



RSL

Victoria

DRAFT STRATEGIC PLAN 2023-2028

‘The Journey Forward’

Subject to approval at RSL Victoria State Conference 2023.

EXECUTIVE SUMMARY

The development of this strategic plan recognises that for the RSL in Victoria to deliver on its vision of ensuring that – every veteran in Victoria is respected and supported, together with their families - requires unity and the collective efforts of the State Branch and the network of Sub-Branches. To do this, we have engaged with representative groups of RSL Sub-Branch Presidents and Committee members and sought their feedback as to the task in hand. We recognise that we are at a time when the external environment has significantly changed and we need to take some bold steps forward to adapt to those changes and ensure that the RSL in Victoria remains vibrant and relevant for the current and future generations of veterans and their families.

We have developed this five-year strategic plan to guide our activity and to keep us accountable for the delivery of the outcomes.

This plan outlines our intent to increase support and guidance to veterans and their families by providing a voice that advocates for great recognition of the impact of service, to make sure our organisation is structured and funded to deliver on its mission, to grow our membership so we can support each other and to offer a sense of belonging and purpose to the veteran community.

Our mission to provide the best possible support and services to all generations of veterans and their families in Victoria – is our guiding light and underpins all that we do.

Our values of Empathy, Tradition, Integrity, Mateship, Transparency, Compassion, and Respect is our commitment to the way we will operate.

There are two Strategic Planning documents, one which contains the full detail of the plan, key initiatives and budget. The second is a short-form document, 'strategy on a page,' which summarises the plan. We want RSL Sub-Branches and our members to understand the commitments we wish to make over the next five years and the outcomes we are seeking.

The State Branch and the Sub-Branch network will be responsible for securing funding for the plan and its initiatives. The plan is phased so it can prioritise work as funding becomes available. The State Branch will also look outside to stakeholders to help support the strategic initiatives and keep the RSL in Victoria as the voice representing the Victorian veteran community.

Our objective (end goal) is for the RSL in Victoria to be a financially viable, unified organisation leading the Victorian Ex-Service Community, providing high-quality support and services to veterans and their families, and enabling Sub-Branches to be a place of welcome for all members and the broader community.

STRATEGIC OUTCOME OVERVIEW

There are five strategic outcomes for the proposed 2023 – 2028 Strategic Plan; further detail on these strategies can be found on pages 7-14

Strategic Outcome 1: Strengthening Veteran Support

Overview: Growing RSL Victoria's services and support for veterans and their families is a key outcome of the proposed strategic plan. On delivery of this strategic outcome, the RSL in Victoria will have consistent veteran and family wellbeing services across the state, a strengthened sense of belonging and camaraderie, partnerships that enhance pathways for veterans and their families and evaluation of our work to inform advocacy and services.

Strategic Outcome 2: Upholding Customs and Traditions

Overview: The RSL in Victoria has long been the custodian of commemoration, ensuring that Victoria's proud military history and the sacrifices of those who went before are never forgotten. This strategic outcome will reaffirm the RSL's commitment to our tradition of commemoration. When achieved, this strategy will see the RSL grow the ANZAC Spirit throughout Victoria and engage younger generations on the meaning of service.

Strategic Outcome 3: Updating Structure, Governance and Membership

Overview: We all acknowledge that the current Structures, Rules, and By-Laws restrict, not enhance the operations of the RSL in Victoria. Modernising the governance Structures, Rules, and By-Laws to minimise complexity and administration requirements while streamlining compliance requirements needs, are the key focus of this strategy. Piloting a model which clusters Sub-Branch operations will support greater sharing of resources and expertise throughout the RSL in Victoria. Welcoming new and existing members and providing enhanced value will see our membership grow.

