

# WHANGAREI RSA TACTICAL PLAN 2019 TO 2025

*“A force for good-people helping people”*

This Plan is approved for evaluation, revisions, additions, deletions and improvements. It is intended to provide a road map for what we intend to achieve over the next three to five years. It requires evidence based and systematic thinking to implement. It documents the two key elements below:

1. The desired results for each Key Result Area which are the fifteen service categories we deliver to our members and the community we serve.
2. The best evidence (data) based methods and means(actions) to accomplish the desired results in each Key Result Area.

In some cases, a systematic problem solving and decision-making process is required to work through the gaps in results (problems) before agreement is reached on the alternative solutions. The executive Committee is now applying a more evidence and data-based approach to planning and decision making to improve the results in each Key Result Area. Collaborative Critical Thinking (CCL) is now applied to get effective decisions.

The Tactical Plan will inform the Strategic Plan – yet to be developed by December 2020.

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## INTRODUCTION TO TACTICAL PLAN

The Whangarei RSA is committed to creating a positive change in the results we will accomplish in both the short and long term. We are what we do and accomplish. Our choices and decisions about what we use and do determine the results we get. We are responsible for what we choose and we have chosen to be successful, to plan and deliver results that add measurable value to our members and the community and the larger society we serve.

### **New Challenges**

Our results in recent times are not positive. We are faced with new realities in society and many problems we have not faced before which require adaptive responses and new skills. We have to become a learning organization that shows agility and the willingness to learn new methods and means which match our values and purpose, (A Force for Good - People Helping People.)

### **Improve Planning Processes**

We have chosen to improve our planning processes and all the supporting processes to accomplish better results. This Tactical Plan is part of a larger strategic plan not yet completed. Results are delivered at three levels as outlined below;

1. **Mega Results.** These are the results delivered at a societal level by what we do, such as delivering self-sufficient citizens, increased “wellbeing” for members, reduced crime in the community and long-term funding and success.
2. **Macro Results.** These are the results delivered to our members such as healthy food, security and safety, good entertainment and happiness. This is the tactical (Business) planning level.
3. **Micro Results.** These are the results delivered internally by individuals and teams. This is operational planning.

### **Tactical Plan Time Frame**

This Tactical Plan combines Macro and Micro results in this one planning document. The time frame of this tactical plan is three to five years. It can be revised through due process any day based on sound evidence for the change. It is the guiding document for all decisions and describes in measurable terms the objectives and supporting action plans for each Key Result Area of the RSA.

### **Needs Assessment Informs Decisions**

The tactical plan is derived from a Needs Assessment (NA) started after the last AGM in 2012. We now have better data and evidence to inform our decisions and plans. The NA identified a set of Key Result Areas which we deliver through our services. For each Key Result Area (KRA) we identified a set of Performance Indicators which indicate how to measure success in that KRA. We still have some work to do to identify the best way to measure the results we intend to deliver. We have set measurable objectives (SMARTER) for the next three to five years and detailed the means for achieving these objectives. As we get better at gathering evidence and data to support our decisions we can make changes to the plan based on sound data and evidence.

Progress requires change at all levels of the RSA. Change can be scary. If we are not getting the results we want then change is required. The Executive team is working on a range of evidence-based changes. These changes mean that our future decisions are informed by good data rather than past convention or unsupported opinion.

In outline the change process is as follows:

- 1. Define the results we are getting at present. (Needs Assessment)**
- 2. Determine the results we desire at Mega, Macro and Micro levels.**
- 3. Establish what actions behaviours, methods and means will bridge the gap (Need) between the desired and the present results.**
- 4. Analyse the consequences of not changing versus changing what we do and deliver.**
- 5. Select new actions and behaviours to deliver desired results.**
- 6. Decide to change (Document the plan for change)**
- 7. Implement the change and be guided by the plan.**
- 8. Evaluate ourselves in the changed behaviours and actions and be prepared to change again if we don't get the results we desire.**

### **Member Engagement**

All members are encouraged to make evidence-based suggestions as part of the planning process. In addition, various action committees require motivated and committed volunteers to achieve the desired results. If you want to be part of the change then join a committee.

### **Executive Committee Development**

The Executive Committee has committed to learning new skills with the help of a skilled facilitator. They have also initiated a method to inform candidates for the RSA President's role and executive members on the personal skills and characteristics required of the leadership roles. A Leader's Guide on these requirements is available from reception.

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## RSA VALUES

The Whangarei RSA Values support the purpose statement and define the principles and criteria for selecting and planning all we use, do and deliver to our members and the larger society we serve. Values are the principles and characteristics we hold dear as they guide what results we intend to accomplish and the means we use. They guide our decisions at all levels.

*“A FORCE FOR GOOD-PEOPLE HELPING PEOPLE”*

**COURAGE;** Courage is the willingness to act towards a moral or worthwhile good despite the presence of risk, uncertainty and fear. It can be shown on the battlefield and in everyday living and events.

