



## LEGACY CLUB SERVICES

### Strategic Plan 2018-2022

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*Caring for the families of those  
who served their country.*





Legacy has a proud tradition of adapting to new challenges so it can continue to focus on providing a caring service to our beneficiaries, the widows and families of those who have given their lives or health.

The repurposing and renewal of Legacy's strategies over time is inevitable in an ever-changing world.

However, what has not changed is Legacy's care, compassion and dedication in helping the dependants of veterans who gave their lives or health on operational service or subsequently.

This is what Legacy has done for almost 100 years and what Legacy will continue to do.

Every man and woman who serves our country must always know that should they give their life or health their family will be supported in every way possible.

**Legatee Gregory Wrate**

Chairman

Legacy Club Services



**Legacy grew out of the ashes of World War One. Some 60,000 Australian service personnel were killed and more than 150,000 were wounded, many dying soon after.**

Realising the dire circumstances of the tens of thousands of veterans, widows and children left behind, those who returned set out to help them.

Sir John Gellibrand formed the Remembrance Club in Hobart, then Captain Stan Savige founded an ex-servicemen's club in Melbourne, calling it Legacy.

From the outset, Legacy was involved with young widows and children. Legacy's Charter states that "safeguarding the interests of beneficiaries, especially children, is a service worth rendering".

Originally it was returned servicemen who took this duty of caring for and supporting widows and children, they later became known as Legatees. To this day it is the Legatees who volunteer the support that Legacy provides to its beneficiaries.

Legacy is still caring for tens of thousands of widows who have lost their loved ones or been affected by their partner's service in the Korean War, Malayan Emergency, Vietnam War, campaigns in Iraq, Afghanistan and in peacekeeping operations across the globe.

Legacy Clubs started across Australia with local Legatees assisting local families. Today there are 49 Legacy Clubs providing support in more than 300 locations. Some smaller clubs were finding it difficult to keep up with ever changing regulations. Around 2010, Legacy was realising the benefits of centralising various administrative roles.

In 2014, Legacy NSW Associated Clubs (LNAC) was formed by Sydney Legacy to provide such "backroom" support to NSW Clubs wanting assistance. Proving the benefits this model provided, LNAC changed to Legacy Club Services in 2018 so any Legacy Club across Australia can receive support.

This means Legatees can get on with what they do best, maintaining contact with widows and families in their local area.

As Legacy heads for its centenary in 2023, Legacy is still greatly needed and it must remain ready and able to help those who will need Legacy's support in the future.

“ In the trenches of the Western Front during World War I, a soldier said to his dying mate “Look after the missus and kids”.

*This became known as The Promise, that is still kept today.*

**Legacy is formed – 1923**

Returned serviceman, Sir John Gellibrand founded the Remembrance Club in Hobart, assisting returned veterans to find work. Months later Captain Stan Savige started Legacy in Melbourne.

**Fundraising begins – 1942**

Legacy Week began as the War Orphans Appeal in 1942 to raise funds for the widows and children.



**95 years of caring for the families**

**Origins – 1918**

Soldiers saw the devastation on the Western Front, France.

**A new focus – 1925**

Legacy began assisting widows and children of deceased or injured servicemen.

**Vietnam – 1962**

The widows and children of Vietnam veterans came into Legacy's care.

### Modern conflicts – 1990

Members of the Australian Defence Force serve in Afghanistan, Iraq, the Middle East and on peacekeeping operations.

### Post Traumatic Stress Disorder – 2000s

Legacy has always cared for the widows of veterans. Now with the recognition of mental trauma and PTSD as a result of war, Legacy cares for and supports families who are suffering from the profound affects of this condition.

### Today

Legacy currently supports 60,000 individuals and families across Australia, supported by over 4,000 volunteer members, Legatees.



of those who served their country

### Australians at war – 1991

More than 72,000 members of the Australian Defence Force have served overseas since 1991, more than the number who served overseas from 1950 to 1990.

### Adjusting to modern needs – 2018

Legacy NSW and Associated Clubs is renamed Legacy Club Services, a company which provides support to Legacy Clubs so their Legatees can continue to support their widows and families in their local area.

