

**DEVONPORT RSA
STRATEGIC PLAN**

2022 – 2030



RNZRSA NATIONAL COUNCIL

Membership of the Devonport RSA (DRSA) requires supporting all those who comprise the RNZRSA, including Members of the DRSA and other Local Associations, RNZRSA Members together with the RNZRSA itself.ⁱ The RNZRSA’s role is to provide support for Local Associations including DRSA in the delivery of:ⁱⁱ

- (i) Remembrance.
- (ii) Support for veterans, service people (past and present) and their families.
- (iii) Advocacy for veterans, service people (past and present) and their families.

DEVONPORT RSA

The DRSA commits to following the ‘Objects and Purposes’ of the RNZRSA and will work constructively with Other Associations and RNZRSA to pursue the objects and purposes of the RNZRSA locally and nationally.ⁱⁱⁱ

DEVONPORT RSA VISION

‘We are Acknowledged and Respected in our Community as an Organisation that Values Service to Country’

DEVONPORT RSA VALUES

These values underpin everything we do and the behaviours we expect to see:

PEOPLE	RESPECT	INTEGRITY	SERVICE
We commit to put our people first and foremost	We commit to respecting, supporting, and looking out for each other regardless of age, gender, ethnicity, or service	We commit to conduct ourselves in an honest, transparent, and authentic manner	We commit to providing meaningful service to our members, our communities, and to each other

STRATEGIC THEME ^{iv}	STRATEGIC GOALS ^v	OBJECTIVES ^{vi}	TACTICS ^{vii}
1. Remain Viable	Grow our membership <i>(Governance)</i>	<ul style="list-style-type: none"> No less than 60% Voting members No more than 50% Associate membership Grow Youth membership to 5% of total membership Profile and grow the ‘next generation’ of members 	<ul style="list-style-type: none"> Enhance provision and delivery of services and retain membership Collaborate with aligned organisations and associations Build relationships, form and maintain networks
	Maintain financial sustainability / viability <i>(Governance)</i>	<ul style="list-style-type: none"> Generate sufficient income to meet operating overheads, debt commitments and allow growth while maintaining service levels 	<ul style="list-style-type: none"> Develop 10 year capital expenditure and revenue expenditure plan ^{viii} Ensure prudent fiscal management
	Grow leadership and management capacity <i>(Governance)</i>	<ul style="list-style-type: none"> Identify and develop leaders, volunteers, staff, and Board members to ensure capability and capacity to meet DRSA needs 	<ul style="list-style-type: none"> Develop 10 year leadership and management overview to identify entity likely rotations and succession planning Develop coaching and mentoring
	Maintain effective and high quality governance and management <i>(Governance)</i>	<ul style="list-style-type: none"> Ensure policies, procedures and organisation is fit for purpose Ensure DRSA is compliant with legislation and abreast of RNZRSA policies 	<ul style="list-style-type: none"> Establish a Governance Committee to review /recommend policies, procedures, and processes Review risk plan and mitigating measures
2. Remain Relevant	Encourage membership and community partnership with DRSA <i>(Connecting)</i>	<ul style="list-style-type: none"> Analyse community demographic and DRSA catchment and map pathways Contribute to growing the ‘next generation’ of members 	<ul style="list-style-type: none"> Establish Advisory Committee to shape and exercise oversight of DRSA strategic goals. Finalise the Community Engagement Plan that focuses on community outreach and engagement, media, and community partnering
	Lead commemoration events <i>(Commemorating)</i>	<ul style="list-style-type: none"> Be the guardians of remembrance including leading the community in commemoration events Make relatable to changing demographic 	<ul style="list-style-type: none"> Develop a Commemorations Plan that partners with like-minded agencies and services and encourages participation by the wider community and promote as an ‘all of community/ activity
	Meet members needs <i>(Caring)</i>	<ul style="list-style-type: none"> Resource this service stream including staff Provide innovative services to enhance members loyalty and satisfaction levels 	<ul style="list-style-type: none"> Finalise the Support Services Plan that focuses on serving our members Conduct members ‘needs’ assessment with also an eye on the ‘next generation’ membership

ⁱ RNZRSA Model Constitution Draft at 20 October 2021, Clause 3.5

ⁱⁱ RNZRSA Model Constitution Draft at 20 October 2021, Schedule Two – RNZSA Structure, Clause (g)

ⁱⁱⁱ See RNZRSA Model Constitution Draft at 20 October 2021, Clause 3.5, 3.5 (e) for the detailed list

^{iv} Strategic Theme. These group headings can be used to compartmentalize strategic and operational plans, such as Quality, Safety, People, Customers, Service, Finance, and Growth. Four to six such categories appear to be the most common.

^v Strategic Goals. These are broad statements that translate the organization's vision statement into something more meaningful and time-bound. If strategic themes are also used, goal statements are used to translate the vision to specific strategic themes.

^{vi} Objectives. Quantifiable items that measure the success of our Goals, and ultimately the strategic plan. They should measure how you plan to increase, decrease, or maintain some key performance indicators critical to the success of the goal.

^{vii} Tactics. Milestones or key deliverables.

^{viii} Consider a percentages approach eg % for operating, % for welfare services, % for reserve funds, etc