

Department of Veterans' Affairs
Ex-Service Organisation (ESO) Round Table

Lovett Tower
WODEN, ACT

Meeting No. 3

26 & 27 November 2009

AGENDA ITEM 16(a)

**Review of DVA funded ESO Advocacy
and Welfare Services**

Background

The Minister for Veterans' Affairs has instructed the Department to review advocacy and welfare services available to the veteran community through the Building Excellence in Support and Training (BEST) grants program and the Training and Information Program (TIP) to support the changing DVA client demographic.

The Review will consider recommendations made by Professor Dunt in his *Independent Study into Suicide in the Ex-Service Community* in relation to advocacy and advice services. The Review will also include DVA's Veteran and Community Grants (V&CG) program and take into consideration relevant aspects of the Government's 2007 Election Commitments.

In late September 2009, the Secretary of the Department of Veterans' Affairs wrote to members of the ESO National Round Table advising of the Review. His letter included the Terms of Reference, Consultation Framework and a Discussion Paper with key focus points for feedback and submissions. For your information a copy of those documents is at [Attachment A](#), [Attachment B](#) and [Attachment C](#).

Consultation

Letters to the organisations and fora listed in the Consultation Framework were signed during late September 2009.

Meetings with the veteran community have been finalised with the last being in Canberra on 6 November 2009. Deputy Commissioners have assisted the Review team by organising a consultative forum in their capital city and in some instances additional regional discussion groups. A copy of locations where the fora were held is at [Attachment D](#).

To assist in developing options for the future BEST program, the Review team, in some instances with the Repatriation Commissioner, has visited ESO welfare and advocacy service sites at:

- Page ACT,
- Melton VIC, and
- Townsville QLD.

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This has helped to familiarise the Review team with the work being done and the way in which the various sites are operating.

At 17 November 2009, 127 submissions from ESOs and individuals have been received.

Further Action

A list of themes emerging from the focus groups is at [Attachment E](#) and the Review team will provide an update of progress to date at this meeting.

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ATTACHMENT A

Review of DVA-funded ESO Advocacy and Welfare Services
Terms of Reference

Content and approach

The Review of DVA-funded ESO Advocacy and Welfare Services (the Review) will be conducted by David Batchelor and Olivia Witkowski, with advice and support from other departmental officers and will include:

1. reviewing the following programs:
 - a. Building Excellence in Support and Training (BEST) Grants Program,
 - b. Training and Information Program, and
 - c. Veteran and Community Grants Program;
2. conducting the Review in consultation with the ex-service community and other relevant stakeholders;
3. examining current ESO service models in considering future funding models for their delivery of advocacy and welfare services to the veteran community in relation to VEA, SRCA and MRCA entitlements; and
4. identifying interdependencies and interactions of the three programs.

Objective

The objective of the Review is to recommend a program that ensures:

- funding levels enable efficient and effective service delivery;
- the range of items eligible for funding are distinct;
- appropriate services are provided for younger veterans;
- the distribution of available funds is transparent and fair;
- there is no duplication of ESO advocacy and welfare services funded by the Government in individual locations; and
- harmonious working relationships are established and maintained.

Key issues

The following points will also be addressed:

- consideration of the recent recommendations made by Professor Dunt as well as the Government's Election Commitment to establish a public register of ex-service officials and conduct regular surveys of them;
- the impact of rolling *Grants-in-Aid* into BEST in 2009/10;
- the sustainability and scalability of future programs;
- opportunities for ESOs to share resources and work in partnership;
- ensuring the concept of "volunteerism" remains a key theme;
- options and implications for change to funding cycles and length of grant funding periods; and
- the effectiveness and efficiency of DVA administrative arrangements, including grant monitoring and acquittal processes.

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Key program redesign elements

The Review will consider previous BEST and GIA grant application processes and outcomes, and incorporate the following items for each recommended ongoing program:

- guidelines, operations and administration, including processes, quality assurance, performance measurement and accountability;
- technology and systems,
- eligibility and assessment criteria;
- client demographics;
- location of ESO, DVA and community support groups;
- items that are currently funded;
- the extent to which all programs are meeting the needs of the key stakeholder groups;
- other DVA programs and sources of support; and
- areas of concern from each of the key stakeholder groups.

In considering any new arrangements, the eligibility criteria and items to be funded under the V&CG Program will be taken into account.

