



**RSL**  
Victoria

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# RSL VICTORIA TRANSFORMATION PROJECT STRATEGY DOCUMENT

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## NETWORK ENGAGEMENT STRATEGY

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The Network Engagement Strategy ensures the provision of regular, timely and transparent two-way communication with RSL Sub-Branches and all other important stakeholder groups who need to stay informed about the project's developments.

The strategy seeks to increase overall engagement with stakeholders, understanding of the goals of the project and its work, improve decision-making, and build trust and transparency.

March 2026

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## INTRODUCTION AND PURPOSE

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

The resulting RSL Victoria Transformation Project will:

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

Key to the success of the reform agenda is the engagement and collaboration of the Sub-Branch network.

The Network Engagement Strategy has been created to ensure the provision of regular, timely and transparent two-way communication with Sub-Branches, as well covering communications needs of other important stakeholder groups who need to stay informed with the project's developments. These include our broader membership, RSL Victoria staff, RSL Australia, Victorian State Government and various media.

The development of the Network Engagement Strategy provides us with a structured approach to identify, engage, and work with Sub-Branches as the Transformation Project, and its many and varied areas of work, progresses.

The strategy seeks to increase engagement and understanding of the goals of the project and its work, improve decision-making, and build trust and transparency.

The ability to listen and engage with stakeholder feedback – via questions and commentary – is a key and vital element that has been built into the strategy. While the Transformation Project will provide a great deal of information we need to communicate, it is essential that all stakeholders feel like they are heard as well as spoken to.

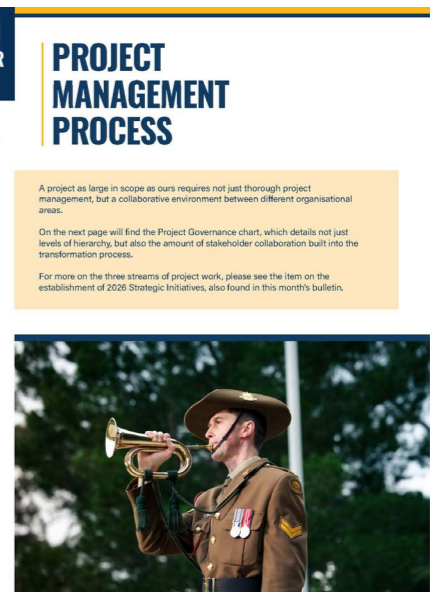
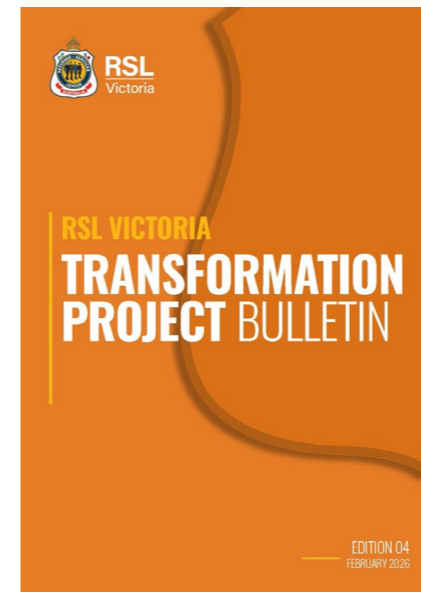


## NETWORK ENGAGEMENT STRATEGY - KEY OBJECTIVES

- Build trust through timely, transparent, regular two-way communications with the network
- Ensure continued alignment between Sub-Branch needs and the transformational priorities of the project
- Gather feedback and provide avenues for two-way communication to continuously improve engagement, communication and trust
- Proactively identify and mitigate various risks stemming from stakeholder concerns
- Create regularly scheduled and multiple communications touchpoints covering all areas of the project's scope that are digestible, honest and created with the needs of our audience front of mind.
- Keep the broader stakeholder group aware and informed of the planned changes at RSL Victoria.

## VARIOUS COMMUNICATIONS

### TRANSFORMATION PROJECT BULLETINS



Transformation Project Bulletins began rolling out in December 2025. Comprehensive monthly updates that aim to provide transparency and cover complex project work in as plain language as possible, bulletins are downloadable and printable – designed to be shared and read widely.