**COMPASSION;** Caring and feeling for our fellow humans such that we show empathy, respect and common decency. We reach out to lend a hand, defend the underdog and do what's right to protect the weak, unwell and disabled.

**CAMARADIE;** We get alongside our communities, joining together to serve the community and accomplish common objectives which add value to society. It's about working in teams on common objectives and collaborating for group strength and having a sense of whanau and belonging to something of higher value.

**COMMITMENT;** this value is about tenacity, resilience, grit and perseverance in pursuit of long term objectives to create a better world for tomorrows child. Our spirit of determination was forged in hard times and it will serve us as the bedrock on which we build our communities. It recognizes that continuous learning is required to create stronger and robust communities for all kiwis.

## I.1. ANZAC and HERITAGE SERVICES

Performance Indicators:

1. Numbers Engaged; 2. Number Schools Engaged; 3. Revenue from Poppies;
4. Number of Heritage Events; 5. Level of Cadet Engagement

Code	Present State	Desired State	Means/Methods Tactics
1	[INSERT] numbers engaged in 2019	Increase the numbers engaged by [INSERT] from 2019 to 2021	<ol style="list-style-type: none"> <li>1. Develop news and warning plan to use social media and reach out tactics to population to inform of plans</li> <li>2. Document plan and Budget and procedures for process to include Check Lists for members to follow on ANZAC Committee. Who is responsible for ANZAC Day? Delegate and assign tasks.</li> <li>3. Enhance Liaison with School Principals and encourage engagement and provide logic and roles.</li> <li>4. Request RNZRSA to produce video or POWERPOINT presentation to use for informing and publicizing meaning of ANZAC Day.</li> <li>5. Brain Storm other events to support ANZAC Day.</li> <li>6. Design reach out program to Vets</li> <li>7. Facilitate focus group to identify Veterans' needs.</li> </ol>
2.	25 Schools engaged in 2012	Increase Schools engaged from 25 to xx by 2021	<ol style="list-style-type: none"> <li>1. Enhance defined plans/roles for schools and gain acceptance from Principals.</li> <li>2. Brain Storm other events to support schools' engagement in ANZAC Day</li> <li>3. Continue Essay competition for students</li> <li>4. Link with Youth development strategy and acquisition of new members. Refer Youth Development policy and Key Result Area.</li> <li>5. Align with youth development events and seek ideas from school principals for suitable events to engage youth and support youth asset development.</li> <li>6. Enhance role of and number of persons available as guest speakers to schools for ANZAC Day commemorative events</li> </ol>
3.	\$(INSERT) revenue in	Increase revenue by at	<ol style="list-style-type: none"> <li>1. Develop POPPY Day Plan and</li> </ol>

	2019	least 5 % annually on Poppy day over next five years	document procedures and guides for volunteers. 2. Advertise Poppy Day through variety of social media and Newsletters to community. 3. Analyse social network opportunities for Poppy day donations.
4.	Low emphasis on Heritage Events	Increase Heritage events Schedule for significant events by 2021	1. Select Heritage Events 2. Establish Standards/Tikanga for Military events. 3. Communicate with Community 4. Establish information methods e.g. use of social media to inform. 5. Design relevant SOPs. 6. Ref to I.3 Youth Development.
5.	Low emphasis on Cadet Engagement	Increase Cadet/Youth members to at least 3 units by 2021	1. Design formal membership event 2. Design reward system 3. Design meet the Veterans events 4. Publish achievements 5. Offer coaching/skills sharing workshops

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## I.2. PENSIONS/BENEFITS SUPPORT SERVICES

Performance Indicators:

1. Number of self-sufficient members; 2. Membership Increase;
3. Valid Cases Supported.

Code	Present State	Desired State	Methods/Mean-Tactics																																				
1.	Number of Self Sufficient members?Data required.	All members are self-sufficient or moving towards self-sufficiency or in effective care	<ol style="list-style-type: none"> <li>1. Conduct Needs Assessment</li> <li>2. Clarify roles in this Key Result Area</li> <li>3. Establish data base.</li> <li>4. Establish process and confidentiality policy</li> </ol>																																				
2.	<p>Present membership from recent operations (since the 2010/2011 financial year).</p> <table border="1"> <thead> <tr> <th></th> <th>R&amp;S</th> <th>ASC</th> <th>TOT</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>1230</td> <td>982</td> <td>2213</td> </tr> <tr> <td>2012</td> <td>1182</td> <td>1094</td> <td>2276</td> </tr> <tr> <td>2013</td> <td>988</td> <td>1013</td> <td>2001</td> </tr> <tr> <td>2014</td> <td>911</td> <td>953</td> <td>1864</td> </tr> <tr> <td>2015</td> <td>799</td> <td>922</td> <td>1721</td> </tr> <tr> <td>2016</td> <td>720</td> <td>900</td> <td>1692</td> </tr> <tr> <td>2017</td> <td>569</td> <td>700</td> <td>1269</td> </tr> <tr> <td>2019</td> <td>582</td> <td>750</td> <td>1366</td> </tr> </tbody> </table>		R&S	ASC	TOT	2011	1230	982	2213	2012	1182	1094	2276	2013	988	1013	2001	2014	911	953	1864	2015	799	922	1721	2016	720	900	1692	2017	569	700	1269	2019	582	750	1366	Increase the number of returned services people by at least % over next five years	<ol style="list-style-type: none"> <li>1. Reach out to service people who may be in community. Gain advice from head office on information given to existing service people.</li> <li>2. Investigate Defence Units to sponsor in some way to gain new members.</li> <li>3. Explore collaborative interventions to civilian life.</li> </ol>
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3.	Annual cases actioned is an average of[INSERT] over last five years-data required	All valid cases supported are resolved effectively over next five years.	<ol style="list-style-type: none"> <li>1. Document procedures for managing valid pensions and benefits cases.</li> <li>2. Establish data base for cases so that follow up is based on data.</li> <li>3. Evaluate policy changes at RNZRSA</li> </ol>																																				

