



RSL
NSW

Standard Operating Procedure

SOP01

Funding the Charitable Purpose

Version:	2.0
WDF Index code:	SOP01
Document status:	Approved
In consultation with:	District Presidents Council
Date consultation concluded:	16 March 2023
Approved by:	RSL NSW Board
Effective date:	29 March 2023
Review date:	March 2025

Table of Contents

1.	Purpose.....	3
2.	Explanatory notes.....	3
3.	Regulatory requirements	3
4.	Charitable Purpose within the sub-Branch – what is required to be done	3
4.1	Finance and reporting.....	3
4.2	Charitable Activities undertaken within the sub-Branch.....	4
4.2.1	Allowable Administration Costs	4
4.2.2	Assessment of Charitable Purpose (as per the RSL NSW Constitution)	6
4.2.3	How to Assess the “Need” for Financial Wellbeing Assistance and Non-Financial Assistance.....	7
4.2.4	Documentation and approval of Financial Wellbeing Assistance	8
4.2.5	Assessment of Donations	8
5.	Charitable Purpose beyond the sub-Branch – The Veteran Support Fund (VSF) – what is required to be done	9
5.1	Minimum Requirements of the VSF	9
5.2	Accountabilities and responsibilities – Veteran Support Fund (VSF).....	10
5.3	How sub-Branches donate to the VSF	11
5.4	VSF Funding Proposal Form for sub-Branches.....	12
6.	Document governance	12
	APPENDIX A: Management of the VSF funding proposals from Sub-Branches.....	13
	APPENDIX B: DOC oversight of VSF donation targets	14
	APPENDIX C: DOC oversight of VSF expenditure	15
	APPENDIX D: Sub-Branch donations to the VSF	16
	APPENDIX E: VSF Funding Proposal Form for sub-Branches.....	17
	APPENDIX F: Veteran Support Fund Targets (EXAMPLES ONLY).....	18

1. Purpose

This *Standard Operating Procedure (SOP01)* applies to all **RSL NSW Representatives** and provides details about:

- how sub-Branches achieve RSL NSW's **Charitable Purpose** as defined in the *RSL NSW Constitution*, while complying with relevant legislation, regulations, and related policies
- how the Veteran Support Fund (VSF) is operated and managed
- guidance to the sub-Branches and ANZAC House which is relevant to achieving local and strategic charitable objectives.

2. Explanatory notes

This *SOP* is to be read in conjunction with *POL01 Funding the Charitable Purpose Policy*, relevant references, and definitions. Where there is doubt or inconsistency, the hierarchy of documentation is in accordance with *POL00 Written Directions Governance Policy*.

All defined terms are bolded throughout this document.

Refer to *POL01 Funding the Charitable Purpose Policy* for the definitions. All known document names are italicised.

3. Regulatory requirements

Each sub-Branch is a charity registered with the Australian Charities and Not-for-profits Commission (ACNC) and is to remain so. As charities, sub-Branches are to use all **Charitable Funds** exclusively for carrying out and furthering the **Charitable Purpose**, as required by the *ACNC Governance Standards*, as defined in the *RSL NSW Constitution Clause 3*, and as expanded on in this *SOP01*.

4. Charitable Purpose within the sub-Branch – what is required to be done

Each sub-Branch is to operate within the relevant *Policy* and guidelines of this *SOP01* with specific reference to the obligations to the ACNC.

4.1 Finance and reporting

Each sub-Branch is required to submit an annual budget which must include all income and expenditure, including **Donations**.

Each sub-Branch is to submit the following documents by the specified due dates:

No.	Due Date	Document	Lodge with
1.	31 May	Sub-Branch Annual (SBA) return (in line with the requirements under the <i>RSL NSW Constitution Clause 15.39</i>)	ANZAC House

No.	Due Date	Document	Lodge with
2.	30 June	<i>Annual Information Statement (AIS)</i> (reviewed or audited and as required dependent on the size of the charity)	ACNC
3.	30 November	Annual Budget (in accordance with <i>SOP07 Accounts, Financial Management and Expense Reimbursement</i>)	ANZAC House

4.2 Charitable Activities undertaken within the sub-Branch

The RSL NSW sub-Branch delivers the League's **Charitable Purpose** through:

- i. Mateship and **Camaraderie**, including **Wellbeing** support
- ii. Connecting in need **Veterans** and **their families** to support services in and beyond what the sub-Branch provides
- iii. **Commemoration** and similar activities
- iv. Fundraising

Sub-Branches are encouraged to spend **Charitable Funds** to deliver these key functions, as per *POL01 Funding the Charitable Purpose Policy* and in accordance with the guidance in this *SOP01*. **Charitable Funds** can be expended on eligible Members, as defined in the *RSL NSW Constitution Appendix B*.

Refer to *POL01 Funding the Charitable Purpose Policy* for details about:

- What constitutes **Wellbeing** support
- **Allowable Expenditure** for **Charitable Purpose**

4.2.1 Allowable Administration Costs

Examples of costs that may be regarded as **Allowable Administration Costs** include volunteer expenses; the costs of fundraising; advertising costs; accommodation and infrastructure costs for the sub-Branch and/or its activities such as rent and electricity, phone, internet, water rates, insurances, equipment, computers, paper, stationery; and training. Other things that may be regarded as administration costs include the following:

Wellbeing administration, including:

- a) training of sub-Branch Members in relevant topics to assist their welfare activities (such as travel and accommodation costs of attending Advocacy Training and Development Program (ATDP) courses, course fees for community courses, community support training, mental health first aid and suicide awareness). (Note: *The RSL NSW Strategic Plan 2021-2026* includes an initiative to train at least one Wellbeing Support Officer per sub-Branch.)
- b) networking and the costs of maintaining close links within the current serving, ex-serving, and local communities (including but not limited to travel costs)
- c) accessing and maintaining information relating to health and community services (including but not limited to printing costs of online information for stakeholders who require hard copies).

Accounts and reporting, property and asset management, including:

- d) accountancy/bookkeeping fees
- e) bank charges
- f) investment management and advisor fees
- g) insurance
- h) property owned (outgoings such as council rates, rent, electricity, and other bills associated with property owned by the sub-Branch; for clarification this also includes expenses associated with managing community facilities that have been given to sub-Branches for their use and management for more general community use); and
- i) audit costs

Office-related expenses including:

- j) computer software/equipment (non-capital items)
- k) rent/lease costs for office premises or meeting rooms; and
- l) sub-Branch administration such as telephone costs (except for calls in relation to welfare matters), postage and stationery.

