PUTTING VETERANS AND FAMILIES FIRST

August 2019
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Introduction

The Returned & Services League of Australia WA Branch Incorporated (RSLWA) is taking a ground-breaking approach to serving the needs of Veterans as more serving men and women of the Australian Defence Force transition from military to civilian life.

By ground-breaking we mean that, for the first time, a truly collaborative and centralised model of service delivery is planned as the way to the future.

With greater numbers of ADF personnel leaving the military, service delivery to Veterans and their families need to be more agile, more responsive and more focused. Looking to better ways of doing things better together with Ex-Service Organisations (ESOs) and civilian Veteran Service Providers (VSPs) is essential for improved outcomes.

Over the next five years, RSLWA will work even more closely with ESOs and VSPs to provide a wider and more diverse range of services by implementing a dynamic Veteran Central Model of service delivery. This model essentially places the Veteran and his or her family at the centre of the circle of services and support. In this way, Veterans will be able to more easily access the help and support they need and deserve.

By any measure, emerging statistics send out a clear message that more support for Veterans is needed. The facts speak for themselves:

- The suicide rate among ex-servicemen between 2002 and 2015 was 14% above the national average.
- One in 20 Australians experiencing homelessness have served in the Australian Defence Force.
- Veteran unemployment is 5 times the national average.
- RSLWA has developed a number of key objectives to drive its service delivery to Veterans and their families, namely:
  - Refining service offerings and developing new and innovative services for Veterans.
  - Developing lasting partnerships and collaborative opportunities with like-minded organisations within the ESO and VSP entities.
  - Ensuring continued sound financial management in growing our business and securing new income streams to drive better support to Veterans including wellbeing, transition, welfare advocacy, commemoration and aged care.
  - Growing and protecting the reputation of RSLWA including Sub-Branch governance and finances.
  - Maintaining the highest possible level of governance in everything RSLWA does.

With the support of Government, the corporate sector and the community, RSLWA is confident it can forge a new approach to Veteran support. The Veteran Central Model, supported by strategically-located Veteran Hubs in Greater Metropolitan Perth and in Regional Centres of WA, is the way to the future and cannot be achieved without goodwill among the ESO and VSP communities.
**Who we are**

RSLWA is Western Australia’s primary provider of wellbeing, welfare, advocacy, transition and commemoration support to serving and ex-service members of the ADF and their families.

RSLWA is an innovative and agile organisation that continually looks to improve ways of serving all Veteran and, in particular, newer (contemporary) Veterans, who have recently transitioned from military to civilian life.

RSLWA comprises a State Branch and 130 Sub-Branches throughout WA with 8,000 Service Members and 2,000 Affiliates.

The way ahead for RSLWA toward 2022 and beyond is redefining the way we connect; the way we communicate and the way we contribute to Veterans and their families and the wider community.

This is achieved through the use of traditional communication means and new technology while, at the same time, providing leadership which is backed by sound financial competence and compliance.

RSLWA is an incorporated body in Western Australia under the Associations Incorporation Act 2015 and complies with the requirements and standards of the Australian Charities & Not-for-profits Commission (ACNC).

The RSL in WA was founded in 1916 to provide comradeship and support to Australia’s Veterans and their families. This core mission has never changed. What has changed is the need to evolve to meet the needs of new generations.

The objects of RSLWA are central to what we do. They are to:

- Assist and care for serving and ex-serving ADF personnel and their dependants who are sick, suffering from mental illness, elderly, homeless or otherwise in need of relief.
- Support serving personnel of the ADF at home and abroad, and actively assist them in their transition to civilian life, especially if they are detrimentally affected by their service.
- Provide assistance to serving and ex-serving ADF personnel and their dependants to secure compensation, benefits and assistance that they are eligible to receive by law.
- Assist in the preservation of the memory, honour and records of those who suffered and died for Australia.
- Do any act, matter or thing which is ancillary or incidental to carrying out the above Objects.

RSLWA advocates for the best possible conditions for our serving and ex-serving men and women in recognition of their service to the nation.