## I.3 YOUTH DEVELOPMENT

Performance Indicators:

1. Number of youth engaged in events; 2. Funds gained to support youth leadership; 3. Youth Project Objectives Achieved.

Code	Present Result	Desired Result	Methods/Mean-Tactics
1.	<p>Number of Youth engaged (schools engaged) in present events</p> <p><b>Check Data</b></p>	<p>Increase the number of youth engaged (schools engaged) in events by at least 10% annually over next five years.</p>	<ol style="list-style-type: none"> <li>1. Research and engage youth in identifying suitable events for youth.</li> <li>2. Test run events and evaluate impact of youth events.</li> <li>3. Reach out and inform youth of benefits of youth membership.</li> <li>4. Develop youth development and engagement plan based on good citizen model and youth leadership in the community.</li> <li>5. Gain agreement on optimum number of youth events to offer over two-year period.</li> <li>6. Gain support of school principals. Craft letter to principals with criteria and objectives for youth development support</li> <li>7. Develop youth scholarship for potential leaders to attend annual youth leadership workshop. Set up Youth Funds account and annual budget</li> <li>8. Develop youth development program based on 40 Assets model.</li> <li>9. Investigate local resources for support for youth development:               <ul style="list-style-type: none"> <li>- Local Police youth aid section</li> <li>- Outdoors forest tree adventure venue and climbing walls at Kensington</li> <li>- Identify trained facilitators in experiential events management</li> <li>- Approach Local Polytechnic</li> <li>- Mountain bike event in forest</li> <li>- Marine resources for navigation</li> <li>- Outdoor bowls events mixed ages</li> <li>- Swimming events</li> <li>- Music competition</li> <li>- Art event and competition linked to heritage events</li> <li>- Check Local Quarry for Sand R events involving schools.</li> <li>- Rifle Club events</li> </ul> </li> <li>10. Identify main stakeholders supporting youth development and arrange common objectives meeting.</li> </ol>

			<ul style="list-style-type: none"> <li>11. Identify sponsors for youth development and match to youth event categories</li> <li>12. Involve NZDF representatives in planning and resource support for youth development.</li> <li>13. Align events and objectives with ANZAC day and heritage events and policy.</li> <li>14. Set up youth development committee t also cover succession planning.</li> <li>15. Design Survey to go to schools to assess events of interest for future planning</li> <li>16. Complete survey and use data to inform decisions.</li> </ul>
2.	Funds gained for youth development at present is <b>ZERO</b>	Increase the funds gained for youth development by at least [INSERT]% annually over next five years.	<ul style="list-style-type: none"> <li>1. Set up youth development fund and account.</li> </ul>

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## I.4. NEEDS ASSESSMENTS/ADVOCACY

Performance Indicators:

1. Number of Cases Actioned/Referred;
2. Number of cases resolved;
3. WELLBEING index.

Code	Present State	Desired State	Methods/Mean-Tactics
1.	No accurate data available on needs at this stage.	Have accurate database on stakeholder needs by 2021.	<ol style="list-style-type: none"> <li>1. Investigate process for accessing members who are not self-sufficient (Needs Assessment Process).</li> <li>2. Talk to Health services on confidentiality protocols and rules and inform members of procedures for Needs Assessment.</li> <li>3. Establish links with health service providers for education and information such as Alzheimer's, age concern, blind, hospital and retirement homes, Veterans Affairs.</li> <li>4. Maintain effective welfare committee and visitor's schedules and protocols.</li> <li>5. Develop "Comforts" Policy and procedures (Comforts paid by RSA Trust)</li> <li>6. Establish role clarity and remuneration level for Welfare/Wellbeing roles.</li> <li>7. Conduct Health and WELLBEING Needs Assessment with members to establish potential services.</li> <li>8. Align food, beverages and sport/entertainment to meet health and WELLBEING needs of members.</li> <li>9. Develop education and information plan to support Wellbeing indicator (PERMA)</li> <li>10. Design Wellbeing Survey.</li> <li>11. Allocate Funds to Wellbeing role.</li> </ol>
2.	Members referred in [INSERT] No data at present	All cases are referred to appropriate agency and action recorded.	<ol style="list-style-type: none"> <li>1. Identify data base requirements.</li> <li>2. Identify potential needs of non-service members</li> </ol>
3.	Cases resolved in [INSERT]. No accurate data available	All cases resolved asap	

