RSL NSW

Policy

POL30
Written Directions Governance

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Review date:	<TBA>

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1. Purpose

The purpose of this document is to state the RSL NSW requirements for developing and amending policies, procedures, and other formal instructions and guidelines (known as the **RSL NSW Written Directions Framework**). It includes approval, dissemination, and accessibility processes.

2. Explanatory notes

All defined terms are bolded throughout this document; see section 12 for the Definitions. All known document names are italicised. Written Directions for sub-Branches are readily accessible in the Sub-Branch Portal Resource Centre. Written Directions for ANZAC House are readily accessible in SharePoint.

Where there is doubt or inconsistency, the hierarchy of documentation is in accordance with this Policy.

3. Scope

This policy applies to all **RSL NSW Representatives**. As per item 5.15 of the *RSL NSW Strategic Plan*, the **Written Directions Framework** includes a fit-for-purpose framework of policies, procedures, and how-to guides. This framework exists to support **RSL NSW Representatives** through clear, consistent, and user-friendly documentation.

The **RSL NSW Written Directions Framework** is derived from the *RSL NSW Act* and consists of the **RSL NSW Constitution**, **Policies, Standard Operating Procedures (SOPs), Guidance Notes, Risk Registers** and **Assessments, Schedules,** and **Templates**. The relationship between these documents is referred to as the Written Directions Framework Hierarchy – RSL NSW (see graphic below).

Written Directions Framework Hierarchy

RSL NSW Act

RSL NSW Constitution

Policies

Standard Operating Procedures

Guidance Notes

Risk registers and assessments

Schedules and Templates

The RSL NSW Written Directions Framework includes the Constitution, Policies, Standard Operating Procedures, Guidance Notes, Risk Registers and Assessments, Schedules and Templates
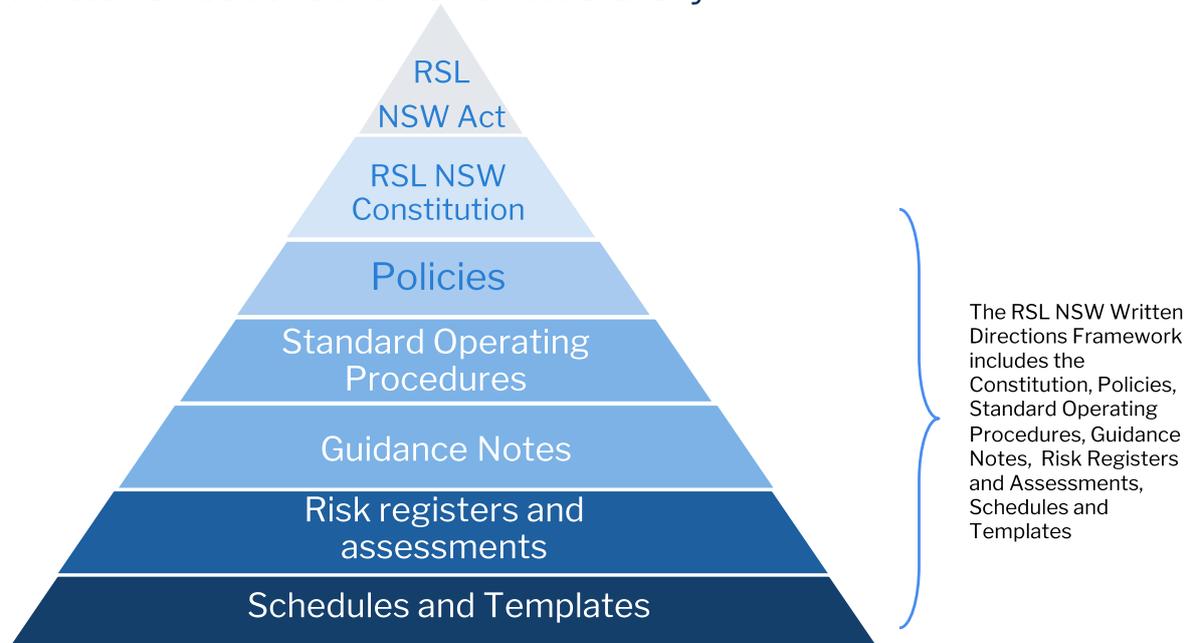
4. Objectives

The objectives of this policy are to:

4.1. Clearly state the purpose of RSL NSW policies and other written directions, when they will be developed, when they will be amended, who will approve them, minimum content requirements, procedural requirements, and record management standards.

