

Blue highlighted text – new content

Yellow highlighted – to be confirmed



**RSL**  
**NSW**

# Standard Operating Procedure

## SOP01

# Funding the Charitable Purpose

|                              |                                  |
|------------------------------|----------------------------------|
| Version:                     | 2.0                              |
| WDF Index code:              | SOP01                            |
| Document status:             | Draft for consultation           |
| In consultation with:        | District Presidents Council      |
| Date consultation concluded: | <date>                           |
| Approved by:                 | RSL NSW Board                    |
| Effective date:              | <date>                           |
| Review date:                 | < annual (due to new formation)> |

---

## Table of Contents

|   |           |
|---|-----------|
| <b>1. Purpose</b>   | <b>3</b>  |
| <b>2. Explanatory notes</b>   | <b>3</b>  |
| <b>3. Regulatory requirements</b>   | <b>3</b>  |
| <b>4. Charitable Purpose within the sub-Branch – what is required to be done</b>                                  | <b>3</b>  |
| 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         |
| <b>5. Charitable Purpose beyond the sub-Branch – The Veteran Support Fund (VSF) - what is required to be done</b> | <b>9</b>  |
| <b>5.1 Minimum Requirements of the VSF</b>  | <b>9</b>  |
| <b>5.2 Accountabilities and responsibilities - Veteran Support Fund (VSF)</b>                                     | <b>10</b> |
| 5.3 How sub-Branches donate to the VSF  | 11        |
| 5.4 VSF Funding Proposal Form for sub-Branches  | 12        |
| <b>6. Document governance</b>   | <b>13</b> |
| <b>APPENDIX A: Management of the VSF funding proposals from Sub-Branches</b>                                      | <b>14</b> |
| <b>APPENDIX B: DOC oversight of VSF donation targets</b>  | <b>15</b> |
| <b>APPENDIX C: DOC oversight of VSF expenditure</b>   | <b>16</b> |
| <b>APPENDIX D: Sub-Branch donations to the VSF</b>  | <b>17</b> |
| <b>APPENDIX E: VSF Funding Proposal Form for sub-Branches</b>   | <b>18</b> |
| <b>APPENDIX F: Veteran Support Fund Targets (EXAMPLES ONLY)</b>   | <b>19</b> |

# 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 *POL30 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     | Annual Information Statement (AIS) (reviewed or audited and as required dependent on the size of the charity) | ACNC        |
| 3.  | 30 November | Annual Budget (in accordance with SOP07 Accounts, Financial Management and Expense Reimbursement)             | 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 per the relevant policy 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, insurance, 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 **elder** 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
- 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 **should be avoided 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, 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)
- 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*<sup>1</sup> 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 the first instance, except for in **crisis or severe distress** situations. 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.)

<sup>1</sup> 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* {insert link} 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 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 member can assess the circumstances and make a recommendation to sub-Branch members with the authority to approve a request for **Financial Wellbeing Assistance**. 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 **per normal circumstances 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 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**

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

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

### 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](mailto: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.](#)

Mandatory donations to the VSF are only applicable to sub-Branches which have total assets of \$2 million or more.

ANZAC House may issue invoices to sub-Branches following review of sub-Branch Annual Returns for donations related to that year.

All sub-Branches are encouraged to make donations to the VSF in accordance with RSL NSW's **Charitable Purpose** and Objectives.

Each qualifying sub-Branch is required to donate to the VSF the amount determined using the calculation set out below. Donations can be made in excess of the calculation and by non-qualifying sub-Branches.

|                                |  |
|--------------------------------|--|
| <b>Qualifying sub-Branches</b> | Sub-Branches with total assets of \$2m or more             |
| <b>Donation amount</b>         | 2% of total assets capped at 30% of total adjusted revenue |
| <b>Total adjusted revenue</b>  | Total revenue less fundraising and grants revenue          |

### Donation Calculation example

A sub-Branch has total assets of \$4.8m comprising cash, shares and equities, fixed term deposits and property. Since the sub-Branch has total assets of greater than \$2m, the donations calculation applies.