**OUR CORE BUSINESS**

The core business of RSLWA is the delivery of Veteran support in well-being, transition, welfare, advocacy, commemoration and aged care.

**Wellbeing & Welfare**

Providing quality services that meet the needs of our serving and ex-serving Defence Force personnel and their families including mental health support and the proposed development of accommodation and care options in the retirement and aged care sector.

**Transition Support**

Working with the ADF to accompany and support serving personnel through the transition from military to civilian life and the related employment support.

**Advocate Services**

Providing quality services that meet the advocacy needs of our serving and ex-serving Defence Force personnel and their families.
Commemoration
Conserving our history and legacy and, by doing so, recognizing the critical importance that commemoration and remembrance has in validating the roles and sacrifices of those who have served and who are still serving.

Aged Care
Partnering with our Veterans and their families throughout life and the importance of planning and support when aged care is needed.

EVIDENCE-BASED RESEARCH
A new body of research demonstrates a real and pressing need to address Veteran issues and Veteran support mechanisms.

Today, an Australian Veteran may be any age or gender, and may have served in a wide variety of military environments. Military tasks may have included border protection at sea, searching for bodies after bushfires, or war-like services in places such as Afghanistan and Iraq.

There are an estimated 25,000 Veterans in Western Australia alone – many of them younger Veterans who face emerging challenges. An estimated 7,000 to 10,000 West Australians have deployed to overseas conflicts since 1999.

Research and clinical experience has found that military personnel will be changed because of exposure to high-risk environments. A significant number will experience symptoms of fatigue, sleeplessness, impaired concentration, nightmares, intrusive thoughts, hyper-arousal or anger.

For many Veterans, these symptoms will resolve and they will view their experiences positively and potentially as a source of personal growth. However, others will be negatively affected and will go on to have mental health issues.
WHERE WE ARE GOING

As more serving men and women transition out of the ADF and join the Veteran ranks, RSLWA has identified the need for a more agile and collaborative way of providing services.

The delivery of practical, yet innovative, ways to improve support to Veterans and the importance of community and government backing is fundamental.

RSLWA firmly believes that what we are doing here in Western Australia is a game-changer. We have a real opportunity to forge ahead by collaboratively looking at better service delivery.

Organisations such as RSLWA face new challenges and new paradigms in addressing Veteran and family needs. We believe that RSLWA provides the leadership, compassion and support for Veterans who have sacrificed so much for the Australian people.

RSLWA is now in its second year of a five-year plan to deliver a new model to capture Veterans looking for help and then support their needs by way of a Veteran Central portal, triage support and referrals.

OUR TARGET SERVICES

By placing the Veteran and his/her family at the centre of the service circle, a more collaborative and effective way is achieved in supporting their needs.

DESIRED IMPACT

RSLWA seeks to achieve an enduring capability of standing by, and standing up for, Veterans and their families with the support of the Western Australian community.

How RSLWA plans to deliver its wellbeing, transition, welfare, advocacy, commemoration and aged care services has been the subject of a comprehensive review of both organisational structure and intent.

Such intent is to work with as many VSPs and ESOs as possible to deliver packages of services and associated support.

How we respond to calls for help is vital. Importantly, there is a need for a systems model to share client information, subject to privacy provisions, and involve the client at every step along the journey.
Contemporary defence personnel and those recently returned to civilian life commonly often grapple with the challenges of relationships, children and mortgages. This can be difficult enough for an average family but there are additional challenges associated with our newer Veterans:

- **46%** need additional help with financial planning or advice.
- **42%** need additional emotional support for their children.
- **37%** need additional medical and mental health support.
- **32%** would like additional support with meeting people in the local community.
- **28%** experience social isolation, especially among those who have relocated after service.

### WHY WE ARE COMMITTED TO A CENTRALISED VETERAN SERVICES MODEL

The recent growth in Australia’s Veteran support system is a proud reflection of the nation’s commitment to repay the sacrifices made by Veterans and their families.

However, this growth has also led to an increased complexity that can be difficult and frustrating to navigate. For these reasons, RSLWA is focused on leading the development of one-stop shops, collaborative engagement and strong advocacy to government.

