



RSL
NSW

Respecting, supporting, and remembering our veterans and their families

Standard Operating Procedure

SOP XX

Veteran Support Fund

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Table of Key Contents

1. Purpose.....	3
2. Explanatory Notes.....	3
3. References and Resources.....	3
4. Regulatory Compliance	4
5. Process	5
6. Finance and Other Factors.....	6

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1. Purpose

- 1.1 The Veteran Support Fund (VSF) is transparent way the RSL in NSW funds its core charitable purpose; supporting veterans, service members in need, and their families. By contributing to the VSF the State Branch and sub-Branches can also discharge their regulatory responsibilities regarding expenditure of charitable funds.

By uniting its available funds and working together, the RSL can strategically influence positive outcomes for veterans and the RSL's standing and reputation throughout the State. The RSL brand can become synonymous with support to veterans and the wider community will also know what the RSL stands for what it does. The highly respected and recognised trademark, the badge proudly worn by so many servicemen and women over the years will be seen and the charity's core purpose known and understood.

- 1.2 Maintaining strong local presence through neighbourhood actions of sub-Branches is vital. Through members supporting each other and, as volunteers' other veterans and their families, the RSL will achieve its purpose and vision. Through mateship and camaraderie, commemoration, fundraising and through connecting those in need for other targeted support, the League will flourish.
- 1.3 When connecting veterans, their families, or members in need to services beyond what the sub-Branch is providing we first connect them to the RSLNSW service delivery arm, RSL LifeCare. RSL Lifecare delivers many programs such as the RSL DefenceCare program (pensions advocacy, immediate financial assistance, and welfare support), housing assistance, a home for homeless, the RSL employment program, equine (wellbeing) course and more [\(insert Link\)](#). If RSL LifeCare doesn't provide the support service needed, we can connect those in need to other support services that are listed in the 'Catalogue of Services.'¹ Funding for RSL LifeCare is through the Veteran Support Fund.
- 1.4 First and foremost, as a grassroots organisation, sub-Branches fund local initiatives aligned to the charitable purpose. Sub-Branches build the strong reputation the RSL has for supporting veterans and their families. Also, as part of the RSL network, sub-Branches can contribute to the VSF. Donations can be small and large. Through the VSF the RSL will be able to demonstrate collectively and strategically what the RSL stands for, and what the RSL does (services and programs to support veterans and their families - all branded and promoted as RSL by a modern communications capability at ANZAC House including all social media channels). This in turn attracts new members and retains the membership base. The VSF will enable the RSL (all sub-Branches) to demonstrate what the RSL stands for and what the RSL does. The RSL will become synonymous with its goals for supporting veterans and their families, commemorating service and will be the organisation current serving and veterans will want to be part of.
- 1.5 This SOP provides guidance to sub-Branches on how to donate to the VSF, direction on the operation of the VSF, and how to propose initiatives to be funded.

¹ This initiative is a key component of the Strategic Plan (Initiative 4.1), and as at December 2021 is being delivered as a 'national catalogue endorsed by the Department of Defence and Department of Veterans' Affairs. It is anticipated to be piloted from Quarter 2 2022.

1.6 Background to the rationale to establish the VSF is attached as Annexure A.

2. Explanatory Notes

2.1 All explanations are contained in the Annexures.

3. References and Resources

3.1 The following legal and other sources are relevant to this SOP:

- A. Australian Charities and Not-for-profits Commission (ACNC) Act 2012
- B. ACNC Governance Standards
- C. RSL NSW RSL Act 2018 (NSW)
- D. RSL NSW Constitution 2019
- E. Charitable Fundraising Regulation 2015
- F. RSL NSW Strategic Plan 2020 – 2026

4. Regulatory Compliance

4.1 In accordance with the strategic direction, and the above References, donations to the VSF are voluntary, but any donations made to the VSF will discharge the sub-Branch's regulatory obligations. ANZAC House is responsible for ensuring charitable monies are spent on the approved charitable purpose, the Board is accountable.

4.2 Sub-Branches as distinct registered charities must discharge their responsibilities to two regulatory bodies;

- The ACNC
- NSW Fair Trading if they have a fundraising licence,

The VSF is designed to simplify these obligations. ANZAC House is to maintain records and is to audit all expenditures. The CEO is to provide transparent reporting to the RSL NSW membership.

