it is nearer to the majority of veterans, or being a geographically central location? Is the weight being given to being in proximity of government for advocacy purposes justified? (Priority Initiative 5.13)
- (16) The common suite of support products and guidance material for commemorative activities needs to be updated by RSL National and/or RSL NSW to reflect contemporary Australian society and the expectations of contemporary veterans. It can be challenging at sub-branch level to change long held and deeply rooted traditions – contemporary guidance will support this transition. (Priority Initiative 6.2)
- (17) For Commemorations, engagement with Councils and Schools provides only part of the solution. What is the measure of success for private institutions? Recommend that this be brought forward to Phase 2 as part of positioning the RSL Brand for the future. (Priority Initiative 6.3)

4. Matters for Consideration

4.1 Strategic Implications

The recommendations provided by the YVC are designed to assist the Strategic Plan Project Officer and RSL NSW Board in evolving the Plan to ensure the priority initiatives are realistic and designed for maximum positive impact for the current and future members of RSL NSW.

The YVC have selected two individuals, Russell Maddalena and Colin Pickstone, to join the Strategic Plan Steering Committee to assist with the ongoing monitoring and evaluation of implementation of the priority initiatives.

4.2 Financial Implications

There may be some financial implications from the YVC recommendations however these would be assessed as low cost.

4.3 Risk Analysis

Risk	Likelihood (H,M,L)	Impact	Mitigation
RSL NSW Board do not endorse YVC recommendations	L	Missed opportunities for successful strategic plan implementation	Endorse YVC recommendations

5. Management Responsibility & Reporting

The Chair of YVC will remain engaged with the RSL NSW Board regarding the ongoing YVC input to the Strategic Plan. The two YVC members appointed to the Strategic Plan Steering Committee will ensure younger veterans voices continue to be considered in the evolution and implementation of the Strategic Plan goals and initiatives.

6. Annexures

Annex 1 – RSL NSW YVC Strategic Plan Analysis – 17 Feb 2022

Annex 2 – RSL NSW Stephen Rana – 30 Sep 2021