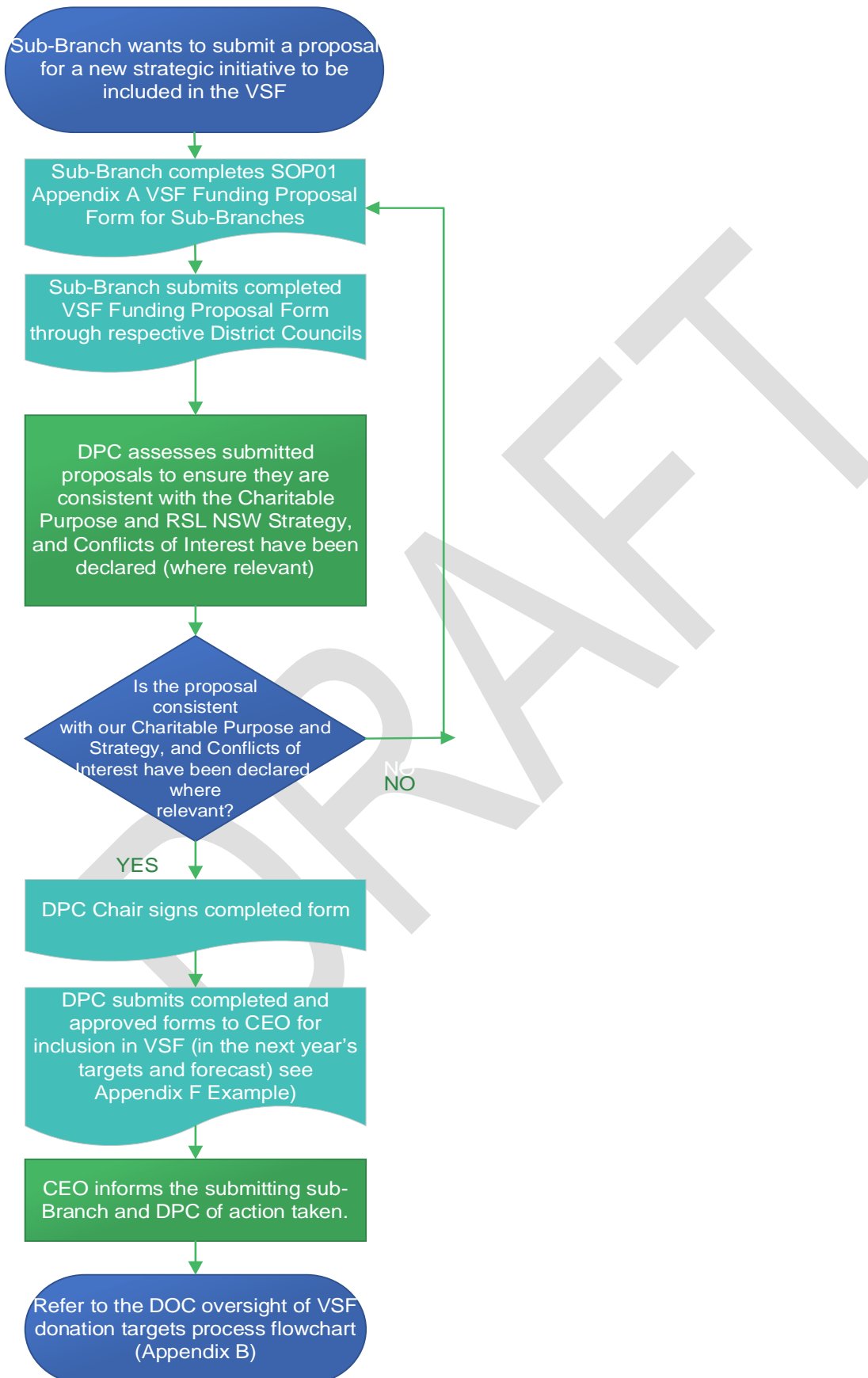
The sub-Branch generates approximately \$250,000 in total revenue per year. The sub-Branch fundraises on ANZAC Day and generates \$10,000 and is the recipient of a local community grant of \$5,000.

|  | <b>Amount</b>    |
|--|------------------|
| <b>Step 1: Total Assets</b>              | \$4,800,000      |
| <b>Step 2: 2% of total assets</b>        | \$96,000         |
| <b>Step 3: Total revenue calculation</b> |                  |
| Total revenue                            | \$250,000        |
| Less: fundraising revenue                | (\$10,000)       |
| Less: grants                             | (\$5,000)        |
| <b>Total adjusted revenue</b>            | <b>\$235,000</b> |
| <b>Step 4: 30% cap on revenue</b>        | \$70,500         |
| <b>Donation to VSF</b>                   | <b>\$70,500</b>  |