Deliverables

The review team will provide a report with recommendations to the Secretary and the Minister. This will include recommendations for:

- renewed programs that provide appropriate financial support and training;
- sites that would serve as a centre-of-expertise for surrounding more "localised" services, including the nature and extent of technological and administrative needs to support ESO activities;
- streamlined but more rigorous grants application, assessment, contractual and monitoring/acquittal processes; and
- optimal grant allocation timings – that is, frequency of grant Rounds in any given financial year and length of grant coverage (eg one, three, five years).

Timeframe

The Review will commence by end August and will be concluded by mid-December 2009.

Governance

The Review Team will be guided by the National Manager Research, Development and Support on a day-to-day basis. Senior direction will be provided by the Repatriation Commissioner and the General Manager Support Division.

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Interdependencies

The Review Team's analysis will inform the separate consideration being given to the conditions under which the funds remaining from Round 11 will be made available to ESOs within the 2009/10 financial year. The Review Team's input will be important to the Department making recommendations to the Minister that are not inconsistent with either:

- the decision-making framework applied to Round 11 to date or
- the objectives of the Review.

ATTACHMENT B

**REVIEW OF DVA-FUNDED ADVOCACY AND WELFARE SERVICES –
CONSULTATION WITH THE VETERAN AND DEFENCE COMMUNITIES**

Background

The Minister for Veterans' Affairs has instructed the Department to review advocacy and welfare services available to the veteran community through the Building Excellence in Support and Training (BEST) grants program and the Training and Information Program (TIP) to support the changing DVA client demographic.

The Review will consider recommendations made by Professor Dunt in his *Independent Study into Suicide in the Ex-Service Community* in relation to advocacy and advice services. The Review will also include DVA's Veteran and Community Grants (V&CG) program and take into consideration relevant aspects of the Government's 2007 Election Commitments.

The Minister requested that the Review be completed by mid December 2009.

Consultation

Given the timeframes for the Review, discussions with the veteran and defence communities will be carefully targeted whilst still ensuring that appropriate consultation occurs.

To support the consultation, a letter will be provided to the following groups outlining the purpose of the Review, together with the Terms of Reference and a discussion paper providing key focus points for feedback and submissions to the Review Team:

- National Presidents of all ESOs;
- ESO Round Table members;
- Key State ESOs;
- National TIP Chair;
- Chair of each State TIP Consultative Group; and
- All BEST Round 11 applicants.

Meetings that will be attended by (or held by) the Review Team include:

- Prime Ministerial Advisory Council on Ex-Service Matters;
- ESO Round Table;
- TIP National Conference;
- Operational Working Party;
- State Consultative Fora as arranged by Deputy Commissioners; and
- ESOs in key regions such as Townsville, North Coast NSW and others as identified by Deputy Commissioners.

The Review will not include direct consultation with individual members of the veteran and defence communities – other than in their role as an ESO service

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provider funded under BEST or trained under TIP. V&C grant recipients will also not be included directly in consultations by the Review.

However, notification about the Review will be provided on the Department's website along with the Terms of Reference and the discussion paper. That notification will invite individuals or organisations to make submissions if they wish. Submissions will be accepted electronically to best.tip.review@dva.gov.au or in writing to the Review Team, Review of DVA-funded ESO Advocacy and Welfare Services, Department of Veterans Affairs, Grants and Bursaries Section, PO Box 21, Woden ACT 2606.

There is a range of service models operating that have been set up or are being supported at some level through BEST funding and/or TIP training. To complement the consultation activities, the Review Team will visit a small number of these services, across the range from largely welfare and information provision by volunteers through to salaried claims and advocacy services. This additional process will assist the Review team in better understanding how services are delivered at the moment and where effective approaches and processes might be valuable in structuring the revised BEST and TIP programs.

The Review Team will contact those service providers direct to make arrangements to undertake a location visit, where practicable.

The programs being reviewed

BEST grants provide funding to ESOs to support their advocacy and welfare activities. This may include costs associated with employing advocates, pension and welfare officers, or equipment such as computers, printers and software.

- In 2008-09, more than \$6.66 million was provided through Round 10 of the BEST funding, and an additional round for capital equipment funding.
- The 2009-10 round, Round 11, provided \$4 million in funding.

The 2009-10 round was oversubscribed by \$5 million. Some 98 applicants were unsuccessful, and of the 182 successful many received less funding than requested given concerns about future scalability and flexibility of the program as it is now being accessed.