4.2. Contribute to enhancing efficiency and effectiveness through the provision of clear requirements for policies and the wider **Written Directions Framework.**

4.3. State the need and frequency of review.

5. RSL NSW Written Directions Framework Components

Refer to the Sub-Branch Portal Resource Centre for all written directions pertaining to all RSL NSW related entities including sub-Branches, and the ANZAC House SharePoint site for ANZAC House specific documents.

5.1 [RSL NSW Act 2018](#)

5.2 [RSL NSW Constitution 2022](#)

5.3 **Policies**

5.4 **Standard Operating Procedures (SOPs)**

5.5 **Guidance Notes**

5.6 **Risk registers and risk assessments**

    5.6.1 Sub-Branch – refer to the Sub-Branch Portal for templates and sub-Branch supplied samples

    5.6.2 ANZAC House – contact the Compliance Team

5.7 **Guidance Notes**

5.8 **Schedules and Templates**

6. Policy statement

All **RSL NSW Representatives** are to comply with this Policy including the development of, and amendments to, existing written directions.

7. Written Directions Framework ownership

The RSL NSW CEO is accountable for the effective management of the **Written Directions Framework (WDF)**. This includes but is not limited to the following:

- the review and maintenance of each WDF artefact

- ensuring that current versions of all **WDF** artefacts relevant to sub-Branches, are provided to the person responsible for loading onto the Sub-Branch Portal

- ensuring that current versions of all **WDF** artefacts, relevant to ANZAC House staff, are readily available in the ANZAC House SharePoint

- maintaining the Written Directions document coding system for each component of the Framework

- Refer to Appendices A and B for more details.

- ensuring adherence to the policy and SOP approval processes (as detailed in Appendices C and D)

- maintaining the *RSL NSW Policies and Procedures Register* including:

  - updating the *Register* when any new policy is created, or an existing policy is amended

  - facilitating the review of existing policies every two years and maintaining the **Forward Business List** for the Board

  - facilitating the review of new policies, 12 months after the effective date and maintaining the **Forward Business List** for the Board

8. RSL NSW Policies and SOPs

8.1 Purpose of RSL NSW Policies and SOPs

The purpose is to assist **RSL NSW Representatives to:**

- understand their accountabilities and responsibilities

- meet the requirements of the RSL NSW Act and **RSL NSW Constitution**, and other relevant legislation

- complete their required duties

- manage risk effectively.

8.2 Minimum requirements of RSL NSW Policies and SOPs

- A policy is a concise, formal, and clear statement that outlines RSL NSW's requirements on a particular topic (or group of topics); can also be described as "THE WHAT AND WHY".

- SOPs provide detailed instructions about how to do something; can also be described as "THE HOW AND WHEN".

  - A procedure sets out the processes, practices and / or actions required to implement and comply with a policy.

  - Each policy is supported, when required, by one or more procedures to provide instructions for policy implementation.

  - Procedures must be consistent with policies. If inconsistency arises, the policy requirement will overrule the procedure requirement.

- ANZAC House is to produce and maintain RSL NSW Policy and SOP templates and will make amendments in consultation with the DPC

- The development and approval process for new policies and SOPs and amendments to existing policies and SOPs is detailed in Appendices C and D.

- Policies and SOPs are to be:

  - developed using the processes detailed in Appendices C and D

- developed using instructions and templates outlined in GN30 Written Directions Governance Guidance Note (under development)

- written concisely, in plain English and without restating legal or constitutional requirements (but references can be included)

- reviewed on a minimum two-yearly basis (with new policies to be reviewed 12 months after the initial effective date and then on a two-yearly basis).

- Stakeholders:

  - must be included in the consultation process

  - have ready access to current policies and SOPs

8.3 Management of new and amended RSL NSW policies and SOPs for sub-Branches

Refer to Appendices C and D for the relevant process flowcharts

8.3.1 When will new policies and SOPs be developed or existing policies and SOPs be amended?

- relevant changes to legislation

- material changes to the external operating environment

- material changes to RSL NSW's strategic intent

- material governance or operational initiatives

- gap or inconsistency in existing policy or SOP

- any material issue identified in the bi-annual reviews of policies

8.3.2 Who can seek approval to develop a new policy or SOP, or amend an existing policy or SOP?

- A sub-Branch Member may present a motion through Congress and/or their District Council