5. Process

5.1 Governance

- a. Through the RSL NSW Constitution and RSL NSW Act, 2018, the RSL NSW Board is accountable for the expenditure of all monies across the League. However, to deliver the Strategic Plan 2020-2026, the Plan's Goals requires sub-Branches to have autonomy to deliver their functions at the local level, while benefitting from the supporting services and strategic state-wide objectives delivered by ANZAC House. Therefore, budget planning and expenditure control, including donations, is retained at sub-Branch level.
- b. The VSF is governed under the basis of the following principles:
 - **Transparency.** All income, expenditure and performance can be monitored by members.
 - **Alignment.** Expenditure is to be aligned with the Constitution (charitable purpose and the Strategic Plan – ensuring a strong and successful future of the League in NSW)
 - **Compliance.** Management of the expenditure from the pool is to meet all regulatory requirements.
 - **Sharing.** By leveraging funds available, outcomes can be multiplied as branding and awareness increases. Each sub-Branch or Chapter regardless of the size of its community benefits.
- c. To support transparency, all donations received into the VSF, and expenditure are monitored by a Donation Oversight Committee (DOC), comprised of representatives of those making donations. Detailed quarterly reports are to be made available to members.
- d. Donations and expenditure are to be aligned and consistent with the Constitution through the preparation of sub-Branch budgets and an Annual VSF detailed Budget, each with a four-year forecast. A Guideline for sub-Branch budget preparation and submission is to be provided by ANZAC House.²
- e. The sub-Branch budget is approved by the sub-Branch, through checking alignment with the Constitution and Policy (once issued.) This process discharges the responsibility to ensure the RSL's donations meet the charitable purpose.
- f. The VSF budget is to be checked and endorsed by the DOC, before being approved and adopted by the Board.
- g. All VSF activities are to be established to meet all regulatory requirements, and enable all donations made by sub-Branches to be compliant with ACNC and fundraising legislation.
- h. Sub-Branch Annual Returns (SBA) are to be prepared in accordance with Guidelines provided by ANZAC House.³

² As at December 2021, this is under development.

³ An 'on-line' SBA will be piloted in Quarter 1 2022 for the 2021 reporting year, with a view to be available for sub-Branch use with attendant SOP (Procedure) by Quarter 4.

- i. ANZAC House (State Branch) is to manage the VSF, and reporting is to be provided to the DOC and made available to members.

5.2 Responsibilities

5.2.1 CEO RSL NSW

- Submit a detailed budget for the following calendar year (sub-Branch financial year) to the DOC by 1 October, with a four-year forecast.
- Financial management and reporting.
- Internal auditing as required.

5.2.2 RSL NSW sub-Branch

- Decide which strategic RSL initiatives to support by donating. (Note these donations are for initiatives outside of local sub-Branch initiatives. The definition of local is to be included in the donations policy.)
- Provide Annual Budget with a four-year forecast to ANZAC House by 1 December (Example and Year 1: Annexure A)
- Donate to the VSF in accordance with budget via Electronic Funds Transfer (EFT). (Example: Annexure B)
- Provide sub-Branch Annual Return (SBA) by 31 March each year

5.2.3 RSL NSW Chapter

- Provide budget information to administering sub-Branch as required by that sub-Branch.

5.2.4 RSL NSW Board

- Approval of annual budget
- Periodic checks through the Audit and Risk Committee
- Accountability for the functioning of the VSF and expenditure of funds for charitable purpose.

5.2.5 District Presidents Council (DPC)

- By considering proposals from members or sub-Branches, provide expenditure (budget) suggestions to the CEO for inclusion in VSF. (Annexure C.)
- Provide and coordinate representation on the DOC (Annexure D)

5.2.6 Donation Oversight Committee (DOC)

- Provide independent assurance on budget and expenditure to donators. Details on composition and meeting requirement of the DOC is at Annexure D.