*Legacy cares for the loved ones of  
deceased of seriously injured veterans.*

**OUR VISION** is that no dependant of  
an Australian Defence Force member  
suffers financial or social disadvantage  
as a result of the operational death or  
incapacity of their family member.





### Protecting ageing and vulnerable widows

Legacy ensures that widows are not disadvantaged by their partner's service. Every effort is made to ensure they have similar opportunities to those they would have had if their partner had not passed away. We advocate on their behalf so they receive benefits to which they are entitled. By looking at their individual circumstances we are able to determine what assistance they may need.

### Supporting young families and children

Legacy supports the spouse and children of veterans who have died during or after their defence service. From the time of bereavement, Legacy will be on hand to provide practical and emotional support. A Legatee will be allocated to assist and mentor the family. They are on hand as a support person who will help them in many ways; from dealing with what can be overwhelming paperwork to finding specialist assistance and advising them of programs and support within Legacy that they can access.



### Caring for Veteran's dependants with a Disability

When a young child or adult with a disability is dependant on a veteran, Legacy will be there to assist them through their lives. Legacy maintains contact, ensuring they receive the advice they need regarding medical or social issues, and assists them to make informed decisions for all aspects of their lives. Monthly outings, suited to their level of mobility and interests, ensure that they do not become socially isolated or become excluded from activities enjoyed by others.

## Relieving Hardship | FINANCIAL ASSISTANCE

Legacy advocates to ensure beneficiaries receive government benefits or pensions they are entitled to. If needed, Legacy will provide a one off payment to assist during an emergency.

For beneficiaries on low incomes, regular payments may be made to top up pensions ensuring financial needs are met. Special payments may be made for transport to and from medical appointments or so they can attend Legacy functions.

Legacy ensures they can access medical, dental, podiatry and other medical support. For those living

alone an emergency response unit may be provided to help them live confidently in their own home.

Legacy has a long history of nurturing the development of children, with a special priority given to education. Legacy's commitment to assisting with children's education and development extends to; grants and scholarships, mentoring programs for children that assist with education and life choices, Outward Bound courses, adventure activities and holiday camps.

These programs can provide parents with respite and also introduce children and families to others with a shared experience, providing support, community and opportunities for friendship.



“ Legacy has enabled me to go out and buy suit pants for my interviews, just those things that I'm able to do without having to turn to anyone else and ask for money.”

*Candy Welsh – Junior Legatee*

“ I have such a great support system with my Legatee and the funding that Legacy has provided so we can live comfortable lives, has been tremendous help. There are no words to describe how grateful I am.”

*Lee Smith - Vision impaired beneficiary*





## SOCIAL CONNECTIONS SERVICES | Providing a Supportive network

Legacy strives to ensure that no person faces social isolation. Legacy has clubs, local events, holidays and camps where widows, children and families can come together to bond and create friendships.

For seniors, social isolation can be detrimental to their health and wellbeing. For many Legacy widows in their senior years, their Legacy morning tea or lunch is their only outing. They look forward to these occasions and enjoy the companionship. For widows who are unable to attend such gatherings, contact is made by phone calls or visits from their Legatee or Legacy community social worker.

Legacy also provides holidays for widows at the Legacy Holiday House at Moss Vale or at a unit at Tuncurry or Terrigal. Holidays and camps for children

or families provide friendships and social connections for those who share similar circumstances.

Personal development through teen years is fostered, through completion of Outward Bound or Young Endeavour courses, a special Legacy camp in Western Australia which is supported by the Special Air Service Regiment and other 'one off' activities such as the Pozieres – Our Legacy 2016 tour or Kokoda Challenge in 2017.

When a veteran, who has a child with a disability dependent on them, dies, Legacy will provide ongoing support throughout that person's life. Legacy's Wattle Groups provide social outings to places of interest and gatherings where they can catch up with other Legacy beneficiaries.





## THE GAVIN FAMILY

In 2001 Lance Corporal Luke Gavin was killed in Afghanistan, leaving behind his wife Jacky and three children, Joshua, 7, Holly, 5, and Olivia, 7 months.

Legacy has been a constant and reassuring presence in their lives since that time. They were based in Townsville when Luke died and were allocated a local Legatee. They decided to relocate back to Sydney, close to Luke's parents who they are very close to.

Soon after, Sydney-based Legatee Eric Easterbrook walked into their lives and has been with them ever since.