Miscellaneous, including:

- m) bus expenses
- n) when in force, sub-Branch Capitation Fees payable to RSL NSW (for clarification, sub-Branches are not permitted to pay membership fees on behalf of Members unless the Member is a **Veteran in Necessitous Circumstance**)
- o) depreciation
- p) legal and consultancy fees, in line with allowable legal and consultancy engagement within the *RSL NSW Constitution*
- q) newsletters/communications (telephone, internet, website) except where the purpose is to distribute information on welfare and/or commemoration matters which are wellbeing and camaraderie expenses
- r) officer out-of-pocket expenses (tax invoice receipts must be provided for reimbursements)
- s) employee-related costs (wages, superannuation, recruitment agency costs, job advertisements). Note: an unincorporated association cannot enter into contracts and therefore the risk of employing staff lies with the Trustees and is not recommended.
- t) repairs or maintenance of equipment such as PA systems, computers, projectors, and the like
- u) fundraising expenses (such as, but not limited to tokens, meals, and travel costs/allowances) including if volunteering to raise funds for another organisation such as RSL LifeCare Veteran Services
- v) District Council payments, affiliation fees
- w) cost of merchandise (e.g., diaries, other merchandise) whether or not these items are used in fundraising events

- x) travel associated with sub-Branch business (e.g., public transport/taxi, mileage [cents/km]), accommodation, meals in accordance with the Australian Tax Office (ATO) Determination for accommodation and meal expenses
- y) cost of travel to District Council meetings in accordance with the ATO Determination for accommodation and meal expenses; and
- z) Congress expenditure (accommodation, travel, meals, and other) payable in accordance with the current ATO Determination for accommodation and meal expenses.

4.2.2 Assessment of Charitable Purpose (as per the RSL NSW Constitution)

Charitable Funds Expenditure

When considering any expenditure of **Charitable Funds**, to assist the sub-Branch Executive in their decision and the subsequent ratification of expenditure by members at a General Meeting, an assessment process should be undertaken with consideration of the following criteria (examples of expenditure are included):

- Does the expenditure contribute to the provision of assistance, care, and relief for current and former members of the Australian Defence Force and their families who are suffering from physical or mental ill health, social disadvantage and isolation, distress, poverty, homelessness, or destitution including, without limitation, those who are elderly? (For example, training and development of Wellbeing Support Officers (WSOs); **Donations** to the VSF to be allocated to RSL LifeCare Veteran Services)
- Does the expenditure provide support and assistance for current and former members of the Australian Defence Force and their families including, without limitation, to obtain compensation, benefits, and assistance to which they are entitled and in relation to all aspects of transitioning from military service to civilian life, particularly where the member has been detrimentally affected by their service? (For example, training and development of WSOs; **Donations** to the VSF to be allocated to RSL LifeCare Veteran Services). Would it be better to fund the activity through the VSF?
- Does the expenditure provide validation of service and sacrifice by commemorating those who have served and preserve the memory of those who have suffered and died? (For example, commemorative activities; education and support to local school activities; maintenance or establishment of a memorial)
- Does the expenditure promote and facilitate the prevention of social isolation as a cause of **Veteran** ill health by fostering and enabling community engagement, social connection, and camaraderie by and between former and current members of the Australian Defence Force and their families? (For example, sponsoring/funding activities that promote **Veteran Wellbeing** such as sport and recreation initiatives; expenditure on inter-sub-Branch or intra-sub-Branch activities (such as provision of catering, equipment, etc.)
- Does the expenditure assist the sub-Branch (or RSL NSW more generally) by covering necessary, ancillary, or incidental things for pursuing and implementing the **Charitable Purpose**, which may include:
 - Establishing, maintaining, and regulating the operation of RSL NSW sub-Branches
 - Researching, promoting, and publicly advocating for the interests of former and current members of the Australian Defence Force and their families on matters of public policy
 - Establishing and maintaining literary, social, educational, and benevolent activities for the benefit, promotion, and advancement of former and current members of the Australian Defence Force and their families, particularly where the member has been detrimentally affected by their service; and

- Promoting the defence of the Commonwealth of Australia and guarding the good name, interests, and standing of serving members of the Australian Defence Force. (For example, expenditure related to the operations of the sub-Branch (i.e., **Allowable Administration Costs**); contributions to ANZAC House (President’s Shield) through the VSF to support the administration of RSL NSW.

Directing Charitable Funds to another organisation

When considering directing **Charitable Funds** to another organisation, sub-Branches should make the following considerations:

- What is the purpose of the expenditure?
- Is this an activity than can be funded through the VSF?
- Is the organisation a registered charity?
 - If not, how does the organisation align with RSL NSW’s constitutional **Charitable Purpose** objectives?
- Does any approving member of the sub-Branch Executive hold an affiliation with the organisation that could be considered a conflict of interest (whether actual, potential, or perceived)?
 - Has any affiliation, as above, been disclosed and recorded?
 - Has that member of the sub-Branch Executive removed themselves from any decision-making or voting process surrounding the allocation of **Charitable Funds** to the organisation?

Expenditure approvals by RSL NSW Board

*Clause 15.56 of the RSL NSW Constitution*¹ states the maximum amount which sub-Branches can expend for any single item, activity, or event and the maximum amount of total expenses which can be incurred by the sub-Branch, in one calendar year, before the prior written consent of the Board or its Delegate is required.

4.2.3 How to Assess the “Need” for Financial Wellbeing Assistance and Non-Financial Assistance

When a person seeks **Financial Wellbeing Assistance**, an assessment should be completed. In **crisis or severe distress** situations this assessment will need to be expedited. The assessment process should aim to discover what kind of assistance, if any, would best suit the needs of the **Veteran** and/or their **Family Member**. Many sub-Branches utilise an assessment checklist or form, which may include some of the following criteria:

- Who is seeking assistance?
 - Are they a **Veteran** or a direct dependent of a **Veteran (Family Member)**?
- Are they seeking **Financial Wellbeing** or **Non-Financial Assistance**?
 - What is the purpose for their request?
 - Is the request for money (if so, how much are they seeking? Is the amount reasonable for the purpose?), goods (for example, groceries or other items), or for a service (for example, housecleaning, gardening services, etc.)

¹ Amended by 2022 AGM. Amendments take effect 1 January 2023 with drafting to be endorsed at the 2023 AGM/EGM.