5.4 Annual Planning and Expenditure Cycle

- 5.4.1 **Budget.** The VSF Budget is set for the upcoming calendar year (sub-Branch financial year) by 31 October and published on the Portal. (Website until Portal established) This will set

donation targets for the year. An example detailed budget (for inaugural year) with four-year forecast is at Annexure E.⁴

- 5.4.2 **Prioritisation of funding from donations.** Donating sub-Branches select which VSF initiative or initiatives they choose to fund, by nominating the amount or a percentage to be applied against the selected initiative/s.
- 5.4.3 **sub-Branch Recognition.** As each sub-Branch donation is discrete. ANZAC House is to recognise contributing sub-Branches when the 'bulk' donation is made for a component of the VSF, including inviting sub-Branch representation to ceremonies or events where funding announcements are made. For example, at the handover of the 'cheque' to RSL LifeCare (for the DefenceCare and other programs) or to the Kokoda Track Memorial Walkway. Through marketing and effective communications, ANZAC House has the responsibility to ensure the wider community and sub-Branch understand what the RSL is strategically doing to support our charitable purpose.
- 5.4.4 **Monitoring.** To ensure continuous improvement and to monitor performance against the objectives of the charity, the VSF is to be managed on an annual cycle. The VSF is to be continually reviewed by the Board and DPC. The DPC is to provide outcomes of any reviews, with recommendations to the Board.

6. Finance and Other Factors

- 6.1 The costs of administering the VSF are absorbed by ANZAC House. ANZAC House will not access any funds in the VSF. ANZAC House only receives benefit from funds donated to the 'President's Shield.' All other donations are direct pass through and is to be shown transparently so sub-Branch's can track their donations.
- 6.2 The RSL NSW Portal is to hold the quarterly VSF reports provided by the CFO, and the Portal and website is to be maintained by the Head of Communications and Marketing.

Annexures:

- A. Sub-Branch Annual Budget
- B. Donating to the VSF by Electronic Funds Transfer
- C. Proposal for Veteran Support Fund
- D. Donation Oversight Committee (DOC)
- E. Inaugural and Example VSF Budget

⁴ Consultation is to occur to move sub-Branches to FY budget cycle, rather than calendar year.

Annexure A

To SOP XXX

Sub-Branch Annual Budget

This will be online from 2023 in a similar format to the SBA but with month-by-month columns

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Annexure B

To SOP XXX

Donating to the VSF by Electronic Funds Transfer

Sub-Branches can make donations to the VSF by transferring funds to the RSL NSW Bank Account:

Account: The Returned and Services League of Australia (NSW Branch)

BSB: 062-016

Account: 0000 0741

The transfer should clearly state the name of the sub-Branch and the purpose of the transfer.

To cross check the donation, the sub-Branch must also send an email to finance@rslnsw.org.au with the details of their donation. A sample email is provided below:

Dear RSL NSW,

The XX RSL sub-Branch has donated \$X to the Veteran Support Fund. The donation is to be allocated to initiative/s:

- Initiative x: \$ or % (of total donation)
- Initiative x: \$ or %

Regards,

XX

The RSL NSW Finance Team will provide a receipt of funds to the sub-Branch for their financial records.

Annexure C

To SOP XXX

Proposal for Veteran Support Fund

To: CEO

Date	Name of Initiative	Detailed Description	Strategic Plan Goal	Proposed Annual Budget	Key Performance Indicator (KPI)	Supporting comments
Xxx	Freshwater Veterans	A program, run by a reputable charity to provide improvements in wellbeing and community engagement through experiences and competencies in water sports including :sailboarding, stand up paddle boarding, sailing, and kite-surfing	3	\$75,000	Positive feedback by veteran participants, Increased sub-Branch participation and engagement, and increase membership by 1,000 over next five years	To be implemented from 2023, with commercial sponsorship by RSL NSW (representing all donating sub-Branches) negotiated and settled by ANZAC House, due diligence, and brand association

Signed

I.M. Brilliant

Chair

District President's Council

date

Annexure D

To SOP XXX

Donation Oversight Committee (DOC)

Purpose. For good governance and to ensure transparency and monitor performance through regular reporting, the VSF will be overseen by a volunteer committee called the 'Donation Oversight Committee (DOC).' The DOC is to endorse for Board approval an annual detailed budget proposal (donation target) comprising strategic initiatives to further the standing of the League in NSW and deliver the charitable purpose.

Membership. The DOC will comprise representatives from sub-Branches which have contributed to the VSF.

The RSL NSW executive (CEO) is responsive to the DOC for managing the VSF, but accountable to the Board.

