



# **Wangaratta RSL Sub-Branch Inc.**

## **2023–2027 Strategic Plan**



# **STRATEGIC PLAN**

## **2023–2027**

**January 2023**

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Financial Guidance - CONFIDENTIAL

# The Wangaratta RSL Sub-Branch

The Returned and Services League (RSL) was formed in 1916 by troops returning from the War with the aim of continuing the camaraderie and concern shown amongst the Australian Diggers for each other on the battlefield. At that time there was no formal government welfare service for veterans and the RSL committed itself to provide for the sick, wounded, and needy among those that had served as well as their dependants. In effect, the RSL was the first national welfare agency in Australia. Welfare (veteran support) remains our prime function today.

Around 530 young men and 8 nurses enlisted for service in the 1st Australian Imperial Force from the Wangaratta district and 84 in total lost their lives. Not surprisingly a place to meet for returned men was deemed necessary and on 2 May 1918 a meeting was convened in the Town Hall to create a local RSL. Thankfully the Women's Auxiliary was formed only a few days later on the 24 May 1918 and with their assistance (socially and financially) the RSL met in various locations over the coming years including the old Trotman's (Osmotherley's) Building, the Fire Brigade, the Library, Her majesty's Theatre, Drill Hall and Memorial Hall. By the end of 1919 there were 150 members. By May 1930 there were just 73 members.

With the outbreak of the Second World War once again looking after returning servicemen became paramount, but the RSL struggled for funds and a permanent home. In September 1951, a two-storey building recently vacated by a Dr Cole came up for sale. At a meeting on 18 September discussions on possible alterations took place and a motion to purchase was passed. It was to become known as Balcke House. On 15 July 1952, the official opening took place (Brigadier Whitehead filling in for General Savage who was ill and was to have opened the building on 19 July). By the late 1950's there was a keen desire for an RSL Club with a liquor licence to be part of the Sub-Branch and at 8.00pm on 12 September 1958, 46 members attended a meeting at Balcke House and determined that the "financial members of the Wangaratta Sub-Branch who have signified their consent, constitute the foundation members of the RSL Club". A liquor licence was applied for and Balcke House became fully licenced. Renovated twice over the years the RSL now also held a gaming licence.

The Sub-Branch grew out of Balcke House as the Club expanded and after a decade of analysis and concerted effort the Sydney Hotel was purchased, expanded and renovated; Balcke House was sold. On the 4 May 2019 the new Wangaratta RSL Sub-Branch was officially opened. The Club boasts around 5500 members and is an anchor business in the Ovens River social precinct in Wangaratta.

The Wangaratta RSL Sub-Branch is a now a successful non-for-profit member-based charity and is a strategic asset for the State Branch in the NE of Victoria. The Victorian RSL network has Sub-Branches located in every Local Government Area in the State. These RSL Sub-Branches range in size from large licensed Club operations providing a wide range of hospitality options including food, beverage and entertainment through to smaller non-licensed Sub-Branches providing traditional veteran support services to RSL members.

## Strategic Planning Framework

The Wangaratta RSL Sub-Branch strategic planning framework consist of seven primary elements.

The *Vision Statement* provides a high-level ‘future focused’ goal of the Sub-Branch. The *Mission Statement* defines the Sub-Branch’s purpose (why it exists). The *Values Statement* defines the way the members and staff of our Sub-Branch aspire to act. The *Strategic Objectives* define, at a high level, the areas we will focus on in order to deliver the Sub-Branch’s mission, and the *Strategic Priorities* detail a series of actions that fall within each of the Sub-Branch’s strategic objectives. An internal working document, the *Work Plan*, will specify the tasks to be undertaken and by whom, to achieve the strategic objectives. A confidential internal working document outlines the *Financial Priorities* over the next five years.

- Vision - long term goals
- Mission - purpose
- Values - the way we act
- Strategic Objectives - higher level objectives required to achieve the mission
  - Strategic Priorities - specific actions within each objective
- RSL Work Plan - the tasks required to achieve the strategic objectives - this is an internal document
- Financial Priorities

# Vision Statement

*To provide excellence in veteran support whilst being acknowledged as the premier social venue in the Wangaratta region where members, guests and visitors will enjoy a quality social experience in a safe and inclusive environment.*





# Mission Statement

*To provide the best possible support and services to all generations of Veterans and their families in the Wangaratta region, and to*

*Operate a sustainable hospitality business by providing a premiere food, beverage and entertainment venue*



# Values

*The behavioral traits we will exhibit in dealing with each other, our veterans, our volunteers, our members, our staff, the community and our external partners and stakeholders:*

- Mateship and respect- the genesis of our Anzac tradition
- Compassion, empathy and companionship - we will relate to all, listen to all and assist all
- Excellence - in EVERYTHING we do

# Strategic Objectives

*The areas we will focus on in order to achieve our mission:*

- Veterans and their families
- Customs and traditions
- Volunteers
- Local Community
- Venue Service - Wangaratta RSL



## Strategic Priorities

*The specific actions, timeframes for action and the success indicators that fall within each of the Sub-Branch's strategic objectives.*

