



RSL
Victoria

RSL VICTORIA

TRANSFORMATION PROJECT BULLETIN

EDITION 04
FEBRUARY 2026

RSL VICTORIA TRANSFORMATION PROJECT ROADMAP PHASE 1 2026

SECURE INTERNAL SUPPORT AND ADVOCACY AUG - OCT 2025

- Launch Thoughtpost Report
- Statewide roadshow
- Funding extension.



- \$1.5M for design
- Legal review
- PMO setup.



SECURE PROJECT FUNDING FOR PHASE 1 AUG - DEC 2025

IMPLEMENTATION PHASE 1 JAN - DEC 2026



- Governance restructure
- Legal frameworks,
- Monthly progress reports

MODERNISE GOVERNANCE

- Update the legal structure
- Improve board skills
- Open up board membership
- Formation of a member council
- Review voting systems
- Rewrite the rules.



SUPPORT A SUSTAINABLE SUB-BRANCH NETWORK

- Review Sub-Branch viability
- Clarify regional structures.

ENHANCE FINANCIAL STEWARDSHIP



- Streamline agency accounts processes
- Create a central gifts-in-wills program.

REPOSITION RSLV AS A MODERN VETERAN CHARITY



- Develop a strategic plan
- Standardise service delivery.

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Aug 2025

Sep 2025

Oct 2025

Dec 2025 / Jan 2026

Feb 2026

Dec 2026

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4

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SUSTAINABLE BRAIN NETWORK

- Sub-Branch viability regional structures.

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INTRODUCTION & BACKGROUND

We are pleased to provide an update on progress towards RSL Victoria's Transformation Project.

Key highlights include:

- **Governance Process**
- **2026 Strategic Initiatives established - RSL Victoria Financial & Digital Strategy, State Branch Governance Reform and RSL Victoria Service Delivery**
- **Advisory Panels**
- **Key Objectives undertaken - February 2026**
- **February State President's Forum - video available.**



A MESSAGE FROM THE EXECUTIVE PROJECT DIRECTOR

SUE CATTERMOLLE

Welcome to the *Bulletin* for February 2026.

We have talked quite extensively in these Bulletins about the size and scope of our Transformation Project, and the amount of groundwork that needed to be completed before the 'real' work begins.

This month, we present a bulletin largely focused on various aspects of project governance – how is our work being done, who is doing it and where the oversight is coming from.

Where do you begin when you tackle a project as large and ambitious as ours? It begins with leaders, with teams, with individual expertise. For 2026, we have carved our ambitious workload into Strategic Initiatives – three separate areas, or 'streams' as we call them, of work.

We have placed, or will place, leads for each of these three streams, and under those leads sit people with expertise in each area – project management, financial and digital transformation, modernising State Branch governance and the delivery of services for veterans and their families right around Victoria.

Ours is an organisation built around people – with the veteran community at the heart of everything we do. This program of reform is essential in giving us the opportunity to strengthen and modernise the organisation at a time when the veteran ecosystem is undergoing its most significant transformation in decades, with major legislative reform, new oversight structures, a wellbeing-centred approach, and shifts in service delivery reshaping the landscape.

Ultimately, this work is about ensuring the RSL remains the strongest and most effective ex-service organisation for our community.

This month we also provide stakeholders with an update of the project's progress in the form of Key Objectives undertaken in February. Our momentum is building and we look forward to

continuing to share with you our ongoing progress.

We hope that you find this month's *Bulletin* informative. Remember if you have any questions or feedback on the project, we encourage you to scan the QR code for the FAQ Form found at the end of this bulletin.

