

RSL Tasmania - Strategic Plan 2023 - 2026



RSL
Tasmania

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Introduction

RSL Tasmania has a long and proud history of providing valued services to support the veteran population in Tasmania. Generations of dedicated volunteers have provided mateship, advocacy and welfare services to veterans of conflict and service personnel since 1916. RSL Tasmania volunteers have also performed a vital service to the whole Tasmanian community, by ensuring the remembrance of all who gave their lives in service.

Our vision is to make Tasmania a place where the Defence Family thrive, strengthening our purpose of being the leading inclusive Tasmanian organisation supporting the wellbeing of the Defence Family: encompassing ESO's, government, business and community.

For the purposes of the Strategic Plan 2021-2026 the Defence Family refers to veterans, their immediate and broader families and members of RSL Tasmania.

The plan explained

One of the key elements of a board's responsibility is the development of strategy for the organisation (See Appendix A - What Boards do). This plan has been developed by the board to guide the organisation in its decision making so as to achieve its vision. The plan has three key elements

1. The Vision and Mission of RSL Tasmania and our key values. *This is why we exist and gives us direction for the future.*
2. Strategic Intent - what drives the board what it intends to achieve. *The strategic intent drives our decision making and the focus of our efforts.*
3. Strategic Goals which flow from our Strategic Intent and the Pillars and Enablers that will be applied - *so as to achieve our Mission and our strategic intent.*

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Funding this plan will be difficult. The board intends to work closely with the Tasmanian State and Federal Governments and other stakeholders to support veterans in Tasmania and particularly to establish the Veterans Hub.

Change

Like all RSLs throughout Australia, RSL Tasmania faces challenges due to an ageing membership. This reduces resources and volunteers at a time when many ageing members have increasing support needs. Furthermore, few younger veterans are joining the RSL, which limits the viability and relevance of the organisation as a voice for all veterans.

These challenges take place within a wider context of service reform to better meet the needs of veterans and their families. Key investigations by the Australian Senate, the Department of Veterans' Affairs, and academic researchers reveals high levels of unmet need for veterans and their families.

There is a groundswell for change - and RSL Tasmania must rise to the challenges.

What does success look like?

Success will be measured by the introduction of an effective Veterans Hub supporting all veterans across Tasmania. The Defence family will be thriving in Tasmania and RSL Tasmania will be seen as the key Ex Service Organisation (ESO) for the delivery of support and wellbeing services.

This strategic plan is unashamedly focused on delivering our Veteran Family strong effective services to support their wellbeing.

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Key guiding principles

Vision



Making Tasmania a place where veterans and their families thrive.

Mission



To provide strong effective welfare support to veterans and their families.

Values and Value Statements



Integrity

We earn the trust of the Defence Family and the broader community and take responsibility for our actions.



Equality

We strive to ensure RSL Tasmania is a place where everyone in the Defence Family belongs and are accepted.



Professionalism

We take our job and position seriously. We are reliable, hard-working and accountable for our actions.



Sustainability and Innovation

We recognise and embrace the need for change.



Partner and Collaborate

We recognise and embrace the need to collaborate and partner with all ESO's to achieve our shared goals.

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Our Strategic Intent

The board of RSL Tasmania has a very clear focus on what it wants to achieve.

The Board's Strategic Intent is to:

1. Be a trusted organisation for all veterans, their families and ESOs;
2. Be a trusted partner at State and Federal government level in the delivery of services to veterans;
3. Establish an effective Veteran Hub for delivery of services to the Tasmanian Veteran Family; and
4. Attain financial stability and independence.

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Three Strategic Goals of RSL Tasmania

RSL Tasmania has established three Strategic Goals so as to enable us to pursue our Vision and Mission.

We will achieve our goals through building three strategic Pillars which are underpinned and delivered from a firm base - our three strategic Enablers.

