

NATIONAL OFFICE BUSINESS PLAN 2010/11



JUNE 2010

INTRODUCTION

The RSA is an organisation that is widely respected yet our current offering, structure and governance does not always allow us to maximize our potential. The period 2010-15 provides an opportunity to renew, reclaim and reposition the RSA for the future.

In the Future Forum at National Council last year we unfurled our flag for the future. Since that time the National Executive Committee and the National Office has been focused on analysing the Future Forum and addressing the task of determining the way forward.

The 2010/11 Business Plan responds to the priorities identified in the Future Forum and the NEC Strategy Workshop that followed in November 2009. The plan responds to the 2009 National Council's directive to use the increase in capitation from 2010/11 to create new benefits for RSAs and members.

The plan commissions critical pieces of work that will, by their very nature, formulate a strategic direction for the RNZRSA and provide sustainable development for the RSA movement as a whole.

The first of these is comprehensive research and analysis around membership. This work will identify the needs and wants of existing and potential membership. The research and analysis will provide the base and direction for all other strategic work, and enable us to support local RSAs to accurately develop the offerings and experience our future membership desires.

The second key deliverable is to define the RSA: who we are, what we stand for, and what we do. This exercise will determine the characteristics and attributes of the RSA that will attract and satisfy the needs and wants of our future membership.

Immediate initiatives that cascade from the initial deliverables include key strategies for membership, welfare, remembrance and communications as well as the establishment of standards and service levels.

Armed with clarity about whom we want to attract, and who we need to be, we will be ready to move forward with confidence.

The outcome of the 2010/11 Annual Plan will be a clear direction for the RNZRSA and enable us to develop and deliver new benefits in support of RSAs and members in the Year 2011/12 and beyond.

As National President I ask all to take note of the very hard work by the Chief Executive and his team, and by NEC and its Committees, which is represented in this plan. For many years the membership has felt the lack of a business plan based on strategic objectives, which also lacked solid substance. This plan addresses both of those shortcomings, and it does so as a living document itself. That is, as we proceed, the plan itself will change as we discover and uncover new factors. It is not an end, but a beginning – and a very good one at that.



Robin Klitscher
National President



Stephen Clarke
Chief Executive

BUSINESS PLAN STRUCTURE

The Business Plan takes its structure from the key areas identified in the Strategic Plan, the Future Forum and the NEC Strategy Workshop. These are Brand, Membership, Welfare, Remembrance, Operations, Communication and Structure. The plan identifies 27 High Level Actions spread across the key areas.

High Level Actions are divided into specific deliverables across a two-year period (those deliverables in the Year 2011/12 are only those identified now and there will be additional deliverables identified in next year's plan).

Refer Appendix A for a copy of the October 2009 Futures Forum.

BUDGET ALLOCATION

The Business Plan relates directly to, and should be read in conjunction with, the RNZRSA Annual Budget to the period ending 30 June 2011 (Refer Appendix A).

RISK ASSESSMENT

A risk assessment is provided for each deliverable. The Risk Assessment standard applied is AS/NZS 4360, issued by Standards Australia to support the Australia/New Zealand Standard for Risk Management.

RISK ASSESSMENT		AUST/NZ Standard for Risk Management AS/NZS 4360				
Likelihood that loss or damage may occur with regard to People, Services or Reputation		Consequence Criteria				
		5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Insignificant
A	Almost certain, in most circumstances	VH	VH	H	H	M
B	Likely, frequently	VH	H	H	M	M
C	Possible and likely, at some time	H	H	H	M	L
D	Unlikely, but could happen	H	M	M	L	L
E	May, but only in exceptional circumstances	H	M	M	L	L

VH Very high **H** High **M** Medium **L** Low

Deliverables are rated to determine the impact on the business if the deliverable is **not** completed. The rating assesses the impact of loss or damage on people, services or reputation based on the highest impact for **any one** thing that is valued.

A summary of this rating is included at the bottom of the Business Plan for your reference.

