



Pioneer-Fitzroy- Highlands District RSL

Strategic Plan 2016 – 2020

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Version 1.0

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Introduction

The Pioneer-Fitzroy-Highlands District of the Returned and Services League of Australia (Queensland) provide a vital service to its members and ex-service community within the district. There are 23 sub-branches within the district that determine the shape, manner and extent in which services to the Veteran Community is undertaken. The District itself is a small organisation but provides support and guidance to the sub-branches. Additionally, the District executive represents all sub-branch members and is obliged to act in the best interests of its members as the first priority.

With the economic downturn in the Sugar, Mining, Beef and Tourism sectors, the District has witnessed the resulting hardship in the community. This in turn makes fundraising that much more difficult as disposable income reduces and the list of the needy increases.

Our Strategic Plan has been developed to provide a framework of Objectives and Strategies that guide the District Executive on its actions. In order to achieve our mission, we as an organisation need to be well organised, focused and safe in our day-to-day activities. Additionally, as finances are not endless, we need to develop and adhere to a budgetary plan that focuses on the “Objects of the League” but seeks to address, workplace health and safety, membership, commemorations, funerals, distribution of funds, asset management, training and access to welfare services.

In order to successfully achieve a positive strategic outcome, the District must; conduct Strategic Analysis, provide Strategic Direction, conduct Action Planning and measure Progress (and the cycle repeats).

This Strategic Plan is endorsed by the Executive and District Council.

Mr Barry Vains
President
Pioneer-Fitzroy-Highlands District RSL

Vision

Be recognised and respected as
the
principal Veteran's Welfare
organisation in

the Pioneer-Fitzroy-Highlands Region.

Mission Statement

Professionally and effectively represent our members and safely provide the ex-service community with quality resources and services in line with the Objects of the League, whilst enhancing the image

and growth of the RSL.

Objects of the League

The objects for which the Pioneer-Fitzroy-Highlands District is established and will focus on are:

- ✓ Provide for the sick, helpless, wounded, aged, vulnerable, destitute and needy among those who are serving or who have served in the Australian Defence Forces and their dependants;
- ✓ Perpetuate the close and kindly ties of friendship created by a mutual service in the Australian Defence Force or in the forces of nations traditionally allied with Australia and the recollections associated with that experience;
- ✓ Maintain a proper standard of dignity and honour among all past and present members of the Defence Forces of the nation and to set an example of public spirit and noble hearted endeavour;
- ✓ Preserve the memory and the records of those who suffered and died for Australia, erect monuments to their valour, provide them with suitable burial places, and establish and preserve, in their honour, the annual commemoration days known as ANZAC Day and Remembrance Day and other commemorative days;
- ✓ Encourage loyalty to Australia and the secure patriotic service in the interests of Australia;

- ✓ Protect the good name and preserve the interests and standing of members of the Australian Defence Force;
- ✓ Encourage Service and Life Members, as citizens, to serve Australia with that spirit of self-sacrifice and loyalty with which they served as members of the Australian Defence Forces; and
- ✓ Provide welfare to the sick, helpless, wounded, vulnerable, aged, destitute and needy.

Workplace Health & Safety (WHS)

All members of the Pioneer-Fitzroy-Highlands District have a responsibility to ensure a Duty of Care to all persons that interact with the organisation; be it members of the public, members of the League, veterans, volunteers or staff.

WHS requirements for individuals and organisations were legislated on 1 January 2012 (replacing OH&S Act 1991) and include the Work Health and Safety Act 2011 and Work Health and Safety Regulations 2011. The act provides a framework to protect the health, safety and welfare of all workers at work of all other people who might be affected by the work.

WHS should not be seen an onerous task or something that would prevent an organisation from conducting business. The principle of WHS is to allow people to conduct business with a greater degree of safety through risk mitigation and hazard reduction. The aim is not to be risk averse, but to be risk aware.

The District Executive and staff must comply with legislated requirements.