Strategic Outcome 4: Increasing our Communication and Advocacy

Overview: A key element of the proposed strategy is to ensure that the RSL in Victoria is the voice for veterans of all generations. To achieve this, the RSL in Victoria will represent veterans and families in dialogue with Governments, Defence industry, Sub-Branched, RSLA, Community Agencies and other Ex-Service Organisations with the goal to seek improved conditions for those who serve or have served. We will also work closely with our Sub-Branched to ensure we leverage our reach and capability. When achieved, this strategic outcome will see the RSL in Victoria raise its voice and position itself through words and action as a relevant and forward-thinking organisation offering high-quality service delivery that adapts to the changing needs of all generations of veterans.

Strategic Outcome 5: Sustaining our Work

Overview: The RSL in Victoria has a complex financial model that has evolved over its history, the challenges of which are felt by the State Branch and within Sub-Branched. By sharing resources and capability we will be able to invest in the future of the RSL in Victoria. A key outcome of the strategic plan will also be to create new streams of fundraising programs and build new partnerships that will support the mission of the RSL in Victoria and ensure viability for generations to come.

STRATEGY ON A PAGE

Current State

RSL Victoria is comprised of State Branch and a network of complex Sub-Branches whose membership is ageing, relies on a diminishing number of volunteers, has onerous governance requirements and struggles for relevance and funding.

Strategic Outcomes & Key Initiatives

Strengthening Veteran Support

- Roll out a consistent Veteran and Family Wellbeing model across the state.
- Expand our community engagement activities.
- Evaluate our systems and processes to inform RSL advocacy and service delivery

Upholding Customs & Traditions

- Continue to be the leader in commemoration.
- Sharing stories of service and transition with the public.

Updating Structure & Governance and increase our Membership

- Provide leadership in the delivery of Sub-Branch support.
- Simplify the Structures, Rules and By-Laws.
- Streamline compliance requirements.
- Modernise the membership process.

Increasing our Communication & Advocacy

- Be a trusted partner in the ex-service sector.
- Be a relevant and forward-thinking organisation.
- Align the objectives of State Branch and Sub-Branches.
- Be a welcoming and inclusive organisation.

Sustaining our Work

- Create a new long-term funding model for State Branch.
- Create new streams of fundraising programs.

Future State

The RSL in Victoria is a growing, unified and financially viable organisation recognised as Victoria's leading ESO. It will be known for its welcoming approach to veterans and their families to facilitate the support they require.

PREAMBLE AND THE CASE FOR CHANGE

Since its formation in 1916, RSL Victoria has provided the spirit of mateship and comradeship, commemorated the memory of the fallen and helped fellow veterans and their families wherever there is a need. Back in those early days, there was no formal government welfare service for veterans, and the RSL came together to provide care for the sick, wounded and those in need to those who had served. The RSL in Victoria proudly carries on many of those traditions today. However, whilst we rightfully continue to honour our traditions and customs, the external environment continues to change. We also need to keep adapting to those changes if the RSL want to remain leaders within the veteran community.

When State Branch started this Strategic Planning process in December 2022, we had just over 23,000 life and service members across the RSL in Victoria, of which just 17% are under the age of 60 (3,974) and only 4% under the age of 40 (852). Predominantly our service members (68%) are over the age of 70 (15,459), and 25% are over 80 years of age. Service membership is in decline, and the average age of a service member now stands at 74 years old. Of the total, we have 2,512 female service members (12%) and 20,600 males (88%).

Considering the average life expectancy of Australians without collective action now, within the next 10 years the RSL in Victoria will cease to exist as we know it today.

Affiliate membership has remained static over the last five years and at the end of December 2022 stood at 43,690. Social and community members (113,180 at the end of December 2022) make up 63% of the current membership and this percentage continues to grow. Total membership on 31 December 2022 was 183,000.

Alongside the ageing and changing membership has been a decline in the public understanding of what the RSL stands for and the work that it does helping all generations of veterans and their families. Outside of commemoration, the RSL brand has become associated with hospitality, which whilst highly successful as a commercial operation is not the primary purpose of the RSL. The income derived from commercial operations supports veteran services. However, the high profile of the commercial operations creates a lack of understanding of what the RSL in Victoria does in relation to supporting veterans and their families and it also reduces the impact of advocacy and presents a barrier to broaden opportunities to raise funds from the public. Within the RSL in Victoria we tell our story well.