The DOC is formed by volunteer representatives as follows:

- Individual sub-Branch making donations \$0.5 m and over – permanent seat
- Sub-Branch donations \$200 - \$500 k – seat (To be agreed by the DPC to ensure manageable numbers – not more than 12)
- DPC Representative (Appointed by DPC to *represent* smaller donors not included in categories above.)
- Non-voting members (to endorse or otherwise proposed budget) include CEO, CFO and State Secretary
- Secretariat – provided by ANZAC House

The Chair of the DOC is a member of committee elected by vote of the Committee.

Meetings. The DOC is to meet quarterly and receive papers including financial accounts and performance reports at least five days prior to each meeting.

Annexure E

To SOP XXX

Inaugural and Example VSF Budget

Summary Table

Details for each initiative are in the Detailed Budget Proforma Table.

Veteran Support Fund		CY 22	CY23	CY24	CY25	CY26
Item						
1	Strategic Plan Implementation (Including training support to sub-Branches - see attachment)	2,000,000	3,825,000	4,117,000	2,647,000	
2	RSL DefenceCare/ Veteran Services	1,900,000	2,200,000	2,400,000	2,600,000	3,000,000
3	Reveille	750,000	750,000	800,000	850,000	900,000
4	President's Shield (ANZAC House)	1,750,000	1,850,000	1,900,000		
5	RSL National Capitation	400,000	500,000	550,000	560,000	570,000
6	NCVH and Fussell House	50,000	60,000	62,000	65,000	70,000
7	Sponsorships	100,000	100,000	100,000	100,000	100,000
8	RSL Scholarships	75,000	75,000	75,000	75,000	75,000
9	Additional advertising - membership	50,000				
10	Kokoda Track Memorial Walk***	50,000	50,000	50,000	200,000	200,000
11	Support and Assistance	75,000	75,000	75,000	75,000	75,000
12	Sport and Recreation*	210,000	250,000	250,000	250,000	250,000
13	District Coordinators		1,000,000	1,100,000	1,100,000	1,100,000
14	Funding for DCs and DPC	50,000	50,000	50,000		
15	Funding common IT service for sub-Branch				750,000	760,000
16	RSL NSW ties and scarfs etc.	10,000	10,000	10,000	10,000	10,000
Total		7,470,000	10,795,000	11,539,000	9,282,000	7,110,000

* Funding not required if Strategic Plan funded - noting C'wealth Govt Grant of \$100,000 received Aug 21

** Funding not required after FY23/24 due to the increased revenue after the sale of the Hyde Park Inn.

*** NSW Government announced major sponsorship of the Track in 2021, reducing need for major RSL assistance for a number of years

Item		DPC Comments/Approval	Oversight Committee
1.	Proposal	Strategic Plan Implementation	
	Description	<p>(For inclusions see Attachment 1 below – this provides an estimated detailed breakdown)</p> <p>A Plan prepared from member input to transform the RSL by reversing declining membership and relevance for younger generations and address the emergence of thousands of other charities purporting and delivering what the RSL used to for veterans. Costed at approximately \$16 m over five years, it is a significant but critical investment in reforming an organisation that without intervention will not exist as a member-based organisation in approximately 11-20 years.</p> <p>Requiring a program approach, the delivery of over 50 initiatives requires good governance and accountability back to the members, which is achieved through the proposed PMO (Program Management Office.)</p> <p>Please note that this initiative funds governance training, to support all volunteer executives.</p>	
	Amount	FY 21/22 \$2 m	
	KPI	Per PMO bi-monthly reporting through the Program Steering Committee to the RSL NSW Board of Directors	
	Compliance	ACNC and Annual Report	
2.	Proposal	RSL DefenceCare/ Veteran Services (delivered by RSL LifeCare)	
	Description	The Strategic Plan 2021-2026 envisions the sub-Branch being at the centre of what the RSL stands for, built upon traditional values around mateship and support. Fulfilling this requires four key sub-Branch functions, camaraderie, commemoration, community fundraising and through trained Wellbeing Support Officer or other members, connecting veterans to extra support services they might need beyond the support provided by the sub-Branch.	