Key Strategies are:

- ✓ Provide workers with information, instruction, training or supervision needed for them to work safely and without risks to their health.
- ✓ Provide and maintain a working environment that is safe and without risks to health, including the entering and exiting of the workplace.
- ✓ Provide a work environment free from abuse and harassment by managing acceptable behaviour. Aggressive posturing, abusive behaviour, demeaning actions or foul language will not be tolerated.
- ✓ Ensure that District Office, and other places from time to time where District staff conduct business is free from workplace hazards. Environments which may induce slips, trips and falls

are to be risk managed and action taken to eliminate risks or reduce such risks to an acceptable level.

- ✓ Monitor the health and welfare of their workers and the conditions of the workplace under their management and control to prevent injury or illness.
- ✓ Ensure that fixtures and fittings at a workplace, so far as is reasonably practicable, do not affect the health and safety of any person.

Outcomes and Initiatives

Workplace Health & Safety (WHS)

Initiative	Performance Measures	End Date	Remarks
Initial WH&S training on joining the District and subsequently on an annual basis.	Maintain a register of training for staff and volunteers at the District Office	Annually	Initial training to be conducted within two weeks of joining the District and continuation training to be completed by end of January annually.
Validate the District Hazard and Risk Management processes and structures.	Annotate validation and/or provide recommended amendments to the President of the District.	Annually	To be conducted by end of January annually.
Validate documentation regarding policy, procedures and actions.	Annotate validation and/or provide recommended amendments to the President of the District.	Annually	To be conducted by end of January annually. Ensure policy, procedures and actions align with higher level policies and direction.
Complete a Workplace Inspection Checklist.	File the completed checklist and inform the President of satisfactory completion	Annually	To be completed by end of January annually. Workplace inspections should be conducted more frequently (six or three months as appropriate) on areas/items of significant age or with signs of deterioration.
Perform a Risk Assessment and Management Process (RAMP) on major activities conducted by or on behalf of the District.	Maintain a file of all RAMP documentation.	As required	RAMP should be performed on all activities. In short duration and low risk activities the senior official should undertake the RAMP process informally. For extended activities or activities with known risk factors, a written RAMP is to be completed.
First Aid Kit management.	Maintain a register of First Aid Kit compliance and checks.	Annually and after each use	First Aid kits are to be inspected and items accounted for within two (2) weeks of year commencement. Additionally, the kits are to be inspected after being used. An inspection should be conducted whether confirmed or suspected of having been used.

Ergonomic and appropriate furniture and fittings for computer based operations.	<p>Ensure furniture and equipment is appropriate to minimize risk of musculoskeletal disorders and injuries due to overuse.</p> <p>Ensure that computer operations are not conducted for extended periods without appropriate time away from the environment.</p>	Annually	<p>Furniture and fittings should comply with ergonomic regulations/guidelines. Check furniture and fittings for wear or damage. Ensure that furniture is adjustable to accommodate differing personal requirements.</p> <p>Although there is no officially dictated ratio of time spent at a workstation against break time, it is reasonable to expect a 5 minute respite every 45 minutes.</p>
Hazards in the general work environment.	Poor housekeeping in the office or alternate place of work, can provide dangerous hazards and must be managed. Risk mitigation action taken.	Continuously	<p>Some examples include:</p> <ul style="list-style-type: none"> • Accumulation of rubbish, inappropriately place power and data leads. • Damaged and unsafe use of power leads and power boards. • Blocked emergency exits. • Shelving overloaded or inappropriately stacked. • Doors, cupboards and drawers left open.
Safe manual handling.	Persons working or visiting the workplace must conform to correct lifting practices. Documentation to be displayed.	Continuously	All staff must be well versed in the correct method of lifting and moving furniture and effects.
Safe use of Kitchenette.	Staff and visitors are aware of hazards within the kitchen environment. Risk mitigation action taken.	Continuously	The main areas of concern are burns (scolding from boiling/hot water), cuts from cutlery, liquid spills, electrocution/shock from appliances, fire and cleaning chemicals.

