



RSL
SA/NT

STRATEGIC PLAN 2021-2023

About RSL SA, NT and Broken Hill

Who we are

RSL SA/NT are a **diverse team** working together to achieve exceptional outcomes for those we serve. We will conduct ourselves in an **open, honest, and accountable** manner in everything we do while valuing **respect**, being bound by **integrity** and **united** through **mateship**.

We work with a wide range of partners to deliver holistic services that focus on helping current and past serving men and women return to health, work, and civilian life.



What we do

We deliver a diverse range of services to support our current and past serving men, women, and their families.

We advocate on behalf of Australia's service men, women, and their families.

We respect and commemorate all who have served our country.

We collaborate with other ex-service organizations (ESOs) locally and globally.

We inspire and help shape the research agenda into veterans' affairs. We translate this research into relevant and tangible services.

We share the goal for a modern, agile, and high-performing state office that delivers exceptional value to the sub-branches and their members.

Our case for change

Connecting with a changing community

Our communities are changing and becoming increasingly more complex and diverse. The values, behaviours, and practices of RSL SA/NT need to keep pace with the contemporary Australian community.

Adapting to evolving needs and priorities

The needs and priorities of today's serving and past serving men and women have changed, and we need to adapt and respond to them. Today's defence force personnel bring with them different attitudes, needs, priorities and expectations to those of the past.

Strengthening our influence in a crowded sector

Government is increasingly electing to partner with the ESO and NGO sectors to strengthen service delivery outcomes. This creates opportunities for the RSL to take a leadership role in new models of collaboration that benefit the sector as a whole and combine forces for the benefit of Australia's defence families.

Unlocking our competitive advantages

There is an opportunity to unlock the competitive advantages inherent in the RSL brand, history, size, scale and footprint, including opportunities for corporate and philanthropic partnerships and community fundraising so that we can better capitalise on our advantages supported by strengthened brand management.

RSL SA/NT & Broken Hill 2022 Strategic Priorities



BOARD

- SP 1 - Update governance framework and entity structure.
- SP 2 - Maintain a relevant and contemporary Sub Branch network.
- SP 3 - Integrate RSL Australia strategic plan into RSLSA/NT operations where relevant.
- SP 4 - Engage the community at all levels to maintain RSL reputation in SA, NT and Broken Hill.
- SP 5 - Develop a sustainable business model for State Branch and Sub Branch network.
- SP 6 - Develop a communication plan that is relevant to all stakeholders.



PEOPLE & CULTURE

- SP 1 - Recruit, retain and align the best talent to meet the needs of the organisation.
- SP 2 - Reposition the RSL (Australia) brand to be relevant to a broader market.
- SP 3 - Achieve operational excellence through best practice systems, processes, and innovation.
- SP 4 - Develop a program to attract and retain volunteers across our operation.



VETERANS' SERVICES

- SP 1 - Be the premier ESO in SA/NT and form strategic partnerships with organisations who share a similar mission.
- SP 2 - Deliver a high quality, sustainable advocacy program to reach those that need support.
- SP 3 - Develop and deliver relevant veterans wellbeing programs that support current serving ADF personnel, veterans and their families.
- SP 4 - Expand the veteran's employment program aligned to RSLA and Federal Government objectives.



MEMBERSHIP

- SP 1 - Revise membership benefits and value proposition.
- SP 2 - Engage our members through both digital and traditional mediums.
- SP 3 - Develop a communication plan for members, veteran's and the wider community.
- SP 4 - Retain existing members via an efficient renewal program.
- SP 5 - Collaborate with the sub branch network to attract new members.
- SP 6 - Increase support to sub-branch network and add value to their operations.



COMMEMORATION

- SP 1 - Build strategic relationships with the broader community including ADF to deliver relevant and engaging commemoration ceremonies.
- SP 2 - Lead the redevelopment project for the Torrens Training Ground.
- SP 3 - Conduct an audit of all memorial and commemorative assets.



FUNDRAISING & SPONSORSHIP

- SP 1 - Leverage RSL brand to increase fundraising and sponsorship opportunities.
- SP 2 - Engage with sub-branch network to create new fundraising initiatives.
- SP 3 - Build relationships with the corporate sector to increase fundraising and sponsorship revenue.
- SP 4 - Create new sponsorship assets and programs that add value to clients.
- SP 5 - Develop a funding model to assist RSL SA/NT to deliver the objects of the RSL.