



2026 Strategic Plan

## **IPSWICH RAILWAY RSL SUB BRANCH 2026 STRATEGIC PLAN**

### **Overview**

Ipswich Railway RSL Sub Branch Annual Plan has been prepared to provide guidance for members to fulfil the “Role of the RSL” as stated in the “Objects of the League”. This Annual Plan will assist with governance, welfare and community related activities, and wider community service commitments which have been a feature of the Ipswich Railway Sub Branch since its inception in 1935. To achieve this, a range of objectives have been identified. These objectives are at the core of the Mission Statement.

### **Mission Statement**

***The Ipswich Railway RSL Sub Branch (Queensland Branch) Mission is to promote the interests and welfare of former and serving members of the Australian Defence Force and their families.***

***This Mission will be achieved by:***

- ***Assisting and caring for the sick, elderly, and needy.***
- ***Preserving the memory and records of those who served, suffered, and died for the Commonwealth of Australia.***

- ***Encouraging members of the League and citizens to serve the Nation with a spirit of self-sacrifice and loyalty; to ensure the strength, vitality and security of our Nation is preserved and enhanced.***

## Objectives

The Ipswich Railway Sub Branch's Objectives are designed to meet the above mission, they are not meant to be restrictive or exhaustive, but rather form the framework for activities which support the "Objects of the League".

The objectives are focused on welfare, commemorative, and community related functions, all requiring financial support. Accordingly, fundraising, and related governance requirements are identified as objectives. All objectives are supported by the activities detailed in the SbAS and are subject to review.



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# Ipswich Railway RSL Sub Branch Objectives

The following Objectives are the framework on which all Ipswich Railway RSL Sub Branch activities are based. Within each objective several sub activities have been identified.

### CARE

1. **WELFARE** – Provide for the sick, helpless, wounded, destitute, vulnerable, and needy among those who have served in the ADF, and assist those left behind following the death of a veteran, and support the Moreton District RSL Veterans Family Welfare Centre with the provision of DVA – Advocacy Training and Development Program (ATDP) trained officers to give informed and up to date pensions and advocacy advice and, support to all veterans.
2. **SUPPORT CONTEMPORARY VETERANS** – Support and develop activities that assist in the health and wellbeing of veterans and their dependants.

### COMMEMORATION

3. **COMMEMORATIONS AND REMEMBRANCE** – Preserve the memory and records of those who died or suffered for Australia and protect the good name and preserve the interests and standing of members of the ADF.
4. **ENCOURAGE SERVICE TO THE NATION** – Encourage loyalty to Australia and secure patriotic service in the interests of Australia.

### CAMARADERIE

5. **ADVOCACY** – Promote the values and role of the RSL in the broader community by engaging with federal, state, and local representatives and community leaders and interest groups.
6. **ADMINISTRATION, FUNDRAISING AND GOVERNANCE** – Provide effective and efficient management of RSL assets for the benefit of its members and serving members of the ADF.



## 2026 Strategic Plan

**The Ipswich Railway RSL Sub Branch Railway 2026 Strategic Plan comprises several components. They are –**

### **The Plan Overview**

The Overview provides a broad outline of the role of the RSL and the Railway Sub Branch's plan to address that Role.

### **The Objectives**

The Objectives the Sub Branch should aim to achieve to carry out its role.

### **The Action Plan**

The Action Plan details the activities to be carried out to meet the objectives and is to be read in conjunction with the Sub Branch Activities Schedule (SbAS), which is Annex A to this Plan.

### **The Annual Review**

The Sub Branch Board will hold an Annual Plan Review in November each year at which all aspects of the previous plan will be reviewed and a plan for the following year agreed.

### **Interpretation**

These plans are to be read in conjunction with the 2025 Financial Statements which were used as the basis of budget allocations for the 2026 Plan. The 2026 Budget is at Annex B to this Plan.