## II.1 RELATIONSHIP and COMMUNITY ENGAGEMENT

Performance Indicators:

1. Increased engagement level.
2. Annual Community Survey;

Code	Present State	Desired State	Means/Methods Tactics
1.	Low level engagement at present	Increase engagement level overall by at least [INSERT]% over next 5 years	<ol style="list-style-type: none"> <li>1. Review membership rules to encourage more members e.g. new service members and veterans. Including Māori engagement.</li> <li>2. Review Corporate membership rules and procedures.</li> <li>3. Sign post Entrance</li> <li>4. Develop membership acquisition plan.</li> <li>5. Review and maintain relevant links with significant stakeholders such as Health Services, Council, Service providers, Veterans Affairs.</li> <li>6. Assess Skills/Person Specification requirement for Staff and Executive Roles in relationship management.</li> <li>7. Inform RSA Trust on relevant news and policy changes and establish regular meetings for sharing important data and achieving common objectives.</li> <li>8. Coordinate planning with RSA Trust.</li> <li>9. Establish links with local newspapers and submit regular articles of interest to community. Publicize good stories and accomplishments.</li> <li>10. Increase police, defence force and Government service membership.</li> <li>11. Establish links with NGO's of common purpose and define collaboration opportunities.</li> <li>12. Set up engagement and task assignment structure to engage members.</li> </ol>
2.	No data available	Gain increased positive ratings on annual stakeholder survey over next 5 years	<ol style="list-style-type: none"> <li>1. Design Survey and administer to stakeholders to establish base line on data base by December 2021.</li> <li>2. Establish data base (Refer Cloud Project). Explore with RNZRSA the opportunities for a shared data base on common interests and knowledge management.</li> <li>3. Publish Survey Ratings as part of Score card for RSA. (Refer project for developing Balanced Scorecard plus.)</li> <li>4. Encourage feedback from members and establish feedback process and</li> </ol>

			<p>data base</p> <ol style="list-style-type: none"> <li>5. Design complaints process and inform members of action or logic for no action.</li> <li>6. Establish links with relevant service providers and explore common objectives and opportunities for collaboration based on Needs Assessment.</li> <li>7. Establish data base with stakeholders contact details for crisis and other emergencies, or help.</li> <li>8. Conduct stakeholders' analysis to identify community perceptions and benefits of RSA over other clubs.</li> </ol>
3.	Refer Survey Results for members and staff	Gain improved Ratings on members survey over next five years	<ol style="list-style-type: none"> <li>1. Design and administer Survey</li> <li>2. Define base line and set up data base</li> <li>3. Inform members and staff</li> <li>4. Make changes based on valid evidence.</li> <li>5. Improve the Performance Management Process for staff. Develop accurate Job Specifications including Task List for all Staff Roles. Develop Operational Plan for all revenue streams to include innovative and evidence-based improvements</li> <li>6. Investigate hygiene requirements such as handrails for elderly or disabled in toilets.</li> <li>7. Identify computer skills requirements for staff members and provide training (Refer RSA grants for training).</li> </ol>

## II.2LONG TERM FUNDS MANAGEMENT

Performance Indicators:

1. Funds Increase annual;
2. Profit Levels for funding streams;
3. Annual Audit;
4. Capital Value;
5. Levels of subscriptions;
6. Governance Audit.

Code	Present State	Desired State	Methods/Means Tactics
1.	Capital Value as of [INSERT]? is not known (Note; currently being reviewed)	Achieve a Return on investment so that long term sustainability is accomplished as measured by suitable performance indicators	<ol style="list-style-type: none"> <li>1. Establish capital value by categories.</li> <li>2. Competent treasurer appointed and assess accounting system to reflect best practice.</li> <li>3. Investigate common accounting system with accountant.</li> <li>4. Assess and analyse opportunities for managing capital for sustainability.</li> <li>5. Identify and apply suitable range of performance indicators for a Balanced Score Card Plus.</li> <li>6. Review management of capital land assets to support sustainability in long term and achieve Return on Investments as measured by suitable performance indicators aligned with key result areas.</li> <li>7. Establish a "Depreciation Reserves Account" Refer passive income project – Morrison Hall.</li> </ol>
2.	Effectiveness of Governance is LOW	Achieve HIGH Ratings on Annual Governance Audit over next five years.	<ol style="list-style-type: none"> <li>1. Design Governance Audit and administer in June 2020.</li> <li>2. Gain agreement on Governance Model to separate role of Executive from Role of General Management in terms of Key Result Areas and responsibilities. (Urgent Decision)</li> <li>3. Improve Governance performance based on Needs Assessment data and application of best practice problem solving and decision-making skills and methods supported by improved conversation ground rules application(Refer 10 Conversation Ground Rules Guide) Provide training and facilitation to Executive Committee</li> <li>4. Develop Strategic, tactical and operational plans aligned by December 2020.</li> <li>5. Appoint skilled General Manager by March 2020.</li> <li>6. Apply an Evidence Based approach to Governance and management.</li> <li>7. Conduct a skills requirement analysis</li> </ol>