V&C grants provide funding to community and ex-service organisations to support health and wellbeing initiatives for local veterans, war widows and widowers. The program aims to support activities and services that maintain and improve the independence and quality of life of older members of the veteran community. Projects supported include social excursions, Men's Sheds, Day Clubs, cooking classes, updating facilities at activity venues and health and fitness activities.

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There are three rounds of V&C grants each year (March, July and October). The most recent funding round, July, was announced by the Minister on 1 September 2009.

- more than \$1.2 million was provided in the July 2009 round; and
- more than \$1.5 million was provided in the March 2009 round.

The **TIP program** provides training and information to volunteer pension and welfare officers who provide services through ESOs. The aim of TIP is to enable pension and welfare officers to provide the best possible advice to veterans and ex-service members seeking compensation and benefits from DVA. In 2008-09, \$1.6m in funding was provided to the TIP program. There were 174 training courses held nationally with 2,401 participants.

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ATTACHMENT C

**Review of DVA-funded ESO Advocacy and Welfare Services
Discussion Paper**

Background

As you would be well aware, the nature of the Department's beneficiary population is undergoing change both in terms of the ageing of the veteran population but also at the same time the increasing number of younger veterans and serving members needing help.

Ex-Service Organisations (ESOs), through their practitioners, advocates and welfare officers, provide an invaluable service in assisting members of the serving and ex-service communities. There is a clear need for the Review to address the sustainability of the Government-funded programs that support ESO activities in relation to claim and appeal work, and information services on broader welfare issues.

Some ESOs report that it is difficult to attract, train and retain a sufficient number of advocates, and welfare and pension officers to act on behalf of DVA beneficiaries and claimants and to deal with increasingly complex legislation. Accordingly, the Review needs to ensure that the resources that are available are used to best effect. To this end, the Review will consider the potential for collaboration and co-operation between ESOs including the sharing of facilities and resources, being mindful of issues around location eg rural and remote, veteran-specific groups and the relative size of ESOs. The question of what other forms of support are available to ESOs beyond Government funding, must also be a consideration.

It is also very important to ensure that the links between ESO advocacy services and TIP are such that current and informed advice and support are available to all DVA beneficiaries and claimants.

The level of administrative rigour that applies to support programs will also be considered. Grant policies and eligibility criteria will be considered in order to enhance grant application lodgement processes and supporting systems including VPAD and other local arrangements. Opportunities to enhance DVA grant assessment and notification processes and systems will also be explored. Overall, attention will be given to quality assurance, better performance measurement, accountability and reporting. The intent is not to make monitoring and reporting processes so onerous that they become a disincentive to applying for program funds. Rather, it is important in designing the new programs, that the Department can ensure that the objectives of the Review can continue to be met in future years.

The Terms of Reference of the Review outline its objectives, the approach that will be taken and the scope of the Review. In undertaking consultations, feedback is being sought around a number of key focus points, including but not limited to, those outlined in the next two pages.

Any other comments on the Review and any aspect of the operations of the programs will also be welcome.

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Key Focus Points for Discussion

BEST service delivery models

- Since BEST was first introduced, ESOs have established various models of service delivery for claims, advocacy and welfare support for the veteran and defence communities. We are interested in views on those models you have experience of or are aware of, including:
 - strengths and weaknesses of those current arrangements;
 - the opportunity for partnerships including the veteran centre approach;
 - scope for joint venture arrangements with other ESOs and /or community organisations;
 - sharing facilities and resources;
 - joint funding approaches to BEST-related activities;
 - meeting the needs of small ESOs and those servicing rural and remote localities;
 - what would be considered appropriate welfare activities; and
 - meeting the needs of veteran-specific groups, eg Indigenous veterans.

TIP scope and accreditation

- The Review is also interested in a number of issues around the TIP program and seeks views on such issues as:
 - training content and delivery;
 - scope for the extension of recent developments in E-learning to expand, strengthen and improve the skills and knowledge basis;
 - accredited representation;
 - opportunities arising out of the evolution of veteran centres eg sharing of highly skilled TIP-trained officers across ESOs;
 - responding to changing demographics including the demands for welfare support (which could include services not provided by DVA);
 - the challenge of working across the VEA, SRCA and MRCA; and
 - the respective contributions of paid and unpaid representatives and the role of volunteers.