Version 1: Nov 2025

## Ipswich Railway RSL Sub Branch Action Plan 2026

These activities will be undertaken to achieve the objectives.

### CARE

#### SbAS 1 WELFARE

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Required Resources</b>	<b>Performance Indicators</b>	<b>Communication</b>
<b>A. Develop annual budget of Welfare activities and proposed expenditure (Annex B)</b>					
<b>1.1 Conduct visits and contact</b> <b>SbAS Sect 1.1</b>	<ul style="list-style-type: none"> <li>All Sub Branch members</li> <li>Wellbeing Advocates</li> <li>Wellbeing Support Officers (WSO)</li> <li>Secretary</li> </ul>	As advised	<ul style="list-style-type: none"> <li>Notification process</li> <li>Club Liaison</li> <li>Desk diary</li> </ul>	<ul style="list-style-type: none"> <li>Feedback</li> <li>Activity report</li> </ul>	<ul style="list-style-type: none"> <li>State/District</li> <li>Sub Branch meeting</li> <li>Wellbeing and Advocacy Staff</li> </ul>
<b>1.2 Conduct Funeral Services and provide funeral benefits.</b> <b>SbAS Sect 1.2</b> - Refer to Sub-Branch Policy 2	<ul style="list-style-type: none"> <li>President</li> <li>Treasurer</li> <li>Secretary or nominated Sub Branch member</li> </ul>	As requested,	<ul style="list-style-type: none"> <li>Poppies</li> <li>Music</li> <li>Printed and social media</li> <li>Sub Branch funds</li> <li>Letters of Condolence</li> </ul>	Family feedback	<ul style="list-style-type: none"> <li>State (life member)</li> <li>District Secretary</li> <li>Sub Branch membership list</li> <li>Internal financial reporting</li> </ul>

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			<ul style="list-style-type: none"> <li>- Family remembrance kit with flag and statement of service</li> </ul>		<ul style="list-style-type: none"> <li>- Funeral director and</li> <li>- Family</li> </ul>
<b>1.3</b> <b>Address social isolation</b> <b>SbAS Sect 1.3</b>	All Sub Branch members	Continual as required	<ul style="list-style-type: none"> <li>- Activity program</li> <li>- Phone contact</li> <li>- Program</li> <li>- Newsletter</li> <li>- Bus trips</li> <li>- Day Club Support</li> <li>- Quarterly Sub Branch BBQ/Lunch</li> <li>- Hospital Visits</li> <li>- Veterans Support group</li> <li>- Bundamba</li> <li>- Sewing and Craft Groups</li> </ul>	Positive/negative feedback	<ul style="list-style-type: none"> <li>- Sub Branch Board</li> <li>- Sub-Branch Wellbeing Advocates</li> <li>- WSO</li> <li>- District</li> </ul>
<b>1.3.1</b> <b>Presidents Morning Tea</b>	<b>Director of Functions</b> Sub Branch Board	Annually	CSI Catering	Attendance	<ul style="list-style-type: none"> <li>- All SB members over 80</li> <li>- District Pres</li> </ul>
<b>1.3.2</b> <b>Identify Sub Branch Widows group</b>	Widow's Coordinator	Bi annually	<ul style="list-style-type: none"> <li>- Sub branch funds</li> </ul>	Feedback	<ul style="list-style-type: none"> <li>- District</li> <li>- Sub Branch</li> </ul>