			<p>for Executive Committee and train Executive members on complex decision making and problem solving. Improve the decision making and problem-solving skills of Executive team and staff. Provide Performance Guides.</p> <ol style="list-style-type: none"> <li>8. Introduce Conversation Ground Rules for executive Committee to improve planning conversations and decisions.</li> <li>9. Examine membership rules and membership standards.</li> <li>10. Gain agreements on the Tactical Plan by March 2020.</li> <li>11. Gain agreement on the Strategic Plan by June 2020.(This requires commitment to strategic planning process and time required by Executive Committee)</li> <li>12. Gain agreement that the whole Executive Committee is responsible for strategic and tactical planning.</li> <li>13. Gain agreement that the whole committee is responsible for Financial/Economic planning.</li> <li>14. Align the Accounting System and processes to deliver accurate and timely data which is readily accessible for decisions.</li> <li>15. Develop a <b>BALANCED SCORECARD PLUS</b> to inform RSA members of overall performance of the Whangarei RSA'</li> <li>16. Define the skill/competency requirements for the Executive Chair Role and the General Manager Role before next AGM (2020)</li> <li>17. Assess present policy and procedures on funds management and identify improvement potential.</li> <li>18. Assess various budget requirements and procedures and look for improvements. Set up regular (weekly) budget progress checks on key cash-flow streams</li> <li>19. Establish subcommittee structures and roles which engage skilled and willing members.</li> <li>20. Assess and investigate the various alternatives for improving the management and performance of capital assets and Return on</li> </ol>
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			Investment.(Strategic Importance and high Urgency)
3.	Present Funding Steams profit is [INSERT] (Refer Funding Stream Categories) in financial reports	Increase profit from funding steams by at least [INSERT]% over next five years	<ol style="list-style-type: none"> <li>1. Develop detailed plans for each revenue stream.</li> <li>2. Appoint executive member accountable for specific revenue and funding streams.</li> </ol>
4.	Annual Audit Validity and Acceptance level is [INSERT]?	Gain a 100% acceptance level by the Executive Committee over next five years supported by at least % of members present at AGM.	<ol style="list-style-type: none"> <li>1. Define treasurer role.</li> </ol>
5.	Subscriptions funds	Maintain to reflect inflation levels	<ol style="list-style-type: none"> <li>1. Investigate competitors and other RSA subscriptions levels and other community clubs</li> <li>2. Allow for inflation and maintenance costs in setting subscriptions</li> <li>3. Inform members on logic for subscription levels</li> </ol>

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## II.3. CAPITAL ASSETS MANAGEMENT (Property, Plant/Equipment)

Performance Indicators;

1. Capital Value; 2. Cost of Maintenance; 3. Annual Audit of Assets.

Code	Present State	Desired State	Methods/Mean- Tactics
1.	Capital Value as at [INSERT]?(Note: WDC is executing capital value assessment).	Maintain capital value? or Increase capital value	<ol style="list-style-type: none"> <li>1. Investigate opportunities for increasing capital value and Return on Investment aligned with the Purpose of RSA. (This is both strategic and Tactical). Refer Long Term Funds Management, also Long-Term Funds Management CODE1Methods/Mean- Item 6.</li> <li>2. Assess and inspect buildings and equipment to identify improvements and maintenance required.</li> <li>3. Analyse building design and layout to identify degree of alignment with various services and functions. Gain expert advice on functionality of design and layout.</li> <li>4. Review management of capital land assets to support sustainability in long term and achieve Return on Investments as measured by suitable performance indicators aligned with key result areas</li> <li>5. Investigate other RSA Clubs and competitors to benchmark best practice.</li> <li>6. Develop improvement plan based on evidence and sound data.</li> <li>7. Conduct formal group Brain Storms to identify solutions and means to improve performance.</li> <li>8. Conduct formal SWOTS analysis.</li> <li>9. Develop strategic alternatives for managing capital value aligned with RSA Purpose.</li> </ol>

2.	Annual cost of maintenance is [INSERT]?	Reduce cost of maintenance[INSERT]? or Maintain[INSERT]?	<ol style="list-style-type: none"> <li>1. Assess risk and state of buildings and equipment.</li> <li>2. Develop maintenance plan and budget.</li> <li>3. Delegate responsibility to General Manager to assess state of buildings and equipment with expert help.</li> </ol>
3.	Last Audit of Building and Equipment?	Maintain level of assets so that no critical objectives are compromised.	<ol style="list-style-type: none"> <li>1. Check last physical assets audit.</li> </ol>