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Grant administrative processes

- As well as the construct of the programs themselves, the Review is focusing on administrative practices around grant application and approval processes for BEST, GIA and V&CG and is seeking views on:
 - grant guidelines, application processes and forms, and assessment and notification processes;
 - quality assurance, performance measurement, monitoring and accountability, including acquittal requirements;
 - items that are funded and criteria for eligibility and assessment;
 - the extent to which the programs meet ESO needs and respond to client demographics;
 - duration of grants for example continuation of annual grants versus funding for longer periods of time; and
 - timeframes for and timing of lodgement of grant applications.

Tools to support grants management processes

- The Review is expected to make recommendations on how both the Department and ESOs can better utilise technology to provide consistent more reliable information about how grant monies are being utilised and what outcomes are being achieved for the veteran and defence communities through BEST, TIP and V&CG. The intention is to streamline assessment and accountability procedures as much as possible; and collect information that can be used to support future ESO applications. Therefore, views are being sought on:
 - the extent to which VPAD is currently used;
 - the need for enhancements to VPAD including reporting and monitoring frameworks;
 - other systems (technology or paper-based) that may be in use;
 - the usefulness of on-line completion and lodgement of forms;
 - on-line data entry of claims and other services information; and
 - opportunities for bringing application and case management processes together through VPAD.

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ATTACHMENT D

Date	Event	Place
Sept		
23	VVF Centre visit	Page ACT
Oct		
1	John Printz and the Melton VSC	Melton VIC
8	NSW Regional Focus Group	Dubbo
8	WA Office	Perth
9	WA Focus Group	Perth
12	TAS Focus Group	Launceston
13	VIC Focus Group	Melbourne
14	NSW Regional Focus Group	Lismore
15	VITA AGM	Canberra
15	PMAC	Canberra
16	Ken Doolan – RSL National President	Canberra
19	QLD Regional Focus Group	Townsville
20	QLD Focus Group	Brisbane
21	QLD Regional Focus Group	Rockhampton
22	TIP Conference	Brisbane
23	NSW Focus Group	Sydney
Nov		
4	SA Focus Group	Adelaide
6	ACT forum	Canberra
10	Operational Working Party	Canberra
26-27	ESO Round Table	Canberra

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ATTACHMENT E

THEMES EMERGING FROM FOCUS GROUPS

- Strong support for Veteran Support Centres:
 - recognition that resources (human and equipment) need to be optimised;
 - establishment of new Centres may need support;
 - issues around rural and remote services.
- Variable levels of sponsor support.
- Strong support for TIP:
 - enthusiasm for E-learning;
 - recognition of need for some level of accreditation but concerns regarding adoption of a full accreditation framework (ie RTOs, TAFE etc);
 - national consistency (with flexibility for State requirements) agreed;
 - TIP Chairs agree that both attendance and competency need to be certified and advice provided to ESOs
 - seen that a tiered structure could be aligned with the differing levels of TIP trained officers.
- Challenges of increasing complexity of the needs of veterans and the legislation framework/s.
- Need for DVA feedback regarding quality of claims – linked to TIP refresher training for practitioner/s.
- Informed processes for grants – need for better data (eg membership numbers compared with services provided), assessment of applications (eg the validity of that data from DVA perspective) and reporting processes.
- Recognition at all levels for transparency and accountability.
- Need to support volunteerism but also need to retain and provide skilled advocacy and other services, need to get right balance of paid vs unpaid transitioning to the future.
- Concerns about aligning the notion of a tiered model to a paid vs unpaid dichotomy.
- The demographic challenges – the needs of younger veterans and at the other end of the continuum, the increasing need for effective referral to aged care/community services.
- Some interest in changes to funding cycles/funding criteria/arrangements – eg recurrent funding with yearly reviews, timeliness of funds allocation; rolling programs together, keeping GIA separate.
- Varied views on forms and documentation, at one level concerns about the demand whilst also needs expressed for more guidance and prescription eg around welfare reporting.
- Views on VPAD (use vs non-use, the reasons why, enhancements etc) and support arrangements.

