



# WORK PLAN

2020-2022

# Veterans and their families

## 1 Provide advocacy support to veterans

- 1.1 Qualify advocate and wellbeing support officers (WSO)
  - Advocacy Development and Training Program (ATDP)
  - Complete induction training
- 1.2 Conduct continuing professional development for wellbeing advocate
- 1.3 Liaise as necessary with Hume Veterans Information Centre (HVIC) for advocacy support and advice
  - Sub-Branch to make annual CAV approved donation to HVIC

## 2 Provide welfare support to veterans and their families

- 2.1 Support can be emotional, social or financial
  - Home, aged care facilities and hospital visits
  - As needed grocery shopping
  - Monthly phone call to all veterans
  - Provision of bus service to enable social interaction
  - Maintain a register of maintenance providers including
    - Home
    - Vehicle
    - Medical
    - Educational
- 2.2 Liaise with RSL Victoria welfare section as necessary

## 3 Raise funds to support the delivery of veteran support

- 3.1 Conduct fund raising activities, including but not limited to
  - Anzac appeal
  - Poppy appeal
  - Diggers golf day
  - Welfare tins in Club

## 4 Encourage younger veterans to support the activities of the Sub-Branch

- 4.1 Establish an RSL Active activities program
- 4.2 Establish a Sub-committee specifically of younger veterans to report to the Committee
- 4.3 Provide a space separate to main Club rooms for younger veterans to meet

## Customs and Traditions

### 5 Conduct Anzac Day services

#### 5.1 Conduct Dawn Service

- Invitees
- Volunteers
  - Bugler
  - Piper
  - Marshals
- Sound system

#### 5.2 Conduct Main Service

- Invitees
- Volunteers
  - Catafalque party
  - Bugler
  - Guest speaker
  - Band
  - Marshals
- Cenotaph set-up
  - Sound system
  - Marquees and seating
  - Flags
- March
  - Transport for older veterans
  - Flag and Banner Bearers (to include PEAK footy)
  - Traffic management plan
  - Risk, safety, and emergency management plan
- Simulcast event
- RSL representatives to other services

#### 5.3 Conduct RSL Club activities

- Gunfire breakfast
- Women's Auxiliary (Wx) lunch
- 2-up
- Wx raffle
- Carpark activities including external bar (red line approval)

#### 5.4 Conduct external Anzac Day activities

- Attend secondary school services
- King George Gardens BBQ

#### 5.5 Arrange advertising and media attendance

### 6 Conduct Vietnam Veteran's Day service

#### 6.1 Conduct Service

- Invitees
- Volunteers
  - Guest speaker
  - Musician

#### 6.2 Afternoon tea (Wx)

#### 6.3 Advertise through media and Vietnam Veteran associations

**7 Conduct Remembrance Day service**

- 7.1 Conduct Service
  - Invitees
  - Volunteers
    - Bugler
    - Guest speaker
  - Cenotaph set-up
    - Sound system
    - Marquees and seating
  - Simulcast event
- 7.2 Arrange advertising and media attendance

**8 Maintain our links with the 2/24<sup>th</sup> Battalion Association**

- 8.1 Maintain frequent communications through liaison officer
- 8.2 Host annual reunion around Remembrance Day

**9 Support the National Servicemen's Association of Australia (NSAA) and other Ex Service Organisations (ESO)**

- 9.1 Provide facilities for meetings
  - Display memorabilia as appropriate
  - Cater as requested by organisation
- 9.2 Maintain contact through President and Secretary
  - Arrange a meeting annually

**10 Maintain, promote and display our memorabilia collection**

- 10.1 Memorabilia on display to be rotated on a thematic basis
- 10.2 Maintain digital display in conjunction with Museums Victoria to include an image, description, and donor details
- 10.3 Memorabilia not on display is to be suitably stored
- 10.4 Documentation of all items donated or loaned out is to be accurately maintained by the memorabilia officer

