



RETURNED & SERVICES LEAGUE
OF AUSTRALIA

QUEENSLAND BRANCH

STRATEGIC PLAN
2007

ABOUT THE STRATEGIC PLAN

This plan is a broad outline of the objectives and intents of the RSL (Qld Branch) and how we intend to meet the needs of the communities we serve be they our members, kindred organisations, families, other ex-service organisations or our employees within the short term.

The plan is here to provide the framework and foundation for the future development of the RSL in Queensland.

Our organisation has been built on the strength, passion and dedication of many people. Our goal is to continue to nurture those strengths and to lay the groundwork for the future development of this great organisation.

It is a public statement of how we will achieve our goals and objectives and how we will develop and expand our business over the coming year.

VISION

To achieve excellence in everything we do.

MISSION

1. To promote the interests and welfare of former and serving members of the Australian Defence Force.
2. Assist and care for the sick, needy and elderly former and serving members of the Australian Defence Force and their families.
3. Preserve the memory and records of those who served, suffered and died for the Commonwealth of Australia.
4. Encourage members of the League and citizens to serve the Nation with a spirit of self sacrifice and loyalty.
5. Nurturing of the youth of Australia to ensure that the strength, vitality and security of our Nation is preserved and enhanced.

VALUES

Values provide the framework for ethical behaviour and support sound decision-making and appropriate actions. Together they demonstrate the manner in which RSL (Qld Branch) chooses to achieve its vision and mission. Values are also fundamental to attracting and retaining the right members and to providing effective service to RSL (Qld Branch) members.

The values of RSL (Qld Branch) are:

- excellent service for its members and customers;
- being financially strong, safe and secure;
- competent leadership, governance and teamwork at all levels;
- sound management and an efficient organisation, providing services in a socially responsible way;
- ethical, friendly and considerate service;
- responding to the needs of our members in a consistent, accurate, responsive and courteous manner;
- professional, equitable, honest and open dealings with members, staff and our kindred organisations;
- being a preferred employer through our employees' involvement, empowerment and development within a safe working environment;
- being an equal opportunity employer; and
- autonomy within a strong, mutually supportive network of kindred organisations.

CODE OF ETHICS

Ethics are the principles which guide our decisions and actions. They provide the basis on which RSL (Qld Branch) builds its reputation as a good corporate citizen and an organisation whose values and behaviour are consistent with the expectations of Australian society.

Ethical standards of behaviour are necessary ingredients of a respected organisation and a fair, safe and fulfilling workplace. They are more than compliance with the laws and policies; they are also about acting with consideration for values, perspective, judgement and consequences.

Within RSL (Qld Branch), ethical behaviour includes:

- displaying ethical work behaviours and decision-making;
- encouraging these principles in others;
- maintaining the highest levels of honesty and integrity;
- acting with a spirit of justice and equality;
- acting lawfully and within the spirit of the law;
- honouring commitments entered into in good faith;
- placing the interest of members above other interests;
- dealing equitably with members regardless of race, marital status, religion, rank, age, sexual preference, gender or political affiliation;
- respecting the privacy of our members;
- ensuring that RSL (Qld Branch) is directed and managed through the principles of good corporate governance;

- acting in a spirit of co-operation;
- conducting operations effectively and efficiently;
- supporting members in their search for solutions to their problems and aspirations;
- engendering a climate of mutual respect amongst Kindred Organisations and other ex-service sector participants;
- engendering high levels of trust between the RSL, the Defence Community and the wider community;
- playing a role in extending the opportunity for RSL membership to all eligible Australians.

STRATEGIC DIRECTIONS

STRATEGIC DIRECTION ONE CONSOLIDATE RSL (QLD BRANCH) OPERATIONS

Goals

- Optimising RSL (Qld Branch) structure to reflect the current business and economic environment
- Convert current initiatives and actions into a high quality sustainable action plan
- Development of Plans and Policies to provide for a stable economically sustainable future
- Reduction of fixed costs
- Increase in service provision
- Move in house such operations that offer savings and will enhance the business operation of the RSL in Queensland
- A full review of all operations and actions undertaken within Queensland

Strategies

- Initiate a review and revamp of all business processes to optimize RSL operations in Queensland
- Undertake a broad ranging rewrite of all plans and policies to ensure they meet the different circumstances
- Grow business opportunities through the implementation of innovative vision and employment of world class methods
- Undertake a full audit of all assets

- Maximise involvement/input of stakeholders into planning processes to ensure we are meeting the needs and requirements of both our stakeholders and customers, wherever they may be
- Research and analyse national and international markets to optimise our products to the market

Performance Indicators

- Reduction in costs compared to previous annualised results
- A quantifiable increase in service provision to our customer base
- Market surveys across various market segments
- A quantifiable growth in funds available
- Increased engagement of all levels of stakeholder input into planning processes
- Establishment of a state wide asset register

STRATEGIC DIRECTION TWO

PROVISION OF SERVING, EX SERVICE AND VETERANS SERVICES

Goal

To expand the range and diversity of services available to Membership of the RSL in Queensland and the eligible Service and ex-service community and their families.