- Is the request a one-off or recurring? (If recurring, is it reasonable or appropriate for the sub-Branch to continue to provide that support?)
- What is the reason why they are unable to fulfil the need themselves (**Necessitous Circumstance**)?
- For **Financial Wellbeing Assistance**:
 - What is the required method of payment? Who will be paid? (It is recommended that sub-Branches do not pay the individual directly in cash, but rather pay the vendor directly)

Refer to *POL22 RSL NSW Privacy Policy* for relevant information and guidance about managing personal and sensitive information.

4.2.4 Documentation and approval of Financial Wellbeing Assistance

All documentation associated with **Financial Wellbeing Assistance** including any assessment form used, supporting documentation (e.g., bills), the approval, and receipts of payment should be kept securely and in accordance with the financial record-keeping procedures of the sub-Branch.

Any application for assistance must be either approved or rejected by the sub-Branch Executive or two (2) sub-Branch members, who have been delegated with authority to do so by the sub-Branch Executive. Any conflicts of interest should be avoided as best as possible – for example, members who approve an application for assistance must not be a family member of the recipient of assistance.

When a **Veteran** or their **Family Member** is in **crisis or such severe distress** that they cannot participate in the assessment process before assistance is required, a sub-Branch Executive member can assess the circumstances and make a recommendation to sub-Branch members with the authority to approve a request for **Financial Wellbeing Assistance**. Those with authority shall approve or reject the request.

Any assessments or approvals required in the instance of **Crisis** or **Severe Distress** may be completed following any payment within a reasonable period, and due care should be taken to collate appropriate documentation as noted above.

4.2.5 Assessment of Donations

When considering **Donation** requests at a sub-Branch level, it is important to assess the request against the **Charitable Purpose**. During any assessment of a proposed **Donation**, the following considerations should be made:

- Is the **Donation** to a registered charity?
 - What is the ABN of the organisation?
 - Is the charity registered with the ACNC?
 - Does the organisation share a **Charitable Purpose** with RSL NSW?
- How does the purpose of the **Donation** align with RSL NSW's **Charitable Purpose**?
- Do other RSL NSW sub-Branches donate to this charity? If yes, would RSL NSW get greater recognition if it was included in the VSF?

- Do any members of the sub-Branch Executive hold any affiliation, including being a responsible person within the registered charity seeking a donation, or conflict of interest (whether actual, potential, or perceived) with the organisation?
 - Has the conflict been disclosed and recorded?
 - Has the conflicted member removed themselves from any decision-making and/or voting processes in relation to this matter?
- Has an invoice been received? (Or will one be received?)
 - Does the invoice show the organisation's ABN?
- What is the amount of the proposed **Donation**?
 - What approval is required prior to payment? (For example, some **donations** are to be approved by the RSL NSW Board or its Delegate)
- **Donations** to Ex-Service Organisation (ESO) charities can only be made through the VSF
- **Donations** to the VSF do not require prior written consent of the Board or its Delegate.

5. Charitable Purpose beyond the sub-Branch – The Veteran Support Fund (VSF) – what is required to be done

5.1 Minimum Requirements of the VSF

These are the minimum requirements of how the VSF operates and is managed:

- All VSF activities are to meet all regulatory requirements, and enable all **Donations** made by sub-Branches to be compliant with relevant legislation.
 - The DPC assesses proposals for strategic initiatives to be included in the VSF. The DPC ensures the proposals are consistent with the **Charitable Purpose**, the *RSL NSW Constitution*, the *RSL NSW Strategic Plan*, and relevant Policies. The DPC submits proposals to the CEO for inclusion in the VSF targets for future periods.
- Refer to the flowchart in [Appendix A: Management of the VSF funding proposals from sub-Branches](#) for a summary of the process.
- Donating sub-Branches select which VSF initiative or initiatives they choose to fund, by nominating the amount or a percentage of donation to be applied against the selected initiative/s.
 - ANZAC House manages the administration of the VSF. **Donations** to the 'President's Shield' are utilised to fund administration costs associated with the operations of ANZAC House.
 - In the event of over-subscribed VSF initiatives, the **DOC** can approve the redistribution of funds between VSF initiatives, as recommended by the CEO or **Responsible Executive**.

Refer to the *DOC Charter (under development)* for more details about the **DOC's** role and responsibilities.

- Reporting by ANZAC House is provided to the **DOC** and made available to Members through the **Sub-Branch Portal**.
- The VSF Targets with a four-year forecast are approved for the upcoming calendar year (sub-Branch financial year) by the Board by 31 October and published on the **sub-Branch Portal**.

- As each donation is discrete, ANZAC House ensures contributing sub-Branches are recognised when the ‘bulk’ donation is made for a component of the VSF.

To ensure continuous improvement and to monitor performance against the objectives of the charity, the VSF is to be managed on an annual cycle. The VSF is subject to ongoing review by the Board and DPC. The DPC is to provide outcomes of any reviews, with recommendations to the Board.

5.2 Accountabilities and responsibilities – Veteran Support Fund (VSF)

To ensure continuous improvement and to monitor performance against the objectives of the charity, the VSF is to be managed on an annual cycle with clear accountabilities and responsibilities as noted in the below table:

Designation	Accountabilities and responsibilities
RSL NSW Board	<ul style="list-style-type: none"> • Approval of VSF Annual Targets with four-year forecast. • Periodic checks through the Audit and Risk Committee. • Accountable for the functioning of the VSF and expenditure of funds for the Charitable Purpose.
CEO RSL NSW	<ul style="list-style-type: none"> • Responsible to the DOC for managing the administration of the VSF, but accountable to the Board. • Ensures sub-Branch donations and expenditure are aligned and consistent with the <i>RSL NSW Constitution</i> and compliant with relevant legislation. • Submits detailed annual VSF Targets for the following calendar year (sub-Branch financial year) to the DOC by 1 October, with a four-year forecast. • Financial management and reporting. • Posts quarterly VSF financial reports on the Sub-Branch Portal-to ensure ready access by Members and DOC. • Internal auditing as deemed appropriate by the auditors. • An example of VSF Targets is included as Appendix F Veteran Support Fund Targets (EXAMPLE ONLY).
Donation Oversight Committee (DOC)	<ul style="list-style-type: none"> • Refer to the <i>DOC Charter (under development)</i> for details. • Refer to the flowchart in Appendix B: DOC oversight of VSF donation targets for a summary of the process. • Refer to the flowchart in Appendix C: DOC oversight of VSF expenditure for a summary of the process.
Sub-Branches	<ul style="list-style-type: none"> • Select which VSF initiative or initiatives they choose to fund, by nominating the amount or a percentage of donation to be applied against the selected initiative/s.