- Relevant ANZAC House Leadership Team Executive

8.3.3 **Agreed Principles** form the basis of a policy or SOP

Agreed Principles:

- are developed and agreed by the Board, ANZAC House Leadership Team and a DPC Reference Group

- establish clarity on the objectives and key content which needs to be in the policy or SOP

- assist in achieving alignment at initiation to minimise rewrites and reviews, with the aim of only one review and rewrite, where necessary

- aim to reduce the overall time and resources spent on developing and amending policies and SOPs

8.3.4   What is the DPC Reference Group?

The Groups will consist of 2 – 4 members, nominated by the DPC, who have practical knowledge of the main subject of the policy or SOP. The Group will work with the Board and ANZAC House Leadership Team to develop clear principles on which the new or amended policy or SOP will be based.

The DPC has the option to delegate this function to **Subject Matter Experts** who have the capability and capacity to participate in the Reference Groups.

The DPC Reference Group/s will also be consulted, as required, during the drafting of the documents (i.e., policies and SOPs only).

8.3.5   Who is consulted on the content of a new or amended policy or SOP?

- DPC Reference Group

- District Presidents Council sub-Branch Members

- ANZAC House Leadership Team

- RSL NSW Board

8.3.6   Who approves a new or amended policy?

- RSL NSW Board (as per the *Clause 21. RSL NSW Constitution*)

8.3.7   Who approves a new or amended SOP?

- District Presidents Council

- RSL NSW Board (as per the *Clause 21. RSL NSW Constitution*)

8.3.8   What happens after a new or amended policy or SOP is approved?

- The document is communicated to the intended users (e.g., sub-Branches or ANZAC House staff) and made readily available as noted in Section 7 above and Section 12 below

- Relevant support is provided to users such as additional explanatory documents and training

9.   RSL NSW Guidance Notes

- The CEO is responsible for **Guidance Notes** and their approval

- They are developed in response to feedback from sub-Branches and requests from the DPC and ANZAC House Leadership Team

- The CEO is to ensure they are provided to the Sub-Branch Portal owner to be included in the Sub-Branch Portal

- They are developed using the RSL NSW template which can be found in *GN30 Written Directions Governance Guidance Note* (under development)

10. RSL NSW risk assessment examples and templates

- The CEO is responsible for the **risk assessment** templates and examples and approves their use

- They are developed in response to requests from the DPC and feedback from sub-Branches

- The CEO is responsible for ensuring they are provided to the Sub-Branch Portal owner to be included in the Sub-Branch Portal

11. RSL NSW templates and checklists

- The CEO is responsible for the **templates** and **checklists** and approves their use

- They are developed in response to requests from the DPC and feedback from sub-Branches.

- The CEO is responsible for ensuring they are provided to the Sub-Branch Portal owner to be included in the Sub-Branch Portal

12. Access to Written Directions

12.1 All written directions relevant to sub-Branches will be published in the RSL NSW Sub-Branch Portal.

12.2 All written directions relevant to RSL NSW staff will be published on the RSL NSW SharePoint site.

12.3 The written directions owner or nominee will:

- provide the person(s) responsible for updating and maintaining information on the Sub-Branch Portal and ANZAC House SharePoint copies of all approved policies and related documents, as well as the approval documentation for uploading and storing within the Sub-Branch Portal and / or SharePoint

- ensure that rescinded and superseded versions of all policies and SOPs are kept for a minimum of 10 years and all other documents are kept for a minimum of 5 years

13. Definitions

TERM	DEFINITION
Agreed Principles	Statements about the objectives and expected outcomes of new or amended policies or SOPs
Checklist	A list of items required, things to be done, or points to be considered; used as a reminder. Source: https://languages.oup.com/google-dictionary-en/
Forward Business List	A list of items, which are scheduled for review, and need to be included on the agenda of an RSL NSW Board or Committee meeting in the coming year. This includes SOPs and policies