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<b>1.3.3 Provide transport support</b>	Sub Branch Board	As required	<ul style="list-style-type: none"> <li>- Cab Charge</li> <li>- Yellow Cab Account</li> <li>- Use of the Moreton District Vehicle "Chuck"</li> </ul>	Usage	All Sub Branch members
<b>1.4 Facilitate Welfare Officer training. Provide support for District Advocate Moreton District RSL Veterans Family Welfare Centre</b>  <b>SbAS Sect 1.4</b>  <b>1.4.1 Facilitate Welfare Support Officer Training (WSO)</b>	<ul style="list-style-type: none"> <li>• Volunteer</li> <li>• ATDP</li> <li>• State RSL President</li> <li>• District Mentor</li> <li>• Sub Branch</li> <li>• Wellbeing Advocate</li> </ul>	As courses are available.	<ul style="list-style-type: none"> <li>- Travel and Out of Pocket expenses</li> <li>- Sub Branch Letter of Authorisation</li> <li>- Code of Conduct</li> <li>- Photo I.D</li> <li>- Police Check</li> <li>- Office and digital support</li> </ul>	<ul style="list-style-type: none"> <li>- Logbooks</li> <li>- District Council Report</li> </ul>	<ul style="list-style-type: none"> <li>- District</li> <li>- State</li> <li>- Sub Branch</li> </ul>
	<ul style="list-style-type: none"> <li>• Welfare Advocate</li> <li>• District</li> </ul>	Yearly as determined by District	District to Provide <ul style="list-style-type: none"> <li>• Venue</li> <li>• Materials</li> </ul>		Sub Branch District Other providers or presenters
<b>1.5 Provide emergency support when required.</b>	<ul style="list-style-type: none"> <li>• District and Sub Branch Wellbeing Advocates</li> <li>• Sub Branch</li> </ul>	As required	Refer to Sub Branch administrative and veteran support policies	Welfare reports	<ul style="list-style-type: none"> <li>- District</li> <li>- State</li> <li>- Sub Branch</li> </ul>

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SaBS Sect 1.5 –1.7	volunteers		<ul style="list-style-type: none"> <li>- Weekly Wednesday and Friday coffee catchup at Jacaranda St</li> <li>- Third Friday of month Luncheon at Jacaranda Street</li> <li>- Emergency Hampers and Xmas Hampers</li> </ul>		
1.6 Disbursements (Welfare Donations)	SB Board in conjunction with service providers caring for veterans	Annually	Sub-Branch Funds	Feedback from service providers providing the assistance for which the Sub Branch does not have the capability	<ul style="list-style-type: none"> <li>- District</li> <li>- State</li> <li>- Sub Branch</li> <li>-</li> </ul>

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Required resources</b>	<b>Performance indicators</b>	<b>Communication</b>
2.1 Liaise with RSL QLD ( <a href="mailto:employment@rslqld">employment@rslqld</a> )	<ul style="list-style-type: none"> <li>• Sub Branch Board</li> </ul>	As and when required	To Be Identified as necessary		ADF, State Br, District Br, DVA



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<a href="#">org</a> ) where necessary to access programs supporting Defence Personnel transitioning to civilian life <b>SbAS Sect 2-1</b>	<ul style="list-style-type: none"> <li>Wellbeing Advocates</li> <li>Moreton District RSL Veterans Family Welfare Centre League Development Officer</li> </ul>		Greater access outside of hours normal operating times by opening Saturday afternoons 1 day a month		Mates for Mates Wounded Heroes
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## SbAS 2 SUPPORT CONTEMPORARY VETERANS

## COMMEMORATION

### SbaS 3 COMMEMORATIONS

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources Required</b>	<b>Performance Indicators</b>	<b>Communication</b>
<b>3.1</b> <b>Conduct formal commemorative days.</b> <b>SbaS Sect 3-1 to 3-5</b>					
<b>3.2</b> <b>Anzac Day</b>  <b>SbaS Sect 3-2</b>	<ul style="list-style-type: none"> <li>• Commemorations Director</li> <li>• Executive Parade Marshall</li> <li>• Padre</li> </ul>	First week in February <ul style="list-style-type: none"> <li>- Planning Committee</li> <li>- Run sheet and programme.</li> <li>- Order of Service</li> <li>- Invited dignitaries</li> </ul>	<ul style="list-style-type: none"> <li>- Access to The Queensland Museum Rail Workshops</li> <li>- Check list</li> <li>- Band &amp; bugler</li> <li>- Transport for aged/infirm</li> <li>- Catering</li> <li>- First Aid</li> </ul>	<ul style="list-style-type: none"> <li>- Attendance</li> <li>- Feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Public</li> <li>- Media releases (local, District and State, social media)</li> <li>- AAFC &amp; AACU</li> <li>- QMRW</li> <li>- Scouts and Guides</li> <li>- Schools and community groups</li> <li>- Bands (Salvation Army and Schools)</li> <li>- Flowers</li> <li>- QAS</li> <li>- JOSS</li> <li>- Council</li> <li>- QPS</li> </ul>