Trusted

By the veteran community,
Defence Families, State
and Federal Governments

Focussed

Highest level of veteran
support delivered through a
Tasmanian wide Veteran Hub
adopting an effective Wellness
Model

Sustainable

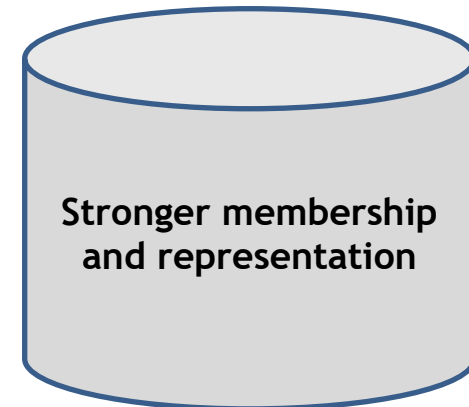
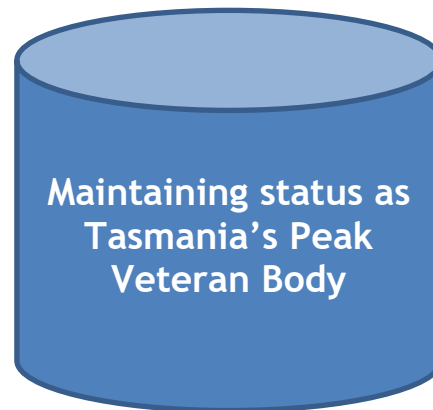
Financially stable and
independent

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PILLARS

RSL Tasmania will deliver its strategic goals adopting three key strategic pillars and three key strategic enablers.

These Pillars are the outcomes we will achieve in the next five years.



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PILLARS (explained)

1. Expanded and focused wellbeing for veterans

- We will deliver services from our Veterans Hub using a tested and effective Wellbeing Model. This model is outlined in Appendix A to this plan.

2. Maintaining status as Tasmania's Peak Veteran Body

- RSL Tasmania has gained the confidence of both State and Federal governments and is recognised as the peak body representing the Veteran Family in Tasmania. We will continue to work hard to maintain that trust but also to expand that confidence so that support to veterans is delivered through RSL Tasmania.
- As the peak body we see one of our roles is to foster and develop the public's understanding of what our veterans endure to establish the freedoms we enjoy today. We will ensure that RSL Tasmania is at the forefront of commemorative events in Tasmania.
- As the peak body we recognise the need to encourage and foster cooperation with all ESO's in Tasmania.

3. Stronger membership and representation

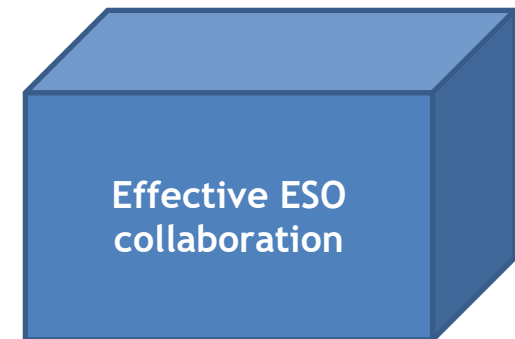
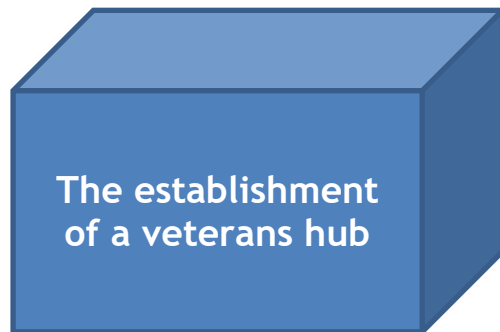
- To enable RSL Tasmania to be a strong representative body we will ensure that the RSL is a truly representative body.
- We want to be the organisation that veterans turn to first for support regardless of age, sex or background. The Veterans Hub is a key enabler to make this happen and upon which we will build trust.

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ENABLERS

Enablers are the firm base upon which our Pillars will be built.

Without a clear focus on delivering these strong enablers we will not be able to develop strong Pillars.