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### Veterans and their families

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#### 1. Provide advocacy support to veterans

Ongoing

A Veteran Support Advocate on the Sub-Branch committee (with a succession plan in place for competency/qualified skills in Military Advocacy service) meeting the needs of Veterans

Liaison with the Wodonga Hub (Hume Veterans Information Centre) is maintained to assist in the preparation of claims to the Department of Veterans Affairs (DVA) as well as assist veterans with interactions with government departments and health providers



2. Provide welfare support to veterans and their families	Ongoing	<p>Veteran Home and Hospital Care team visits are conducted regularly and as needed.</p> <p>The home safety maintenance program that provides specific cleaning and maintenance services as needed is maintained</p> <p>Financial assistance as may be required under the guidance from RSL Victoria is provided</p>
3. Raise funds to support the delivery of veteran support	Specific Events	<p>Appeals, Diggers Golf Day, Anzac Day two up and donations are sufficient to meet Veterans needs annually</p>
4. Encourage younger veterans to support the activities of the Sub-Branch	Ongoing	<p>Significant increase in the number of younger veterans joining the Sub-Branch</p>
5. RSL Active program is provided	Ongoing	<p>Program is actively supported</p>
6. Conduct monthly coffee mornings at the Club	Ongoing	<p>Coffee mornings are well attended by veterans and their family. Staff support is excellent</p>



## Customs and traditions

Specific Actions	Timeframe	Success Indicator
7. Conduct Anzac Day services	April annually	Service successfully conducted and well supported by the Community
8. Conduct Vietnam Veteran's Day service	August annually	Service successfully conducted and well supported by our Vietnam Veterans
9. Conduct Remembrance Day service.	November annually	Service successfully conducted and well supported by the Community
10. Maintain our links with the 2/24 <sup>th</sup> Battalion Association	Ongoing	The association is supported to its satisfaction during the annual November pilgrimage

11. Support the National Serviceman's Association of Australia (NSAA) and other Ex Service Organisations (ESO)	As required	NSAA members and other ESO are positive in their interactions with the Sub-Branch
12. Maintain, promote and display our memorabilia collection	Ongoing	The collection including all documentation and database requirements is maintained and displayed
13. Establish a place (museum) to display our memorabilia collection and to house our library	2027	An annex to the main Club rooms is established and sustained
14. Conduct the ODE recital	Nightly	Done nightly without technical glitches
15. Conduct service funerals	As requested	Conducted successfully
16. Provide wakes for service members	As requested	Conducted successfully by the Women's Auxiliary
17. Support local Cadet units, scouts and guides	As needed	Funds and in-kind support as requested is provided



## Volunteers

Specific Actions	Timeframe	Success Indicator
18. Recognise those who volunteer in an appropriate manner	Periodically	Regular events to highlight the efforts of volunteers are conducted and well supported
19. Increase the number of volunteers available to the Club	Ongoing	New volunteers become involved in Sub-Branch activities
20. Increase usage of the volunteer database	Quarterly	Reporting to the committee advises increased usage
21. Acknowledge the contribution made by the Women's Auxiliary (Wx)	Periodically	Regular events to highlight the efforts of Wx are well attended and received



## Local Community

Specific Actions	Timeframe	Success Indicator
22. Provide Scholarships for the three Secondary Schools in Wangaratta	Annually	Ceremonies conducted each year
23. Provide annual Grants to organisations that deal with social issues or build resilience in the Community	Annually	Call for submissions and deliver the annual Community Grants Program
24. Provide a meeting place for community organisations to enable the conduct of regular social functions for community groups	2027	Establish the development of another venue to provide specific space for gatherings.
25. Maintain existing and seek out new members	Annually	Create and monitor regular membership campaign
26. Maintain existing and seek out new partnerships with businesses, community and sporting groups	Ongoing	Increased number of partnerships established. Seen as venue of choice



## Venue service

Specific Actions	Timeframe	Success Indicator
27. Create an annual venue Work Plan (business plan) that includes all venue management key performance indicators, budget and financial reporting and other operational reporting requirements such as staff training and performance review	Ongoing	Work plan created and monitored  Monthly report to committee on outcomes
28. Ensure service to patrons in the venue is exemplary	Ongoing	Reporting mechanism established that records and monitors performance against customer demand
29. Act positively and promptly to action issues raised through the feedback mechanism	Weekly	Reporting mechanism established  Staff feedback delivered as necessary
30. Provide quality offerings for food and beverage at a competitive price	Seasonal	Establish a reporting mechanism that records and monitors performance against customer demand
31. Ensure statutory reporting requirements are in accordance with legislative guidelines	As legislated	Reporting requirements met and established in Sub-Branch policies
32. Ensure the Sub-Branch adheres to corporate governance guidelines	As required	Reporting requirements met and established in Sub-Branch policies
33. Ensure the venue is clean and maintained	Daily	Conduct contractor reviews every quarter  Maintenance register maintained and actioned
34. Regular review of supplier services	Bi-Annually	Establish a supply services reporting mechanism



