RSL WA

Strategic Outcome #1

RSL WA is relevant, agile and inclusive for Veterans and their families in WA.

Sub-objectives

1.1	A clear value proposition for current and prospective members, including a sense of place and purpose for all Veterans.
1.2	Regular engagement between RSL WA State Branch, Sub-Branches and members through two-way flows of information.
1.3	Members and Veterans can easily access RSL WA support and services regardless of ability or geographical location.
1.4	Enhancement of current service offering and increasing discretionary services that align with the RSL WA vision and mission.
1.5	Demonstrate agility in readily adapting to sector and social changes.

Method

1.1	In conjunction with Sub-Branches, define & formalise the Value Proposition, articulating the benefits of being a member of the RSL.
1.2	Regular engagement and two-way information flows will be facilitated through the following activities: • The President's Forum • Annual Committee Conferences • Quarterly Committee Workshops
1.3	Establishment of video-conferencing infrastructure in key RSLWA locations and nodes across the state. Veterans Services Staff (Advocacy, Wellbeing and Chaplains) located and supported in key locations across the state.
1.4	Commission engagement survey of veterans in WA to inform the design and execution of new discretionary services. Develop and coordinate Sub-Branch Welfare Officers network.
1.5	See Success Metric for method and action.

Success metrics

1.1	• Increase in membership for members aged 30-50 years old • Increase service membership by 5 per cent YoY.
1.2	• Recommendation for Engagement Survey with YoY improvement regarding satisfaction for communication with RSLWA.
1.3	• Establish customer satisfaction survey with target of 70 per cent. • Measure, track and increase RSLWA advocacy related internet site visits to download/population of inquiry forms. (conversion rate)
1.4	• Increase in membership for members aged 30-50 years olds • Increase service membership by 5 per cent YoY. • Increase number of RSL clients
1.5	• Increase in partnerships with existing ESOs and groups on emerging issues • No new advocacy and welfare related ESOs established in WA

Strategic Outcome #2

Strengthen RSL WA for future generations.

Sub-objectives

2.1	Commercial performance is centred on strong fiscal responsibility and revenue generation to ensure delivery of core services and discretionary programs.
2.2	Approaches to governance are enhanced and simplified to ensure alignment with the expectations of a modern organisation and ease of implementation across sub-branches.
2.3	Systems support the capture of relevant data to inform decision making across the organisation.
2.4	Regular and effective fundraising which contributes to ongoing income streams.
2.5	State Branch has the capability and capacity to redirect effort on priority activities whilst ensuring continuity of base support and services.

Method

2.1	Adherence to robust and accurate 2025-2026 budget. Develop and execute optimisations strategies across our key revenue streams (Anzac House, grant funding, investments and property, sponsorship and donations).
2.2	See Success Metric for method and actions.
2.3	See Success Metric for method and actions.
2.4	Develop Fundraising Strategy with diversified sources of fundraising revenue with regular optimisations taken from the analysis of campaigns and initiatives. (Sponsorships, Gifts in Wills, Appeals, Individual and Regular Giving, and more)
2.5	See Success Metric for method and actions.

Success metrics

2.1	• Level 4 leased within H1 2025 • Increase Anzac Club net profit to 20 per cent by 2026 • Progress 20 per cent of property optimisation plan annually • $0 draw down in investments for operational funding by H1 2026
2.2	• Updated Policies and Procedures for RSLWA complete by end of 2025 • Templates for Sub-Branches developed and released in 2026
2.3	• Successful implementation of new CRM by end of H1 2025 • Identification and implementation of new case management system by end of H2 2025 • Grant software implemented by H2 2025
2.4	• Target of $250k fundraising in 2025 • $1m in recurring fundraising revenue by 2029
2.5	• Maintain $200k strategic reserve for surge funding on staff • Develop & maintain pool of volunteers to assist in surge tasking

RSL WA

Strategic Outcome #3

RSL WA is a trusted and credible organisation.

Sub-objectives

3.1	Commemorative activities are modernised to ensure increased participation across the WA community.
3.2	RSL WA is the partner of choice for Veteran-related initiatives by Government, Ex-Service Organisations (ESOs) and corporate enterprise.
3.3	Enhanced partnership with defence industry, including relevant service delivery and support for AUKUS.
3.4	Systems support the accurate and timely reporting of information which demonstrates transparency across the organisation.
3.5	Veterans consider involvement in RSL WA a natural continuation of service.
3.6	Veterans programs and commemorative activities and promoted through strategic and targeted marketing campaigns which enhance awareness of the RSL WA brand.
3.7	RSL WA is a community leader in WA through participation in events and activities which have a positive impact on local communities.

Method

3.1	Deliver high quality commemorative services for Anzac Day, Remembrance and the 80th Anniversary of Victory in the Pacific.
3.2	Maintain and foster close collaboration with other ESOs and key stakeholders.
3.3	See Success Metric for method and actions.
3.4	See Success Metric for method and actions.
3.5	Sustained and regular engagement with current serving members, through regular engagement with SADFOs and the establishment of partnering or pairing arrangements with Sub-Branches and ADF units and establishments.
3.6	See Success Metric for method and actions.
3.7	See Success Metric for method and actions.

Success metrics

3.1	• Establish benchmark metric on attendance and participation with target for YoY growth.
3.2	• Increase in number of successful grant applications and partnership proposals based on 2024 benchmark.
3.3	• Development of one or more partnerships or sponsorship arrangements with Defence primes by 2026
3.4	• Successful implementation of new CRM by end of H1 2025 • Identification and implementation of new case management system by end of H2 2025 • Grant software implemented by H2 2025.
3.5	• Increase in membership for members aged 30-50 years old • Increase service membership by 5 per cent YoY.
3.6	• Development and finalisation of strategic communications plan by H1 2026. • Subsequent development of reach & impressions targets.
3.7	• Establish benchmark metric on attendance and participation with target for YoY growth.