NATIONAL OFFICE BUSINESS PLAN

Strategic Area	High Level Action	Benefit	2010/11 Action Plan	Risk †	2011/12 Indicative Action Plan	Risk †
BRAND	1 Analyse our market potential	Allows us to confidently create RSA offers and services that will attract and retain membership, and meet the needs of tomorrow's members	1) Undertake in-depth research and analysis of the membership market including existing and potential members	VH		
	2 Define the RSA Brand	Clarifies what the RSA stands for, its values and standards, and what it offers. Will give direction to all promotion, communications, operation and representation of the RSA at all levels	1) Define the RSA brand values, personality and proposition. Develop a brand strategy using the completed research and analysis, that secures the RSA brand as a national icon	VH		
	3 Establish rules and standards to protect and manage the brand	Protects the RSA's reputation by clarifying appropriate use of the RSA's name and brand marks	1) Define the visual elements of the RSA brand and rules for their use 2) Establish rules for use of the RSA name 3) Develop standards and code of conduct for local RSAs 4) Define strategy for appropriate partnerships and sponsorships 5) Assist local RSAs to effectively use and communicate the RSA brand 6) Update Poppy Trademarks	VH VH VH H H VH		
MEMBERSHIP	4 Create a structure to drive and support membership into the future	Provide direct benefits to RSA members	1) Develop a Corporate Relationship strategy 2) Establish an Affinity/Loyalty programme that supports delivery of benefits to members based on outcomes of research project	H H	1) Continue development of the Affinity/Loyalty programme that supports delivery of benefits to members based on outcomes of research project	H
	5 Grow better clubs	Assist clubs to grow their membership and therefore the health of their club	1) Develop a growth strategy for membership for next 10years 2) Provide clubs with population data for their catchment area 3) Provide advice to RSAs on increasing membership	H H H		
	6 Improve presentation of clubs	Provide an attractive proposition for prospective members	1) Develop a concept kit to enable local RSAs to implement the Club Revitalisation Programme 2) Drive uptake and assist local RSAs to adopt and implement the Club Revitalisation Programme	H H	1) Continuation of uptake and assist local RSAs to adopt and implement the Club Revitalisation Programme	H
	7 Communicate benefits to potential members	Increase public awareness of the benefits of RSA membership. Open our front door	1) Develop a recruitment tool/pack to encourage new members	H	1) Develop an RSA Lifestyle section on the national website that reflects the benefits RSA members receive. Profile members to relate personal experience and demonstrate reasons to belong	H
	8 Deepen our relationship with the Defence Forces	Increase our membership from existing service personnel	1) Liaise with Defence Forces to encourage membership 2) Develop Pack for existing service personnel 3) Develop Pack for retiring service personnel	H H H		
	9 Maximise Growth Opportunities	Increase membership in a qualified sector	1) Develop list of tactics and ideas to assist clubs to maximise the popularity of Anzac Day to benefit their membership	H		
WELFARE	10 Establish standards for management of Poppy Appeal funds	Provides public transparency regarding the way the RSA manages and uses funds donated for welfare use	1) Define management standards and recommended processes for all RSAs to manage Poppy Appeal and Welfare funds 2) Submit a remit to council to adopt management standards	VH VH		
	11 Support the RSA welfare fund – Poppy Appeal	Increased collection for local RSA welfare fund	1) Develop a strategic relationship on a national level that leads to increased collection spots for Poppy Appeal 2) Deploy a marketing strategy for the Poppy Appeal campaign using a mix of viral and mass media promotional strategies 3) Market Poppy Appeal	H VH VH		
	12 Advocate for War Pensions Act Rewrite	Direct benefit for Veterans in terms of entitlements	1) Continued advocacy with law commission and government select committee 2) Ensure the benefits of the new legislation are communicated to RSA members and the wider community	VH H		
	13 Review welfare support at National Office	Adequate resourcing to meet needs	1) Complete needs analysis to resource welfare support at National Office 2) Review resourcing	H		
	14 Increase public awareness of the work of RSA in welfare	Identify veterans and families who need our help. Demonstrate contribution	1) Benchmark welfare spending by RSAs and communicate this publicly	VH	1) Develop an RSA Lifestyle section on the national website that reflects the RSA's work in welfare. Profile welfare officers and case studies of the RSA welfare service to relate personal experience and demonstrate the effectiveness of our service	H
	15 Develop workforce skills at voluntary level	Improved service to welfare recipients and pensions advice	1) Establish minimum standards, expectation and training for voluntary welfare workforce 2) Provide training in current customer service practices in a welfare/care environment	VH VH		

Continued over...