For many younger veterans it impacts on their perception on the relevance of the RSL, within a generation that have less free time, don't regularly relate to social clubs and memberships but who still crave a sense of belonging. Younger generations use social media to connect and to generate influence and want to get involved in more cause related activities. This has led to an expansion in the number of alternative and smaller Ex-Service Organisations and charities who are able to influence government policy makers more adeptly.

Increasingly these organisations are not asking for membership but focusing on the provision of key services. Our own membership numbers show that exiting or retiring ADF personnel are not joining an ESO but are instead wanting to access specific services or joining a cause to help fellow veterans.

We need to show that we have a welcoming and inclusive organisation, and we are able to change and prepare for the diversity of membership that will come from modern defence force. The Royal Commission into Defence and Veteran Suicide has heard many stories of discrimination both in defence

and within the ESO community. We need to be able to stand up and be representative of the community that we seek to represent.

All of this means that any strategy to increase membership numbers must look beyond a simple membership drive. This strategy intends to increase membership through the following key approaches across various strategic outcomes.

- Becoming a welcoming and inclusive organisation that reflects the diversity of the values of the veterans and families we serve (**Strategic Outcome 4.4**)
- Reducing the compliance and governance burden on volunteers in the Sub-Branches (**Strategic Outcome 3.1, 3.2, and 3.3**)
- Modernising the membership offering (**Strategic Outcome 3.4**)
- Engaging more closely with the Defence Forces from induction to transition to inform serving Defence Personnel on what we offer. (**Strategic Outcome 4.1**)

The RSL in Victoria has a total of 498 Patriotic Funds, broken down in to 243 Agency Accounts and 255 Patriotic Funds and we have 145 incorporated entities. The growing compliance regime that is necessary to administer this structure is burdensome and, in so many ways, not value adding to our work. A significant amount of volunteer hours are consumed meeting regulatory obligations and with we overlay a cost burden to ensure adherence to these obligations. Recruiting new volunteers to take on these tasks is becoming a common problem across all our Sub-Branches, and we increasingly rely on the efforts of a few key officers in each Sub-Branch.

The scale and reach of the RSL in Victoria are one of its greatest strengths but it is also one of its weaknesses. As Sub-Branches (in particular 10As) have grown in scale and commercial success there has been a subtle shift away from a single and united voice. The size and history of the RSL in Victoria continues to provide the opportunity for showing leadership and to find the point of differentiation from the myriad of ESOs and other charities supporting veterans. It is the opportunity for ongoing and welcoming connections that we can provide that should set the RSL apart.

The RSL in Victoria has the opportunity to modernise itself, restore its relevance and stand tall as the leading veterans organisation. To do this we need to work together as one to be recognised as the organisation veterans and their families are proud to join, and the go to organisation for advice and support.

Declining membership will continue to have an impact on the sustainability of many smaller Sub-Branches. It is critical to maintain a presence in all these areas to honour the League's charter of remembering and commemoration. As such we need to aim to keep veterans serviced and honoured in all parts of Victoria and to do this, we need to consider a new way of delivering the RSL presence in areas with low membership or limited resources. Operating a model where smaller Sub-Branches are connected and linked through to the bigger Sub-Branches in their area needs to be piloted and ways found to pool resources. *Strategic Outcome 2.1* describes the key initiatives in trialling a new model.

The challenge of our current structure also significantly impacts on the development of funding models for the future. Opportunities to gain a greater share of the public fundraising pool and openness to try new approaches needs collaborative and League wide support to achieve its goals.