		To ensure the veterans community, including those transitioning from the ADF every year, RSL members (within sub-branches) connect those in need of support to our own RSL services in the first instance. This enhances our standing and tells people what the RSL does and stands for. This support service is provided by RSL LifeCare's Veterans Services Division which includes RSL DefenceCare (pensions advocacy, VRB support, immediate financial assistance, and counselling), the RSL Employment program (preparing and connecting veterans to training and jobs), Equine experience to support those with mental health issues, Homes for Heroes to house homeless veterans, housing, and housing rental assistance for veterans in need housing support. By promoting the collective donation at a media and community level, the RSL will be known as the premier service provider. RSL LifeCare has the responsibility to report performance (by geography). See Link		
	KPI			
	Funding	\$1.9 m		
	Compliance	Constitution – Clause 3 (check) Strategic Plan. Aligned		
3.	Proposal	Reville		
	Description	Manage and produce the RSL NSW members' journal. Modernise delivery to increase digital content and delivery as well as maintaining home delivered journal.		
	Amount	\$750,000		
	KPI	Quarterly publication and online reach improving 10% per quarter from July 2021 baseline Less than 5% returned to sender/quarter		
	Compliance	Constitution		
4.	Proposal	ANZAC House (President's Shield)		
	Description	This is cost to run the State Headquarters, responsible for the administration of the charity. Directed by the Board of Directors which		

		is responsible for the governance and administration of the League in NSW. Functions include; sub-Branch Support (Approx. 4550 emails, 3500 phone enquiries/yr.) State commemoration, compliance, legal advice, administration of RSL Custodian, ANZAC House Trust, and AFOF, financial reporting, events, communications and marketing, policy, and advocacy. The State Headquarters is currently primarily funded from the operation of the Hyde Park Inn and from returns from a small investment portfolio. Prior to the pandemic the HPI provided a net profit of about \$3.5 m/year to fund ANZAC House. (Noting costs for staffing have reduced by 45% since July 2019.) However, the HQ has an increasing role in supporting sub-branches, including for regulatory compliance and administration. With the pandemic, the predicted shortfall in revenue to fund basic operations is approximately \$1.8 m/yr. In the forecast Contribution Pool budget on the settlement of the sale of the HPI, not only will ANZAC House have sufficient income to pay for its operations, but there is also potentially an opportunity to provide significant additional funding to the Veteran Support Fund.		
	Amount	\$1.75 m		
	KPI	Annual Report Regulatory compliance Sub-Branch support Strategic Plan implementation		
	Compliance	RSL NSW Act, ACNC and NSW Fair Trading		
5.	Proposal	RSL National Capitation		
	Description	RSL NSW is a member of RSL National (Australia Ltd) and to maintain membership the State Branch is required to pay a capitation fee based on numbers of service members. RSL National advocates on behalf of RSL NSW to DVA and when required to political leaders. This aligns with the charitable purpose. Rather than charge individuals to pay to belong to a charity, it is proposed to fund from returns on investment, donated to the VSF. (many sub-Branches used to subsidise the whole membership fee, this is a comparatively a lesser amount.) The amount		

		is likely to be reduced to circa \$250, 000 because of reduced member numbers. The Budget summary is still showing \$400,000)		
	Amount	\$250,000	NB. This amount was reduced to \$250,000 in Feb 22.	
	KPI	RSL National deliver on advocacy (proposals from VS&P Committee) and media presence. These are to be published on the website.		
	Compliance	Annual Report, ACNC		
6.	Proposal	NCVH Liaison Officer and Fussell House		
	Description	From 2021 RSL NSW has agreed an MOU with the Sydney SW Health District to place an RSL Liaison Officer (LO) at the Concord Hospital located National Centre for Veterans Healthcare. This up to now volunteer position has actively facilitated the attendance by veterans from all over NSW to the Centre and enabled those veterans attending to be supported by local sub-Branches after their treatment enabling ongoing monitoring. Particularly effective has been the connection to services provided by sub-Branches or RSL DefenceCare like pensions advocacy. Also, with accommodation available on site for veterans and their families, the LO has been able to coordinate support to them, through their case managers, while staying. Support has included external activities over extended stays. The LO position has attracted significant praise from the veteran community and the hospital. To date, ANZAC House has funded the administration costs for the LO including travel. In future, the position may have to be complemented by a paid role given the workload and critical importance of developing a close relationship with the Centre staff.		
	Amount	\$50,000		
	KPI	Veterans assisted and supported by the Centre, reported through VS&P Committee, and published with RSL NSW performance report.		
	Compliance	ACNC		
7.	Proposal	Sponsorships		