TERM	DEFINITION
	listed in the RSL NSW Procedures and Policies Register. It is the responsibility of the ANZAC House Governance Executive to maintain the list and ensure items are progressed to agendas according to the review dates Source: RSL NSW
Guidance Note	A practical presentation of information and /or standards to help the user understand and implement the requirements. Source: RSL NSW
Policy	A high-level principled statement, detailing minimum requirements and standards which guide decision making to support goals and the RSL NSW Strategic Plan. Helps ensure compliance with legislation and meeting community expectations.
Risk assessment template	A systematic and documented process that involves identifying, analysing, and controlling hazards and risks to prevent harm to people, the environment, and operations.
Risk registers	A risk management tool used to document potential risks, likelihood of potential damage, severity of potential damage and controls in place to mitigate the risk.
RSL NSW	The Returned and Services League of Australia (New South Wales Branch) incorporated under the RSL NSW Act. Source: RSL NSW
RSL NSW Constitution	States the fundamental principles of operation, the decision-making authorities, and high-level requirements about how the organisation is to function. Source: RSL NSW
RSL NSW Policies and Procedures Register	A register of these documents which assists in their management and review.
RSL NSW Written Directions Framework	A documented management framework, derived from the RSL NSW Act and consisting of the RSL NSW Constitution, policies, procedures, risk registers and assessments, schedules, and templates.
Schedule	Plans of activities or a timetable consisting of a list of tasks, actions, or events in chronological order with times for starting and completion.
Standard Operating Procedure	Documented explanation of how to perform tasks and duties; a sequence of actions, processes and responsibilities required to achieve a particular result or goal. Provides a step-by-step explanation of how to implement policy.
Subject Matter Experts	A sub-Branch Member with relevant and deep practical experience in a particular aspect of sub-Branch responsibilities and processes. Recognised by peers as having a comprehensive understanding of the subject.
Template	A pre-formatted document providing guidance on the content and how to complete it.

14. Document Governance

POL30 WRITTEN DIRECTIONS GOVERNANCE POLICY		
Associated written directions	• _RSL NSW Strategic Plan 2020 – 2026, as updated 2022_ • _GN30 Written Directions Governance Guidance Note (under development)_	
Related legislation	• _ACNC Governance Standards_ • _RSL NSW Act 2018 (NSW)_ • _RSL NSW Constitution 2019, as amended 2022_ • _Corporations Act 2001 (Cth)_	
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 Sub-Branch 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: Written Directions Framework – Index Codes – Policies, SOPs, and Additional Relevant documents

Summary of Written Directions Coding:

- POL – Policy

- SOP – Standard Operating Procedure

- AR – Additional Relevant

- GN – Guidance Note

- RAR – Risk Assessment/ Register

- TEM – Template

- SCH – Schedule

Policy Number	Policy Name	SOP Number	SOP Name	Additional relevant documents Number	Additional relevant documents
POL01	Funding the Charitable Purpose	SOP 01	Funding the Charitable Purpose	AR01	Donation Oversight Committee Charter
POL02		SOP 02	Membership	AR02	
POL03		SOP 03	Conduct of sub-branch Meetings	AR03	
POL04		SOP 04	Sub-branch Election Procedures	AR04	
POL05		SOP 05	Responsibilities and Duties of Sub-branch Executives, Committee Members and Trustees	AR05	
POL06		SOP 06	Sub-branch Property Dealings	AR06	
POL07		SOP 07	Accounts, Financial Management and Expense Reimbursement	AR07	

Policy Number	Policy Name	SOP Number	SOP Name	Additional relevant documents Number	Additional relevant documents
POL08		SOP 08	RSL Auxiliaries	AR08	
POL09		SOP 09	Ceremonies and Memorabilia	AR09	
POL10		SOP 10	District Council	AR10	
POL11		SOP 11	RSL Chapters	AR11	
POL12		SOP 12	RSL NSW Board Election Procedure	AR12	Board Charter
POL13		SOP 13	RSL NSW sub-Branch Incorporation	AR13	
POL14		SOP 14		AR14	
POL15		SOP 15		AR15	
POL16		SOP 16		AR16	
POL17		SOP 17		AR17	
POL18		SOP 18		AR18	
POL19		SOP 19		AR19	
POL20	Code of Conduct Policy	SOP 20		AR20	Code of Conduct
POL21	Sub-Branch Administration Levy				
POL22	Privacy Policy				
POL23	Whistle-blower Policy				

APPENDIX B: Written Directions Framework – Index Codes Guidance Notes, Risk Assessments / Registers, Templates and Schedules

Summary of Written Directions Coding:

- POL – Policy

- SOP – Standard Operating Procedure

- AR – Additional Relevant

- GN – Guidance Note

- RAR – Risk Assessment/ Register

- TEM – Template

- SCH – Schedule

Guidance Note Number	Guidance Note Name	Risk assessment/ register Number	Risk assessment / register Name	Template and Schedule Number	Additional relevant documents
GN01		RAR01		TEM01	Risk Register
GN02		RAR 02		TEM02	Pre-event assessment
GN03		RAR 03		TEM03	
GN04		RAR 04		TEM04	
GN05		RAR 05		TEM05	
GN06				TEM06	
GN07				TEM07	
GN08				TEM08	
GN09				TEM09	
GN10				TEM10	

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Once printed, this document is no longer controlled.

