



RSL
Victoria

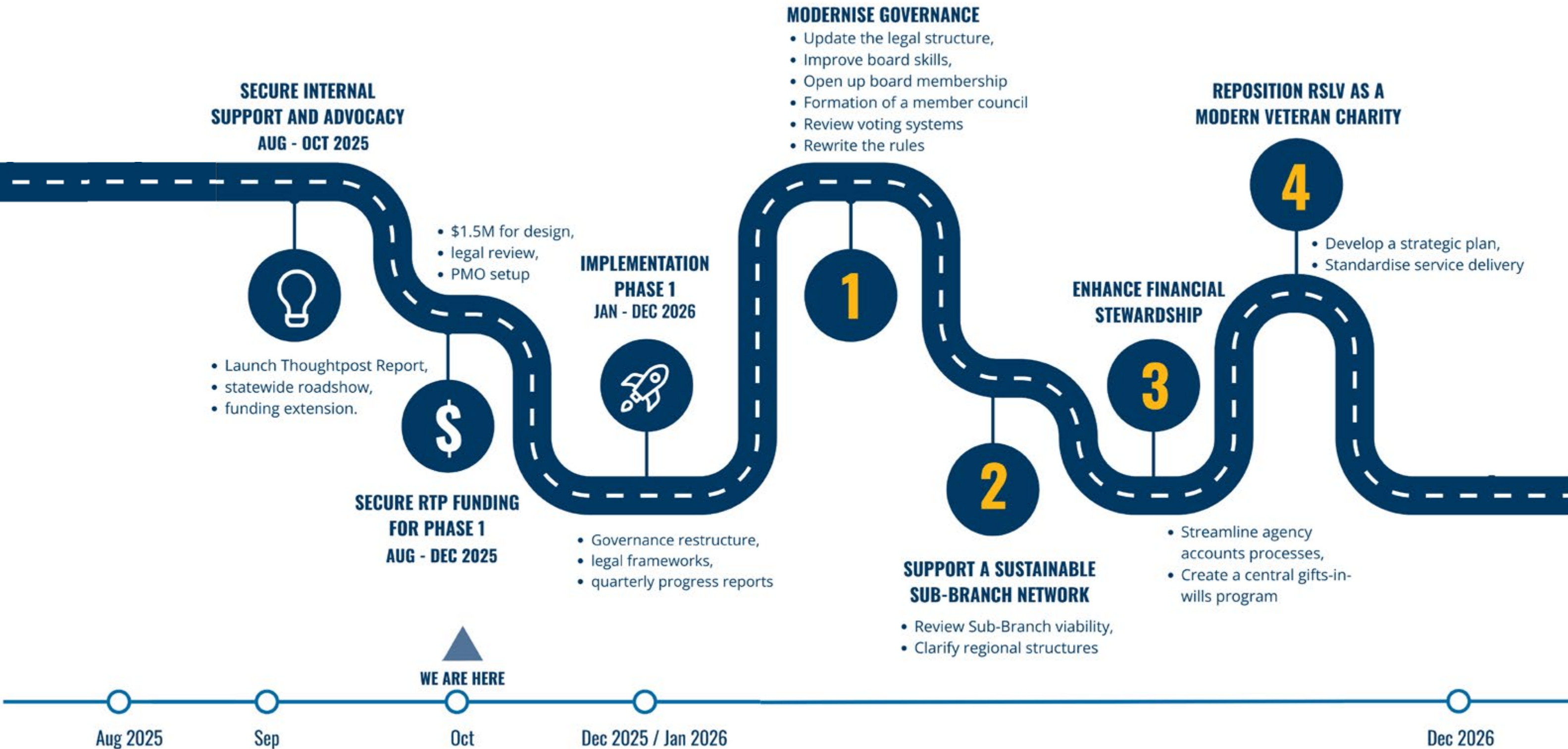
RSL VICTORIA

TRANSFORMATION PROJECT BULLETIN

EDITION 01
OCTOBER 25

RSL VICTORIA

TRANSFORMATION PROJECT (RTP) ROADMAP PHASE 1 2026



INTRODUCTION AND BACKGROUND

In early 2025, an independent review by Thoughtpost Governance was commissioned to assess RSL Victoria's structure and operations. The review identified urgent reforms needed to modernise the organisation and ensure its sustainability.

To move forward, RSL Victoria has committed to:

- Implementing key recommendations from the review starting in early 2026
- Securing funding to support this transformation
- Addressing its unsustainable funding model, which currently relies heavily on gaming revenue and contributions from 10A Sub-Branches.