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ENABLERS (explained)

1. The establishment of a Veterans Hub

- Key to our success in Tasmania is the development of our Veterans Hub. We have a strong well thought out concept of how the Veterans Hub will work in Tasmania. We will work with veterans, Sub Branches, ESOs, State and Federal government and all other stakeholders to develop this concept further and to make it a reality.
- The Tasmanian Veteran Hub Network will be a multidisciplinary, holistic network model that will provide veterans and their families coordinated access to the right care, at the right time, in the right place, to address their needs within their local community¹.

2. RSL Tasmania as the trusted brand

- Good governance is a vital link in ensuring that RSL Tasmania is a trusted organisation and therefore RSL Tasmania is a trusted brand.
- Sub Branches are the heart and soul of RSL Tasmania and as such they also must ensure that they aspire to the highest level of governance. As part of our review of the Constitution and Rules of RSL Tasmania we will work with Sub Branches to ensure that they are aware of and practice good governance. Compliance and risk management are core to good governance as is accountability.

¹ This model addresses the recommendations provided in the 2021 study by University of Tasmania - Reintegration and Reablement: Increasing local connection and access for the Tasmanian Veteran Community: The Tasmanian Veteran Needs Assessment and Wellbeing Support Service Feasibility Study.

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- RSL Tasmania has been a trusted brand for many years however in these modern times we need to ensure that every veteran trusts us and are happy to work with us. Where appropriate we will co-brand with other ESOs or organisations' to deliver our services - particularly through the Veterans Hub. When we do this the veteran will be the winner.

3. Effective ESO collaboration

- There are many ESOs across Australia - all delivering great services to veterans using their particular focus. RSL Tasmania is not in competition with these ESOs - we are in partnership. As a principle it does not matter who delivers the service to support a veteran - it matters that the service is delivered. RSL Tasmania will look to partner with and support other ESOs in the delivery of services. We know that we do not have the resources to deliver all services (and neither do ESOs) and if we can work with and through another ESO we all win - particularly the veteran. We will look to establish strong partnerships with ESOs to deliver services to veterans.

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APPENDIX A: What Board's do

Outlined below is the Tricker Model of what Boards do. The key elements for RSL Tasmania are:

1. **Strategy** - boards need to set strategy for the organisation from which management can develop business/action plans
2. **Policy** - boards need to develop policy to support their strategy and general operations
3. **Monitoring** - boards need to monitor their progress against their strategy and act where necessary to ensure that the strategy is implemented and achieved
4. **Accountability** - boards and those who effectively report to them need to be held accountable for their actions, or lack of action

The Board of RSL Tasmania will strongly focus on these four elements of how they will work.



APPENDIX B: Tasmanian Veteran Hub Network - Wellbeing Model

Tasmanian Veteran Hub Network will use a wellbeing model providing eight pillars of support, incorporating all aspects of the current DVA model of wellbeing. This model is based on the Australian Institute of Health and Welfare person centred model and incorporates key elements which are fundamental to the wellbeing of veterans and their families.

The eight key components of this model is outlined in the model below with the key components summarised in the table following.



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Recognition & respect

- Commemorative Services
- Service awards



Health (mental & physical)

- Physical support programs e.g., gym, hydrotherapy, physio
- Exercise programs
- Alternative health therapies (yoga, acupuncture, mindfulness)
- Psychological services
- Counselling services
- Mental health services
- Allied health
- Skills for recovery



Education & Skills

- Career counselling
- Educational bursaries & scholarships
- Advice/pathway management



Housing

- Homelessness services
- Housing support leveraging ESO's, DVA, state government and society.



Social Support & Connection

- Community Groups
- Mateship events
- Online services
- Social outings and events
- Access to health professionals
- Digital kiosk and remote delivery



Employment

- Services and support tailored to veterans and their families. e.g.; CV writing, skills training, Job placements, employer connections



Income & Finance

- Income support
- Financial advice and aid
- Budgeting assistance



Justice & Safety

- DVA claims
- Veteran advocacy
- Transition support programs leveraging ESO's, DVA and Defence

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