

CAIRNS RSL SUB-BRANCH

STRATEGIC PLAN

2022-2027

Introduction

The Returned & Services League Queensland Branch (RSL QLD) has supported Veterans for over 100 years. The Cairns RSL Sub Branch Inc (CRSLSB) is part of the RSLQ Far Northern District area (FND) which comprises 20 Sub-branches and one Chapter covering an area from Cardwell to Torres Strait westwards to the Northern Territory-Queensland border. The district has approximately 1600 members.

Mission Statement

Caring for Our Defence Family

Vision Statement

To be known as the Sub-Branch that engages with and supports Veterans of all ages

Our Values

Veteran-focused
Courage of convictions
Empowerment to create the future.
Pride and Excellence in our work
Accountability
Commitment to improvement
Integrity and Ethics
Respect

Our Purpose

The objects for which the Cairns RSL Sub-Branch Inc' is established are:

1. Provide for the sick, helpless, wounded, aged, vulnerable, destitute, and needy amongst those who are serving or who have served in the Australian Defence Forces and their dependents
2. 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
3. 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
4. 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, Remembrance Day and other commemorative days
5. Encourage loyalty to Australia and secure patriotic service in the interests of Australia
6. Protect the good name and preserve the interests and standing of members of the Australian Defence Force.
7. Encourage 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
8. Provide Well-Being to the sick, helpless, wounded, vulnerable, aged, destitute, and needy.

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Goals	Focus	Strategy
Continue to provide responsive, caring, and professional Advocacy and Well-Being services.	Maintain advocacy for Veterans within CRSLSB	- Addresses the shortage of advocates for both Pension, Compensation and Wellbeing by engaging with State RSL with a view to accessing full-time Advocates within the CRSLSB - Maintain focus on veteran Well-Being. - Maximise stakeholder engagement into the planning and delivery of all services. - Identify and maintain partnerships with existing general community support services for their family and or significant others that enables an efficient and effective referrals process for people in need.

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Goals	Focus	Strategy
Increase membership of the CRSLSB.	Continued marketing and promote the CRSLSB and its services for all Veterans and their families.	• Actively seek new members through promotion of the RSL through its programs of support and services to veteran and their families through all available media. • Maintain and grow the Cairns Veterans Business Network • Continued production and distribution of E SIT_REP • Continued enhancement of Sub-Branch Social Media presence. • Encourage those that are transitioning out, or recently done so from the ADF to participate as a member of the CRSLSB. Attendance at ADF Transition Seminar or target transitioning members to attend CVBN function • Regular meetings between President and local ADF commanders • CRSLSB participation in ADF recruiting programs, e.g., NIDP

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Goals	Focus	Strategy
Ensure all significant days of commemoration are maintained	Planning and holding of these commemorations are done in fully consultation with all relevant stakeholders.	• Ensure engagement with Local Council, Defence Units and other ESOs is maintained to ensure that the events meet and exceed expectations. • Development of easily accessible Commemorative and other events Calendar. • Further enhance the progress of establishing and Avenue of Honour that compliments the Cenotaph.
Provide three major functions a year for Veterans and their families	Enhance the standard of all three events each year.	• Ensure Thank-you for your Service Gala Dinner, Peacekeeper/Peacemaker and International Women's Day events are kept relevant and promoted across all media.
Development of current and future initiatives into sustainable business plans to optimize Sub-Branch services.	Maintain current support programs with a view to expand and be aware of new relevant programs opportunities.	• Further develop social, recreational and support programs that engender camaraderie and formation of personal, family and community Defence Family bonds. • Continue to maintain the Scholarship offering support for disadvantaged school children • Ensure Hospital, Aged Care and Home Visits are maintained and expanded. • Ensure Kick Start programs are promoted so that all members are aware of activities.

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Goals	Focus	Strategy
Governance standards of the Sub-Branch are at all times maintained to the highest standards.	Continue to provide ongoing Governance Development opportunities for Board Members.	• Ensure the actions, presentation and decisions of the Board Members and Staff maintain at all times a high level of personal and professional standards, dignity and honour. • Encouragement of younger Veterans to take on Board roles. • Formal Board succession plans for CRSLSB are developed and reviewed regularly. • Provide formal ongoing Governance training through both established RSL QLD pathways and other Industry peak body organisations. • Adopt and evolve CRSLSB Constitution and Governance practices in accordance with RSL Qld and best Governance practices. • Develop and review our policy and procedures via continuous improvement mechanisms. • Ensure ongoing compliance with the ACNC and all other regulatory requirements to maintain our charitable status. • Ensure the Quality Management System is further developed and maintained to ensure it reflects and drives ongoing professional practice.

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Goals	Focus	Strategy
Expansion of the Networking and Collaboration with existing CRSLB Stakeholders	Ongoing expansion of engagement with local and regional ESOs and service providers.	• Establish local providers groups to meet on regular basis. • Meet local and regional ADF commanders of local Regular and Reserve Units on a regular basis. • Seek ongoing Sub-Branch enhancement of collaboration and partnering between various ESOs and support agencies. • Establish and maintain regular liaison meetings Local, State and Federal government members. • Enhanced ongoing engage with DVA, ATDP, RTOs • Develop and maintain high level engagement with RSL QLD Veteran Services. • Encourage participation in Sub-Branch events and programs by Veterans across the FND. • Maintain and develop networking and partnering with schools in Sub-Branch activities.

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Goals	Focus	Strategy
Ensure Maintenance of the RSL Building is ongoing to prevent degradation.	Ensure the RSL Building is repair and maintenance schedule is maintained to ensure that the building continues to be fit for purpose.	• Establish a Maintenance Working Group with the RSL Club. • Conduct regular maintenance inspections with the RSL Club. • Establish a Sinking Fund to manage unforeseen or emergency maintenance issues
Ensure an effective Risk Management strategy is in place	Continual vigilance of the risks to the organization.	• Risk Management policy to be continually reviewed, amended in line with changes to legislation and identified risk during the operations of the Sub Branch. • Risk Management Tools to be developed for each area of operation of the Sub Branch and are to be reviewed regularly to ensure Sub Branch practice reflects sound safety mitigation practices for the safety and wellbeing of all our stakeholders. • Ensure financial Risk Management Systems are developed, implemented and continuously reviewed by the Board.
Maintenance of high quality Military Museum	Continue to support the Kokoda Hall Museum in its ongoing development.	• Ensuring that funding is provided for the Museum and museum volunteer staff are engaged in decisions regarding the Museum • Continue to provide structured support towards ongoing enhancement of the Kokoda Hall Museum. • Design and develop commemorative displays of more recent theatres.

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Review	This plan will be reviewed on an annual basis at the first Board Meeting following the Annual General Meeting.	The review will include progress of activity completion.