



Legacy Brisbane Strategic Plan 2019 – 2023



Foreword

In May 2018 the Legacy Club of Brisbane marked its 90th year of service to the community. Our Club's history of service reflects a commitment of personal service by Legatees to support the families of veterans who have given their life or their health in the service of our nation. It is a rich history of continually adapting to the changing needs of those in our care as societal, economic, demographic and geographic circumstances have changed. We continue to be a strong and effective Club because whilst the circumstances surrounding our service may change, and the nature of our service may adapt to those changes, we remain steadfast in our commitment.

This Strategic Plan reflects our commitment, it honours the Charter of Legacy and it affirms our vision, mission and values. It provides five strategic objectives for the Club to frame and guide its operations.

Legacy Brisbane will continue to be a service delivery led organisation that ensures our clients receive relevant, effective and sustainable services. Our service delivery programs will be innovative, responsive and properly resourced. We will operate with effective leadership and governance arrangements, sound financial management and reporting, and responsible fundraising activities to ensure we achieve our organisational goals and regulatory requirements. As a service-focussed people organisation, Legacy Brisbane will ensure we build and maintain a quality team of Legatees, Staff and Volunteers imbued with a culture of service. We will maintain effective communications with all stakeholders to ensure we connect, collaborate and participate positively at all levels.

Legacy Brisbane is an independent Club responsible for its own operations, but we operate as a member of the Legacy movement and its family of clubs, as well as being a part of the wider ex-services sector. Without compromising our own operations, we will participate practically with other Legacy Clubs to the benefit of the movement and those in our collective care. We will be a responsible member of the ex-services sector and actively promote collaboration and harmonious relations with all like-minded organisations.

Our Club's 90 years of service highlight that the needs of the families of our fallen and incapacitated comrades will continue well into the future. Those needs afford a field of service that it is our privilege to accept.

Yours in Legacy,



Legatee Mal Rerden
President, Legacy Brisbane



Legacy Charter, Mission and Values

CHARTER

THE SPIRIT OF LEGACY IS SERVICE.

The care of dependants of those who served their country; namely, veterans who died on operational service of subsequently, and Australian Defence Force members who died as a result of their service, affords a field for service. Safeguarding the interests of dependants, especially children, is a service worth rendering.

Personal effort is the main essential.

Inasmuch as these are the activities of Legacy, it is our privilege to accept the legacy of the fallen.

“The Spirit of Legacy is Service”

MISSION

Supporting the families of deceased and incapacitated veterans to deal with the impact of their loss

VISION

No social or financial disadvantage to the families of our deceased and the families of our incapacitated veterans

VALUES

COMMITMENT

We are committed to the best outcomes for our beneficiaries. We realise this imposes obligations upon us and may constrain our freedom of actions however we will never forget our Legacy pledge. We are committed to our colleagues and the whole Legacy Brisbane family.

UNDERSTANDING

We commit to listening to the needs of our beneficiaries in order to understand how best we can meet their needs. Only through truly understanding the needs of the people that we deal with can we deliver solutions that can empower Legacy Brisbane’s mission.

TRUST

We realise trust is hard earned and easily lost. Trust must underpin our engagement with the beneficiaries and protection of their interests and information. Trust must be maintained amongst the whole Legacy Brisbane family of Legacy House staff, Legatees and volunteers. United in trust we are a powerful team.

EMPATHY

We understand that empathy is a strength not a weakness. It requires us to truly understand another person’s perspective or circumstance whether we agree with it or not. Through an empathetic approach collaborative solutions can rise from chaos.



“The Spirit of Legacy is Service”

Key Stakeholders

External stakeholders are those groups which have an impact on, or an interest in the activities of Legacy Brisbane.

Legacy Brisbane recognises that it should strengthen and further develop these relationships by:

- effective engagement demonstrating the value of our work in the community,
- changing behavior and perceptions where necessary,
- enlisting the support of our stakeholders in meeting our objectives,
- having transparent and accountable processes and outcomes, and
- informing stakeholders of progress under this strategic plan.