Designation	Accountabilities and responsibilities
	<ul style="list-style-type: none"> Submit VSF Funding Proposal Forms to the DPC for consideration of new initiatives to be added to the VSF.
RSL NSW Chapter	<ul style="list-style-type: none"> Provide budget information to their administering sub-Branch as required by that sub-Branch.
District Presidents Council (DPC)	<ul style="list-style-type: none"> Provide initiative (target expenditure) proposals to the CEO for inclusion in the VSF. Review the VSF annually and provide outcomes of any reviews, with recommendations to the Board. Through its members, consult with sub-Branches as to new and priority initiatives.
Chief Financial Officer (CFO)	<ul style="list-style-type: none"> Refer to the <i>DOC Charter (under development)</i> for details.
DOC Secretary	<ul style="list-style-type: none"> Refer to the <i>DOC Charter (under development)</i> for details.
Head of Communications, Marketing and Membership	<ul style="list-style-type: none"> Maintain the RSL NSW website and sub-Branch Portal including the quarterly VSF reports provided by the CFO.

5.3 How sub-Branches donate to the VSF

Sub-Branches may donate to the VSF by transferring via EFT to:

Account name: RSL NSW
BSB: 062-016
Account Number: 0000 0741
Deposit reference: sub-Branch name – VSF

Please send a remittance to: accounts.receivable@rslnsw.org.au and include the following information: XX% Initiative A – XX% Initiative B; XX% Initiative C (these are examples only, the sub-Branch is to select one or more initiatives and include the names in the description when emailing accounts receivable) *

The ANZAC House Finance Team will confirm receipt of the deposit, and a formal acknowledgement of the **donation** will be sent to the remitting sub-Branch.

* If, after the Finance Team seeks verification, the sub-Branch does not nominate an initiative within the VSF, the funds will be allocated to the Presidents Shield

Refer to the flowchart in [Appendix D: Sub-Branch Donations to the VSF](#).

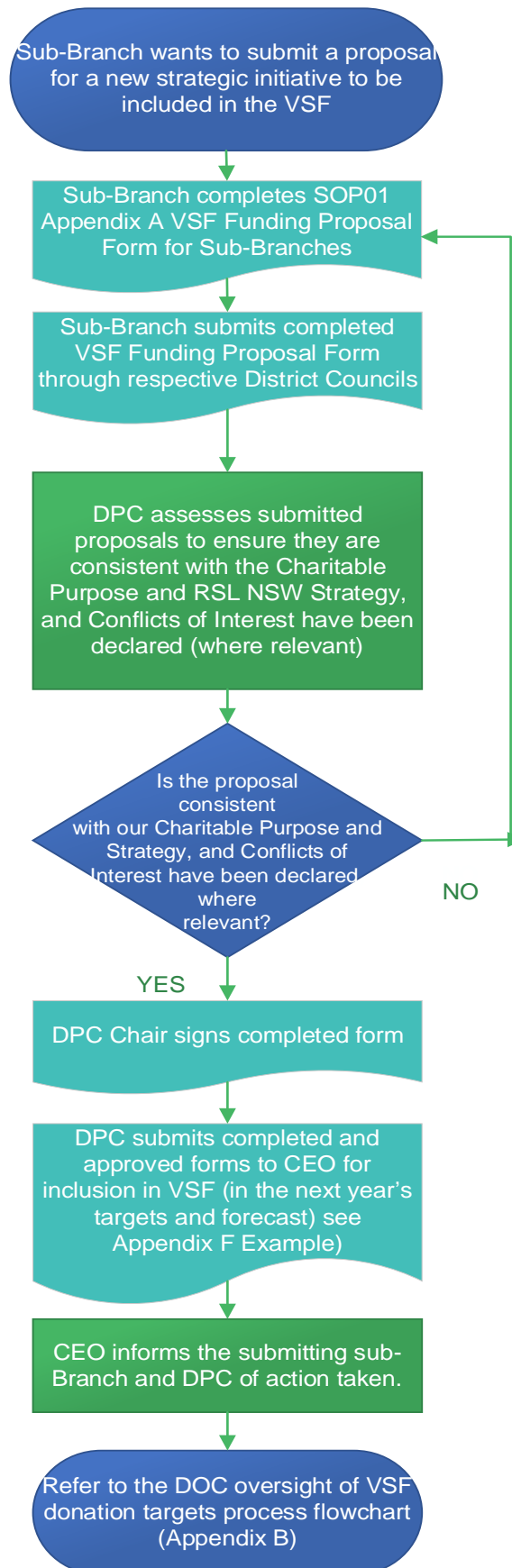
5.4 VSF Funding Proposal Form for sub-Branches

There is discretion in what sub-Branches wish to contribute to wider strategic Charitable Activities and sub-Branches are encouraged to submit proposals for funding using the form found at Appendix E. VSF Funding Proposal Form for sub-Branches.