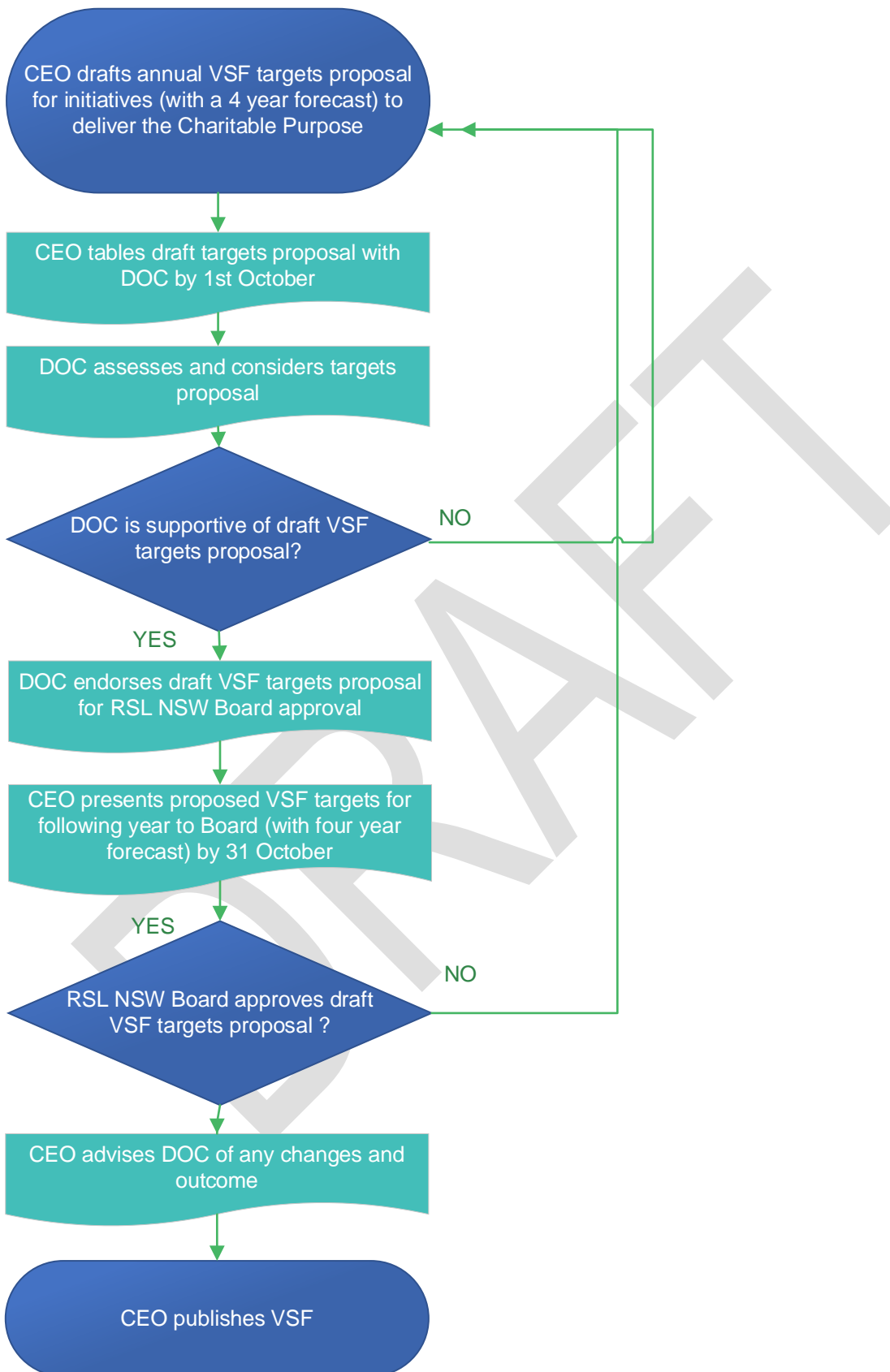
## 6. Document governance

| SOP01 FUNDING THE CHARITABLE PURPOSE |  |                    |                           |
|--------------------------------------|--|--------------------|---------------------------|
| Associated written directions        | <ul style="list-style-type: none"> <li>• <a href="#">RSL NSW Constitution 2019, as amended 2022</a></li> <li>• <a href="#">RSL NSW Strategic Plan 2020 – 2026, as updated 2022</a></li> <li>• <i>POL01 Funding the Charitable Purpose Policy, 2023 (under development)</i></li> <li>• <i>POL30 Written Directions Governance Policy, 2023 (under development)</i></li> <li>• <a href="#">POL22 Privacy Policy</a></li> </ul> |                    |                           |
| Related legislation                  | <ul style="list-style-type: none"> <li>• <a href="#">ACNC Governance Standards</a></li> <li>• <a href="#">RSL NSW Act 2018 (NSW)</a></li> <li>• <a href="#">NSW Charitable Fundraising Act, 1991 (NSW)</a></li> <li>• <a href="#">NSW Charitable Fundraising Regulation 2021 (NSW)</a></li> <li>• <a href="#">ACNC Regulation 2013 (Cth)</a></li> </ul>  |                    |                           |