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<b>3.3 Vietnam Vets Day</b> SbaS Sect 3-3	Director of Commemorations • Sub Branches • Services Club	Liaise with Club Services Ipswich	- Liaise with Club - Funding - Resources		- Sub Branch - QAS
<b>3.4 Remembrance Day</b> SbaS Sect 3-4	Director of Commemorations Sub-Branch Executive	Late September	- Access to the memorial - Check list - Bus (CSI to Memorial) - Chaplain - Chairs - Shelter - Floral tributes - Emergency Services	Attendance	- Public - Media releases (local, District and State, social media) - AAFC & AACU - QMRW - Scouts and Guides - Schools and community groups - Bands (Salvation Army and Schools) - Flowers - QAS - JOSS - Council - QPS
<b>3.5 Korean Veterans Day</b>		<b>27 July</b>	Sub Branch		
<b>3.6 Middle East Area of Operation</b>		<b>11 July</b>	Sub Branch		
<b>3.7 Other Commemorative Days</b> SbaS Sect 3-5	Director of Commemorations	As requested,	TBA	Attendance	Sub Branch members

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<b>3.8</b> <b>Assist community groups to acquire Memorials</b> SbaS Sect 3-6	As above				
<b>3.9</b> <b>Conduct Schools visits</b> SbaS Sect 3-7	<ul style="list-style-type: none"> <li>• President</li> <li>• Sub Branch members</li> </ul>	Liaise with schools to determine if the Sub-Branch can provide curriculum support. Eg Commemorative Events As required	Guest speaker  Schools Kits as resources  Postcards of Remembrance Draw to Remembrance	On completion of task	<ul style="list-style-type: none"> <li>- Media</li> <li>- State</li> <li>- District</li> <li>- Sub Branch</li> </ul>
<b>3.10</b> <b>Record and regularly inspect Honour Stones and Honour Rolls in Sub Branch area of responsibility</b> SbAS Sect 3-89	Sub-Branch Board QMRW	Liaise with QMRW to determine responsibility			
<b>3.11</b> <b>Identify unmarked graves of Sub Branch members and provide grave markers as required</b>	Sub Branch Board	On occasion	Sub Branch funds or AWG involvement	Identification and installation of a marker	AWG, media

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### SbAS 4 ENCOURAGE SERVICE TO NATION