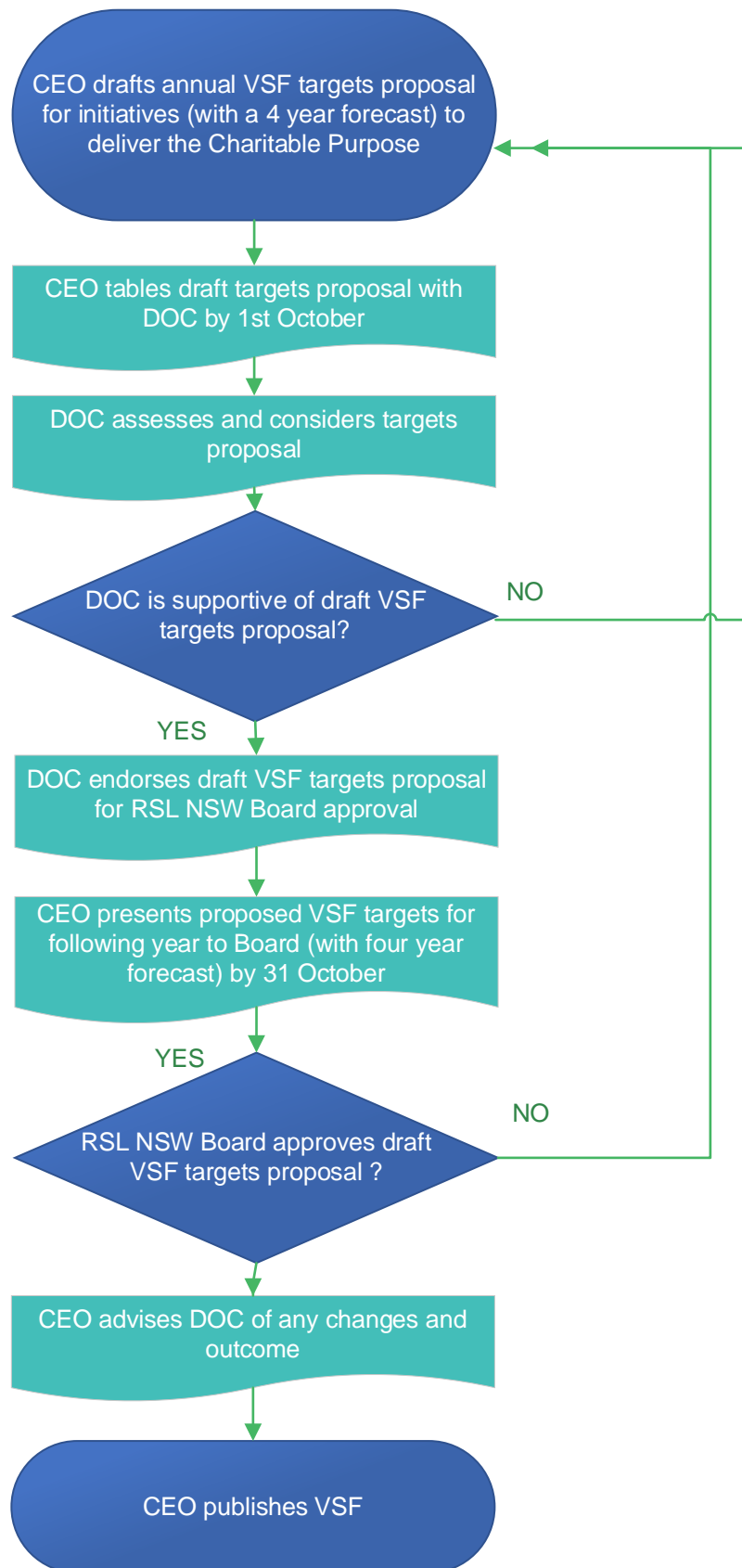
6. Document governance

SOP01 FUNDING THE CHARITABLE PURPOSE			
Associated written directions	<ul style="list-style-type: none"> • RSL NSW Constitution 2019, as amended 2022 • RSL NSW Strategic Plan 2020 – 2026, as updated 2022 • <i>POL01 Funding the Charitable Purpose Policy, 2023</i> • <i>POL00 Written Directions Governance Policy, 2023</i> 		
Related legislation	<ul style="list-style-type: none"> • ACNC Governance Standards • RSL NSW Act 2018 (NSW) • NSW Charitable Fundraising Act, 1991 (NSW) • NSW Charitable Fundraising Regulation 2021 (NSW) • ACNC Regulation 2013 (Cth) 		
Approved by	RSL NSW Board	29 March 2023	
Written directions owner	Chief Financial Officer		
Date effective	29 March 2023	Review date	March 2025
Publication	April 2023		
Version	V2.0		
Content enquiries	support@rslnsw.org.au		

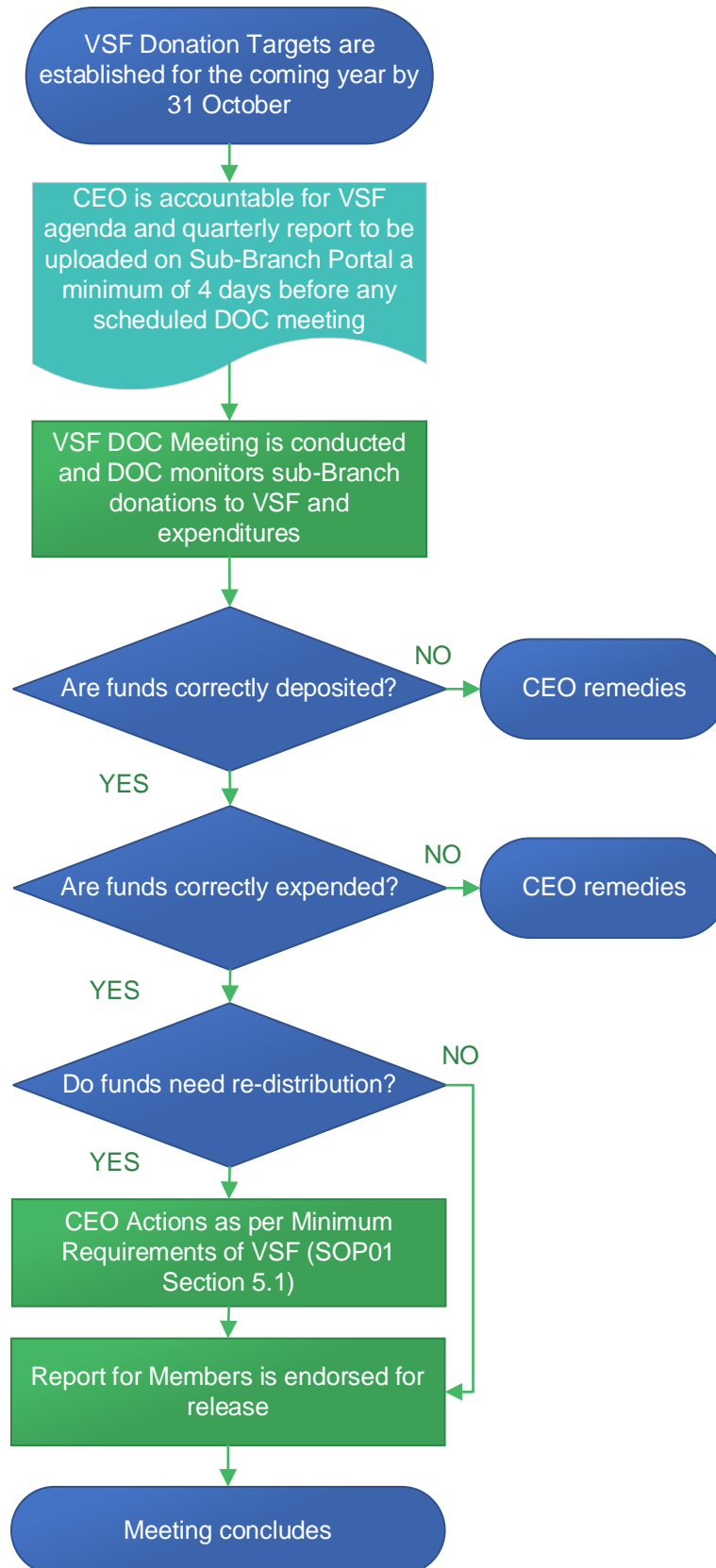
APPENDIX A: Management of the VSF funding proposals from Sub-Branches