| Approved by                          | Title and name of role   | Date Date approved |                           |
| Written directions owner             | Title and name of relevant staff member  |                    |                           |
| Date effective                       | Date   | Review date        | Date (min. every 2 years) |
| Publication                          | Date uploaded to Members Portal and notification sent to sub-Branches or in the case of RSL NSW staff; date uploaded to SharePoint and notification sent to staff.   |                    |                           |
| Version                              | V1 for draft; 1.0 for approved   |                    |                           |
| Content enquiries                    | Written directions owner or nominee or support@rslnsw.org.au?  |                    |                           |

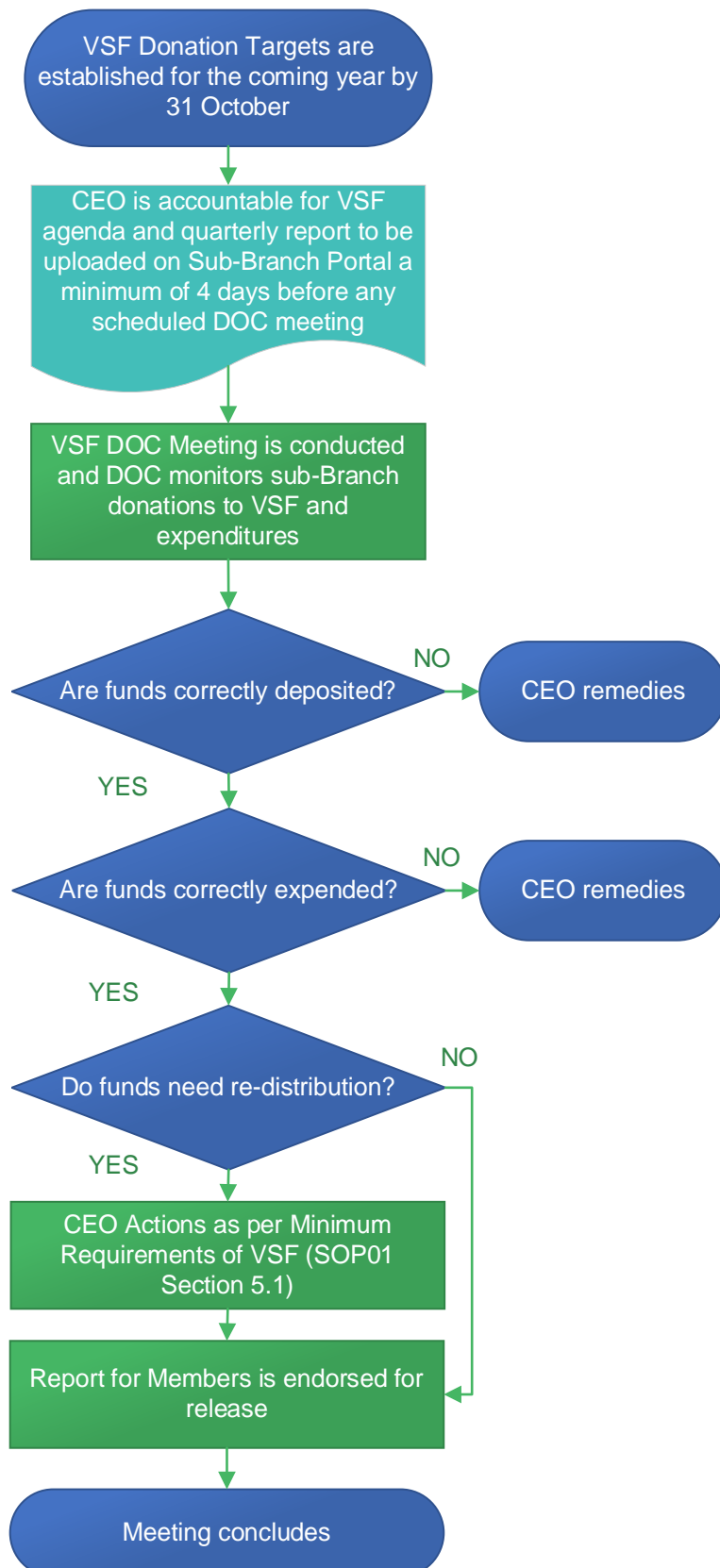
## APPENDIX A: Management of the VSF funding proposals from Sub-Branches