Sent to the Sub-Branch network, State Executive Members, Sub-Committee Members and shared internally at State Branch, bulletins are also housed on the Transformation Project [webpage](http://rslvic.com.au) at [rslvic.com.au](http://rslvic.com.au) for all external stakeholders and interested parties to peruse.

### Stakeholder recipients

All stakeholder groups.

### STATE EXECUTIVE UPDATE



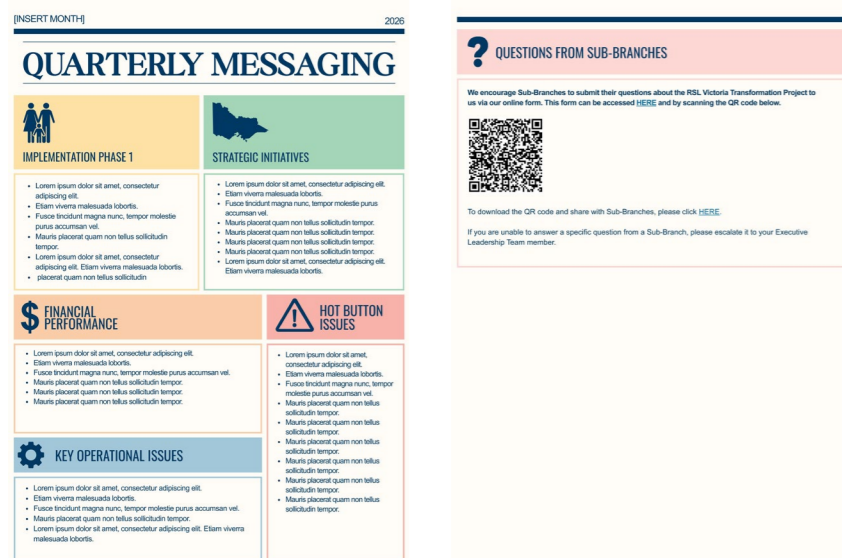
To increase and improve State Executive communication back to the network, the State Executive Update has been created (replacing an existing meeting minutes-based document) that highlights not just key points of discussion at monthly State Executive meetings, but also key outcomes achieved.

Like the Bulletin, this monthly update is downloadable and printable.

### Stakeholder recipients

Sub-Branch Network, RSL Victoria Sub-Committees, RSL Victoria staff.

## QUARTERLY KEY MESSAGING



Quarterly Key Messaging is a high-level overview of Transformation Project activity including various topics such as financial performance, hot button issues, roadmap updates and more.

Quarterly Key Messaging will detail as much information as possible to enable State Executive Members, RSL Victoria management and front-facing staff to discuss key project areas with baseline knowledge of activity of interest to Sub-Branches.

Quarterly Key Messaging will be a two-page (maximum) printable document with modular 'topic boxes' each dealing with a particular area of project activity. It is scheduled to rollout end of April 2026.

### Stakeholder recipients

RSL Victoria State Executive, RSL Victoria Sub-Committees, RSL Victoria management and front-facing staff, RSL Regional Presidents, 10A Sub-Branch General Managers.

## FAQS

### 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.

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

1. RSL VICTORIA'S TRANSITION TO A COMPANY LIMITED BY GUARANTEE (CLG)

WHY IS RSL VICTORIA PROPOSING TO TRANSITION TO A COMPANY LIMITED BY GUARANTEE (CLG)? WHY NOT STAY WITH WHAT WE HAVE?

DOES A CLG LIMIT THE ACCOUNTABILITY TO MEMBERS?

2. SALE OF PATRIOTIC FUND ASSETS

WHAT HAPPENS TO THE PROCEEDS ARISING FROM THE SALE OF SUB-BRANCH PATRIOTIC FUND ASSETS?

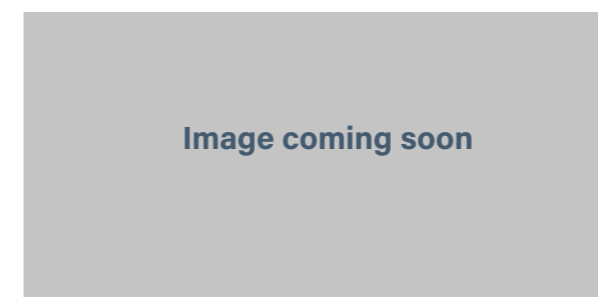
Designed to provide extra transparency and enable all Transformation Project stakeholders to ask questions and provide feedback, an FAQ form rolled out in February 2026. Open to all, the form is a key part of the Network Engagement Strategy, allowing us a vehicle for two-way feedback and to capture areas of the project that stakeholders may be curious about or have concerns about.