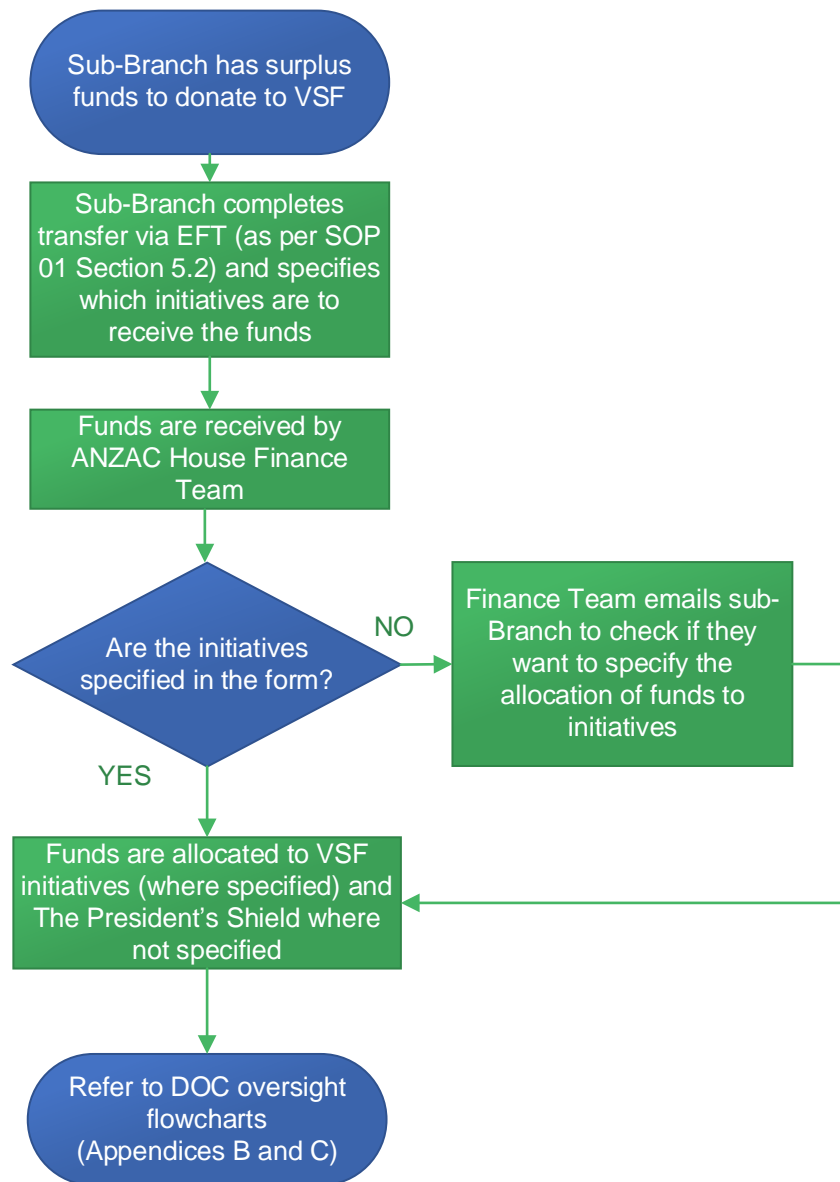
APPENDIX B: DOC oversight of VSF donation targets



APPENDIX C: DOC oversight of VSF expenditure



APPENDIX D: Sub-Branch donations to the VSF



APPENDIX E: VSF Funding Proposal Form for sub-Branches

The sub-Branch is to complete the below form and submit it to their District President. The sub-Branch is to propose funding for strategic initiatives which are consistent with the **Charitable Purpose**, the *Constitution*, the *RSL NSW Strategic Plan*, and relevant Policies. The sub-Branch is to declare any conflicts of interest of Executives of the sub-Branch in relation to the proposal.

The DPC is to assess the received sub-Branch proposals to ensure they are consistent with the **Charitable Purpose**, the *Constitution*, the *RSL NSW Strategic Plan*, and relevant Policies.

The DPC are to submit assessed proposals to the CEO for inclusion in the VSF Targets for future periods. An example of a sub-Branch proposal for funding the VSF is provided below:

Date	Name of Initiative	Detailed Description	Strategic Plan Goal	Proposed Annual Target	Key Performance Indicator (KPI)	Supporting comments
XXX	Freshwater Veterans	A program, run by a reputable charity to provide improvements in wellbeing and community engagement through experiences and competencies in water sports including sailboarding, stand up paddle boarding, sailing, and kitesurfing	3	\$75,000	Positive feedback by veteran participants, increased sub-Branch participation and engagement, and increase membership by 1,000 over next five years RSL Branding to be prominent through a sponsorship agreement and seen in every social or other media post	To be implemented from 2023, with commercial sponsorship by RSL NSW (representing all donating sub-Branches) negotiated and settled by ANZAC House, due diligence, and brand association

Declaration of any conflicts of interest of Executives of submitting sub-Branch:

Signed

President
Sub-Branch
Date: _____

Signed

Chair
District President's Council
Date: _____

APPENDIX F: Veteran Support Fund Targets (EXAMPLES ONLY)

VSF Targets (EXAMPLE ONLY)

Summary Table

Details for each initiative are in the Detailed Targets Proforma Table (see next pages).