Legacy Brisbane's key internal stakeholders are:

- Dependants/Clients
- Legatees
- Staff
- Board of Directors
- Volunteers

Legacy Brisbane's key external stakeholders are:

- The Australian Defence Force
- Legacy Australia
- Queensland and other Legacy clubs
- Department of Veterans' Affairs
- Corporate, Community and Financial supporters
- Ex-service organisations and Service delivery partners
- Industry Regulatory and Peak Bodies





Current Trends and Issues

Outlook	Implications for Legacy Brisbane
There has been a recent increase in not-for-profit (NFP) organisation regulation and compliance requirements.	<ul style="list-style-type: none"> • All Legacy funds must continue to be expended on intended purpose • We must resource risk management and governance to sustain compliance across a dispersed area • Board must be adaptive and accountable to emerging codes of conduct and practice across our service delivery and fundraising environments
Competition for funding amongst NFP, ESO, VSO is becoming more competitive	<ul style="list-style-type: none"> • We must engage our stakeholders and remain relevant to them to maintain their support. • We must diversify our revenue generation beyond traditional fundraising activities. • We must continuously communicate the positive actions of Legacy in the community and throughout the Club area of operations. • We invest in continuous improvement activities to strive to provide the best service possible for our clients / dependents
As a Capital and Garrison City Club Legacy Brisbane must advocate for its dependants at state level and be an active contributor to National level service and advocacy issues.	<ul style="list-style-type: none"> • Legacy Brisbane must establish and maintain strong relationships with all levels of Government and their departments such as DVA (Federal) and Minister for Veterans Affairs (State) • Legacy Brisbane must inform and support LAInc advocacy, marketing and communications at the national level.
Legacy Brisbane must be positioned to conduct operations in its area of responsibility and support Queensland Legacy Clubs in SE and Central Queensland when requested	<ul style="list-style-type: none"> • Legacy Brisbane must position itself to sustain operations in the Sunshine Coast, Fraser Burnett, South East Queensland as well as the Rockhampton and Central Queensland areas. • Legacy Brisbane must be adaptive to the needs of other Legacy Clubs in Queensland. • Technology must enhance service delivery provisions and promote standardization across its area of operations. • Community Engagement and Community relationships at Contact Group level in critical to sustaining a strong presence throughout Legacy Brisbane's area of responsibility.
Collaboration amongst Non Profit and Ex Service Organisations remains problematic	<ul style="list-style-type: none"> • Collaboration with other service providers that will benefit our Legacy dependants must be explored. • Information sharing and collaborative forums to be promoted throughout Legacy Brisbane area of operations. • Where possible programs must supported by evidence based data to affirm activities are delivering the intended impacts of programs.
Legacy Brisbane must ensure its Membership recruitment and retention strategies as well as training and development evolves to meet social expectations in service delivery standards.	<ul style="list-style-type: none"> • Recruitment to be broad enough to sustain membership across Club and include targeted recruitment where membership numbers are low ion specific Contact Groups. • Training and development of members to be focused on service delivery capacity (need) and improving quality of service • Retention initiatives to promote the recognition of service in the community by Legacy family members.
Legacy Brisbane must consistently promote volunteering to support service delivery, administration and event support	<ul style="list-style-type: none"> • Volunteers will be recruited, inducted and supported throughout their volunteer journey to understand their impact on clients / dependents. • The ultimate goal is to convert volunteers into Legatees. • Corporate volunteer days to focus on enhancing service delivery, event conduct and corporate relationship management.
The demographic and needs of our client/dependant groups are changing as are the available agencies outside of Legacy Brisbane that may provide support.	<ul style="list-style-type: none"> • As our overall aging widows decline and new families come into our care Legacy Brisbane must remain adaptive to the individual needs of dependants. • Collaboration strategies must be developed with organisations that provide services (ESO, NFP, for profits etc) and funding (DVA, CDC, NDIS etc) to ensure Legacy Brisbane does not replicate services already available via other agencies.

Our Desired Future – Legacy Brisbane in 2023

Service model.
Programs delivered by a knowledgeable and supported workforce.