Questions asked via the form, along with their answers, sit on the transformation page of the RSL Victoria website and are periodically updated. Links and QR codes to the FAQ form sit in monthly bulletins and Quarterly Key messaging documents – we encourage all invested parties to use the form and aim to have it as accessible as possible.

### Stakeholder recipients

Open to all stakeholder groups.

## MEDIA TRANSFORMATION PROJECT REPORT



The Media Transformation Project Report will engage journalists and media outlets on project milestones or material changes to spread the work of the project widely and increase overall engagement with the ex-service community and wider Victorian public.

The Media Transformation Project Report will roll out and develop over time once more media-friendly aspects of the project are underway.

### Stakeholder recipients

Various journalists and media outlets targeted as required.

## QUARTERLY STATE GOVERNMENT TRANSFORMATION PROJECT AND LOCAL MP TRANSFORMATION PROJECT REPORTS

Image coming soon

A quarterly, high-level report to the Minister for Veterans, Shadow Minister for Veterans, State Government and Opposition MPs, the Quarterly State Government Report will engage government and opposition on project milestones and significant changes for transparency, awareness and fostering ongoing support for the RSL's mission.

This quarterly report is due to launch April 2026.

On area-specific matters of note, such as the Geelong Veterans and Families Hub project, local MPs and opposition will receive quarterly tailor-made reports covering all developments of interest to their local ex-service communities.

The Local MP Transformation Project Reports will be created as needed when location-specific areas of project work are underway.

### Stakeholder recipients

Minister for Veterans, Shadow Minister for Veterans, Victorian MPs and Opposition.



## STAKEHOLDER GROUPS – WHO THEY ARE AND THEIR COMMUNICATIONS NEEDS

### RSL Victoria State Executive

Currently comprised of nine members, the State Executive is the governing body of RSL Victoria.

As part of the Network Engagement Plan, State Executive Members have a significant role in leading the reforms of the project. State Executive Members will be kept informed of all aspects of the project, as well as inviting involvement and feedback from the Sub-Branch network during key decision points and where Sub-Branch representation is sought.

State Executive Members will offer to present at Sub-Branch regional meetings to provide Transformation Project updates and to gather feedback and Sub-Branch perspectives (highlighting and encouraging the use of the FAQ form where necessary).

Under the Network Engagement Strategy, the State Executive will be provided with Transformation Project Bulletins, State Executive Updates and Quarterly Key Messaging to enable them to be effective conduits of project information to the Sub-Branch network.

### State Executive Sub-Committees

RSL Victoria's Sub-Committees are delegated by the State Executive to provide expert advice and make recommendations on key issues, strategic decisions, and matters relating to veterans, finance, hospitality, governance and charitable compliance.

RSL Victoria's Sub-Committees are:

- Finance and Audit Sub-Committee
- Governance, Risk & Nominations Sub-Committee
- Veteran Services and Advocacy Sub-Committee
- Property Sub-Committee
- Hospitality, Commercial & Regulatory Affairs Sub-Committee.

Under the Network Engagement Strategy, Sub-Committee members will receive regular updates to stay informed and evolve meeting agendas when aspects of project work fall under the purview of their committees.

Their input and perspectives are valued. Sub-Committee chairs are to sit on the Transformation Program Control Board, helping to provide oversight and decision-making and seek input from advisory panels where required.

Much like State Executive, Sub-Committees require concise, outcome-focused monthly updates, as well as having any risk and/or compliance implications of aspects of the project highlighted for awareness. They also need to support the use of the FAQ form for stakeholders' questions.

### **Sub-Branch regions**

There are currently 13 Sub-Branch Regions, or groupings of Sub-Branches broken up geographically across Victoria. Included in their role is the requirement to act as the voice for members in their regions and provide State Branch information on issues such as Sub-Branch sustainability.