The combination of the above is likely to contribute to improving health and wellbeing outcomes for Veterans and their families, more effective utilisation of financial and human resources and increased trust and confidence.

**Instead of Veterans having to shop around for services and support, RSLWA submits the opposite. Veteran services providers need to work collaboratively so that the Veteran receives more comprehensive and holistic care and support either under one roof or by access to electronic centralised systems.**

This document provides an overview of RSLWA activities and plans that include the establishment of a centralised referral service to capture initial calls for support. How the Veteran or his/her family members access help and support is critical.

Team-based care using a central web-based portal (assisted by Apps on mobile devices) will provide guidance to assist Veteran seeking help and accessing support. Critically, this software-based system has to be as robust as it needs to be simple.

A Veteran Central Referral Service (VCRS) will embrace this web-based support via a new domain [www.vetnet.org.au](http://www.vetnet.org.au), a 24/7 telephone hotline and associated social media support.
TRIAGE MODEL

It follows that capturing Veterans in need, via a dedicated portal, needs to be augmented by a professional triage service to direct the Veteran (or family member) to the most appropriate care provider in collaboration with other VSPs and ESOs. This would require the need to share client information subject, of course, to client permission and the ongoing maintenance of privacy.

The triage and referral model would apply to both electronic platforms and physical platforms at Veteran Central and Veteran Hubs.

Importantly the triage model requires suitably-trained and experienced operators. The triage concept is being included in the development of a business case on how to manage and finance the service.

*Shared information through collaborative case management*
Service Delivery

ANZAC HOUSE VETERAN CENTRAL

Fundamental to our service delivery is the development of ANZAC House Veteran Central. The facility is due for completion by August 2020.

It is a key part of our plan for a centralised one-stop-shop in the Perth CBD, supported by strategically-located Veteran Hubs throughout the Greater Perth Metro area and in Regional Centres throughout the State.

RSLWA sees itself as the enabler and facilitator of greater services that include key partnerships with ESOs and VSPs including medical, legal, financial and social support.

The new Veteran Central facility is a game-changing approach to the provision of a comprehensive suite of services to as many Western Australian Veterans as possible as well as family members. This is why RSLWA differs to what is currently being offered. It’s as simple as it is innovative.

The 7-storey facility located at the corner of St Georges Terrace and Irwin Street in the Perth CBD is easily accessible by train or bus with ample nearby car parking. The new facility will feature:

- A fully-equipped medical floor providing a wide range of services from GP appointments through to Day Surgery and consulting services by specialist doctors and surgeons. Also provided will be allied health support such as physiotherapy and occupational therapy. For the most part all these services will be provided free to Veterans and direct dependents.
- Comprehensive mental health support with the co-location and/or visitations of appropriately qualified VSPs, including psychologists and psychiatrists.
- Meeting rooms for ESOs and VSPs as well as small and large conferencing facilities.
- A family-orientated facility called Poppy Lane Café on the Ground Floor with a child play area, free wifi and quality service.
- A gymnasium in the basement with change rooms for Veterans to not only keep fit but to gather with like-minded men and women – considered important for good mental health.
- A large ANZAC Club facility for social interaction. The facility will include high-standard food and beverage, a restaurant and reading areas – all themed with Veterans and serving ADF members in mind.
- A dedicated commemorative reflection courtyard.
The new ANZAC House Veteran Central will be like nothing else in Australia and demonstrates the commitment of RSLWA to cut through the maze of an ever-growing ESO environment.

The reality is that Australia’s Veteran support environment is over-crowded, creating confusion and duplication of services and support, no matter how well-meaning. An effective, efficient and unified approach to providing service and support is the way forward.

To make it simpler in a sometimes complex service-delivery environment, Veterans will have a streamlined and practical way to access services provided by a host of ESOs, government, health, legal, financial and counselling providers by using the RSLWA Veteran Central approach.

• It’s about making life easier for Veterans.
• It’s about making life better for their families.
• It’s about focussing on the Veteran and not just systems.