We need to modernise and diversify our income streams to make our funding model sustainable in the long term. This requires more than just new fundraising campaigns so our drive toward this goal has several major components:

- Changing the perception of our organisation to being seen as a relevant and forward-thinking organisation that is inclusive and diverse to widen our opportunities for new corporate partnerships (**Strategic Outcome 4.2, 4.3, 4.4 and 5.4**)
- Creating new streams of fundraising programs (**Strategic Outcome 4.2**)
- Develop a funding model for Sub-branches to buy-in to for the funding of specific Strategic Projects (**Strategic Outcome 4.1.3**)
- Diversification of income stream for State Branch reducing the reliance on the Sub-Branches to fund the State Branch (**Strategic Outcome 5.1**)

The proliferation of organisations offering services to veterans has led to the increase in the need to help veteran and their families navigate an eco-system that operates and is funded by both Federal and State Government. It is no longer just about visiting a local RSL and catching up with your volunteer buddies, now there is a need to show we can also offer specialised trauma informed practices and professionals who can navigate complex legislation to support cases for claims and entitlements. We need to develop a cohesive network of services across Sub-Branches and Hubs that can deliver a consistent and informed service model that can navigate the service system, stay alongside the veteran as they get assistance and collect data on veterans which continually informs our service model and government policy. The RSL in Victoria needs to work together with each other and with partners to deliver a range of services that support veteran and their families across the state, and where complex cases can be triaged to the help they need.

Veterans and their families need to know that wherever they are in the State they can tap into wellbeing and compensation advocacy of the highest quality and that their journey of transition back into civilian life will be supported by the RSL and they will never feel isolated or alone. Our Sub-Branches need to ensure they create a safe and welcoming space for veterans and their families and one where camaraderie and mateship through sport, recreation and activities can also provide the connection they are looking for.

Our volunteers are trained and supported by professional staff to be on the front line for veterans needing support with the knowledge that if the veteran needs greater help, it will be there waiting.

The Royal Commission in Defence and Veteran Suicide will lay down its final recommendations in 2024 and we need to be ready to listen and work to ensure we provide the services that veterans need in their darkest hours.

This strategy proposes to increase our engagement with veterans and their families by.

- Development of veteran and family wellbeing centres across the state ensuring every veteran can access the help they need (**Strategic Outcome 1.1**).
- Establishing Statewide sport, recreation and activity programs that offer a sense of camaraderie, mateship, wellbeing and belonging (**Strategic Outcome 1.2.1**).
- Ensuring all serving and transitioning ADF members know who the RSL is and how to connect with it (**Strategic Outcome 1.3**).

We are all bound together by a common purpose of supporting the veterans that have served our country and commemorating those who have paid the ultimate sacrifice. If we are to maintain that fine tradition and build on our successes of the past, we must be ready to meet the future.

Strategic Outcome 1: Strengthening Veteran Support

State Branch is responsible for the development of state-wide service delivery models for veterans and their families that support and enhance the work undertaken by local Sub-Branches.

High Level Summary

To deliver the best possible state-wide services, we will:

- 1.1 Develop a consistent Veteran and Family Wellbeing model that can be rolled out across the State and complement the Sub-Branch cluster model and incorporating the DVA Advocacy Training and Development Service Standards
- 1.2 Expand our community engagement activities.
- 1.3 Connect veterans and families to services through building strong partnerships that enhance the pathways we can offer veterans and their families.
- 1.4 Develop a mixture of external and internal evaluation systems which capture the experiences of veterans and inform RSL advocacy and service delivery.

Measures of Success

1. A consistent Veteran and Family Wellbeing model including the use of a common client record system is rolled out across participating Sub-Branches by 2026.
2. By 2025, RSL Activity Programs are formally adopted across 50% of the network.
3. Every serving, discharging, or retiring ADF members residing in Victoria knows how to connect to the RSL by 2025.
4. By end 2024 veterans and their families have a documented referral pathway to external service providers (including ESOs, community-based services, and health practitioners) that offer products and services meeting veteran and families' needs.
5. RSL has external and internal evaluation systems in place which capture the experiences of veterans, and which inform improved RSL advocacy and service delivery by 2024.