	Description	The RSL will target events and opportunities to promote what the RSL does to support all veterans and their families. For instance, support to community events such as the Park Run, or other events that promote the RSL as an organisation and movement younger veterans in particular want to join to help others and enjoy the benefits of mateship and camaraderie.		
	Amount	\$100,000		
	KPI	Successful application of sponsorships and increased memberships and corporate donations.		
	Compliance	Constitution		
8.	Proposal	RSL Scholarships		
	Description	Approximately 700 veterans have committed suicide since the start of the war in Afghanistan. One of the most challenging aspects of transitioning from the ADF is maintain a sense of belonging and self-esteem. Research suggests that re-skilling and appropriate recognition of skills learned in service can significantly assist veterans re-gain important self-esteem and a sense of belonging through new work backed by new skills. RSL scholarship will be directed to veterans in need of support for re-skilling and will be synonymous for assisting veterans. By promoting this scheme, the RSL will demonstrate what it stands for and does to support veterans, and on scale will reach a significant audience through all media channels. This will be targeted locally and strategically.		
	Amount	\$75,000		
	KPI	Reducing risk of veteran suicide and successful training and education outcomes		
	Compliance	Constitution		
9.	Proposal	Advertising - Membership		
	Description	With decision to adopt no membership fees from Jan 22, there needs to be a concerted and coordinated state-wide campaign to attract new members to the League, especially by adopting the new 'instant' online		

		membership form. This initiative is to be coordinated with Strategic Plan implementation, providing additional funding to that budget		
	Amount	\$50,000		
	KPI	Increase membership by 10% from Jan 2021 Baseline		
	Compliance	ACNC		
10.	Proposal	Kokoda Track Memorial Walkway		
	Description	Currently approximately 29 sub-Branches contribute from \$1000 to \$40,000 to maintain this walkway. Efforts are being made to make it a State memorial with greater burden of maintenance falling on the State. However, in the short-term charitable funding is required. In 2021 the State Government committed \$600 k to the walkway, reducing the requirement for donations. (Note: RSL NSW has received a proposal to help fund a memorial for spouses and families impacted by service – this will need to be considered as a proposal.)		
	Amount	\$50,000		
	KPI	Track maintained and visitation for awareness increased. Greater acknowledgement of RSL's role in maintaining the walkway.		
	Tier	2		
	Compliance	ACNC and Constitution		
11.	Proposal	Support and Assistance		
	Description	Per current purpose, support sub-Branches maintain operations and attend events such as Congress. Donations are not permitted from one sub-Branch to another, donations made through Support and Assistance provide transparency and consistency of support, as well as meet regulatory obligations.		
	Amount	\$75,000		
	KPI	Expenditure against purpose and membership numbers		
	Compliance	ACNC		
12.	Proposal	Sport and Recreation		

	Description	Per Strategic Plan – inter-sub-Branch sport and recreation is about veterans and their families enjoying semi-competitive and fun activities and meeting veterans from other communities.		
	Amount	\$100, 000 (with an additional \$110, 000 to come from Grant to stand up the program) BUT no funding required in year 1 if Strategic Plan is fully funded)		
	KPI	Participation in sport and recreation activities and successful implementation of inter-sub-branch activity		
	Compliance	Constitution and ACNC		
13.	Proposal	District Coordinators		
		Per Strategic Plan. The ‘DC’ will support the education and training of sub-Branch and support compliance and other activities. If successful after a pilot, these costs will need to be absorbed into ANZAC House’s budget, which will have to be adjusted higher.		
	Amount	\$0 in year 1 because of pilot under Strategic Plan and District Rationalisation Steering Committee. Approx. \$90,000 plus costs per District if adopted after pilot.		
	KPI	Improved sub-Branch compliance and strength in numbers through activities. Use of Portal and local promotion of RSL.		
	Compliance			
14.	Proposal	Funding for DCs and DPC		
	Description	Per Clauses 13.38 and 14.26 of the Constitution. State Branch must fund the efficient operation of District Councils and the DPC.		
	Amount	\$50,000		
	KPI	Attendance and effective communication to sub-Branches		
	Compliance	Constitution		
15.	Proposal	Funding Common IT Service for sub-Branch		
	Description	Currently ANZAC House only funds email accounts and service. Sub-Branches have varied approaches, but in most cases are not taking		