## APPENDIX B: DOC oversight of VSF donation targets

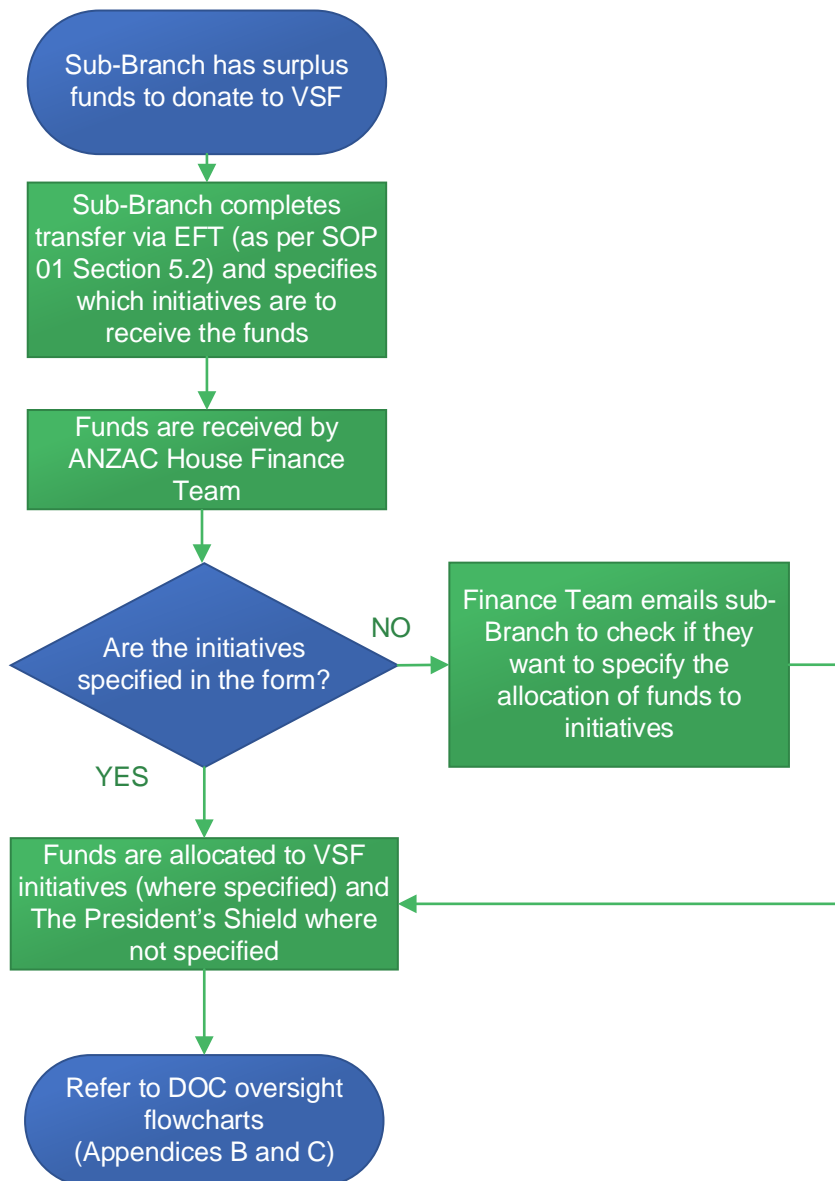


## APPENDIX C: DOC oversight of VSF expenditure





## 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<br>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<br>Comments/Approval | Oversight Committee |
|------|-------------|--|--------------------------|---------------------|
| 1.   | Proposal    | <b>Strategic Plan Implementation</b>   |                          |                     |
|      | 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.</p> <p>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.)</p> <p>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    | <b>RSL DefenceCare/ Veteran Services (delivered by RSL LifeCare)</b>   |                          |                     |
|      | 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</p>   |                          |                     |

| Item |             |   | DPC<br>Comments/Approval | Oversight Committee |
|------|-------------|---|--------------------------|---------------------|
|      |             | LifeCare's Veteran Services Division which includes RSL DefenceCare (pensions 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).<br><a href="#">See Link</a>   |                          |                     |
|      | KPI         |   |                          |                     |
|      | Funding     | \$1.9 m   |                          |                     |
|      | Compliance  | Constitution – Clause 3 (check)<br>Strategic Plan. Aligned  |                          |                     |
| 3.   | Proposal    | <b>Reveille</b>   |                          |                     |
|      | 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<br>Less than 5% returned to sender/quarter   |                          |                     |
|      | Compliance  | Constitution  |                          |                     |
| 4.   | Proposal    | <b>ANZAC House (President's Shield)</b>   |                          |                     |
|      | 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.)<br>However, the HQ has an increasing role in supporting sub-branches, including for |                          |                     |

| Item |  | DPC<br>Comments/Approval  | Oversight Committee                                 |
|------|--|---|---|
|      | regulatory compliance and administration. With the pandemic, the predicted shortfall in revenue to fund basic operations is approximately \$1.8 m/yr. In the 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<br>Regulatory compliance<br>sub-Branch support<br>Strategic Plan implementation   |   |
|      | Compliance   | RSL NSW Act, ACNC and NSW Fair Trading  |   |
| 5.   | Proposal   | <b>RSL National Capitation</b>  |   |
|      | 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-Branched 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   | <b>NCVH Liaison Officer and Fussell House</b>   |   |
|      | 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  |   |

| Item |             |  | DPC<br>Comments/Approval | Oversight Committee |
|------|-------------|--|--------------------------|---------------------|