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources Required</b>	<b>Performance Indicators</b>	<b>Communication</b>
<b>4.1 UNI SQ Nursing Scholarship</b>	<ul style="list-style-type: none"> <li>Sub Branch Board</li> <li>UNI SQ</li> </ul>	UNI SQ Administered  (March to April each year)	Sub Branch funds	UNI SQ Administered  (Report to Sub Branch)	<ul style="list-style-type: none"> <li>UNI SQ</li> <li>State</li> <li>District</li> <li>Sub Branch</li> <li>Sub Branch members</li> <li>Media</li> </ul>
<b>4.2 Administer the Ipswich Railway Sub Branch Inc Technical Training Bursary</b>	Sub Branch Board	- Applications close 30 <sup>th</sup> September (Candidates selected by October 30 <sup>th</sup> )	Sub Branch funds	Bi Annual performance review	<ul style="list-style-type: none"> <li>State</li> <li>District</li> <li>Sub Branch</li> <li>Media</li> <li>Sub Branch members</li> </ul>
<b>4.3 Provide School Bursaries SbAS Sect 4-1 E</b>	<ul style="list-style-type: none"> <li>President &amp; Sub Branch Board</li> <li>Sub Branch members</li> </ul>	Annually Letters to Schools at commencement of year Follow up Letter in October	<ul style="list-style-type: none"> <li>Member representation</li> <li>Funding</li> </ul>	Feedback	<ul style="list-style-type: none"> <li>State</li> <li>District</li> <li>Media</li> <li>Schools</li> </ul>
<b>4.4 Provide Cadet Unit Bursaries</b>	<ul style="list-style-type: none"> <li>President &amp; Sub Branch Board</li> <li>Sub Branch members</li> </ul>		<ul style="list-style-type: none"> <li>Member representation</li> <li>Funding</li> </ul>		<ul style="list-style-type: none"> <li>Army</li> <li>Navy</li> <li>Air force Cadets</li> <li>District Cadet Liaison Officer</li> <li>Moreton District Office</li> </ul>

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<b>4.5</b> <b>Fund Youth activities</b>	<ul style="list-style-type: none"> <li>• Sub Branch Board</li> <li>• Sub Branch members</li> </ul>	As required	Funding	Feedback	<ul style="list-style-type: none"> <li>- State</li> <li>- District</li> <li>- Sub Branch</li> <li>- Media</li> <li>- Schools</li> </ul>
<b>4.6</b> <b>Support other ESO and wider community Remembrance activities</b>					

## CAMARADERIE

### SbAS 5 ADVOCACY

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources Required</b>	<b>Performance Indicators</b>	<b>Communication</b>
<b>5.1 Engage with elected Representatives.</b> SbAS Sect 5-1	Sub Branch Board	Every opportunity	<ul style="list-style-type: none"> <li>- Relevant &amp; accurate information</li> <li>- Project proposal</li> </ul>	Response	<ul style="list-style-type: none"> <li>- QLD Gov through Veterans Queensland Relevant representative</li> <li>- Related interested parties (Media, radio station)</li> </ul>
<b>5.2. Engage with local Community Leaders.</b> SbAS Sect 5-2	<ul style="list-style-type: none"> <li>• Sub Branch Board</li> <li>• Sub Branch members</li> </ul>	Every opportunity	<ul style="list-style-type: none"> <li>- Relevant &amp; accurate information</li> <li>- Community Leader Engagement Breakfast</li> </ul>	Response	<ul style="list-style-type: none"> <li>- Relevant representative</li> <li>- Related interested parties (Media, radio station)</li> </ul>
<b>5.3 Promote RSL to interest groups.</b> SbAS Sect 5-3	<ul style="list-style-type: none"> <li>• Sub Branch Board</li> <li>• Sub Branch members</li> </ul>	Every opportunity	<ul style="list-style-type: none"> <li>- Engage with interest groups</li> <li>- Maintain and contribute to the SB website</li> <li>- Sub branch polo shirts, name badges, generic</li> </ul>	Monitor awareness	Sub Branch

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			SB business cards, brochure - In house advertising at CSI		
<b>5.4</b> <b>Be active in the Community.</b> SbAS Sect 5-4	<ul style="list-style-type: none"> <li>• Sub branch Board</li> <li>• Sub Branch members</li> </ul>	Every opportunity	<ul style="list-style-type: none"> <li>- Participation in Various Expos</li> <li>- Council &amp; Community committees</li> </ul>	Feedback	<ul style="list-style-type: none"> <li>- Elected Reps</li> <li>- Media</li> <li>- State</li> <li>- District</li> <li>- Sub branch</li> <li>- Other affiliated bodies</li> </ul>
<b>5.5</b> <b>Identify &amp; support organisations caring for sick or elderly veterans</b> SbAS Sect 5-5	<ul style="list-style-type: none"> <li>• Sub branch Board</li> <li>• Sub branch members</li> </ul>	Annually	Sub Branch funds	Feedback	<ul style="list-style-type: none"> <li>- Elected Reps</li> <li>- Media</li> <li>- State</li> <li>- District</li> <li>- Sub Branch</li> <li>- Other affiliated bodies</li> </ul>
<b>5.6</b> <b>Marketing brand (advocacy)</b> SbAS Sect 5-7	<ul style="list-style-type: none"> <li>• SB Board</li> <li>• (Marketing Director)</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>- Marketing Plan</li> <li>- Sub Branch funds</li> <li>- SB Website</li> <li>- Facebook pages</li> </ul>		Use all media to highlight RSL activities in the area Website and FB administrator