Strategic Plan 2016-2020

Welfare

The predominant focus of District Branch and associated Sub-branches should be the **welfare** and **wellbeing** of:

- ✓ Service and Life Members of the RSL and their dependants.
- ✓ Current and ex-Defence members and their dependants.
- ✓ Those in the community who are sick, helpless, wounded, vulnerable, aged, destitute and needy.

Key Strategies are:

- ✓ Provide training opportunities for members of the district to become PAWS Officers.
 - ✚ Possibly fund training staff to provide training in the PFH District.
 - ✚ Provide training options out of hours (evenings or weekends) to allow those in the workforce to attend.
 - ✚ Investigate possibility of off-site (distance and/or online) options for training.
- ✓ Develop simplified applications forms that ease the burden on sub-branches wanting to apply for grants through the District.
- ✓ Develop comprehensive guidelines to assist sub-branches in applying for grants.
- ✓ Encourage all members to engage with their local communities in order to identify those that require welfare assistance.
- ✓ Develop an advertising package that communicates the availability of veteran's welfare assistance in the region.

Outcomes and Initiatives

Welfare

Initiative	Performance Measures	End Date	Remarks
Training of sub-branch members as PAWS qualified.	Encourage all sub-branches to nominate one or more persons to undertake PAWS training.	Continuous	Having appropriately qualified welfare personnel will help to provide immediate assistance to those in need. Currently, many sub-branches require external assistance in providing welfare advice.
Investigate the possibility of having PAWS training conducted in the Mackay/Rockhampton area.	Training sessions held in area that dramatically increases the number of trained welfare officers.	Every 2-3 years.	Probably the main reason that there are a shortage of PAWS trained members in the district is access to training and ability to attend out of area sessions.
Assist in the submission of applications for welfare grants.	Develop a simple but robust application form that eases the burden on sub-branches.	October 2016	In conjunction with developing a simplified format, provide a comprehensive guide on the application process which also details specific requirements, such as meeting the "Objects of the League".
Develop simplified grant applications forms for district administered grants.	Increased number of worthy applications from sub-branches.	October 2016	Simplified application form will encourage sub-branches to investigate possible grant options if the administrative burden is reduced. Members of sub-branches are unwilling to submit applications due to the level of effort required.
Develop a list of available grants and guidelines /examples for the most common ones.	Increased number of valid applications.	Continuous	Provide sub-branches with a list of common RSL, Local, State and Federal grants that could be applied for.
Identify and engage with potential welfare candidates.	Increased awareness in the community regarding the ability of the RSL to assist those in need.	Continuous	RSL members should be always seeking to identify and engage with members of the public with regard to welfare assistance. People will generally not initiate contact with welfare organisations, but will open up and discuss their situation if prompted. From this engagement the situation can be assessed and assistance provided as necessary.
Advertise existence of welfare support			

Strategic Focus

Financial Management & Sustainability

Strategic Planning must be supported by robust Financial Planning. The District must develop a Financial Plan based on known and predicted income. Only then can a budget be developed which includes short term and long term budgeting. Short term budgeting may include emergency financial assistance, immediate welfare/health support, administration costs and operating costs. Long term budgeting may include training, commemorations, advertising, resources and asset maintenance and replacement.

Key Strategies are:

- ✓ Develop a long term estimate of income for the next five years. This should only be conducted once at the beginning of Strategic Planning term, but reviewed and updated if major changes identified.
- ✓ Compile an Annual Budget that:
 - ✚ Establish a reasonable estimate of income for the next 12 months.
 - Include income from donations, sales, asset rental, grants, bank interest, loan repayments, sponsorship etc
 - ✚ Identifies known expenditure based on previous history.
 - ✚ Shows predicted expenditure based on known and estimated future costs.
 - ✚ Highlights areas of financial wastage or duplication of effort (expenditure).
 - ✚ Identifies possible additional income streams or methods to increase current income streams.
 - ✚ Continually compare income and expenditure with the budget forecast and make policy adjustments where necessary achieve budgetary targets.