|      |             | 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 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    | <b>Sponsorships</b>  |                          |                     |
|      | 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    | <b>RSL Scholarships</b>  |                          |                     |
|      | 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   |                          |                     |

| Item |             |  | DPC<br>Comments/Approval | Oversight Committee |
|------|-------------|--|--------------------------|---------------------|
|      |             | 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.   |                          |                     |
|      | Amount      | \$75,000   |                          |                     |
|      | KPI         | Reducing risk of veteran suicide and successful training and education outcomes  |                          |                     |
|      | Compliance  | Constitution   |                          |                     |
| 9.   | Proposal    | <b>Advertising - Membership</b>  |                          |                     |
|      | 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    | <b>Kokoda Track Memorial Walkway</b>   |                          |                     |
|      | Description | Currently approximately 29 sub-Branched 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  |                          |                     |
| 11.  | Proposal    | <b>Support and Assistance</b>  |                          |                     |



| Item |             |  | DPC<br>Comments/Approval | Oversight Committee |
|------|-------------|--|--------------------------|---------------------|
|      | 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    | <b>Sport and Recreation</b>  |                          |                     |
|      | 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    | <b>District Coordinators</b>   |                          |                     |
|      |             | 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  |  |                          |                     |
| 14.  | Proposal    | <b>Funding for DCs and DPC</b>   |                          |                     |
|      | 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   |                          |                     |

| Item |             |  | DPC<br>Comments/Approval | Oversight Committee |
|------|-------------|--|--------------------------|---------------------|
|      | KPI         | Attendance and effective communication to sub-Branches   |                          |                     |
|      | Compliance  | Constitution   |                          |                     |
| 15.  | Proposal    | <b>Funding Common IT Service for sub-Branch</b>  |                          |                     |
|      | 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    | <b>RSL NSW Ties and Scarfs</b>   |                          |                     |
|      |             | 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   |                          |                     |