Key initiatives

- 1.1 Development of a consistent Veteran and Family Wellbeing model that can be rolled out across the State and complementary to the Sub-Branch cluster model and incorporating the DVA Advocacy Training and Development Service Standards**
 - 1.1.1 Support and mentor the network of volunteer wellbeing and compensation advocates by connecting them to the RSL Victoria model for training, support, advice, and escalation.
 - 1.1.2 Provide the opportunity to utilise a common information platform which enables a single client record, to flexible resources across the State.

- 1.1.3 Build capability within Sub-Branch Wellbeing Support Officers to connect Veterans and Families to services for housing, employment, counselling, and health services, and compensation.
- 1.1.4 Adoption of the DVA Advocacy, Training and Development service standards across the State.

1.2 Expansion of community engagement activities

- 1.2.1 Roll out an expanded community engagement program, incorporating sport, recreation and other activity programs for veterans and families with promotes mateship and camaraderie.
- 1.2.2 Recruit new volunteer members to take on the position of RSL Activity Officer to lead and promote activities that attract members of all ages and abilities.

1.3 Connect veterans and families to services through building strong partnerships that enhance the pathways we can offer veterans.

- 1.3.1 Provide advice and guidance to Veterans seeking to transition to local communities and for all local services and connections.
- 1.3.2 Support an enhanced Service Navigation model to enable veterans and families to access the services they need when they need them.
- 1.3.3 Work in partnership with Joint Transition Authority and the ADF to be better informed on needs of transitioning veterans and promote benefits of RSL Victoria to all serving personnel.
- 1.3.4 Facilitate service access to state-based community and health services and establish veterans as a priority group.

1.4 Engage in ongoing rigorous research and evaluation to inform future service delivery and provides a platform for advocacy.

- 1.4.1 Actively collecting meaningful data to inform effective advocacy for veteran's health and wellbeing.
- 1.4.2 Development of a social impact framework to measure and evaluate RSL's work and assist to tell the story of the RSL's work.
- 1.4.3 Acceptance of the recommendations of the Royal Commission into Defence and Veteran Suicide and leveraging the recommendations to inform the way we deliver services to veterans and families in the future.

Strategic Outcome 2: Upholding Customs and Traditions

The State Branch's role is to lead commemorative events held in Melbourne and support Sub-Branches across the State to honour our service people and to engage the broader community in commemorative campaigns.

High Level Summary

To continue to act as custodians of commemoration we will:

- 2.1 Maintain and grow the 'ANZAC spirit' and continue to be the leader in commemoration as our membership changes.
- 2.2 Highlight the service of veterans by sharing their stories with the public.

Measures of Success

1. Across the State there are growing number of registered commemorations and community events that ensure service and sacrifice are recognised.
2. Opportunities are created to support expansion of commemorative events recognising more recent conflicts.
3. Increased engagement and participation in commemorative initiatives through sharing stories with the public

Key Initiatives

2.1 Maintain and grow the 'ANZAC spirit' and continue to be the leader in commemoration as our membership changes.

- 2.1.1 Maintain and grow the 'ANZAC spirit' and continue to be the leader in commemoration as our membership changes.
- 2.1.2 Support the expansion of commemorative events for Sub-Branches by encouraging educational, cultural, and sporting sectors to participate in commemorations.
- 2.1.3 Recognising the achievement of the past generations of veterans whilst preparing for the transition over to future generations.

2.2 Highlight the service of veterans by sharing their stories with the public.

- 2.2.1 Amplify the story of the RSL and the work that it continues to undertake and its relevance today.
- 2.2.2 Provide resources to educate young people on Australia's involvement in wars, conflicts, peace keeping and domestic operations.

Strategic Outcome 3: Updating Structure and Governance and increase our membership.

Sub-Branches understand local needs and are best placed to meet those needs. The State Branch's role is to support operations, make it as easy as possible for members to join and participate in a Sub-Branch and to enable the delivery of local services. To do this the State Branch needs to ensure that it is leading from the front with its own governance structure and practices.