Without action, RSL Victoria risks financial collapse within the next decade, which would severely impact support for Victorian veterans and damage the RSL brand.

The proposed transformation will:

- Establish a modern governance structure
- Strengthen Sub-Branch sustainability
- Enhance financial stewardship
- Reposition RSLV as a contemporary, impactful veteran charity.

This is a critical moment. With the right support and funding, RSL Victoria can continue to serve veterans and their families for the next 100 years.



RSL VICTORIA: STRATEGY ON A PAGE

Earlier this month, RSL Victoria State President Dr Mark Schröfel, with the endorsement of the State Executive, launched [RSL Victoria: Strategy on a Page](#).

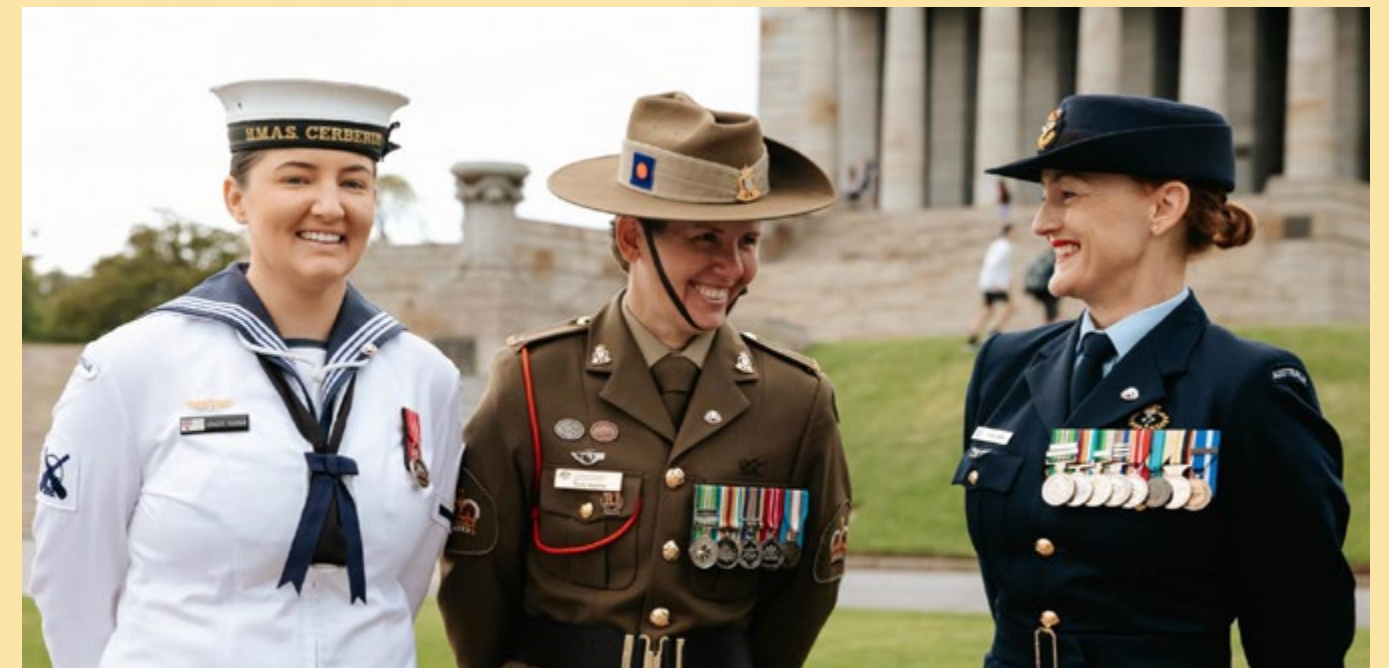
This document provides a clear focus on existing operations underpinning delivery on improved, short-term State Branch outcomes and lists four Strategic Imperatives the organisation has committed to focusing its resources on.

These Strategic Imperatives are:

- Military compensation and health benefits
- Social inclusion
- Support for commemorations and public awareness
- Organisational resilience.



To read the full *Strategy on a Page*, please click [HERE](#) or scan the QR code.



THOUGHTPOST GOVERNANCE RECOMMENDATIONS

The independent review by Thoughtpost Governance made several key recommendations to help modernise and strengthen RSL Victoria. These are grouped into four main areas:

1. MODERNISE GOVERNANCE

- **Update the legal structure:** Change from an Incorporated Association to a Company Limited by Guarantee to improve accountability and compliance
- **Improve board skills:** Create a skills matrix to ensure future board members have the right experience
- **Open up board membership:** Allow for external experts to join the board to support transformation
- **Create a Nominations Committee:** Ensure all board candidates meet minimum standards
- **Formation of a Member Council:** Help with commemorations and events (not governance)
- **Review voting systems:** Consideration as to whether current system is fair and representative
- **Rewrite the rules:** Turn the current rules into a modern constitution and clear operating procedures.