**11 Establish a place (museum) to display our memorabilia collection and to house our library**

- 11.1 Lease NEBM building for collections
- 11.2 Train volunteers to be able to host visits to the Museum
- 11.3 Librarian to maintain collection and lend books as demanded

**12 Conduct the ODE recital**

- 12.1 Venue staff to ensure light and sound are synchronised

**13 Conduct service funerals**

- 13.1 Liaise with funeral home as necessary
- 13.2 Secretary to ascertain service details and put notice in paper
- 13.3 Display notice of Service members details in Club
- 13.4 Qualified funeral officers to be available
- 13.5 Australian National Flag to be presented at Service

**14 Provide wakes for service members**

- 14.1 Conducted by Women's Auxiliary (Wx)
- 14.2 Operations Manager to discuss details with President Wx
- 14.3 Wx President to liaise with family to determine requirements

**15 Support local Cadet units**

- 15.1 Analyse requests for support from Cadets as received
- 15.2 Committee members to attend Parades when invited
- 15.3 Conduct annual function to thank cadets

## Volunteers

- 16 Recognise those who volunteer in an appropriate manner**
- 16.1 Conduct a function for volunteers quarterly
- Committee to organize and execute
  - BBQ or afternoon tea depending on season
    - Entry in annual calendar
- 16.2 Volunteer coordinator to determine the Volunteer of the month
- Award to be determined at monthly Committee meeting
- 16.3 Volunteer badge to be organized for regular volunteers
- Volunteer coordinator to recommend recipients
- 17 Increase the number of volunteers available to the Club**
- 17.1 Conduct volunteer induction training session
- Volunteer Policy and Procedures Manual
- 17.2 Regular communications with all volunteers
- Use website, Facebook and local media to outline opportunities to volunteer
- 17.3 Conduct Volunteer co-ordination meeting every 2 months
- 17.4 Event sub-committees to be formed for specific activities
- 17.5 Develop Volunteer skills matrix (utilize database as reference point)
- Match volunteers' skills with task requirements
    - Appeal collections
    - Commemorative events
    - Home and hospital visits
    - Support to welfare coordinator
    - Working bees
    - Museum tours
    - Bus drivers
    - Diggers golf day
    - Membership clerk
    - Librarian
- 18 Increase usage of the volunteer database**
- 18.1 Provide training and access to Volunteer database
- 18.2 Sub-committee chairperson to ensure volunteer hours are logged into database
- Charitable status requirement
- 19 Acknowledge the contribution made by the Women's Auxiliary (Wx)**
- 19.1 Club to fund Wx Christmas lunch
- Committee to serve lunch to the ladies
- 19.2 Promote Wx fundraising efforts

## Local Community

- 20 Provide Scholarships for the three Secondary Schools in Wangaratta**  
20.1 Refer to current “Secondary Schools Scholarships” policy adopted 10 May 2019  
20.2 Committee to reaffirm policy and determine value of scholarships each year as part of the budget development process
- 21 Provide annual Grants to organisations that deal with social issues or build resilience in the Community**  
21.1 Committee to reaffirm program guidelines and application criteria during August and September each year  
21.2 Successful applicants advised in April each year
- 22 Provide a meeting place for community organisations**  
22.1 Club committees, ex service organisations (ESO) and community groups (e.g. Probus) use our meeting room on an increasing basis
- 23 Enable the conduct of regular social functions for community groups at the club**  
23.1 Promote and where appropriate re-establish relationships with groups such as the Pony club, Camera club, card clubs, social clubs, and other groups to encourage the use of the RSL’s venue as a place to meet  
23.2 Conduct a series of entertainment events at the venue, such as bingo, festivals and live music and Ovens River themed events
- 24 Maintain and seek out new members**  
24.1 Re-engage with lapsed members using social media, direct contact and incentive programs  
24.2 Conduct campaigns such as major raffles and sponsored events (boutique breweries, vineyards)  
24.3 Use our contracts (MAX, Lion Nathan etc) to enhance opportunities for members  
24.4 Promote the use of the RSL’s discount available to members
- 25 Maintain existing and seek out new partnerships with businesses, community and sporting groups**  
25.1 Establish partnerships with a variety of service and product suppliers in addition to current butcher and fruit and veg vendors, such as a bakery, fuel distributors, wellbeing services and alike