Quality and accountability. Clear policies, procedures and practices within a quality system.

Effective workforce. Well-trained and supported legatee, paid and volunteer workforce.

Communication. Managed, purposeful and effective internal and external communications.

Financial strength. Diverse revenue streams, strong balance sheet to fund services into the future.



Governance. Structured to deliver the mission and strategic priorities.

Brand health. Recognised as the foremost provider of family support in Defence and related communities.



Planned and measurable impact. Planning, delivering and measuring impact from an evidence base.

Partnerships and alliances. Symbiotic and meaningful relationships for research, services and evaluation.



National representation. Continuing involvement in Legacy Australia to add value to national policies and strategic direction.



Technology. Appropriate technology to secure effective knowledge management.

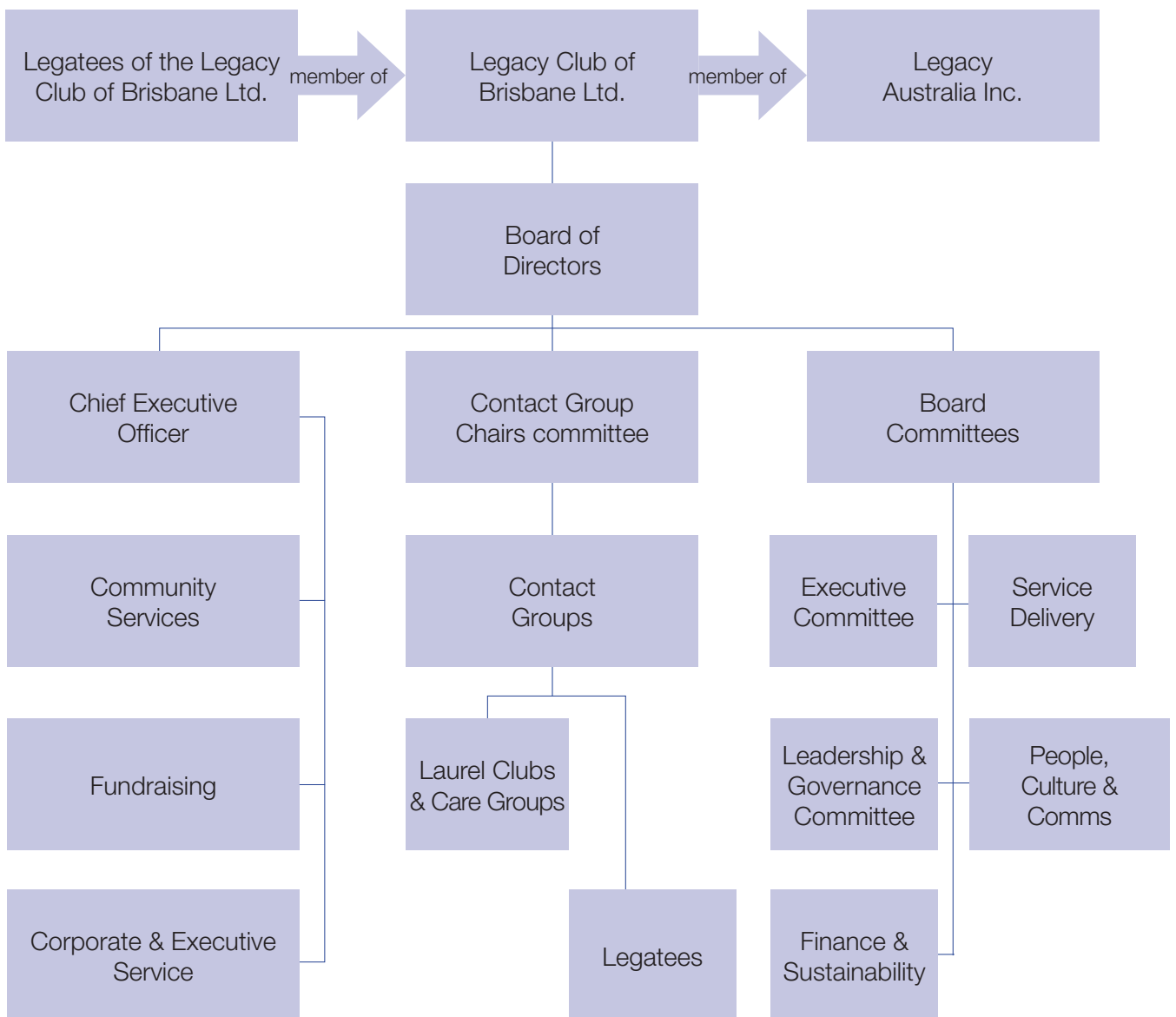


Strategic Pillars



Legacy Brisbane Organisation

Organisational Chart





Strategic Objective One – Service Delivery

Goal: Ensure our clients receive relevant, effective and sustainable services.

Serial	Deliverables	Performance Measures	Responsible	Report Time	
1.1	Clients' needs are understood and met by Legacy Brisbane.	a. Program outcomes evaluated against existing program planning framework (methods vary depending on program).	Service Delivery Committee	Annually	1
		b. Program evaluated for unmet needs through interactions (survey, focus group or other) with clients or their representatives.	CSM	Annually	1
1.2	Legacy Brisbane has sufficient resources to deliver quality services.	a. Program planning framework description outlines required resources (quality, quantity, availability and appropriateness).	CSM	Annually	1
		b. Report by program on resources (quality, quantity, availability and appropriateness) by relevant leader (e.g. Group Chairs, CEO or CSM depending on activity)	Relevant Leader	Bi-Annually	2
1.3	Clients' outcomes are supported through collaboration with community partners.	a. List of collaborative partners matched to service delivery areas/activity.	CSM	Bi-Annually	2