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AGENDA ITEM 16(b)

National Network of veteran region centres

**AUSTRALIAN VETERANS AND DEFENCE
SERVICES COUNCIL INCORPORATED**

President:
Rear Admiral Ian McL Crawford
AO AM(Mil) RAN (Retd)

PO Box Q314
QVB Post Office
SYDNEY NSW 1230

Secretary: Mr Colin Doust JP

Tel: (02) 9393 2320

ABN: 55 565 676 688

website: avadsc@bigpond.com

Mr Ian Campbell
Secretary
Department of Veterans' Affairs

On behalf of the member associations of the Australian Veterans and Defence Services Council I write to welcome your request for a contribution to the Review of DVA-Funded Advocacy and Welfare Services through comments sought in your letter of 28 September 2009. Your letter and the Terms of Reference provide scope for an outcome with a strategic change to the way the veteran function is met, not only by government agencies but also by the veteran community. At AVADSC we consider this to be one of the most important reviews undertaken in recent times.

The need for change in the veteran function game plan has been evident for some time. Although there have been general discussions and suggestions of the need for a different way of doing our business there has not been the encouragement to think beyond the current structures until this review nor has there been an appropriate forum for discussion until the establishment of the ESO Round Table.

The Present Situation

Your letter of invitation perceives the changing circumstances that have made the Review necessary. We would go beyond these changing circumstances to some fundamentals in the arrangements for those who have separated from the Australian Defence Force, whether at the end of a service engagement or on discharge from the Defence Force for any one of a number of reasons.

While government policies to mend bodies and minds and to pay entitlements as compensation for conditions attributable to Defence Force service are a fundamental commitment to social justice, the government function should not close its eyes to the productivity options that may be overlooked through limiting policies to social justice perceptions.

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The re-establishment of ex-Service men and women to a productive contribution to the economic and social strengths of this country should be as high a priority as the social justice policies of mending bodies and minds and paying entitlements as compensation for conditions attributable to Defence Force service. In this regard the self-esteem of participating in mainstream economic and social opportunities should be recognised as a factor of mental health and wellbeing.

A productivity review of the outcome of the re-establishment of ex-Service men and women to an economic and social contribution to this country would be interesting. It could call into question the priority given by government agency managers with budget bottom lines when considering new proposals. The perceptions associated with this budget obsession are often to the detriment of and can contribute to a core of ex-Service men and women with a victim/welfare mindset. Also they fail to achieve the veteran community's productivity potential and social capital contribution to society and the economy. The alternative of seeking a strategic productivity outcome from well motivated ex-Service men and women is not apparent in government policies.

Contributing factors have been:

- The failure to establish a regime characterised by a culture of interest in the wellbeing of the veteran or the Service men and women on separation from the defence force when compared with what happened after the Second World War with the stimulus of post-war reconstruction combined with the recognition by a nation, when pride of Second World War achievement and the challenge of post-war reconstruction were shared by the whole community;
- The inadequacy of the military superannuation scheme to avoid a mindset of poverty and victimisation at the hands of government and a disinterested society; and
- The combined effects, which fail to encourage confidence and a positive approach to self and the community and all that this means for personal wellbeing and health and community social capital.

We now face reducing numbers and an ageing veteran community, made up more and more by regular Defence Force men and women, who have finished their service engagement. While for some individuals the military experience can be as varied and as challenging as in the Second World War the general Australian community does not share let alone understand the strategic features of Defence Force commitments. Also the Defence Force community does not share the same values that motivated Service men and women during and in the aftermath of the Second World War.

Expressed bluntly there is not the government interest that came with a parliament made up largely of men who had returned from the Second World War nor the culture of shared experience and therefore the widespread shared concern for 'mates' that was a part of the culture of Australian society in the aftermath of the Second World War.

At the same time as the reducing numbers of veterans there has been an increase in the number of ESOs. This is understandable in the light of the number and variety of

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commitments of the Australian Defence Force during the Cold War and the upheavals of Afro-Asian independence. Sadly there is evidence of competition and conflicting perceptions amongst the different veteran communities, in many cases drawn from the same conflict, often leading to acrimony and destructive practices that undermine cooperation in activities and representations to government.

While recognising the desire for veterans to establish and belong to associations with a membership that shares a similar experience there is a need for a fresh look at the way we do our business. It is time to nurture cooperation and to give structure and a concentration of resources to meet the pressing and complex functioning needs of the ex-Service community.

This is especially important for those of an ageing sector of the community and those who are scarred by recent Defence Force operations but find themselves isolated from the interests of a community that is unaware and even worse disinterested in or perhaps hostile to military service. There is also a need for the older members of the community to be able to access the full range of social-networking services and technologies available to modern societies. They need help.