For these purposes, RSLWA is focused on leading the development of a series of one-stop-shops supported by collaborative engagement and strong team-based advocacy to government. The combination of the above will contribute to improved outcomes, more effective utilisation of financial and human resources and increased trust and confidence among those who need and deserve our help.

ENGAGEMENT OF VSPs AND ESOs

The importance of partnerships and engagement with ESOs and VSPs in utilising ANZAC House Veteran Central is fundamental to RSLWA’s collaborative concept.

As construction of Veteran Central reaches its half-way point, RSLWA has offered a mix of occupancy opportunities and options for co-location – including having dedicated space for smaller ESOs that lack the financial resources to take up leased space but who would welcome the opportunity to share facilities including ‘hot-desking’.

To date the following organisations have expressed interest in co-locating or providing consultancy visitation services:
• Soldier On
• Working Spirit
• Department of Veterans’ Affairs
• Defence Force Recruiting (currently negotiating)
• Veterans Health Solutions WA
• Soldiers & Sirens Psychology Services
• Salvado Consulting (psychiatric services)
• Open Arms, Veterans and Families Counselling
• WA Branch of the Partners of Veterans Association of Australia

Further to the above RSLWA has formalised Memorandums of Understanding with the following Veteran Service Providers (VSPs) who have expressed interest in utilising common areas in the new Veteran Central.
• At Home Health
• The Perron Institute
• Financial Planning Providers
• Foodbank WA
• St Bartholomews House
• Military Arts Program Australia
• Mole Patrol Skin Clinic
• Companion Dog Program
• WA Recovery & Restoration Centre
• White Oak Veteran Care Services
• RAAFA Association
The following members of RSLWA’s Unit and Kindred Group currently utilise RSLWA premises and intend to continue to have access to ANZAC House Veteran Central for meetings and fellowship.

- 102 Field Battery
- 2/11th Battalion Group
- 2/16th Battalion AIF Association Incorporated
- 2/43rd Australian Infantry Battalion Assoc. WA Division
- 2/4th Machine Gun Battalion (AIF) Ex-Members Association
- Airborne Forces Associations WA Incorporated
- Allied Merchant Seamen Assoc. of WA Incorporated
- American Returned Military Services
- Australian Ex-Services Atomic Survivors Association
- Australian Peacekeeper & Peacemaker Veterans Association
- Australian Red Cross
- British South Africa Police Regimental Association
- Burma Thailand Railway Memorial Association
- Defence Reserves Association
- Far East Strategic Reserve Navy Association
- Fleet Air Arm Assoc. of Australian WA Division
- Greek Australian Returned Servicemen’s League
- HMAS Bataan /Tribal Class Destroyers WA
- HMAS Canberra-Shropshire Association WA Incorporated
- HMAS Hobart Assoc. (WA Division)
- HMAS Perth National Assoc. WA Branch
- Malaya Borneo Veterans WA Incorporated
- Malayyan Volunteers Group Australia
- Mandurah Murray Vietnam & Veterans Group
- N Class Destroyers Assoc. WA Branch Incorporated
- National Servicemen’s Assoc. of Australia (WA Branch)
- Naval Association of Australia (WA Section)
- North American Veterans Unit
- RAAF Police Association
- RAAF Vietnam Veterans Association of WA
- Rhodesian Services Association of WA
- Royal Australian Armoured Corps Assoc. (WA Branch)
- Royal Australian Army Ordnance Corps Association WA
- Royal Australian Artillery Association WA Incorporated
- Royal Australian Electrical & Mechanical Engineers Association
- Royal Australian Engineers Association of WA Incorporated
- Royal Australian Navy Clearance Divers Association (WA Chapter)
- Royal Australian Navy Communications Branch Association WA
- Royal Australian Signals Association WA
- Royal Military Police Association (WA Branch)
- Royal Western Australia Regiment Association Incorporated
- Submarines Association Australia WA Branch Incorporated
- The 28th Battalion (Swan Regiment) Association
- The British Ex-Services Association Incorporated
- Veterans of Foreign Wars
- Vietnam Logistics Support Veterans Assoc. WA Incorporated
- War Widow’s Guild of Australia WA Incorporated
- WA Branch of the Partners of Veterans’ Association of Australia Incorporated
- WRAAC Association WA
- WRAAF Branch of RAAF Association WA Division
- WRANS-RAN Women’s Association WA