High Level Summary

To continue to improve our support for the Sub-Branches we will:

- 3.1 Provide leadership in the delivery of Sub-Branch support using a cluster model and more flexible Sub-Branch models of operation so that Sub-Branches have more choice in the structure and support model that enables them to fulfil their mission.
- 3.2 Simplify the Structures, Rules, and By-Laws to minimise complexity and administration requirements and enable engagement of outside skills and expertise to Committees.
- 3.3 Streamline compliance requirements while supporting good governance through modernised operating standards that are supported through education and training.
- 3.4 Modernise the membership process and deliver what members want from a modern RSL Victoria.

Measures of Success

1. Successful implementation of a pilot cluster model by June 30th, 2025, as measured by participant assessment of the model and State Branch Support changes.
2. Roll out the cluster Model across the Sub-Branch network from July 2025 – June 2028.
3. Sub-Branch committee assessment of the effect of changed models and simplified rules and by-laws on their governance and compliance burden and operations via regular surveys.
4. Increase in membership numbers (target set for service members, affiliate members and social members. Baseline to be agreed).
5. Reduce the average age and increase diversity of leadership positions across State Branch and Sub-Branches.

Key Initiatives

- 3.1 Provide leadership in the delivery of Sub-Branch support using a cluster model and more flexible Sub-Branch models of operation so that Sub-Branches have more choice in the structure and support model that enables them to fulfil their mission.**

- 3.1.1 Engage Sub-Branches in the creation of a model which de-centralises control and increases support to regions and reduces the regulatory impost on the smaller Sub-Branches.
- 3.1.2 Establish regional/metro Pilot models with leading 10As working through the issues that arise from the transition across to the cluster model.
- 3.1.3 Ensure that State Branch support matches the structure and needs of the new structure.
- 3.1.4 Rollout the model across the Sub-Branch network from July 2025 – June 2028.

3.2 Simplify Structures, Rules, and By-Laws to minimise complexity and administration requirements and enable engagement of outside skills and expertise to Committees.

- 3.2.1 Revisit the current set of Rules and By-Laws to ensure that they meet current practices, are enablers for State Branch and Sub-Branches to meet their purpose and provide clear guidance as to the required operations of Sub-Branches. This will be done in two stages:
- 3.2.2 Stage 1 – review of changes that can be achieved in year 1 to simplify operations and allow for the engagement of outside expertise.
- 3.2.3 Stage 2 - a longer-term process to complete review, including the need to change rules to align with the cluster model.

3.3 Streamline compliance requirements while supporting good governance through simplifying operating standards that are supported through education and training.

- 3.3.1 Establish, train, and maintain the capability of volunteers to ensure consistency and quality of governance and regulations.
- 3.3.2 Provide support from State Branch that allows for out of business hours and asynchronous support that provides greater flexibility to Sub-Branches.

3.4 Modernise the membership process and deliver what members want from a modern RSL Victoria.

- 3.4.1 Undertake research to fully understand what veterans and their families want from the RSL, when and why they join and ensure the membership offering is contemporary.
- 3.4.2 Create new value propositions based on the research and support those with new systems including digital/online/portable offerings.

Strategic Outcome 4: Increasing our Communication and Advocacy

High Level Summary

To be the voice of veterans we will:

- 4.1 Be a trusted partner of Governments, DVA, Defence industry, Sub-Branches, RSLA and other ESOs for issues and service delivery that affect Victorian veterans and their families.
- 4.2 Be a relevant and forward-thinking organisation offering high quality service delivery that adapts to the changing needs of all generations of veterans and their families as their circumstances change.
- 4.3 Be an organisation that embraces its Sub-Branch network and works to ensure that the objectives of State Branch and Sub-Branches are aligned.
- 4.4 Be a welcoming and inclusive organisation that reflects the diversity and values of the veterans and families we serve.

