



RSL
South Eastern District

2022 TO 2025 STRATEGIC PLAN

Adopted by RSL South Eastern District Ltd on 30 May 2022

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RSL South Eastern District

RSL South Eastern District Ltd
2022 to 2025 Strategic Plan

FOREWORD

This plan is important and is designed to guide the Board in delivering information to the Sub Branches, members and other key groups.

PLAN CONTEXT

Historically, RSL – South Eastern District (SED) has faced a number of challenges to meet its objects under its constitution. The external environment is changing at an even greater rate, technology plays a much more important role today and will be even more important in the future, the role of not-for-profit organisations and the way that they function is coming under greater scrutiny by government; current membership is declining quite dramatically and younger people (including veterans) are not necessarily engaged with the traditional way that voluntary organisations operate.

SWOT ANALYSIS

An analysis of the opportunities and threats presented by the external environment together with an analysis of the strengths and weaknesses of SED internally (SWOT Analysis) shows:

Strengths:

- Commitment of volunteers
- Office staff
- New Farm property and Greenslopes site
- Wealth of knowledge of board members
- Democratic approach (not autocratic)
- Well run Board
- Chairmanship of ANZAC Day Commemorative Committee
- Brand
- Opportunities for engagement with high level decision makers
- History and heritage

Weaknesses:

- Conflict between constitutions of Federal, State and District leading to confusion and a lot of time spent in trying to reconcile these
- Succession planning;
- Falling membership overall

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2022 to 2025 Strategic Plan

Opportunities:

- Influencing government policy
- Networking with other agencies
- Finance and availability of grant funding and support from State
- Using technology more effectively
- Attracting younger ADF personnel
- Policies and procedures reviewed regularly
- Participation in transition seminars
- Site – New Farm property
- Business acumen available in organisation
- Capitalising on asset base
- Metro based Defence Organisations and Defence Industries

Threats

- Growing demands for accountability from government
- Changes to not-for-profit taxation and governance requirements
- Ageing veteran member population
- Potential decline in government funding support for organisations
- Younger veterans seem not to be aware of objects of the RSL

Strategic Issues

From the SWOT analysis the following priority issues were identified:

- Membership of Sub Branches from the veteran community
- Policy and procedures, systems and technology
- Service delivery and resources
- Staff and volunteers
- Development of Sub Branches and Directors

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2022 to 2025 Strategic Plan

THE FUTURE

Our Vision

By 2025 SED will be recognised as the model district that:

- Uses technology effectively to streamline administration
- Has growth of membership of Sub Branches including younger members
- Has a viable succession plan
- Provides highly regarded support series that are well used by Sub Branches and others
- Re-values and maximises the use of its assets
- Uses access to Government / Defence establishment / State RSL

Our purpose

To support Sub Branches of our District, veterans, their families and community

Our Mission

To promote the interests and welfare of former and serving members of the Australian Defence Force and their families by:

- Supporting Sub Branches to fulfil their charter
- Advocating on behalf of Sub Branches and their members
- Providing welfare services
- Representing RSL in pursuit of RSL objects, where appropriate and as agreed with State RSL

Our Values

- Wellbeing and support
- Community engagement
- Integrity, honesty, service and duty
- Valuing tradition and customs
- Mateship

Our Goals

1. Support RSL Qld efforts to increase membership from the veteran community across the District
2. To have effective systems and clear policy and procedures that are easy to access digitally
3. SED and Sub Branch Boards, volunteers and staff are well supported and have the requisite skills and knowledge to fulfil their roles and responsibilities
4. SED provides a range of development and support programs that enable SED Directors and Sub Branches to fulfil their legislative and governance responsibilities
5. Promote and support available support services in pursuit of the objectives