- ✚ Ensure that annual Auditor recommendations are enacted where possible and as soon as practicable after issues are identified.
- ✓ Develop fundraising strategies so that Sub-Branches are able obtain a steady financial income and therefore maintain expenditure to provide quality welfare services.

Outcomes and Initiatives

Financial Management & Sustainability

Initiative	Performance Measures	End Date	Remarks
Develop a five year income estimate.	Includes known annual income streams and other predicted or one-off income sources.	July 2016	This document is only a best guess and may need to be amended if major income streams are lost or gained. Information should be used for longer term planning and direction.
Annual Budget	Detailed and accurate document showing income and expenditure estimates.	Annually	Document known and predicted income and expenditure items. Developing a comprehensive budget document will assist to highlight wastage and duplication as well as possible additional income streams or methods to increase current income streams.
Financial support to sub-branches and members	Through robust budgetary management, ensure sufficient funds are available to support sub-branches and members to undertake welfare tasks.	Continuous	Financial support and grants to sub-branches should be prioritised and weighted to provide greater benefit to those requesting clear welfare support to the needy (in line with Objects of the League). Develop a table/matrix that reflects levels of welfare support (ie. Direct health support; physical aids or dwelling modifications; mental health support; physical health support; social interaction)
Fundraising	All sub-branches should undertake fundraising in order to provide welfare. District to support and encourage fundraising activities (badge sales, raffles, donations etc).	Continuous	Each sub-branch will have a different level and capacity to fund raise. Regardless, it must remain a focus of those members that are able. Develop a document and checklist of what needs to be done by sub-branches to commence public fund-raising activities. This will include adherence with Local, State and National regulations; public liability insurance; permission to operate in shopping centre/public place etc.

Strategic Focus

Without active members in sub-branches, the District is not able to provide services to the wider community. This reliance on the sub-branches must therefore include a strategy for the recruitment of new members whilst retaining existing members. It is generally accepted that most people join volunteer organisations only when personally approached.

Recruitment & retention of members

Key Strategies are:

- ✓ Develop an advertising plan that focuses on capturing potential members who have newly arrived in the district.
- ✓ Produce information packs for sub-branches to have available at commemorative, social and fundraising events.
- ✓ Assign one of the District Executive to be Membership Officer.
- ✓ By way of Media Releases, provide local media with opportunities to report on significant district events.
- ✓ Ensure that the web-presence maintains a contemporary feel and is relevant to the younger generation. Consider establishing a Facebook and Twitter presence to attract younger members.
- ✓ Encourage sub-branches to establish an information/promotional presence at local community events.
- ✓ Current members and active sub-branches are best placed to find and encourage new members. This can be enhanced by:
 - ✚ Providing an environment which encourages active recruitment from the current members.

- ✚ Rewarding members that are actively pursuing league and district objectives and recruitment.
- ✚ Regularly visiting all sub-branches to provide information, feedback and encouragement.
- ✚ Providing focused and relevant training to sub-branches to enable their volunteer work.