		b. Report by program/activity to evaluate collaboration with community partners to ensure program outcomes lead to intended impact	CSM	Annually	1



Strategic Objective Two – Leadership and Governance

Goal: Ensure effective leadership, governance, planning and reporting to achieve organisational goals and regulatory requirements.

Serial	Deliverables	Performance Measures	Responsible	Report Time	
2.1	Legacy Brisbane meets its regulatory compliance requirements.	a. The Governance Committee annually reviews the Constitution, Board Handbook and the ACNC regulations to ensure alignment.	Governance Committee	Annually	1
		b. Reporting requirements to LA Inc and statutory bodies are achieved.	Finance Manager	Quarterly	4
		c. Statutory compliance obligations are being met	Finance Committee	Quarterly	4
2.2	Legacy Brisbane board committees are effective in meeting the expectations of the board.	a. Board committees annually review their respective Terms of Reference to ensure they remain effective.	Committee Chair	Annually	1
		b. The Board annually assesses the effectiveness of the board committees structure and outputs as aligned to the key strategic priorities based on qualitative reports by Committee Chairs.	President	Annually	1
2.3	Board members' qualifications satisfy the minimum requirements set by the Australian Charities and Not-For-Profits Commission.	a. Establish a skills matrix for the Legacy Brisbane Board and Committees to include qualifications and experience requisites.	President Legacy Brisbane	Annually	1
		b. Validation of member's qualifications for compliance with the Board Skills Matrix and peak body (ACNC, AICD) standards.	President Legacy Brisbane	Annually	1
		c. Prompt action on training or deficiencies identified by Audit	Company Secretary	As directed	
2.4	Develop and maintain a risk management plan which identifies, mitigates and manages risk.	a. Qualitative report on the risk matrix to ensure risks are routinely and proactively identified, mitigated, managed and retired.	CEO Legacy Brisbane	Quarterly	4



Strategic Objective Three – Sustainability

Goal: Ensure current and future organisational capability and sustainability through sound financial management, diversified income and informative reporting.