Warm regards,

Sue Cattermole
Executive Project Director
RSL Victoria

PROJECT MANAGEMENT PROCESS

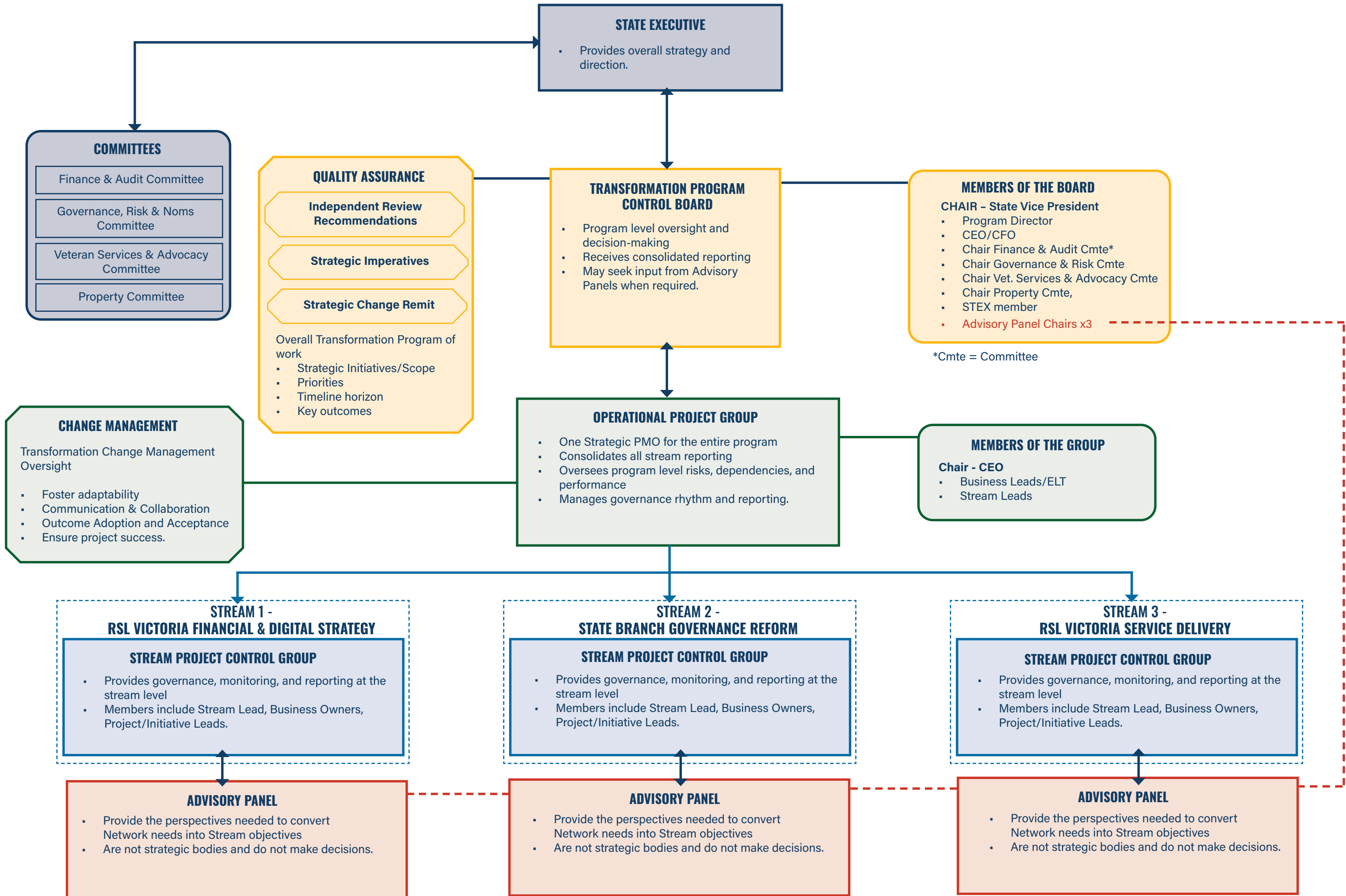
A project as large in scope as ours requires not just thorough project management, but a collaborative environment between different organisational areas.

On the next page will find the Project Governance chart, which details not just levels of hierarchy, but also the amount of stakeholder collaboration built into the transformation process.

For more on the three streams of project work, please see the item on the establishment of 2026 Strategic Initiatives, also found in this month's bulletin.



PROJECT GOVERNANCE CHART





2026 STRATEGIC INITIATIVES ESTABLISHED – RSL VICTORIA FINANCIAL & DIGITAL STRATEGY, STATE BRANCH GOVERNANCE REFORM AND RSL VICTORIA SERVICE DELIVERY

RTP MANAGEMENT AND STRATEGIC PROJECT STREAMS

As seen in the Governance Process chart on the previous page, change management work on the project is being overseen by the Operational Project Group.

Responsible for the oversight of various aspects of the change management process, including the management of scope, budget, resources, risk, reporting and more, this group is chaired by the RSL Victoria CEO (currently sitting as Executive Project Director).

Working in concert with the Program Control Board (which is made up of RSL Victoria's CEO, CFO and chairs of RSL Victoria's Sub-Committees), the group has established three distinct strategic project streams, part of the overall program of work, for the remainder of 2026.

These three strategic project streams are:

- **RSL Victoria Financial & Digital Strategy** – responsible for establishing strong financial, and digital foundations through a coordinated modernisation program that enhances efficiency, and long-term sustainability
- **State Branch Governance Reform** – responsible for modernising State Branch governance model, reshaping the current governing bodies to bring in external skills, develop skills matrices, review voting and Sub-Branch governance models (including regional options)
- **RSL Victoria Service Delivery** – responsible for a structured review of Sub-Branch viability, establishing a centralised gifts-in-wills program with enhanced fundraising capability, and realign service delivery under a standard veteran and family's wellbeing model.

Each stream will have a Stream Lead and be comprised of a small team responsible for that area of the project, including regular reporting. Stream 1 will be led by RSL Victoria Project Manager Ivan Spasic. Stream 2 will be led by the newly appointed RSL Victoria Senior Legal Counsel who will commence with us next month. The lead position for Stream 3 will be advertised shortly.