Measures of Success

1. Participation in regular forums with government agencies and Ex-Service Organisations and utilise social media platforms to advocate for the needs of all generations of veterans.
2. Collection of data through regular surveys and brand research record positive change in the public perception of the RSL, what it does and whether it continues to be the leading voice in the veteran community.
3. Lowering of the average age of RSL Victoria service and affiliate membership.

Key initiatives

- 4.1 **Be a trusted partner of Governments, DVA, Defence industry, Sub-Branches, RSLA and other ESOs for issues and service delivery that affect Victorian veterans and their families.**
 - 4.1.1 Engaging in regular dialogue with RSLA and other States and directly with Government at Federal and State level, DVA, Defence industry and other State Based ESOs.
 - 4.1.2 Adopting a stakeholder engagement plan to ensure regular communication with Sub-branches and to capture and share information across the Victorian RSL network.
 - 4.1.3 Establishing an approach for public advocacy that works closely with the RSL states and nationally to maximise impact.
- 4.2 **A relevant and forward-thinking organisation offering high quality service delivery that adapts to the changing needs of all generations of veterans and their families as their circumstances change.**

- 4.2.1 Adapting to the changing demographics and habits of current and future generations of Veterans and their families to ensure the position as the leading ESO.
- 4.2.2 Clear positioning statement on how it differentiates itself from the many other ESOs and what its service offering is.
- 4.2.3 Working in collaboration with Sub-Branches and other RSL State Branches address brand concerns as to what the RSL stands for.

4.3 A welcoming and inclusive organisation that reflects the diversity and values of the veterans and families we serve.

- 4.3.1 Embracing inclusive practices to make sure we are welcoming, encourage diversity and inclusive of all generations and attributes of the veteran and their families.
- 4.3.2 Offering flexible, contemporary, and rewarding opportunities to volunteer for the RSL across the State.

DRAFT

Strategic Outcome 5: Sustaining our Work

High Level Summary

To sustain our work for the long term we will:

- 5.1 Create a new long-term funding model for State Branch.
- 5.2 Create new streams of fundraising programs and support Sub-Branches to identify and fund veteran centric initiatives that further the mission of the RSL with the funds raised.

Measures of Success

1. A new State Branch funding support model developed and agreed by December 31, 2025.
2. Targeted dollar figure on Sub-Branch joint funding of strategic projects (indicative = \$4.3 m over 5 years)
3. New income (not current) target \$5m over five years which combines corporate partnerships, sponsorship, statewide bequest funded projects, new fundraising initiatives, etc.)

Key initiatives

5.1 A new State Branch funding support model developed and agreed by the network by December 31, 2025.

- 5.1.1 Refine the current Support Fee model, with a target to diversify 25% income by 2026.
- 5.1.2 Ensure the long-term sustainability of the distinct business units (Fee for Service) supporting Sub-Branch hospitality operations.
- 5.1.3 Develop a funding model for Sub-Branches to buy-in to for the funding of specific Strategic Projects and to further the mobilisation of resources to enable the RSL to be the leading ESO and to meet the needs of veterans and families across the state.
- 5.1.4 Diversify the funding model with expansion of sponsorship and partnership, Bequest, and new to market fundraising models appropriately valuing the RSL Brand.

5.2 Create new streams of fundraising programs and support Sub-Branches to identify and fund veteran centric initiatives that further the mission of the RSL with the funds raised.

- 5.2.1 Launch a sensitive Bequest and Will making program which would have local contact with families but be centrally administered. Bequest makers will have the opportunity to support local service delivery and/or major strategic projects intended to have state-wide impact.

BUDGET ESTIMATES 2023-2028

We recognise that the Strategic Plan 2023-2028 is bold, and it will require a collaborative and committed effort to achieve it. State Branch will endeavour to identify sources of funding to mitigate the cost to the plan however the RSL network will also need to contribute to achieve the outcomes. The end goal of a growing, unified, and financially viable the RSL in Victoria who is recognised as Victoria's leading ESO and known for its welcoming and supportive approach to Veterans and their families can only be delivered through an investment in resources, willingness to work together and good change management processes. We have several initiatives with measurable timelines set in the Plan, and that is purposeful to ensure accountability however many of these will be dependent on availability of funds for their completion.