2. SUPPORT A SUSTAINABLE SUB-BRANCH NETWORK

- **Review Sub-Branch viability:** Assess Sub-Branch models to ensure sustainability and build a statewide view of veteran support
- **Clarify regional structures:** Define how regions should operate and be governed.



3. ENHANCE FINANCIAL STEWARDSHIP

- **Streamline agency accounts processes:** Make it easier to manage and direct funds to where they're needed most
- **Create a central gifts-in-wills program:** Build a professional fundraising program to support long-term sustainability.

4. REPOSITION RSL VICTORIA AS A MODERN VETERAN CHARITY

- **Develop a strategic plan:** Set a clear direction for the next 3 to 5 years
- **Standardise service delivery:** Have the State Branch lead complex veteran support, enabling Sub-Branches to focus on community support and connection.



These changes are designed to make RSL Victoria stronger, more sustainable, and better equipped to support veterans and their families into the future.

The reform program will be delivered across two distinct timeframes, with Phase 1 heavily focused on the most immediate priorities of State Branch governance reform and a review of the way the Sub-Branch Network is supported. Through 2026, State Branch will be able to deliver improved short-term performance and drive efficient delivery of support and services.

Phase 2 will require the RSL to fully implement the outcomes from Phase 1 and start to focus on the building of new capabilities and business models for the longer term. At this stage, Phase 2 has less immediate detail as Phase 1 will inform Phase 2.

The work underway at present is the development of a more detailed plan.

Reform cannot be designed in detail without investment in the planning itself. A line-by-line implementation blueprint cannot precede the work of analysis, design, legal drafting, and financial modelling. That work is part of the reform. It will take time, and it will involve consultation.

We will continue to develop the detail of the reform plan, including the business case, draft constitution, and financial modelling. These will be shared with Sub-Branched as the work progresses. Further engagement forums will be scheduled, and feedback will continue to inform the design.

There will be a clear decision point for Sub-Branched once the full proposal is complete.

RSL VICTORIA TRANSFORMATION PROJECT

- PHASE 1 SUMMARY

BASED ON THE THOUGHTPOST GOVERNANCE RECOMMENDATIONS

The following summary of Phase 1 is based on recommendations provided by Thoughtpost Governance.

PHASE 1: WHAT WILL BE DELIVERED (2026)

1. GOVERNANCE REFORM

- Transition RSL Victoria to a **Company Limited by Guarantee**
- Develop a **skills matrix** for board and committee roles
- Allow for **external experts** to join the board
- Set up a **Nominations Committee** to screen board candidates
- Create a **Member Council** to support commemorations (non-governance)
- Review and improve the **voting system**
- Rewrite the **Rules and By-laws** into a modern constitution and policy framework.



2. SUB-BRANCH NETWORK

- Conduct a review of **Sub-Branch viability** (based on veteran support, finances, and governance)
- Review and formalise the **regional structure** if needed.



3. ENHANCE FINANCIAL STEWARDSHIP

- Streamline **Agency Account processes** to better direct welfare funds
- Launch a **centralised gifts-in-wills program** with professional fundraising support
- Develop option of **pooled investment funds program** to enhance returns.

4. STRATEGIC POSITIONING

- Finalise a **3 to 5 year Strategic Plan** with a clear charitable purpose
- Begin realigning service delivery: State Branch to lead complex care; Sub-Branches to focus on community support.

PROJECT GOVERNANCE AND MANAGEMENT SUMMARY

ESTABLISHMENT OF A PROJECT MANAGEMENT OFFICE (PMO)

Purpose: To oversee and coordinate the implementation of the Plan.

Structure:

- Senior Project Manager
- Executive Sponsor (initially the CEO for six months)
- Project Support
- Sub-Branch Representatives.

Responsibilities:

- Oversee project delivery
- Prepare progress reports
- Manage the budget
- Supervise project managers
- Liaise with sponsors and task owners.

Reporting Line: Reports to the **Project Control Group**.

PROJECT GOVERNANCE

Project Control Group:

- Led by the State Vice President
- Oversees implementation and reports to the State Executive
- Monitors milestones, budget, scope, and risk
- Provides regular updates to Sub-Branches.

State Executive:

- Provides strategic direction and accountability
- Appoints the CEO as Executive Sponsor for initial momentum
- Approves the Implementation Plan budget (in two tranches).