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## REVENUE STREAMS KEY RESULT AREAS

### II.4 GAMING MANAGEMENT

Performance Indicators:

1. Profit/Funds; 2. OSH Audit; 3. Customer Survey; 4. Return on Investment.

Code	Present Results	Desired Results	Methods/Mean-Tactics
1.	Profit level is [INSERT]	Maintain (Increase) profit levels over next five years	<ol style="list-style-type: none"> <li>1. Analyse Return on Investment and define improvement options.</li> <li>2. Assess impact and consequences of not replacing machines.</li> <li>3. Assess present social impact.</li> <li>4. Identify competitor's benefits.</li> <li>5. Identify usage rate by RSA members</li> <li>6. Calculate cost to update machines and potential ROI. Decide on future strategy aligned with RSA Purpose and value</li> <li>7. Agree on risk management criteria</li> </ol>
2.	Refer last OSH Audit	Gain HIGH Ratings on annual OSH Audit over next five years	<ol style="list-style-type: none"> <li>1. Check last OSH Report and look for improvement methods.</li> <li>2. Train staff on risk management</li> </ol>
3.	Present Return on Investment	Increase Return on Investment over years 2019 to 2015	<ol style="list-style-type: none"> <li>1. Identify suitable Performance Indicators to include financial and non-financial indicators to create a Balanced Score CARD Plus</li> </ol>

## II.5. BEVERAGES MANAGEMENT (THE BAR)

Performance Indicators:

1. Profit (Funds); 2. Annual Audit; 3. OSH Audit; 4. Customer Survey.

Code	Present Result	Desired Result	Methods/Mean-Tactics
1.	Annual Profit [INSERT]	Increase profit levels by at least [INSERT]% annually? Monthly? throughout next five years	<ol style="list-style-type: none"> <li>1. Analyse costing for beverages</li> <li>2. Analyse cost to staff bar and look for efficiencies.</li> <li>3. Analyse other bar models to improve service and profits-check competitors models</li> <li>4. Seek expert advice from suppliers.</li> <li>5. Conduct formal Brain Storms to look for innovative ways to improve the Bar performance</li> <li>6. Align bar offerings with food offerings.</li> <li>7. Decide range of offerings i.e. barista coffee and craft beers.</li> </ol>
2.	Audit data for last five years	Improve Audit results throughout 2019/2025	<ol style="list-style-type: none"> <li>1. Check audit reports for last five years</li> <li>2. Identify critical compliance requirements and past problems</li> <li>3. Identify low profit times and identify solutions to reduce wastage and cost.</li> <li>4. Assess rules and procedures for staff and levels of freedom to act.</li> </ol>
3.	OSH Audit data for last five years?	Achieve HIGH Ratings on annual OSH Audit throughout next five years	<ol style="list-style-type: none"> <li>1. Check Audit reports and identify critical compliance actions required.</li> </ol>
4.	Customer Survey results and complains level for last two years?	Achieve a HIGH Rating on the six-monthly customer survey over next five years	<ol style="list-style-type: none"> <li>1. Design and conduct customer survey and establish base data</li> <li>2. Conduct formal Brain Storm to identify innovations and solutions to improve the bar performance.</li> <li>3. Define Key Tasks and standards for Bar staff roles. Engage staff in this project to improve performance</li> <li>4. Assess training requirements for staff and conduct performance-based training.</li> <li>5. Seek expert advice from suppliers on best practice for Bar staff</li> <li>6. Document best practice procedures for Bar staff.</li> </ol>

			<ol style="list-style-type: none"><li>7. Align Bar objectives (desired results) with Food Objectives</li><li>8. Look for innovative ways to align food with beverage offerings</li><li>9. Document complaints procedures and encourage feedback from members through agreed process.</li></ol>
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## II.6. FOOD MANAGEMENT (THE RESTAURANT/BISTRO)

Performance Indicators.