Indicative costings

Key Strategy	Initiative	Reference	Total
Veteran Support	Veteran and Family Wellbeing Hubs rolled out across existing Sub-Branch network	1.1	\$750,000
	Rollout of common veteran record system	1.1.2	\$250,000
	Development of veteran evaluation systems	1.4	\$ 50,000
	Design, implement and rollout service navigation model	1.3	\$350,000
Structure and governance	Review Rules and Governance structure stage 1	3.2	\$250,000
	Review Rules and Governance structure stage 2	3.2	\$350,000
	Develop and rollout pilot Sub-Branch cluster model	3.1	\$1,000,000
	Governance training and online resources development uplift	3.3	\$175,000
	Targeted membership recruitment campaign and technology uplift	3.4	\$350,000
Communication and advocacy	Internal communication platform and collateral development	4.1	\$250,000
	Advocacy Resource and collation of data	4.1	\$250,000
	Uplift social media platforms and website		\$100,000
Sustaining our work	Fundraising initiatives set up	5.2	\$100,000
	Strategic Initiatives project management office		\$800,000
Total investment			\$4,275,000

GLOSSARY OF TERMS

10A Sub-Branches: These Sub-Branche

10B Sub-Branches: These Sub-Branche

10C Sub-Branches: These Sub-Branche

The Advocacy Training and Development Program: A program from the Department of Veterans' Affairs that offers nationally accredited military advocacy and support training. This ensures that advocates meet national standards.

Affiliate membership: This category of membership to the RSL in Victoria is available to any person who has a family member eligible for Service Membership.

ANZAC: This is an acronym for the Australian and New Zealand Army Corps.

ANZAC Spirit: Also known as the ANZAC Myth and ANZAC legend this concept refers to the representation of Australians in war. ANZAC Spirit generally stands for positive attributes, including but not limited to, endurance, courage, ingenuity, good humour, and mateship. It is the RSL's view that the ANZAC spirit lives on in all of us and is often seen in times of hardship or crisis.

By-Laws: The Returned & Services League of Australia (Victorian Branch) Inc. is an incorporated association governed by a set of Rules and By-Laws. Rules and By-Laws ensure that the RSL in Victoria is operated in accordance with its constitution.

Cluster Model: A proposed operating model for the RSL in Victoria where smaller resourced RSL Sub-Branche

Community Membership: This category of membership to the RSL in Victoria is available to any member of the public via a By-Law 10A Sub-Branche

Life Membership: This category of membership to the RSL in Victoria is bestowed upon certain members for exceptional duration of membership and contribution to the RSL in Victoria. the RSL in Victoria is strategic

RSLA: The Returned & Services League Of Australia.

RSL Active: A program from RSL Victoria that promotes physical wellbeing and social connection for veterans and their families.

Service Membership: This category of membership to the RSL in Victoria is Available to any person who has served in the ADF or its allies.

Service Navigation model: A model of operation that supports veterans and their families to navigate the complexities of the DVA and ESO systems and obtain entitlements and support.

Social Membership: This category of membership to the RSL in Victoria available to any member of the By-Law via 10A and 10B Sub-Branches.

State Branch: The Returned & Services League of Australia (Victorian Branch) inc, also known as RSL Victoria.

Sub-Branch: A Sub-Branch of the State Branch.

The RSL in Victoria: Refers to the combined efforts of the State Branch and all Victorian RSL Sub-Branches.

Veterans and Family Wellbeing Hub: a safe centre, for veterans and their families to easily connect with various compensation advocacy, wellbeing support and training and education support programs. Staffed by professionals and volunteers from with the RSL in Victoria and its partners. These centres Provide a welcoming environment to all veterans and their families.