Outcomes and Initiatives

Recruitment and retention of members

Initiative	Performance Measures	End Date	Remarks
Develop an advertising plan	Membership enquiries increase with resulting in an increase (or stability) in membership numbers.	Annually	Develop an advertising plan by the end of November each year to be implemented in January of the following year. Should focus on the welfare support undertaken by the RSL as a volunteer organisation. Encourage ex-service and veterans to become involved in their local area.
Produce information packs.	Distribution completed.	Annually	Develop and produce a information packs that provide general information on the RSL with relevant contacts (District and sub-branch). Distribute, where possible, in local/state government offices and local businesses. Provide to sub-branches for distribution at local events.
Assign a member of the District Executive as Membership Officer	Active and effective Membership Officer	AGM	At the AGM, assign a member of the executive to be the Membership Officer (preferably a volunteer) to be the point of contact and to coordinate recruitment and retention activities.
Produce media releases for district events.	Local media make contact or attend local events.	As required	Develop and distribute media releases on behalf of sub-branches for significant events.
Maintain a contemporary web presence for the District.	Effective, functional and informative website	Continuous	Constantly maintain a contemporary type of website ensuring information contained remains current and significant events are advertised. Investigate the establishment of a Facebook and Twitter presence and maintain them.
Encourage sub-branches to have a presence at community events	Sub-branches provide information stalls at local events where practical.	As required	Membership relies on face-to-face interaction. Having a presence at community events may capture additional members but will certainly show that the RSL is active in the local area.
Enhance recruitment through the support of current membership and sub-branches	Activity increases along with membership recruitment	Continuous	Well supported members and sub-branches helps to encourage recruitment. District Executive needs to visit sub-branches at least annually to provide feedback, encouragement and information. Sub-branch members also need focused training in order for them to effectively operate.

Strategic Focus

Commemorative Events and Memorials

Members of the District have an obligation under the Objects of the League to preserve the memory and the records of those who suffered and died for Australia, erect monuments to their valour, provide them with suitable burial places, and establish and preserve, in their honour, the annual commemoration days known as ANZAC Day and Remembrance Day and other commemorative days.

The District Board will seek to provide support to sub-branches in the conduct of such activities. Areas of support may include, but is not limited to:

- ✓ Provision of financial support to sub-branches for the purpose of conducting commemorative events.
- ✓ Provision of advice to sub-branches for organising commemorative events.
- ✓ Assisting sub-branches with the conduct of “Poppy Funeral Services”.
- ✓ Providing advice to sub-branches with regard to procedures after the death of a member.
- ✓ Encouraging sub-branches to increase community awareness of commemorative events and remembrance by:
 - ✚ Conducting badge sales prior to ANZAC Day, Remembrance Day and other commemorative days where possible.
 - ✚ Supporting local schools, retirement villages and other community groups in the conduct of independent commemorative activities.
 - ✚ Engaging with community groups to garner support for commemorative events.
 - ✚ Providing resources to local schools relating to remembrance and military history.
- ✓ Supporting and promoting the maintenance and/or refurbishment of memorials.



Outcomes and Initiatives

Commemorative Events and Memorials

Initiative	Performance Measures	End Date	Remarks
Financial for the conduct of commemorative services.	Increased commemorative activities, especially in more remote areas.	Continuous	Provide funding support to sub-branches to conduct Anzac Day and Remembrance Day commemorations (other commemorative days as able).
Provide advice on commemorative events	Have documentation available on the sequence of events and protocols associated with commemorative events.	As required	Provide sub-branches with advice on how best to organise a commemorative event; including invitees, sequence of events and protocols. Provide a contact list for local persons that would value add to the event (pipers, buglers, guest speakers etc).
Poppy Funeral Services	Create a package for distribution to sub-branches.	As required	Package should include sequence of events, protocols and example speeches. Provide an ANF to the family as well as Service Record (if appropriate).
Death of a member	Produce documentation that outlines what is required upon notification of the death of a member.	As required	Document should include (appropriate to the area) contact numbers, timelines and protocols that must be followed to acknowledge and record the death of a member.
Increase community awareness of commemorative events and remembrance.	Increase interaction and attendance by general public at commemorative events.	Continuous	Conduct badge sales throughout the district where possible. Support schools through provision of resources on remembrance and military history as well as attendance at independent commemorative events as observers and/or guest speakers. Support and attend independent events at retirement villages and other community groups. Encourage community groups to participate in RSL sponsored commemorative events.
Maintenance and refurbishment of memorials.	Memorials and Honour Boards are well maintained and in good order throughout the district.	Continuous	In order to honour the memories of the departed, sub-branches should seek to continuously maintain memorials in good order, including surrounds. Should a memorial be beyond the financial or physical capacity of a sub-branch, District should consider taking responsibility (short or long term).