1. Profit Levels.
2. Customer Survey.
3. OSH Audit.
- 4.

Code	Present Results	Desired Results	Methods /Means-Tactics
1.	Annual profit [INSERT]	Increase profits(Funds) by at least [INSERT]% annually over next five years	<ol style="list-style-type: none"> <li>1. Assess Return On investment and investigate other strategies for meeting food needs. (Lease out model)</li> <li>2. Assess competitors' offerings and bench mark standards and offerings against main competitors</li> <li>3. Look for and test innovative offerings such as specials days like PIZZA offerings or other attractive and health offerings.</li> <li>4. Create image of best club food and beverage offerings in Northland.</li> <li>5. Look for ways to attract quality visitors and new members.</li> <li>6. Document staff key tasks and engage staff in performance improvement planning.</li> <li>7. Design performance management process to include an effective reward and incentive scheme for all staff</li> <li>8. Investigate potential collaboration with local quality food providers</li> <li>9. Improve food offerings and presentation. Test special food events</li> <li>10. Investigate opportunities to provide regular offerings such as Rotary Clubs meals/beverages</li> <li>11. Investigate options for making upstairs space for local ROTARY meetings including meals and drinks as source of funds</li> <li>12. Investigate options to collaborate with NORTH TEC catering systems.</li> </ol>
2.	Customer Survey or level of present complaints?	Achieve HIGH ratings on Customer Survey over next five years	<ol style="list-style-type: none"> <li>1. Design Survey (This can be part of annual members survey).</li> </ol>
3.	Refer OSH Reports last two years	Achieve HIGH RATINGS on annual OSH reports over	<ol style="list-style-type: none"> <li>1. Check compliance problems and fix.</li> <li>2. Assess equipment and support requirements and cost improvements alternatives.</li> </ol>

		next five years	3. Administer food and caterings services survey quarterly.
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## II.7 ENTERTAINMENT AND SPORT MANAGEMENT

Performance Indicators:

1. Return on Investment; 2 Cost to maintain; 3 Profit Levels; 4. Wellbeing survey.

Code	Present Result	Desired Result	Methods/Mean-Tactics
1.	Refer Annual Reports for information	[INSERT]	<ol style="list-style-type: none"> <li>1. Assess opportunities for learning/entertainment space equipped to show movies and connect with web for such education programs as TED.COM and YOUTUBE.</li> <li>2. Investigate family events</li> </ol>
2.	Cost to maintain over last five years?	Refer profit levels and funds generated	<ol style="list-style-type: none"> <li>1. Assess real cost versus return (ROI) of managing entertainment and sports events.</li> <li>2. Investigate what other Clubs offer and ROI.</li> <li>3. Develop Policy and Procedures on entertainment and sports events</li> </ol>
3.	Profit over last five years annually	Increase or achieve annual profit of at least [INSERT]% increase over next five years.	<ol style="list-style-type: none"> <li>1. Assess raffles ROI to RSA and develop key performance indicators for entertainment and sports management</li> <li>2. Identify innovative events to meet members needs for entertainment</li> <li>3. Identify sports events experts to advise on management of special events</li> <li>4. Identify members who have skills in specific areas to develop proposals and budgets for events.</li> <li>5. Develop budget guidelines for events and supportive templates</li> <li>6. Identify and develop experts in events management which engage members</li> <li>7. Develop schedule of annual or longer plans and procedures for events management</li> <li>8. Set up coordination committee to share and plan schedules for managed events</li> <li>9. Investigate clubs with common interests to run coordinated events</li> <li>10. Investigate buildings, plant and equipment to establish suitability for supporting events</li> <li>11. Develop events management Check</li> </ol>

			List and procedures to improve performance of events management 12. Offer workshops to meet community needs.
4.	Refer annual surveys	Refer Revised Surveys	

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## II. 6. GOVERNANCE AND MANAGEMENT

Performance Indicators:

1. Annual Audit; 2. Number Objectives Achieved on Core KRA's; 3. Capital Value Increase; 4. Funds Level.

Code	Present State (Result)	Desired Result(State)	Methods/Mean /Tactics
1.	No agreed measurement tool and no shared sense of situation	Gain HIGH Ratings on Annual Audit over next five years	<p><i>Note: The following methods and actions do not indicate a sequence of execution.</i></p> <ol style="list-style-type: none"> <li>1. Review the Whangarei RSA Constitution document and align with central Office intent and revisions and fix anomalies in present document such as Governance Principles, Accountability Rules, Complaints procedure and Committee Reviews.</li> <li>2. Establish Constitution Review Group by December 2019 with clear terms of reference on desired results.</li> <li>3. Design Governance Survey Instrument</li> <li>4. Facilitate Governance workshop for Committee and interested members.</li> <li>5. Liaise with Head Office to establish revised rules and roles and question what return we get for Capitation.</li> <li>6. Establish active links with related Agencies such as Veterans Affairs &amp;ACC.</li> <li>7. Affirm the Role of the Whangarei RSA Trust and align their plans with the Tactical Plan and in time the Strategic Plan.</li> <li>8. Review and design a Governance ANI Management structure to link and align the management roles with Governance Roles. Delegate specific KRA.s to Committee members who are willing and skilled or seek volunteers to be assigned specific tasks to execute the tactical plan.</li> <li>9. Implement a Performance Management process which is based on <b>CLEAR ROLE DESCRIPTIONS</b> at both the Governance and Management levels. Evaluate what Roles are paid roles and the cost to maintain these roles and what results are expected in the role. Establish clear roles for new location including delegation versus</li> </ol>