Each Stream Lead will report to the RSL Victoria Executive Project Director Sue Cattermole, with stream leadership and structure reviewed on an ongoing basis to ensure alignment with project progress and organisational needs.

We are working quickly but taking the time to put the right people in the right roles to ensure all aspects of the project run smoothly. Our approach will ensure smooth collaboration across the three project streams and a standardised decision-making processes to ensure all areas of the Transformation Project are a success.

ADVISORY PANELS – INCREASING TRANSPARENCY AND DIVERSITY OF STAKEHOLDER INPUT

One of the risks that we are very aware of is becoming overly State Branch focused. To mitigate this, and to provide and maintain the transparency and ongoing stakeholder dialogue that we have committed to, RSL Victoria is establishing Advisory Panels for each of the streams.

Recruitment for the three Advisory Panels is currently underway. We seek to bring together diverse voices from across our Sub-Branch network to provide specific guidance and advice on the delivery of the project's plan, assist with increasing engagement and broad understanding of the project's reform goals, improve decision making, capture feedback, and help build network-wide trust and transparency.

Thank you to those who have already expressed an interest, we will be in touch very soon.

The role is to offer insights and advice that help shape thinking, while final decisions remain with RSL Victoria State Executive (STEX).

If you are a Sub-Branch Committee Member with experience or interest in project governance, digital strategy, governance reform and/or RSL Victoria service delivery, please send your expression of interest to Executive Project Director Sue Cattermole via CEO.RSL@rslvic.com.au.

KEY OBJECTIVES UNDERTAKEN – FEBRUARY 2026

STREAM 1: RSL VICTORIA FINANCIAL & DIGITAL STRATEGY

Due for completion Quarter 1 2026

- The establishment of the formal oversight groups is nearing completion, and recruitment of Sub-Branch representatives to comprise the Advisory Panels is underway
- Management plans and governance operations manuals have been drafted and approved, ensuring processes and workflows are established and consistent
- The Network Engagement Strategy has rolled out, providing a consistent and timely commitment to stakeholder communications
- The FAQs section of RSL Victoria's website has launched, along with the FAQs form enabling all stakeholders to submit project-related questions and comments
- Progress continues on the implementation of technology to provide expanded, data management, oversight and transparency both internally at State Branch and to the Sub-Branch network.

STREAM 2: STATE BRANCH GOVERNANCE REFORM

Due for completion Quarter 1 2026

- Legal advice on transition of RSL Victoria from an incorporated association to a company limited by guarantee (CLG) commissioned.

Due for completion Quarter 2 2026

- Development underway with Thoughtpost Governance on RSL Victoria State Executive (STEX) workshops covering key architecture of governance, with a focus on constitutional areas and topics.

STREAM 3: RSL VICTORIA SERVICE DELIVERY

Due for completion Quarter 2 2026

- Development of the Geelong Veterans and Families Wellbeing Hub in planning with operational pilot to be rolled out Q2 2026.
- Engagement with RSL Queensland continues towards a collaborative arrangement for use of their established service model and supporting Customer Relationship Management (CRM) system use to structured, reliable and centralised way to capture, store, and use information about veterans and families.
- RSL Victoria's support of the local RSL consortium partnership for the proposed Bendigo Veterans and Families Wellbeing Hub
- Discussions with DVA regarding proposed funding of Royal Commission into Defence and Veteran Suicide (RCDVS) [recommendation 86](#) for existing Veterans and Families Wellbeing Hubs in Wodonga and Geelong.

Due for completion Quarter 1 2026

- Recruitment for new Fundraising Lead role has commenced. This role will support relaunch of Gifts in Wills program along with major giving and the development of increased analytics to increase insight and oversight of current fundraising programs.





RSL VICTORIA'S STATE PRESIDENT'S FORUM – RECORDING AVAILABLE

RSL Victoria would like to thank the Sub-Branch Presidents, Secretaries and delegates who joined the online State President's Forum on Thursday 26 February.

RSL Victoria State President Dr Mark Schröffel discussed the project's progress, answered questions from Sub-Branches and reinforced that extensive collaboration is required with the Sub-Branch network for the project to succeed.

State President Forums, Transformation Project Advisory Panels and the establishment of the FAQs webpage are just some of ways we seek Sub-Branch expertise in local veteran, family and community needs.

A recording of the State President's Forum is available.

Please click [HERE](#), or scan the QR code on the right to watch.

Scan here to watch the State President's Forum.



FREQUENTLY ASKED QUESTIONS (FAQs)

As part of RSL Victoria's Stakeholder Engagement Strategy, we want to provide you with the opportunity to seek feedback on questions or concerns about the project.

Gathering your questions centrally will help us:

- Produce an FAQs section featured on the [RSL Victoria Transformation Project webpage](#) (launching February 2026) and assist others with similar questions
- Improve the content and communication of project updates including Bulletins.

If you have any questions regarding the project please ask them by completing the form [HERE](#).

Alternatively, you can scan the QR code below to access the form.



Scan here for FAQs form.