"We are very lucky to have Eric in our lives," Jacky said. "He is an amazing man who gives up so much of his spare time to check on me and my family."

While Jacky appreciates Eric's support, the children also enjoy his visits.

"If the kids are having a bit of a down day Eric will come over and sit and have a chat with them. Especially Josh. Eric is a bit of a walking dictionary and Eric will sit and talk about 'man' things."

Holly says Eric is always happy when he visits.

"If we are having a bad day he makes it seem like it's not so bad. He makes me smile and my Mum smile and brightens our day," said Holly.

Eric has helped the family through the years since Luke's death, making sure they access all the assistance they can get, from government departments and within Legacy.

Jacky is studying to be a teachers' aide and Legacy is assisting with her TAFE course fees and books.

Eric also attends school assemblies and was honoured to be there when Josh stood for school leader and listened to Josh's speech.

"We have been so lucky to have Legacy support. Legacy pays for all the kids' sports and outside school activities, tutoring, provides family camps, kids' camps and took Joshua and Holly to see snow for the first time.

"Eric arranged for Joshua to go fishing – something I just couldn't manage – and Legacy arranged for me, Joshua and Holly to meet KISS and took Josh to meet the Dragons, his favourite team.

"Last year Liv presented The Governor with his sprig of rosemary before the ANZAC March and Joshua and Holly laid wreaths at The Cenotaph."

Eric and Legacy will continue to support the Gavins for as long as he and Legacy's assistance are needed.

## ERIC EASTERBROOK

Volunteering as a Legatee is something close to Eric Easterbrook's heart.

He sees the positive impact Legatees have on families.

"There is an emphasis on personal contact. We are not just a voice on the end of a phone or an agency calling.

"Legatees take their positions as advisors to these families as an honour, a privilege."

He completed 42 years continuous service with the Department of Defence, in uniform and as a civilian. As an Armament Engineering Officer, he deployed to Vietnam with the RAAF and served overseas in the UK, New Zealand and USA and posted as Officer in Charge of the Air Force Explosive Ordnance Device Flight.

Volunteering is part of Eric's DNA. He joined Wagga Wagga Legacy in 1981 and on moving with the Air Force to the Penrith area posted to Sydney Legacy. Eric has held a number of leadership positions in Legacy, including as President of Sydney Legacy.

Legatee Easterbrook has held positions as treasurer, secretary, chairman/president in local community organizations including Scout Group Leader and active troop leader, a volunteer bus driver service to a local retirement village and worked with "Blaze Aid" rebuilding fences for farmers who had been affected by fire and flood in Victoria. The very heart of Legacy is the work of the Legatees, a dedicated team of volunteers who commit time and effort to their Legacy work. Many Legatees have a service background but they may come from any walk of life.

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The purpose of Legacy Club Services is to support and enable participating Legacy Clubs to continue to provide a quality level of service to their beneficiaries.

By freeing up the time of Legatees they can fulfil their obligations under their charter.

This action is achieved by centralising governance and compliance obligations, management of financial resources and accounts, reducing overheads and duplication of processes, combining efforts to advocate on behalf of beneficiaries and compete more effectively for funding from the public.

Legacy Club Services value proposition is that as a service provider it allows participating Legacy Clubs to have a significant combined social impact on Legacy beneficiaries (and the local community), provides the necessary support and resources to empower Legatees, maintains the autonomy and identity of local Legacy Clubs within their communities and demonstrates its appeal to other Legacy organisations in Australia.



## Looking forward to Legacy's centenary in

### Leadership and Governance

Ensuring effective leadership, employs dynamic and flexible governance, planning and reporting mechanisms to support Legacy Club Service's operations.

### People and Culture

Recruiting, training, retaining and enabling professional staff and volunteers who are guided by the Legacy culture of service and excellence.

## Service Delivery

Ensuring service delivery is relevant, sustainable and responsive to meet the needs of participating Legacy Clubs and their beneficiaries.

## Financial Sustainability

Ensuring marketing, fundraising and raised community awareness generate sufficient funds from a variety of revenue streams for Legacy Club Service's (in time) to become self-generating in order to support participating Legacy Club operations.



