



RSL
SA/NT

STRATEGIC ROADMAP 2020

About RSL SA/NT

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 2020 Strategic Priorities



BOARD

- SP 1 - Update governance framework and entity structure
- SP 2 - Update Constitution and By-laws
- SP 3 - Integrate RSL Australia strategic plan into RSL SA/NT operations where relevant
- SP 4 - Engage the community at all levels to maintain RSL reputation in SA, NT and Broken Hill
- SP 5 - Evaluate and develop new profitable revenue initiatives



PEOPLE & CULTURE

- SP 1 - Recruit, retain and align the best talent to meet the needs of the organisation
- SP 2 - Reposition the RSL brand to be relevant to a broader market
- SP 3 - Achieve operational excellence through best practice systems, processes and innovation
- SP 4 - Develop a sustainable business model for all aspects of the organisation
- SP 5 - 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 via increased funding
- SP 3 - Develop and deliver relevant veterans' wellbeing programs
- SP 4 - Develop a veterans' employment program aligned to RSL and Federal Govt objectives



MEMBERSHIP

- SP 1 - Revise membership benefits and value proposition to increase membership
- SP 2 - Engage our members, veterans, and the wider community through both digital and traditional mediums
- SP 3 - Develop a communication and content plan to retain existing members and attract new members
- SP 4 - Implement new CRM platform aligned with RSLA
- SP 5 - 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 - Evaluate competitive commemoration and fundraising landscape
- SP 3 - Evaluate other ESO and state commemorative initiatives



FUNDRAISING & SPONSORSHIP

- SP 1 - Leverage RSL brand to increase fundraising and sponsorship opportunities
- SP 2 - Develop a bequest program aligned to the Memorial Hall Trust
- SP 3 - Engage with sub-branch network to create new fundraising initiatives
- SP 4 - Build relationships with the corporate sector to increase fundraising and sponsorship revenue
- SP 5 - Create new sponsorship assets and programs that add value to clients
- SP 6 - Develop a funding model to assist RSL SA/NT to deliver the objects of the RSL