			<p>assignment levels.</p> <ol style="list-style-type: none"> <li>9. Design competency model for Committee Chair and member roles which guides members on what criteria to vote on and provide Voter Guide on Governance Accountability and criteria for election.</li> <li>10. Design performance review and Evaluation process for Chair, Committee roles and General Management Role.</li> <li>11. Review Policies for new location and design Policy Development process supported by Performance Guides and Decision Rules.</li> <li>12. Establish data bases to track progress and inform key decisions (Balanced Score Card).</li> <li>13. Create Funds Acquisition Group to develop alternative methods for long and short-term funds increase.</li> <li>13. Create Strategic Planning Group to develop Strategic Plan aligned with Tactical Plan by March 2020</li> <li>15 Develop Balanced Score Card to inform members on progress and successes by March 2020.</li> <li>16. Create Budget Templates for events and activities aligned with accounting model.</li> <li>17. Review the accounting system to ensure it provides accurate and timely data to inform decisions and avoid risks.</li> <li>17. Gain agreement on Tactical Plan and conduct a PRE- MORTEM to identify potential risks and methods to reduce them.</li> <li>19. Develop TRANSITION PLAN for move to new location to include Check List which defines Tasks and responsibilities for action and overall COORDINATOR named urgently.</li> <li>20. Continue 'Red Team Strategy for Collaborative Critical Thinking.'</li> <li>21. Introduce Team Effectiveness Model to Executive Committee.</li> </ol>
2.	No RSA Evaluation Process based on measurable objectives and	Gain High Ratings on Annual Evaluation using key Performance	<ol style="list-style-type: none"> <li>1. Develop Evaluation Process to include progress on SMARTER Objectives documented in Tactical Plan. Evaluation Process to be developed</li> </ol>

	progress checks on all KRA's.No shared situational awareness in Executive Committee.	Indicators (metrics)over next five years (2019 to 2024)	<p>around Balanced Score Card based on the 15 Key Result Areas.</p> <ol style="list-style-type: none"> <li>2. Select Performance Indicators which indicate both results achieved and progress checks on critical objective such as KRA FUNDS MANAGEMENT</li> <li>3. Develop data base to inform decisions at all levels and which reflect progress on KRA's</li> <li>4. Coach decision roles in Evaluation system.</li> <li>5. Gain agreement on data gathering methods. Seek expert guidance on metrics and data sources. Check present data sources for accuracy such as annual Audits and financial reports.</li> <li>6. Inform members on progress to practice Governance transparency.</li> </ol>
3.	NO DATA [INSERT]	Increase Capital Value by at least [INSERT]% by March 2020	<ol style="list-style-type: none"> <li>1. Find capital value expert</li> <li>2. Assess capital value.</li> <li>3. Select team to develop plans and options for increasing capital value.</li> <li>4. Align capital value options and align with Values and strategic plan.</li> </ol>

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### III.1. DISABLED MOBILITY MANAGEMENT

Performance Indicators:

1. Number Moved Safely Annually; 2 Cost to Maintain; 3. Wellbeing Index.

Code	Present State	Desired State	Methods/Mean-Tactics
1.	Data for 2018/2019? (Data being reviewed) [INSERT]	Meet [INSERT]valid requests in timely and safe way throughout next five years	<ol style="list-style-type: none"> <li>1. Assess records to establish value of service</li> <li>2. Calculate cost to maintain.</li> <li>3. Establish efficient recording process</li> <li>4. Investigate collaboration service with other service providers.</li> </ol>
2.	Present cost to maintain is [INSERT]? (Data under review)	Reduce cost [INSERT]? Maintain cost?	<ol style="list-style-type: none"> <li>1. Evaluate consequences of stopping service.</li> </ol>
3.	Motorised Scooters held		
4	Disability support special vehicle		

### III.2. DEFENCE OPERATIONS TROOPS SUPPORT

Performance Indicators:

1. Annual Survey; 2 Number supported; 3. Letter of Satisfaction Received.

Code	Present Result	Desired Result	Methods/Mean -Tactics
1.	WELLBEING packages delivered over last five years record [INSERT]? (Yet to be reviewed)	Deliver at least one WELLBEING Package to operational troop units on annual basis	<ol style="list-style-type: none"> <li>1. Identify operational unit to support</li> <li>2. Design packages to meet needs of recipients</li> <li>3. Delegate team responsible and engage willing members in project</li> </ol>

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### III.3. FUNERAL SERVICES ADVICE AND SUPPORT

Performance Indicators:

1. Funds Generated; 2. Annual Survey.

Code	Present Result	Desired Result	Methods/Mean-Tactics
1.	NO data [INSERT]? Data to be collected	Increase the funds generated by managing special funeral events	<ol style="list-style-type: none"><li>1. Investigate potential of offering food and beverages support for funerals at RSA.(This could become revenue stream)</li><li>2. Develop procedures and guidance on funerals support.</li><li>3. Engage Māori representative to advise on Tikanga.</li></ol>

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## Enclosures

- 1 Principles Of Planning.
- 2 Tactical Planning Process.

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