



RSL
Victoria

DRAFT STRATEGIC PLAN 2023-2028

'The Journey Forward'

Subject to approval at RSL Victoria State Conference 2023.

EXECUTIVE SUMMARY

The development of this strategic plan recognises that for the RSL in Victoria to deliver on its vision of ensuring that – every veteran in Victoria is respected and supported, together with their families - requires unity and the collective efforts of the State Branch and the network of Sub-Bran­ches. To do this, we have engaged with representative groups of RSL Sub-Branch Presidents and Committee members and sought their feedback as to the task in hand. We recognise that we are at a time when the external environment has significantly changed and we need to take some bold steps forward to adapt to those changes and ensure that the RSL in Victoria remains vibrant and relevant for the current and future generations of veterans and their families.

We have developed this five-year strategic plan to guide our activity and to keep us accountable for the delivery of the outcomes.

This plan outlines our intent to increase support and guidance to veterans and their families by providing a voice that advocates for great recognition of the impact of service, to make sure our organisation is structured and funded to deliver on its mission, to grow our membership so we can support each other and to offer a sense of belonging and purpose to the veteran community.

Our mission to provide the best possible support and services to all generations of veterans and their families in Victoria – is our guiding light and underpins all that we do.

Our values of Empathy, Tradition, Integrity, Mateship, Transparency, Compassion, and Respect is our commitment to the way we will operate.

There are two Strategic Planning documents, one which contains the full detail of the plan, key initiatives and budget. The second is a short-form document, 'strategy on a page,' which summarises the plan. We want RSL Sub-Bran­ches and our members to understand the commitments we wish to make over the next five years and the outcomes we are seeking.

The State Branch and the Sub-Branch network will be responsible for securing funding for the plan and its initiatives. The plan is phased so it can prioritise work as funding becomes available. The State Branch will also look outside to stakeholders to help support the strategic initiatives and keep the RSL in Victoria as the voice representing the Victorian veteran community.

Our objective (end goal) is for the RSL in Victoria to be a financially viable, unified organisation leading the Victorian Ex-Service Community, providing high-quality support and services to veterans and their families, and enabling Sub-Bran­ches to be a place of welcome for all members and the broader community.

STRATEGIC OUTCOME OVERVIEW

There are five strategic outcomes for the proposed 2023 – 2028 Strategic Plan; further detail on these strategies can be found on pages 7-14

Strategic Outcome 1: Strengthening Veteran Support

Overview: Growing RSL Victoria's services and support for veterans and their families is a key outcome of the proposed strategic plan. On delivery of this strategic outcome, the RSL in Victoria will have consistent veteran and family wellbeing services across the state, a strengthened sense of belonging and camaraderie, partnerships that enhance pathways for veterans and their families and evaluation of our work to inform advocacy and services.

Strategic Outcome 2: Upholding Customs and Traditions

Overview: The RSL in Victoria has long been the custodian of commemoration, ensuring that Victoria's proud military history and the sacrifices of those who went before are never forgotten. This strategic outcome will reaffirm the RSL's commitment to our tradition of commemoration. When achieved, this strategy will see the RSL grow the ANZAC Spirit throughout Victoria and engage younger generations on the meaning of service.

Strategic Outcome 3: Updating Structure, Governance and Membership

Overview: We all acknowledge that the current Structures, Rules, and By-Laws restrict, not enhance the operations of the RSL in Victoria. Modernising the governance Structures, Rules, and By-Laws to minimise complexity and administration requirements while streamlining compliance requirements needs, are the key focus of this strategy. Piloting a model which clusters Sub-Branch operations will support greater sharing of resources and expertise throughout the RSL in Victoria. Welcoming new and existing members and providing enhanced value will see our membership grow.

Strategic Outcome 4: Increasing our Communication and Advocacy

Overview: A key element of the proposed strategy is to ensure that the RSL in Victoria is the voice for veterans of all generations. To achieve this, the RSL in Victoria will represent veterans and families in dialogue with Governments, Defence industry, Sub-Branched, RSLA, Community Agencies and other Ex-Service Organisations with the goal to seek improved conditions for those who serve or have served. We will also work closely with our Sub-Branched to ensure we leverage our reach and capability. When achieved, this strategic outcome will see the RSL in Victoria raise its voice and position itself through words and action as a relevant and forward-thinking organisation offering high-quality service delivery that adapts to the changing needs of all generations of veterans.

Strategic Outcome 5: Sustaining our Work

Overview: The RSL in Victoria has a complex financial model that has evolved over its history, the challenges of which are felt by the State Branch and within Sub-Branched. By sharing resources and capability we will be able to invest in the future of the RSL in Victoria. A key outcome of the strategic plan will also be to create new streams of fundraising programs and build new partnerships that will support the mission of the RSL in Victoria and ensure viability for generations to come.

STRATEGY ON A PAGE

Current State

RSL Victoria is comprised of State Branch and a network of complex Sub-Branches whose membership is ageing, relies on a diminishing number of volunteers, has onerous governance requirements and struggles for relevance and funding.

Strategic Outcomes & Key Initiatives

Strengthening Veteran Support

- Roll out a consistent Veteran and Family Wellbeing model across the state.
- Expand our community engagement activities.
- Evaluate our systems and processes to inform RSL advocacy and service delivery

Upholding Customs & Traditions

- Continue to be the leader in commemoration.
- Sharing stories of service and transition with the public.

Updating Structure & Governance and increase our Membership

- Provide leadership in the delivery of Sub-Branch support.
- Simplify the Structures, Rules and By-Laws.
- Streamline compliance requirements.
- Modernise the membership process.

Increasing our Communication & Advocacy

- Be a trusted partner in the ex-service sector.
- Be a relevant and forward-thinking organisation.
- Align the objectives of State Branch and Sub-Branches.
- Be a welcoming and inclusive organisation.

Sustaining our Work

- Create a new long-term funding model for State Branch.
- Create new streams of fundraising programs.

Future State

The RSL in Victoria is a growing, unified and financially viable organisation recognised as Victoria's leading ESO. It will be known for its welcoming approach to veterans and their families to facilitate the support they require.