A Veterans Regional Centre Solution

As a basis for discussion through the ESO Round Table activities AVADSC offers a concept of veteran regional centres that bring together volunteer members of the veteran community, DVA services (VAN, VVCS), veteran care, and links to welfare services provided by other federal and state and local government. The involvement of government agency representation can be either permanent or on a timetabled circuit service to be adjusted according to demand.

This concept draws on but envisages going beyond the model of what is happening in Victoria and some parts of New South Wales.

In informal discussions AVADSC has been aware of negative observations, which sadly are characteristic of the problems facing the ex-Service community:

- There is nothing in it for us so why should we participate? We are doing it already and have a network of access to other services. Response: By working together in the interests of other veterans we can start to bring some cohesion and add value to the veteran function.
- Some veterans will not trust structures which work with DVA representation. Response: They need to be led to have confidence in what has been established;
- It is claimed that Victoria veteran regional centres were made possible only by state government funding and real estate. Response: This can be the model for similar federal and state support.

Services would include:

- Day-care centre;
- Advice on entitlements;
- Full TIP and advocacy services;
- Outreach services;

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- Assistance with accounts, particularly with the complexity of utilities accounts and concessions;
- Helping with identifying and meeting respite care needs
- Shared insurance cover
- Advice and assistance with HomeCare and the Repatriation Appliance Program/HomeFront.

Opportunities Offered by Veteran Regional Centres

The veteran regional centre concept provides not only benefits of effectiveness and efficiency but a step towards productivity through enhancing the capital strength of the veteran community:

- Self esteem through self help;
- Pride in and identification with the organisation and the involved government agencies and confidence through the shared participation of the ESO community;
- Changing from the victim/welfare mindset to a commitment to be involved;
- Shared experience;
- Properly configured a veteran regional centre can contribute to avoiding social isolation and through the company of others can divert people from their obsession with entitlements and focus on the constructive enjoyment of life. This introduces the human side of management to the government/ESO veteran function;
- Generate a culture of cooperation amongst the wider ESO community;
- Will give more prominence through a national system of veteran centres and its built identification with ESO and veteran interests to attract veterans with problems, particularly those who have recently separated from the ADF;
- Replicating in the veteran community the tiered support to individuals that used to be available in the services through the Navy's divisional, the Army's platoon and the Air Force's flight structures;
- Concentration of effort leading to economy in the use of assets and resources;
- Through sharing knowledge, information and experience that comes with collocation there can be an improvement in the quality of the service provided;
- Better prospect of quality assurance;
- Can work in cooperation with federal government, state government and local government agencies and services;
- Can provide opportunities for working with local business to provide opportunities for employment;
- Can give strength to representing veteran and by extension defence force interests to local government, eg, commemorative activities;
- Properly structured and resources can lead to a better working relationship and mutual respect between government agencies and the veteran community;
- Can improve the two-way flow of information;
- Can be the basis for a nationally accessible panel of people with skills relevant to ESO and veteran interests;
- Can establish an outreach service through a touring team to visit rural and remote centres and advertised intervals
- Could be the pacesetter for initiatives in the general community.

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TIP Review

TIP should be resourced and revitalised to provide for deep specialisation in separate areas of veteran interests and provide for re-qualification to retain competence and involvement. Some quality assurance is needed. TIP should provide some incentive beyond the satisfaction of service to fellow ex-Service men and women for participation and re-qualification.

It should be designed and developed to work both independently and as a component of the veteran regional centre concept and in a way to provide more readily access to and consultation with DVA and other government agencies.

It should not be left to ESOs to provide course leaders and lecturers since left to ESO volunteers standards are known to be patchy. It is a DVA responsibility to set and maintain standards through a corps of volunteers.

Volunteering is an important community activity, which is very strong in Australia. It saves demands on government budget resources and contributes to the social strength of any community. For all these reasons volunteering in the veteran community should be nurtured by government.

Funding

The budget provision for the BEST and TIP programs could be applied to achieve the components of the veteran region centre network, which meet the current objectives of BEST and TIP through the envisaged re-structuring. Grants-in-aid, however, meet a different range of criteria and should continue to provide funding support to ensure the sustainability of the ESOs, which underpin and attract membership to the grassroots structures of conflict and unit recognition and would provide the resources to give effect to the envisaged veteran region centre network.

Recommendation

Noting that this is a concept and that a final outcome will need more detail in development it is recommended that the concept of a nationwide network of veteran region centres, nurtured by DVA be discussed at the next meeting of the ESO Round Table.

Ian Crawford
Rear Admiral RAN Retd
National President