		advantage of scale or charitable status, many are using club systems, often non-compliant with RSL NSW Constitution, especially with email addresses.		
	Amount	Commencing in CY 2025		
	KPI	Successful implementation		
	Compliance			
16.	Proposal	RSL NSW Ties and Scarfs		
		Many new members have sought an RSL Tie (or similar), and this approach will enable advantage of bulk purchase and availability. This can only occur with a minimum account balance of \$10,000		
	Amount	\$10,000		
	KPI	Sub-Branch satisfaction of service provided.		
	Compliance	Constitution		

Attachment 1 to Annexure E

Details of Strategic Plan Expenditure. [See \(insert link – this will go to the PMO reporting on website/Portal\)](#)

Note at the time of writing, only the preliminary Program design workshop with District Council representatives has been conducted. (NB. Program = collection of projects or Tasks per p.5 of Strategic Plan) All expenditure is estimated until detailed planning has been conducted per the Program Manual has been conducted.

On-line Program reporting will detail *all* expenditure. Please see Program Manual to see how expenditure is approved – after detailed project design is approved through the Steering Committee.

Item/(Initiative)	Estimated Expenditure	Outcome	Task/Project Sponsor
1. (5.12)	75,000	Sub-Branch executive training and education. Note priority has lifted due to feedback from members.	CFO

2. (1.5; 1.10)	120,000	District rationalisation pilot (includes salary and expenses for a pilot District Coordinator)	HoMS & SS
3. (5.16)	80,000	Establishment of Investment Manager (Part 1 of 'pooled' funding model)	CFO
4. (1.1)	180,000	Catalogue of Services Phase 1. Note this is well underestimate as CEO RSL NSW wrote paper for RSL National board to support the concept of a catalogue of services for RSL nationwide – project scoping underway from Aug 21. This shares costs across all jurisdictions.	CEO
5. (Goal 3)	180,000	Member recruitment, including recruitment	HoM&C
6. (page 5 and 5.1)	250,000	Establish PMO including director employment	CEO
7. (5.6)	40,000	Design and establish program (producing Program manual and project artefacts = governance)	CEO
8. (5.1)	360,000	Project Managers for Projects 1, 2, 4 & 5 (some may be combination FT paid and volunteers)	CEO
9. (5.3) (5.6)	30,000	Data baseline for Program	CFO
10. (1.7)	90,000	Develop and deliver WSO (sub-Branch) training and register	HoMS&SS
11. (3.7)	210,000	CRM (Portal) update and training. It is also intended to pilot the RSL DefenceCare (RSL Lifecare) CRM for ATDP advocates – that is a common support and client management system for all sub-Branch advocates to access to support their clients and provide security and reporting capability, also allows advocates to be supported by the mentoring and assistance of FT paid advocates when required.	HoM&C
12. (1.11)	20,000	Develop ATDP (pension officer) support to sub-Branch volunteers – under RSL DefenceCare (already established by RSL LifeCare in readiness)	HoMS&SS
13. (2.5)	40,000	RSL presence at ADF bases and transition activities. Fund pamphlets and information about RSL and benefits of joining movement and support fellow veterans	HoM&C
14. (3.1)	45,000	Baseline and research – produce recruitment strategy and plan	HoM&C

15. (4.3)	35,000	Establish veteran centres adjacent to ADF basing in NSW. RSL LifeCare (under operating model) largely funds through earning plus contributions from sub-Branches. 2022 aiming for SW Sydney, Sydney central, Hunter (Newcastle), others to follow.	CEO
16. (4.5)	100,000	RSL National branding and advertising per strategic plan	CEO
17. (Goal 6)	40,000	Produce protocol manual for sub-Branch reference	HoMS&SS
18. (3.8)	80,000	Inter-sub-Branch sport and recreation – noting RSL NSW has received \$110 k grant to assist in FY 22	CEO
19. (Goal 2)	45,000	Website upgrade and proactive social media presence and advertising	HoM&C
Total	2,020,000		

DRAFT