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Guidance Note Number	Guidance Note Name	Risk assessment/ register Number	Risk assessment / register Name	Template and Schedule Number	Additional relevant documents
GN11				SCH11	
GN12				SCH12	
GN13				SCH13	
GN14				SCH14	
GN15				SCH15	
GN16				SCH16	
GN17				SCH17	
GN18				SCH18	
GN19				SCH19	
GN20				SCH20	
GN30	Written Directions Governance Guidance Note				

APPENDIX C: New and amended policy, and SOP, development and approval process (Sub-Branches)

Flowchart	Responsibility	Timing Guidelines
(i) RSL NSW Board (Board) or (ii) Member of ANZAC House Leadership Team initiates or (iii) DPC requests new or amended policy or SOP	(i) RSL NSW Board (ii) ANZAC House Leadership Team (iii) DPC (iv) DPC Reference Group	
Board, (ii) ANZAC House Leadership Team (LT) and (iv) DPC Reference Group confirm Agreed Principles to inform the Policy /SOP		
ANZAC House staff draft the Policy / SOP using RSL NSW template	ANZAC House resources as appointed by CEO to consult with the DPC Reference Group as required	Timing is dependent on how many policies are being drafted and / or updated and resource availability
ANZAC House Leadership Team reviews draft Policy / SOP at LT meeting	ANZAC House Leadership Team	2 weeks
Draft Policy / SOP is updated as required	ANZAC House resources as appointed by CEO	2 weeks
Draft Policy / SOP is tabled with Board for review/ feedback		Table at next Board meeting
Draft Policy / SOP is updated as required	ANZAC House resources as appointed by CEO	
(i) Draft Policy/ SOP is sent to DPC for review and feedback **(ii) Circular is sent requesting member feedback to be given to District Presidents**	(i) CEO (ii) CEO	1 week
DPC collate feedback for discussion at agreed DPC meeting and submit to ANZAC House **Sub-Branches and members provide feedback to District Presidents**	DPC and sub-Branch members	4 weeks
New SOP or SOP amendment? — YES → **DPC approves SOP?** — NO	DPC	Table at next DPC meeting
Board approves new or amended Policy? (NO) **Board approves SOP?** — NO	RSL NSW Board	Table at next Board meeting
New or amended Policy is communicated to sub-Branches with relevant support (eg training) **New or amended SOP is communicated to sub-Branches with relevant support (eg training)**	ANZAC House resources as appointed by CEO	Within 2 weeks of Board approval

APPENDIX D: New and amended policy, and SOP, development and approval process (ANZAC House)

Process	Responsibility	Timing Guidelines
(i) RSL NSW Board (Board) or (ii) Member of ANZAC House Leadership Team initiates a new or amended policy	(i) RSL NSW Board (ii) ANZAC House Leadership Team	
Board and (ii) ANZAC House Leadership Team (LT) confirm Agreed Principles to inform the policy		
ANZAC House staff draft the policy using RSL NSW template	ANZAC House resources as appointed by CEO	Timing is dependent on how many policies are being drafted and / or updated and resource availability
ANZAC House Leadership Team reviews draft Policy at LT meeting	ANZAC House Leadership Team	2 weeks
Draft Policy is updated as required	ANZAC House resources as appointed by CEO	2 weeks
Draft Policy is tabled with Board for review/ feedback		Table at next Board meeting
Board approves new or amended Policy? NO / YES	ANZAC House resources as appointed by CEO	2 weeks
	RSL NSW Board	Table at next Board meeting
New or amended Policy is communicated to ANZAC House staff with relevant support (eg training)	ANZAC House resources as appointed by CEO	2 weeks

Note: New, or amendments to, SOPs for ANZAC House:

- must be initiated by a member of the Leadership Team
- drafts must be reviewed by the Leadership Team
- final drafts are to be approved by the CEO