Strategies

- Research customer requirements and current methods of provision
- Engage with other ESO's and Kindred Organisations.
- Provide a world class advocacy service
- Develop and expand the current capacity to allow the Districts and Sub Branches to better serve their communities.
- Work with DVA to improve the BEST program
- Support, nurture and grow in conjunction with Department of Veterans Affairs (DVA) the Ex Service Organisations (ESO's) Training Information Program (TIP).
- Work with RSL Care to ensure the highest quality and standard of service provision to the ex-service community.

Performance Indicators

- Scope of service coverage
- Internal review and Audit against Industry standards
- Level of influence on public policy through reasoned policy development
- Level of awareness of RSL's work

STRATEGIC DIRECTION THREE

PEOPLE

Goals

- To be an employer of choice
- To have a competent, capable and committed workforce
- To have confidence, creativity and fun at work

Strategies

- Attract and retain highly skilled staff committed to welfare of service and ex service community
- Work to improve the image of the RSL across the community
- Creatively design work and roles to cater for the future
- Create an environment enabling people to achieve optimal performance
- Invest in people development to create rewarding careers and a sustainable workforce
- Facilitate staff's work life balance

Performance Indicators

- Staff satisfaction higher than industry benchmarks
- Sufficient number of trained and qualified people to sustain our growth
- Staff turnover less than 10%
- A succession plan in place
- A fun place to work and achieve

STRATEGIC DIRECTION FOUR

MEMBERSHIP FOCUS

Goals

- To understand and exceed current and future needs of the ex-service and general community
- To have a clear and unambiguous understanding of the needs and desires of the membership
- Identify and target specific membership markets to increase RSL membership
- Provide high quality responsive membership administration from State Headquarters

Strategies

- Capture, understand and communicate customer needs, perceptions of value and satisfaction throughout the business
- Provision of services which meet customer and community needs and matches organisational capability
- Reduce the administration processing overheads of Secretaries and Treasurers with minimal technology solutions.
- Develop close working relationships with Interstate Branches to form a unified and effective recruitment strategy.
- Increase customer participation in service delivery planning
- Establishment of a 'single point of contact' customer enquiry system for all products
- Maximise consulting capability

Performance Indicators

- Number of customer contacts increases
- Increasing services to non RSL customers
- Customer satisfaction indicators across business
- Increased penetration of the Defence market through offices on defence Bases

STRATEGIC DIRECTION FIVE

REMEMBRANCE, EDUCATION AND FUNDRAISING

Goals

- To ensure the sacrifice and effort made by the veteran community and members of the ADF are commemorated appropriately
- Educate the community and improve understanding of the experiences, impact, outcomes of war
- Raise funds to ensure the mission and vision of the RSL is met

Strategies

- Develop and implement a fundraising plan
- Identify & access funds from external agencies
- Raise public awareness of the RSL through education
- Where appropriate fund war memorial and remembrance services
- Ensure the sanctity of Anzac Day and Remembrance Day are maintained
- Encourage community involvement in commemoration activities

Performance Indicators

- Survey and monitor community attitudes to fundraising and commemoration
- Assess fundraising activities and relevance to the wider community
- Constantly review fundraising against the budget for performance
- Implementation a scholarship program
- Revamp all current strategies

STRATEGIC DIRECTION SIX

BUSINESS SUSTAINABILITY

Goals

- Develop a holistic business measurement system
- Exceed stakeholders' expectations
- Increase the organisation's sustainability
- Develop a sustainable business and asset plan

Strategies

- Fully deploy a holistic business performance measurement system.
- Ensure organisational growth increases sustainability
- Plan in advance to deploy systems and processes catering for both current needs and future growth.

Performance Indicators

- Exceeding 95% level in all key performance measures

STRATEGIC DIRECTION SEVEN

AUDIT AND COMPLIANCE

Goals

- To comply with required legislation, regulations and standards
- To develop and maintain advanced information systems
- To identify, develop and deploy contemporary knowledge

Strategies

- Increase use of lead indicators in performance
- Utilise technology to audit and automate the capturing of deliverables
- Maximise capability to access and use information for decision making within the organisation
- Fully utilise technology to facilitate the delivery of greater customer benefits
- Ensure continual learning is a fundamental element of organisational culture

Performance Indicators

- Accessibility and satisfaction with electronic information systems
- Absence of regulatory breach
- Use of decision making tools