LEGEND **Budget** (GF) Government Funded (T) Trust Fund * Operational Budget
Risk VH Very High H High M Medium L Low

† Assessment of risk to the business if the action is **not** completed. See chart for full assessment standard.

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Strategic Area	High Level Action	Benefit	2010/11 Action Plan	Risk †	2011/12 Indicative Action Plan	Risk †
REMEMBRANCE	16 Further develop RSA relationships with key stakeholders	Establish the RSA as a primary link to remembrance across New Zealand by ensuring the RSA is a key partner alongside government and local agencies that participate in or run commemoration events or services	1) Define a strategy to develop key relationships with government and local councils, and remembrance service partners nationwide 2) Provide leadership and guidance to RSAs to implement the strategy at local level	H H	1) Support from national office for local RSAs to meet with local stakeholders to signal the importance of the relationship	H
	17 Increase public participation and access to Remembrance via the RSA	Validates RSAs role as the guardian of Remembrance for New Zealand. Enables New Zealanders overseas to participate in Remembrance at home. Encourages new audiences to engage with the RSA via Remembrance	1) Develop a marketing strategy for Remembrance using a mix of viral and mass media promotional strategies 2) Market Remembrance	H H		
OPERATIONS	18 Increase benefits to clubs	Added value for clubs. Improved practice by shared learning. Increased viability for clubs	1) Identify and negotiate 2 new benefits for clubs on a national basis 2) Develop templates for clubs to use for strategic plans and business plans 3) Hold an RSA Business Conference	H H H	1) Benchmark performance of clubs against other clubs 2) Develop a range of business models for RSAs 3) Develop a Managers online forum on the national website	H H H
	19 Develop workforce skills at club level	Improved service to members	1) Establish customer service standards in responsiveness, style and service delivery 2) Provide access to training via HSI partnership in current customer service practices for both hospitality and administration environments	H H	1) Continue training in current customer service practices for both hospitality and administration environments	H
	20 Support new committee members	Improved service to RSAs. Improved governance practice at local level	1) Develop a resource for new committee members and office holders that advises on roles and responsibilities, meetings and committee life	H	1) Roll out the committee life resource	H
	21 Improve customer service at National Office level	Improved service to RSAs	1) Establish customer service standards in responsiveness, style and service delivery 2) Provide training in current customer service practices 3) Review and reform the way information is stored and retrieved to improve efficiency and responsiveness	H H H		
	22 Develop workforce skills at National Office level	Improved output to clubs and the organisation overall	1) Complete needs analysis and a professional development plan for all National Office staff 2) Undertake training in at least one skill area for all management staff	H H	1) Undertake training in at least 1 skill area for all operational staff 2) Undertake training in at least 1 skill area for all management staff	H H
COMMUNICATION	23 Upgrade communications methods & systems	Provide information in a more useful and timely manner	1) Develop communications strategy to update the method and style of communication used by National Office	VH	1) Introduce direct feedback mechanism to National Office	H
	24 Upgrade website	Remain current and relevant to our existing and potential audience. Avoid redundant technology by moving with the times. Improve access to online information for members	1) Prepare scope for upgrade of website	H	1) Redevelop the National website to adequately reflect the RSAs position in the national community. Include updated management technology and communication tools. Use the website as the portal to RSA life: communicate the RSA brand, RSA Lifestyle, the work of the RSA and its reasons for being	VH
	25 Improve relations with RSAs	Greater access for clubs to Chief Executive and key National Office personnel	1) Where possible, coordinate visits to areas to coincide with local RSA meetings 2) Report back to general RSA audience on visits to relate and share ideas	VH VH	1) Establish a visit schedule for National Office to every RSA to strengthen connections at local level	H
	26 Update Media Training	Ensure spokespeople can represent the RSA appropriately and consistently to media and in the public domain	1) Arrange media training for NEC and National Office 2) Review media manual for Local RSAs	H H		
STRUCTURE	27 Clarify roles and responsibilities for National Office	Increased opportunities and efficiency of everyday operations by improving ability to respond in a timely manner	1) Establish roles, responsibilities and RNZRSA policies for NEC and National Office 2) Establish delegated authority for Chief Executive across the business and particularly in areas of Finance, HR and Communications 3) Review financial systems and processes, and Trust structure 4) Rename National Headquarters as National Office	H H H M		

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