The following list of other ESOs have been encouraged to use the hot desk/hot office facilities from time to time by use of electronic diary access:

- 11th Battalion Association
- 16th Battalion Foundation
• 16th Infantry Battalion Association
• 1st Armoured REGT Association
• 1st Aust Field Hospital Association
• 2/13th Field Ambulance Association
• 2/16th Battalion Association
• 2/2 Commando Association of Aust
• 2/26th AIF Battalion Association
• 2/32 Battalion Association WA
• 22nd Construction Squadron
• 28th Battalion (Swan Regiment) Association
• 3 Telecommunication Unit Association
• 3rd Cavalry Regiment Association
• 5th Battalion Royal Australia
• Aboriginal and Torres Strait Islander Veterans and Services Association WA
• Airborne Forces Association of WA
• Allied Merchant Seamen’s Association of Western Australia Incorporated
• ALONGSIDE
• American Returned Military Services
• Australian American Association
• Australian Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women
• Australian Intelligence Corp Association
• Australian Navy in Vietnam Veterans’ Welfare Association of WA
• Australian Peacekeeper & Peacemaker Veterans Association
• British Airborne Forces Association
• Burma Thailand Railway Memorial Association
• Defence Force Welfare Association
• Defence Reserve Association WA
• Ex-Prisoners of War Association of Australia
• Greek Australian Returned & Services League
• HMAS Canberra-Shropshire Assoc (WA Division)
• HMAS Perth National Association Inc WA Branch
• Honouring Indigenous War Graves
• Korea and South East Asia Veterans Association
• Malayan Volunteers Group Australia
• N Class Destroyers Association
• National Association of Extremely Disabled War Veterans Incorporated
• National Malaya Borneo Veterans Association
• National Servicemen’s Association of Aust (WA Branch Incorporated)
• National Servicemen’s Association of Australia
• No 25 (COP) Squadron RAAF AR Branch
• North American Veterans Unit
• Overwatch Support Association Australia Incorporated
• Pathfinders Association
• Polish Ex-Servicemen
• RAAF Police Association
• RAAF Vietnam Veterans’ Association WA Incorporated
• RAN Australian Navy Clearance Divers WA
• RAN Women’s Association WA
• Rhodesian Ex-Servicemen’s Association of WA
• Royal Air Force Association (WA Division)
• Royal Australian Army Ordnance Corps Association WA Incorporated
• Royal Australian Army Pay Corps Association
• Royal Australian Artillery Association WA
• Royal Australian Electrical & Mechanical Engineers Association (RAEME)
• Royal Australian Engineers Association WA Inc (RAE)
• Royal Australian Navy Communications Branch Association (WA Branch)
• Royal Australian Signals Association (WA) Incorporated
• Royal Australian Survey Corps Association
• Royal Military Police Association WA Branch
• Royal Western Australia Regiment Association
• South African Military Veterans Organisation of Australasia
• Submarines Association Australian WA Branch
• Veterans of Foreign Wars
• Vietnam Logistical Support Vets Association (WA) Incorporated
• Vietnam Veterans Association WA
• WA Branch of the Partners of Veterans Association of Australia Incorporated
• WA University Regiment
Veteran Hubs

The operation of Veteran Hubs is an RSLWA State Branch responsibility but with the support of the volunteer base among each of our 130 Sub-Branches spread throughout the State.

These Hubs would be a mix of extended services provided by ANZAC House Veteran Central as well as voluntary welfare and advocacy support provided by geographically-aligned Sub-Branches.