Veteran Support Fund		CY 22	CY23	CY24	CY25	CY26
Item						
1	Strategic Plan Implementation (Including training support to sub-Branches - see attachment)	2,000,000	3,825,000	4,117,000	2,647,000	
2	RSL DefenceCare/ Veteran Services	1,900,000	2,200,000	2,400,000	2,600,000	3,000,000
3	Reveille	750,000	750,000	800,000	850,000	900,000
4	President's Shield (ANZAC House)	1,750,000	1,850,000	1,900,000		
5	RSL National Capitation	400,000	500,000	550,000	560,000	570,000
6	NCVH and Fussell House	50,000	60,000	62,000	65,000	70,000
7	Sponsorships	100,000	100,000	100,000	100,000	100,000
8	RSL Scholarships	75,000	75,000	75,000	75,000	75,000
9	Additional advertising - membership	50,000				
10	Kokoda Track Memorial Walk***	50,000	50,000	50,000	200,000	200,000
11	Support and Assistance	75,000	75,000	75,000	75,000	75,000
12	Sport and Recreation*	210,000	250,000	250,000	250,000	250,000
13	District Coordinators		1,000,000	1,100,000	1,100,000	1,100,000
14	Funding for DCs and DPC	50,000	50,000	50,000		
15	Funding common IT service for sub-Branch				750,000	760,000
16	RSL NSW ties and scarfs etc.	10,000	10,000	10,000	10,000	10,000
Total		7,470,000	10,795,000	11,539,000	9,282,000	7,110,000

* Funding not required if Strategic Plan funded - noting C'wealth Govt Grant of \$100,000 received Aug 21

** Funding not required after FY23/24 due to the increased revenue after the sale of the Hyde Park Inn.

*** NSW Government announced major sponsorship of the Track in 2021, reducing need for major RSL assistance for a number of years

VSF Targets (EXAMPLE ONLY)

Detailed Table

Item		DPC Comments/Approval	Oversight Committee
1.	Proposal	Strategic Plan Implementation	
	Description	<p>(For inclusions see Attachment 1 below – this provides an estimated detailed breakdown)</p> <p>A Plan prepared from member input to transform the RSL by reversing declining membership and relevance for younger generations and address the emergence of thousands of other charities purporting and delivering what the RSL used to for veterans. Costed at approximately \$16 m over five years, it is a significant but critical investment in reforming an organisation that without intervention will not exist as a member-based organisation in approximately 11-20 years. Requiring a program approach, the delivery of over 50 initiatives requires good governance and accountability back to the members, which is achieved through the proposed PMO (Program Management Office.) Please note that this initiative funds governance training, to support all volunteer executives.</p>	
	Amount	FY 21/22 \$2 m	
	KPI	Per PMO bi-monthly reporting through the Program Steering Committee to the RSL NSW Board of Directors	
	Compliance	ACNC and Annual Report	
2.	Proposal	RSL DefenceCare/ Veteran Services (delivered by RSL LifeCare)	
	Description	<p>The Strategic Plan 2021-2026 envisions the sub-Branch being at the centre of what the RSL stands for, built upon traditional values around mateship and support. Fulfilling this requires four key sub-Branch functions, camaraderie, commemoration, community fundraising and through trained Wellbeing Support Officer or other members, connecting veterans to extra support services they might need beyond the support provided by the sub-Branch.</p> <p>To ensure the veterans community, including those transitioning from the ADF every year, RSL members (within sub-branches) connect those in need of support to our own RSL services in the first instance. This enhances our standing and tells people what the RSL does and stands for. This support service is provided by RSL LifeCare's Veteran Services Division which includes RSL DefenceCare (pensions</p>	

Item		DPC Comments/Approval	Oversight Committee
	<p>advocacy, VRB support, immediate financial assistance, and counselling), the RSL Employment program (preparing and connecting veterans to training and jobs), Equine experience to support those with mental health issues, Homes for Heroes to house homeless veterans, housing, and housing rental assistance for veterans in need housing support. By promoting the collective donation at a media and community level, the RSL will be known as the premier service provider. RSL LifeCare has the responsibility to report performance (by geography). See Link</p>		
	KPI		
	Funding	\$1.9 m	
	Compliance	Constitution – Clause 3 (check) Strategic Plan. Aligned	
3.	Proposal	Reveille	
	Description	Manage and produce the RSL NSW members' journal. Modernise delivery to increase digital content and delivery as well as maintaining home delivered journal.	
	Amount	\$750,000	
	KPI	Quarterly publication and online reach improving 10% per quarter from July 2021 baseline Less than 5% returned to sender/quarter	
	Compliance	Constitution	
4.	Proposal	ANZAC House (President's Shield)	
	Description	This is cost to run the State Headquarters, responsible for the administration of the charity. Directed by the Board of Directors which is responsible for the governance and administration of the League in NSW. Functions include sub-Branch Support (Approx. 4550 emails, 3500 phone enquiries/yr.) State commemoration, compliance, legal advice, administration of RSL Custodian, ANZAC House Trust, and AFOF, financial reporting, events, communications and marketing, policy, and advocacy. The State Headquarters is currently primarily funded from the operation of the Hyde Park Inn and from returns from a small investment portfolio. Prior to the pandemic the HPI provided a net profit of about \$3.5 m/year to fund ANZAC House. (Noting costs for staffing have reduced by 45% since July 2019.) However, the HQ has an increasing role in supporting sub-branches, including for regulatory compliance and administration. With the pandemic, the predicted shortfall in revenue to fund basic operations is approximately \$1.8 m/yr. In the	

Item		DPC Comments/Approval	Oversight Committee
	forecast Contribution Pool budget on the settlement of the sale of the HPI, not only will ANZAC House have sufficient income to pay for its operations, but there is also potentially an opportunity to provide significant additional funding to the RSL NSW Veteran Support Fund.		
	Amount	\$1.75 m	
	KPI	Annual Report Regulatory compliance sub-Branch support Strategic Plan implementation	
	Compliance	RSL NSW Act, ACNC and NSW Fair Trading	
5.	Proposal	RSL National Capitation	
	Description	RSL NSW is a member of RSL National (Australia Ltd) and to maintain membership the State Branch is required to pay a capitation fee based on numbers of service members. RSL National advocates on behalf of RSL NSW to DVA and when required to political leaders. This aligns with the charitable purpose. Rather than charge individuals to pay to belong to a charity, it is proposed to fund from returns on investment, donated to the VSF. (Many sub-Branches used to subsidise the whole membership fee, this is a comparatively a lesser amount.) The amount is likely to be reduced to circa \$250, 000 because of reduced member numbers. The Budget summary is still showing \$400,000)	
	Amount	\$250,000	NB. This amount was reduced to \$250,000 in Feb 22.
	KPI	RSL National deliver on advocacy (proposals from VS&P Committee) and media presence. These are to be published on the website.	
	Compliance	Annual Report, ACNC	
6.	Proposal	NCVH Liaison Officer and Fussell House	
	Description	From 2021 RSL NSW has agreed an MOU with the Sydney SW Health District to place an RSL NSW Liaison Officer (LO) at the Concord Hospital located National Centre for Veterans Healthcare. This up to now volunteer position has actively facilitated the attendance by veterans from all over NSW to the Centre and enabled those veterans attending to be supported by local sub-Branches after their treatment enabling ongoing monitoring. Particularly effective has been the connection to services provided by sub-Branches or RSL DefenceCare like	