## Enabling Support

Ensuring enabling functions and organisational capability support Legacy Club Service's operations and are sustained through effective financial management and the application of relevant technologies.

## Communication

Ensuring that communication processes allow effective engagement with relevant stakeholders and increase awareness of what the Legacy Clubs do in the community.

## LEGACY CLUB SERVICES

Operating income and expenditure  
for financial year 2017-18

INCOME	\$ ('000)
Donations and fundraising	3,316
Bequests	1,927
Government grants	235
Other income	372
	<b>5,850</b>
EXPENDITURE	
Welfare assistance	5,161
Legacy Houses' maintenance and general administration	2,294
Marketing and public relations	1,120
Fundraising	734
	<b>9,309</b>
<b>Operating deficit for the year</b>	<b>3,459</b>

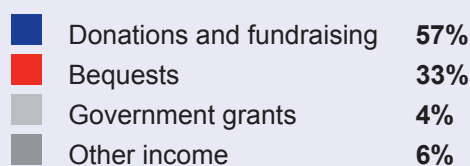
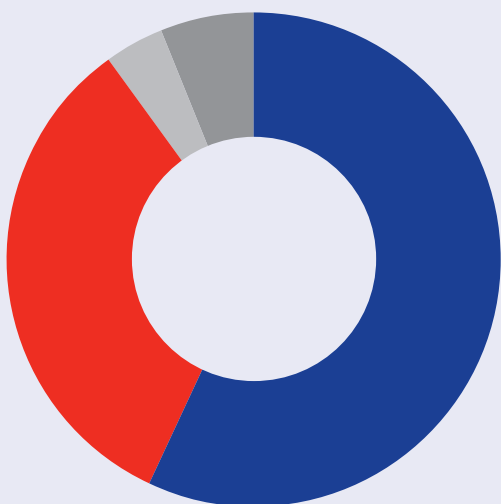
The net surplus resulting from donation, fundraising and bequest was used for the care of Legacy dependants.

It pays for 87% of welfare assistance provided to our dependants.

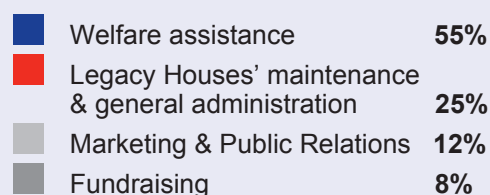
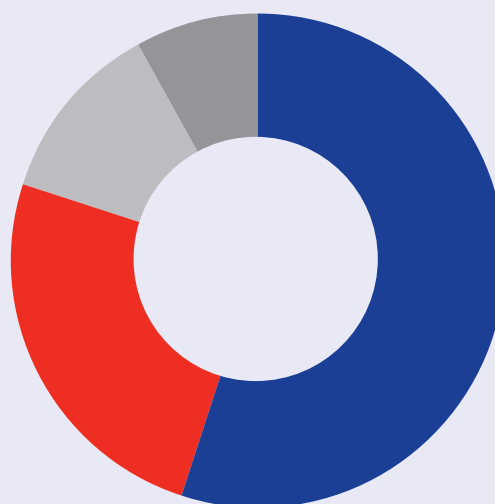
The ratio of direct costs of fundraising to gross income from fundraising and bequests is 14%.

Direct government funding to Legacy is limited to \$235K for the reimbursement of pension support and welfare services.

OPERATING INCOME 2017-18



OPERATING EXPENSES 2017-18



Legacy Club Services appreciates the generosity of the Australian Community; including individuals and Corporate financial support. The organisation relies on the support of the public to fund its services and continue vital work.

**Ways to Support:**

- ▶ Financial Partnership
- ▶ Event Sponsorships
- ▶ Professional advice and expertise
- ▶ Capacity building
- ▶ Fund particular programs
- ▶ Support internship programs
- ▶ Workplace Giving
- ▶ Volunteer Opportunities

Legacy Club Services look forward to furthering and strengthening relationships with Corporate Supporters who want to make a difference in the Community.





Level 6, 47 York Street, Sydney NSW 2000  
Postal Address: Locked Bag 8, QVB NSW 1230  
Phone: (02) 9248 9000  
Email: [contact@sydney-legacy.com.au](mailto:contact@sydney-legacy.com.au)  
[www.legacy.com.au](http://www.legacy.com.au)

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