* Two-way communication channels between veteran Central, Veteran Hub and Sub-Branches

**ROLE OF VETERAN HUBS**

- In consultation and liaison with RSLWA State Branch, Veteran Hubs would provide localised services and support as follows:
- Welfare and wellbeing services.
- Advocacy services for DVA claims for compensation and entitlements.
- Information in relation to a range of other support activities including any need for assistance from a community or Government provider.
- Social inclusion and community-based liaison, especially in the aged care environment.
- Access to various services including medical and allied health needs, mental health referrals, financial and legal advice, transition support and referral.

The establishment of the Hubs in the Greater Perth Metro area and Regional Centres would rely heavily on Sub-Branch support along with potential redevelopment of Sub-Branch properties, most likely by joint ventures.

Critical to the rollout of Veteran Hubs, RSLWA is seeking support through a number of Government and non-government entities, not least of which is the Western Australian ANZAC Day Trust.

A key component of RSLWA’s grant application for Year 2020 is to use a significant portion of grant funds to engage a leading business and financial modelling agency to partner with RSLWA to develop a business case (including forward estimates on likely capital costs and ongoing operational expenditure). The business case would embrace RSLWA’s significant scoping and development of the Veteran Central Model that places Veterans and their families at the centre of the service delivery circle.

**Veteran Central**

For practical purposes, given their proximity to the Perth CBD, the following RSL Sub-Branches would use ANZAC House Veteran Central as their Hub: Applecross, Bedford-Morley, Cambridge, City of Belmont, City of Perth, City of South Perth, City of Subiaco, Claremont, Highgate, Mt Hawthorn, Mt Lawley-Inglewood, Nedlands, Returned Ex-Servicewomen, Riverton, Shenton Park, Sir John Monash, Turkish, Victoria Park, Vietnamese Services, Yokine-Joondanna.
**Greater Perth Metro Veteran Hubs**

**North Metro:** Joondalup City, Lancelin & Coastal Districts, North Beach, Nollamara, Osborne Park, Quinns Rocks, Scarborough, Wanneroo, Yanchep-Two Rocks.

**West Metro:** Bicton-Palmyra, City of Cockburn, Cottesloe, Fremantle City, Mosman Park.

**North East Metro:** Eastern Regional, Ellenbrook, Ballajura, Bullsbrook & Districts, Bellevue.

**South East Metro:** Armadale, Canning Districts, Gosnells, Kalamunda, Kelmscott Roleystone, Serpentine-Jarrahdale.

**Regional Veteran Hubs**

Latest RSLWA membership statistics show that 41 percent of Veterans live in regional areas throughout a State the size of 2.646 million square kilometres. This poses significant challenges, yet opportunities, for RSLWA to improve service delivery and administrative support.

**North West Region:** Broome, Derby, Exmouth, Karratha & Districts, Kununurra, Newman, Port Hedland, Tom Price, Wyndham.

**East Region:** Bakers Hill, Beverley, Bindoon, Brookton, Chidlow, Cunderdin, Dowerin, Kellerberrin, Mundaring, Narrogin, Northam, Pingelly, Tammin, Toodyay, Wagin, Wangan Hills, Wubin-Dalwallinu, Wyalkatchem, York.

**Greater Peel Region:** Mandurah, Dawesville, Dunsborough, Harvey, Pinjarra, Port Kennedy, Rockingham, Kwinana, Waroona-Hamel.

**South West Region:** Busselton, Bunbury, Boddington, Boyup Brook, Bridgetown, Capel, Collie-Cardiff, Darkan, Donnybrook, Dumbleyung, Greenbushes, Karridale-Augusta, Manjimup, Margaret River, Nannup, Pemberton.

**Goldfields Region:** Kalgoorlie, Boulder, Coolgardie, Leonora, Merredin, Norseman.

**Great Southern Region:** Albany, Denmark, Esperance, Gnowangerup-Borden, Kojonup, Kondinin, Kulin, Mt Barker, Peaceful Bay, Ravensthorpe, Walpole.