Serial	Deliverables	Performance Measures	Responsible	Report Time	
3.1	Legacy Brisbane's service delivery outputs are delivered within operating budget.	a. Quarterly report with expenditure no greater than 5% of budget.	Finance Manager	Quarterly	4
3.2	The operating budget is achieved or remains responsive to income fluctuations.	a. Quarterly report with expenditure no greater than 5% of budget.	Finance Manager	Quarterly	4
3.3	The documented capital investment strategy achieves targeted returns on investment.	a. Bi-annual report by the Finance and Sustainability Chair	Finance & Sustainability Chair	Bi-Annually	2
3.4	Fundraising achieves or exceeds the rate of return in the Board approved Fundraising strategy.	a. Bi-annual report with achievements within 5% of target or in excess of target.	FRMC	Bi-Annually	2
		b. Quarterly report against the Fundraising Strategy	FRMC	Quarterly	4



Strategic Objective Four – People and Culture

Goal: Recruit, train and retain a quality team of Legatees, volunteers and staff imbued with the Legacy culture of service.

Serial	Deliverables	Performance Measures	Responsible	Report Time	
4.1	All members of the Legacy team know our values, commit to their service with Legacy, and feel well supported in their endeavours.	<p>a. Survey of the Legacy Brisbane team that focuses on whether they feel engaged and supported by the leadership of Legacy Brisbane.</p> <p>b. Wellbeing strategies are created, promoted and reviewed throughout the organisation.</p> <p>c. Target: 80% high satisfaction.</p>	Chair People, Culture & Comms Committee	Annually	1
4.2	Members of the Legacy team have the skills, knowledge and attributes to deliver services and are supported by a professional development plan to grow individual and organisational capacity.	<p>a. Legacy Brisbane Contact Groups have the appropriate position appointments and training to undertake service delivery.</p> <p>b. Legacy Brisbane Staff are trained, motivated and have individual and organisational development plans in accordance with operational and tactical demands.</p> <p>c. Annual Report to Board on training achievements</p> <p>d. Invest sufficient resources for the training and development of the Legacy Team.</p>	Legacy Brisbane People and Culture Manager	Annually	1
				Annually	1
				Annually	1
4.3	Legacy Brisbane learns and evolves to ensure continuous improvement, particularly in relation to the evaluation and adoption of relevant industry standards.	<p>a. All Legacy Brisbane policies have been developed, reviewed and evaluated within the past 24 months to relevant industry benchmarks, standards or best practice.</p> <p>b. Legacy Brisbane programs are reviewed in accordance with the Operational Plan</p>	Governance Committee	Quarterly	4
			CSM	Annually	1



Strategic Objective Five – Communication

Goal: Ensure effective communication with internal and external stakeholders to better connect, collaborate and participate.

Serial	Deliverables	Performance Measures	Responsible	Report Time	
5.1	Develop and annually review the Legacy Brisbane Communications Strategy.	a. Develop Communication and Marketing Plan.	FRMC	March 2019	
		b. Annually review strategy to ensure it remains relevant.	FRMC	Annually	1
5.2	Effective communication with internal stakeholders, through the Communications and Marketing Plan, achieves the specified objectives of the plan.	a. Quantitative and qualitative report on the achievement of objectives as detailed in the Board approved operational plan.	Finance Manager	Bi-annually	2
5.3	Effective communication with external stakeholders, through the Communications and Marketing Plan, achieves the specified objectives of the plan.	a. Quantitative and qualitative report on the achievement of objectives as detailed in the Board approved operational plan.	FRMC	Bi-annually	2



Future Planning

This strategic plan supports Legacy Brisbane's operations for the next five years and to ensure it remains relevant and fit for purpose the board of directors will review the plan annually. In this context there are aspects of Legacy Brisbane's operations that would benefit from further detailed analysis and examination to consider options for improvement or development. The board of directors have identified a number of priority areas for consideration in the coming year. They include:

- Support to Group Chairs and Contact Groups (People and Culture Committee)
- Reviews of current service delivery programs (Service Delivery Committee)
- Identification and assessment of client needs (Service Delivery Committee)
- Review of the constitution (Governance Committee) in context of:
 - Board Membership
 - Contact Group Structure
 - General membership
- Training needs and development continuum (People and Culture Committee)
- Information management and systems improvement (Senior Management Team)







Legacy Brisbane

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