Item			DPC Comments/Approval	Oversight Committee
		pensions advocacy. Also, with accommodation available on site for veterans and their families, the LO has been able to coordinate support to them, through their case managers, while staying. Support has included external activities over extended stays. The LO position has attracted significant praise from the veteran community and the hospital. To date, ANZAC House has funded the administration costs for the LO including travel. In future, the position may have to be complemented by a paid role given the workload and critical importance of developing a close relationship with the Centre staff.		
	Amount	\$50,000		
	KPI	Veterans assisted and supported by the Centre, reported through VS&P Committee, and published with RSL NSW performance report.		
	Compliance	ACNC		
7.	Proposal	Sponsorships		
	Description	The RSL will target events and opportunities to promote what the RSL does to support all veterans and their families. For instance, support to community events such as the Park Run, or other events that promote the RSL as an organisation and movement younger veterans in particular want to join to help others and enjoy the benefits of mateship and camaraderie.		
	Amount	\$100,000		
	KPI	Successful application of sponsorships and increased memberships and corporate donations.		
	Compliance	Constitution		
8.	Proposal	RSL Scholarships		
	Description	Approximately 700 veterans have committed suicide since the start of the war in Afghanistan. One of the most challenging aspects of transitioning from the ADF is maintain a sense of belonging and self-esteem. Research suggests that re-skilling and appropriate recognition of skills learned in service can significantly assist veterans re-gain important self-esteem and a sense of belonging through new work backed by new skills. RSL scholarship will be directed to veterans in need of support for re-skilling and will be synonymous for assisting veterans. By promoting this scheme, the RSL will demonstrate what it stands for and does to support veterans, and on scale will reach a significant audience through all media channels. This will be targeted locally and strategically.		

Item			DPC Comments/Approval	Oversight Committee
	Amount	\$75,000		
	KPI	Reducing risk of veteran suicide and successful training and education outcomes		
	Compliance	Constitution		
9.	Proposal	Advertising - Membership		
	Description	With decision to adopt no membership fees from Jan 22, there needs to be a concerted and coordinated state-wide campaign to attract new members to the League, especially by adopting the new 'instant' online membership form. This initiative is to be coordinated with Strategic Plan implementation, providing additional funding to that budget		
	Amount	\$50,000		
	KPI	Increase membership by 10% from Jan 2021 Baseline		
	Compliance	ACNC		
10.	Proposal	Kokoda Track Memorial Walkway		
	Description	Currently approximately 29 sub-Branches contribute from \$1000 to \$40,000 to maintain this walkway. Efforts are being made to make it a State memorial with greater burden of maintenance falling on the State. However, in the short-term charitable funding is required. In 2021 the State Government committed \$600 k to the walkway, reducing the requirement for donations. (Note: RSL NSW has received a proposal to help fund a memorial for spouses and families impacted by service – this will need to be considered as a proposal.)		
	Amount	\$50,000		
	KPI	Track maintained and visitation for awareness increased. Greater acknowledgement of RSL's role in maintaining the walkway.		
	Tier	2		
	Compliance	ACNC and Constitution		

Item			DPC Comments/Approval	Oversight Committee
11.	Proposal	Support and Assistance		
	Description	Per current purpose, support sub-Branches maintain operations and attend events such as Congress. Donations are not permitted from one sub-Branch to another, donations made through Support and Assistance provide transparency and consistency of support, as well as meet regulatory obligations.		
	Amount	\$75,000		
	KPI	Expenditure against purpose and membership numbers		
	Compliance	ACNC		
12.	Proposal	Sport and Recreation		
	Description	Per Strategic Plan – inter-sub-Branch sport and recreation is about veterans and their families enjoying semi-competitive and fun activities and meeting veterans from other communities.		
	Amount	\$100, 000 (with an additional \$110, 000 to come from Grant to stand up the program) BUT no funding required in year 1 if Strategic Plan is fully funded)		
	KPI	Participation in sport and recreation activities and successful implementation of inter-sub-branch activity		
	Compliance	Constitution and ACNC		
13.	Proposal	District Coordinators		
		Per Strategic Plan. The ‘DC’ will support the education and training of sub-Branch and support compliance and other activities. If successful after a pilot, these costs will need to be absorbed into ANZAC House’s budget, which will have to be adjusted higher.		
	Amount	\$0 in year 1 because of pilot under Strategic Plan and District Rationalisation Steering Committee. Approx. \$90,000 plus costs per District if adopted after pilot.		
	KPI	Improved sub-Branch compliance and strength in numbers through activities. Use of Portal and local promotion of RSL.		
	Compliance			

Item			DPC Comments/Approval	Oversight Committee
14.	Proposal	Funding for DCs and DPC		
	Description	Per Clauses 13.38 and 14.26 of the Constitution. State Branch must fund the efficient operation of District Councils and the DPC.		
	Amount	\$50,000		
	KPI	Attendance and effective communication to sub-Branches		
	Compliance	Constitution		
15.	Proposal	Funding Common IT Service for sub-Branch		
	Description	Currently ANZAC House only funds email accounts and service. Sub-Branches have varied approaches, but in most cases are not taking advantage of scale or charitable status, many are using club systems, often non-compliant with RSL NSW Constitution, especially with email addresses.		
	Amount	Commencing in CY 2025		
	KPI	Successful implementation		
	Compliance			
16.	Proposal	RSL NSW Ties and Scarfs		
		Many new members have sought an RSL Tie (or similar), and this approach will enable advantage of bulk purchase and availability. This can only occur with a minimum account balance of \$10,000		
	Amount	\$10,000		
	KPI	sub-Branch satisfaction of service provided.		
	Compliance	Constitution		