**Midwest Region:** Bencubbin, Dongara, Gascoyne, Geraldton City, Jurien Bay, Moora, Morawa-Gutha, Northampton, Perenjori, Shark Bay, Three Spring-Arrino, Kalbarri.
Our approach

Help Our Heroes
This document has outlined the reasons why change is necessary in the provision of services and support for veterans – with attention on the family environment critical to successful outcomes. But this is only part of the journey.

The Veteran Central Model provides an entry point for Veterans to get the help and support they deserve. What RSLWA is now planning is a long-term vision to support Veterans throughout their life’s journey.

To be clear, the Australian Parliament’s definition of a Veteran is one who has served as a member of the Australian Defence Force, irrespective of whether an ADF member has deployed overseas or not. They’re all the same as far as RSLWA is concerned.

RSLWA is looking at the next step, partnering with serving and ex-service men and women throughout their lives – from initial recruitment to aged care. RSLWA wants to let everyone know that we’ll back Veterans for life, not just when they transition out of Defence with the need for short-term help.

RSLWA recently changed its Constitution to allow for those who have served just one day in the ADF to qualify for membership. This allows us to introduce what we do and how we can help from the day a new recruit is sworn in. In fact, RSLWA has been hosting swearing-in ceremonies for Defence Force Recruiting in our State Branch headquarters and will continue to.

RSLWA has established partnerships with a range of Veteran Service Providers to help RSLWA accompany veterans on the road from recruitment, to ADF service, transition, ongoing Veteran support, eventual retirement and then aged care. We’re with you all the way.

With the advent of Veteran Central in the Perth CBD and Veteran Hubs throughout the State, life’s journey for our Veterans will be enduringly supported.

For example, the proposed Veterans Hub in Busselton is set to be a joint venture between RSLWA and a major retirement and aged care organisation.

RSLWA has current partnerships with Veteran Service Providers for the life-cycle of our men and women who serve and who have served, no matter how young or old our Veterans are. Such partnerships and associated services include:

- Support for serving personnel – from recruitment to transition.
- Support post-transition – medical, wellbeing, advocacy, financial and legal advice.
- Retirement planning including downsizing and transition to retirement estates.
- Aged care support from at-home services through to aged care and high care.

And it doesn’t matter if a Veteran is not a member of RSLWA. Our job is to look after and support Veterans, wherever they are, whatever they need.
RSLWA is ensuring its development and financial planning is established as part of a five-year plan, with mid-2019 signposting the end of the first two years.

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| Continue to refine service offerings and develop new and innovative services for Members and Veterans generally. | • Prioritise key services and ancillary services in support.  
• Reserve space in new ANZAC House for other by ESOs and VSPs.  
• Communicate new offerings to members and other stakeholders. | Chief Executive Officer (CEO) and staff with ongoing recommendations and resolutions by the Board of Directors. |
| Develop and maintain lasting partnerships and collaborative opportunities with like-minded organisations within the Ex-Service Organisation community and veterans service delivery entities. | • Liaise with other ESOs/VSPs.  
• Liaise with service providers.  
• Memorandums of Understanding. | RSLWA operational staff under direction of the CEO. |
| Ensure continued sound financial management with growing our business and securing new income streams to drive better services to veterans in well-being, transition, welfare and advocacy. | • Seek investment opportunities – property and markets.  
• Scope new opportunities with stakeholders. | Provision of financial and compliance advice and recommendations from Chief Financial Officer (CFO) to CEO for consideration by Finance Committee and IAG. |
| Grow the image and reputation of RSLWA including Sub-Branch governance and finances. | • Through Chief Operations Officer, close and ongoing liaison with 130 Sub-Branches throughout WA.  
• Maintain and grow State Branch marketing and branding. | Key responsibility of Director of Marketing & Development in liaison with CFO and CEO. |
| Increase membership growth and retention. | • Through the Membership Officer, and ongoing liaison with 130 Sub-Branches throughout WA.  
• Improve offerings to members. | Key responsibility of State Branch Membership Officer. |
| Provide and maintain the highest possible level of governance in everything RSLWA does. | • CEO  
• CFO  
• Director of Marketing & Development | Key responsibility of Senior Leadership Group for advice to Governance Committee and Board of Directors. |