## Venue service

### 26 Create an annual Venue Work Plan

- 26.1 Business Plan – Annual review
  - KPI's for each department
  - Business partners
  - Growth targets
  - Risk matrix
  - Links to legislation/direction already in place (see 30)
  - Develop annual activities (Events, promotions, functions) calendar
- 26.2 Prepare Budgets by October in conjunction with Treasurer
  - Operational Budget
  - Welfare and Charity
  - Patriotic Fund
  - Accumulations
  - GME
  - Purchase NEBM
  - Staff costs
  - Tax
- 26.3 Complete Community Benefits Statement to the VCGLR in September annually
- 26.4 Staff & Committee Training Matrix
  - Reviewed and updated quarterly
  - Report to the Executive Committee monthly
- 26.5 Performance review plan
  - GM and Staff review bi-annually
- 26.6 Venue Compliance
  - IAW annual calendar and legislated requirements
  - Liaise with Gateway Health Gaming Venue Support worker quarterly. Staff training with support worker 6 times per year.
- 26.7 Charity and Governance Review
  - November and February prior to Annual report
- 26.8 Monthly report to committee on the business activities
  - IAW KPI's for each department
  - Quarterly outlook
  - IAW requirements in 30

### 27 Ensure service to patrons in the venue is exemplary

- 27.1 Provide written guidelines for service expectations in the business
- 27.2 Customer service training IAW training matrix
- 27.3 Review reporting data on social media, POS for customer demand

### 28 Act positively and promptly to action issues raised through the feedback mechanism

- 28.1 Feedback mechanism established
- 28.2 Employees are the main point of contact with our customers
  - Daily report from operations manager regarding what feedback, complaints or praise we receive at the table
  - Feedback forms reviewed daily
  - Comments register



- 28.3 Complaints in register resolved within a week
- 28.4 Contact Legal, Workcover or Insurance as necessary within 24 hours

**29 Provide quality offerings for food and beverage at a competitive price**

- 29.1 Weekly and monthly sales reporting through POS + 28.2 - indicates customer demand on current menu items
- 29.2 Monthly competitor price checks
- 29.3 Monthly supplier price checks – to provide competitive pricing
- 29.4 Quarterly Gross Profit data and reporting – for price changes
- 29.5 Seasonal menu changes conducted by the Head Chef
- 29.6 Competitor analysis and monthly report on food, beverage and promotions

**30 Ensure statutory reporting requirements are in accordance with legislative guidelines**

- 30.1 Reporting register IAW legislative requirements/guidelines
  - Anti-Money Laundering/Counter Terrorism Financing
  - Code of Conduct
  - Community Benefit Statement
  - Responsible Service of Alcohol/Responsible Service of Gaming
  - Venue Support
  - Liquor Licensing/ Gaming Licensing (VCGLR)
  - YourPlay
  - Ticket In Ticket Out
  - TAB/KENO
  - First Aid
  - OH&S
  - RCoW Health & Safety
- 30.2 Timeline included in annual calendar

**31 Ensure the Sub-Branch adheres to corporate governance guidelines**

- 31.1 Secretary to monitor Corporate Governance requirements
- 31.2 Training matrix monitored and adjusted as required

**32 Ensure the venue is clean and maintained**

- 32.1 Daily venue inspection
- 32.2 Review repairs and maintenance register daily
- 32.3 Quarterly review of contract and cleaners

**33 Regular review of supplier services**

- 33.1 Supplier register maintained with rep contacts
- 33.2 Conduct a monthly/ quarterly review of pricing and contact suppliers (29.3)