Under the Network Engagement Strategy, State Executive members will attend individual regional meetings and provide regular project updates. The State President has committed to attending biannual Regional President Forums to speak to project developments and concerns.

### **RSL Victoria Sub-Branch network**

The RSL Victoria network is comprised of over 250 Sub-Branches around Victoria. Heavily invested in the outcomes of the Transformation Project, this stakeholder group requires frequent, proactive, and outcome-based engagement. It is important that regular and thorough communication is provided to the network to continue to build trust, transparency, and dispel potential misinformation about the project's aims.

The Sub-Branch network must also be heard as much as informed, and its feedback is key to not just transparency of project work, but collaboration is necessary for the Transformation Project to succeed.

To track sentiment, help inform and facilitate consultation, quarterly roadshows will be established, surveys provided and FAQ use strongly encouraged in addition to the provision of regular communications listed above.

### **RSL Victoria 10A Sub-Branch network**

RSL Victoria's 10A Sub-Branch network is comprised of a group of larger Sub-Branches that, in addition to veteran and support and commemoration activities, provide hospitality and entertainment/gaming to the community.

As significant financial contributors to the first two years of the project, we recognise the keen interest of this group in budget spend and the need for engagement with 10A Sub-Branch General Manager groups.



### **RSL Victoria members and the wider veteran community**

With over 200,000 members across our Sub-Branch network, this stakeholder group needs to be engaged on project milestones, successes, setbacks and significant changes. Member feedback is valuable, and use of FAQs is encouraged to gather questions and gauge sentiment on a broader membership base outside of Sub-Branch Committees.

Monthly bulletins and the FAQ form will be linked to The Bugle, our membership newsletter distributed monthly to Life, Service and Affiliate members, encouraging our membership base to not only stay informed but to take part in two-way communication about project activity.

Social and Community members, as well as the broader veteran community can access all information publicly available via our website and information picked up by news outlets via our Media Reports.

### **RSL Victoria employees**

We recognise staff at RSL Victoria have a vested interest in the success of the Transformation Project. Regular project updates are required for transparency and wellbeing of staff. As part of the Network Engagement Strategy, RSL Victoria employees will have access to Bulletins, State Executive Updates and FAQs. In addition, management and front-facing staff will have access to Quarterly Key Outcomes to better support them when faced with Sub-Branch queries.

Transformation Project updates will be presented at monthly Town Hall meetings on aspects of project work ranging from technological changes to communications shifts, governance actions and more.

### **RSL Australia**

As the national body of the RSL, RSL Australia requires updates on all key milestones and significant changes to the project to stay informed and track progress.

For their part, RSL Australia and the National President can provide letters of support to the project, underscoring the importance of modernisation to the organisation nationwide.

## Victorian State Government and local MPs

Government and Opposition MPs need to be kept informed of Transformation Project work to underscore not only the positive impact of the project on Victorian veterans and families, but also the importance of the RSLs work across Victoria.

All Victorian MPs and Opposition, including Minister for Veterans and Shadow Minister for Veterans, will receive the quarterly report outlined in the section above to inform these important stakeholders of the project's bigger picture and facilitate ongoing support for the Transformation Project and RSL's charitable mission.

Local MPs in areas where important Transformation Project work is underway will be kept informed via localised reports that focus on how the work of the RSL impacts and supports their veteran communities.

## Media

Various journalists and media outlets will receive high-level reports (most likely quarterly). Media coverage of key RSL Victoria Transformation project activities will allow us another avenue to track public sentiment around the project and our organisation, and provide an opportunity to reach an audience wider than our membership base and help maintain open channels for public feedback and a rapport with media outlets.

We will engage with journalists and media outlets on project milestones or material changes only via our Media Transformation Project Report, to ensure this content is newsworthy and of interest to the broadest possible audience.

## Key Performance Indicators (KPIs) and measurement

The success of the Network Engagement Strategy will be judged by several KPIs based around overall project sentiment, the amount of feedback received via the FAQ form and participation rates at various stakeholder forums and meetings.

- Stakeholder satisfaction (CSAT) and Net Promoter Score (NPS) by audience
- Engagement participation rates in FAQ and meeting attendance
- Tracking sentiment through captured feedback
- Report on sentiment trends.



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