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### SbAS 6 ADMINISTRATION, FUNDRAISING AND GOVERNANCE

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources required</b>	<b>Performance Indicators</b>	<b>Communication</b>
<b>6.1</b> Maintain Sub Branch office and administration facility at 31 Flint St Nth Ips.	SB Board Director of Property	Ongoing	Sub Branch funds	Ongoing occupation of facility by Sub branch and other ESOs	- State - District RSL - Moreton District Sub Branches - ICC
<b>6.2</b> Provide for the expansion of the current facility at 31 Flint Street Nth Ips	SB Board	2025 onwards	Sub-Branch funds and possibly grant applications. Allocation in 2026 Budget	The Welfare Team has expanded and there is necessity to determine the best means of managing the space available.	- District - Sub-Branch - ICC
<b>6.3</b> Budget all Activities	<ul style="list-style-type: none"> <li>Sub Branch Board</li> <li>Sub Branch members</li> </ul>	Budget to be presented at the November meeting to be considered and ratified at the January 2026 Meeting.  Document to be reviewed. <b>April</b> <b>July</b> <b>October</b>	2025 Financial Statements & any Sub Branch input	Upon presentation of the budget	Sub Branch

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<b>6.4 Administer Daily operations and equipment expenditure in accordance with annual budget guidance.</b>	Sub Branch Board	As required	<ul style="list-style-type: none"> <li>- Equipment</li> <li>- Stationery</li> <li>- Incidentals</li> <li>- Hardware</li> <li>- Software</li> </ul>	Monthly statements	<ul style="list-style-type: none"> <li>- Sub Branch</li> <li>- State/District</li> <li>- Office of Fair Trading</li> <li>- ATO</li> </ul>
<b>6.5 Meet Government Standards and Compliance with ACNC</b>  <b>Monitor CSI performance to ensure security of primary annual funding</b>	Sub Branch Board  SB CSI Directors	At all times  Monthly	<ul style="list-style-type: none"> <li>- Complete and accurate records</li> <li>- Observe appropriate regulations.</li> <li>- Full reporting of Club financials</li> </ul>	Compliance or non-compliance  Compliance with SB allocation budget analysis	<ul style="list-style-type: none"> <li>- State</li> <li>- District</li> <li>- Office of Fair Trading</li> <li>- Accountant</li> <li>- Solicitor</li> <li>- ATO</li> <li>- DVA</li> <li>- Sub-Branch members</li> </ul>
<b>6.5.1 Governance Training for Board and Committee Members</b>		As determined			
<b>6.6 Source additional regular income streams through professional investment advisors</b>	Sub Branch Board			Regular meetings as determined by the Board in communication with financial advisors	
<b>6.8 Conduct Fund Raising activities by volunteers.</b>	Volunteers	Lead up to <ul style="list-style-type: none"> <li>- ANZAC Day</li> <li>- Vietnam Veterans Day</li> <li>- Remembrance Day</li> </ul>	<ul style="list-style-type: none"> <li>- Permits where required.</li> <li>- Insurance</li> <li>- Product</li> <li>- Welfare Account</li> </ul>	Sales	<ul style="list-style-type: none"> <li>- Media</li> <li>- Report to the Sub Branch</li> </ul>