



30 September 2019

The Honourable Ron Mark  
Minister for Veterans  
Parliament Buildings  
Private Bag 18041  
**WELLINGTON 6160**

*Dear Minister,*

## **Expenditure Analysis - Government Grant July 2018 to June 2019**

### **Reference**

- A. Veterans Affairs letter VA 074-18-19 dated 19 November 2018
- B. RNZRSA Support Services Strategy 2017 to 2020 – *'The Race to Trieste'*

### **Introduction**

1. As requested at Reference A, please find enclosed a report on the expenditure of the Minister's grant to RSA Support Services for FY 2018/19. On behalf of myself and the RNZRSA, I sincerely thank you for this grant, which has allowed us to maintain momentum in an ambitious programme of change.
2. **6365** people received RSA support. **\$1.6 million<sup>1</sup>** is the estimated total worth of community benefits delivered by the RSA over this period. Over **1.1 million people** were reached via multi-media posts on younger Veterans and Mental Health issues.

### **Executive Summary**

3. Please see **Annex A** for the summary. Annexes B and C contain more detailed reporting. Persistent and extensive engagement by National Office (NO) staff and District Support Managers (DSM) has steadily broken down barriers to change across the organisation, resulting in increased numbers of younger Veterans seeking RSA support and local RSAs being better equipped to manage these.
4. I acknowledge that our report is not in the format as requested at Reference A. We are in the process of restructuring our support services network and will investigate how we might integrate the Results Based Accountability (RBA) reporting framework within that. I am confident, nevertheless, that the report provides you with the necessary explanation on how your grant was used and the outcomes achieved.

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<sup>1</sup> Based on volunteer hours recorded multiplied by NZ Statistics health sector volunteer hourly value @ \$27.92 per hour. See Annexes C and D for details.

5. I believe you will also be pleased to see a reduction in the operating cost budget for NO staff and Local Support Advisers (LSA) due to the improvement at the local level as a result of intensive engagement over the last four years.

## **General**

6. The RNZRSA is a specialist body that understands the needs of Veterans and their families. We continue to serve in our unique role as a trusted and reliable organisation, working together with Veterans' Affairs New Zealand (VA), NZDF, other Government agencies and partner NGOs to address issues that impact Veterans. RNZRSA supports the Government's goals for our Veterans, providing direct support to and feedback from those we serve to inform decision-makers in the relevant sectors. Our support services strategy goal is to achieve the vision in Reference B:

*"In 2020, people who are affected by their service will promptly seek RSA assistance, confident that they will receive world class, timely, relevant and professionally delivered support services according to their need that will contribute to the best possible health and wellbeing outcome for themselves and/or their families and their dependents."*

7. Continued Government support has been a critical part of the ability of the NO to develop an improved support network that delivers modern and responsive support services. Throughout the year sizeable sums of the money collected through the Poppy Day appeal are expended in the administration of the RNZRSA Support Services Network. This money is better spent on the direct support to our Veterans. The annual Government grant thus affords us the opportunity to ensure the maximum amount of donations are spent directly on providing support deliverables to Veterans.

8. The benefits of such a system are many. It provides RNZRSA with the resources to increase its influence and leadership of the provision of support across the organisation. It reduces the demand on the public health sector by covering gaps and/or complementing existing services. The grant also provides a vital and tangible means to recognise the value of our volunteers. It provides reimbursement for travel costs associated with the thousands of kilometres travelled and hours spent, in often demanding and stressful situations, to increase the quality of life, health and wellbeing of Veterans and their dependents.

## **Transformation – reflection and achievements**

9. Transforming RSA support services through the new strategy – 'The Race to Trieste' – is about developing and delivering better support to our eligible people. It is a multi-year journey and the Government grant has played a significant role in working towards this goal. Significant progress has been made, which is detailed in **Appendix 1 to Annex B**.

10. By 'partnering for effect' the RNZRSA has increased cooperation to more effectively utilize limited resources across the Veteran sector. Partnerships with Government agencies, private sector organisations and partner ex-service organisations (ESOs) and NGOs, have delivered more services and opportunities for people to access RSA support.

11. We have made particular progress in this area among post-1974 younger Veterans and serving NZDF personnel as detailed further on. More proactive support has been provided through the expansion of the RSA Support Hubs within NZDF, the networking of the District Support Manager (Australia) and closer relationships developed between the RNZRSA and its 24 Affiliates.

12. The use of technology to achieve efficiencies continues with the development of a mental health digital app (Am I Ok?) focused on the family and supporters of Veterans with mental health injuries, as well as a new online activity recording and expense claim process.

13. While the RSA support network is still at a crossroads in its evolution at national, district and local levels, we have continued to serve our people while in the process of rebuilding. Most encouraging is the

modest (but nevertheless significant) increase in younger generations of ex-service personnel taking on support work.

## **Conclusion**

14. The RNZRSA will continue with an ambitious programme of change to provide better support for our people. Advocacy within the public and private sectors will focus on reconnecting agencies into a distinct 'Veteran Sector', aimed at delivering better health and wellbeing and remembrance outcomes for those affected by their service. New reference materials and training and professional development activities, combined with ongoing face-to-face engagement with NO, will continue to improve local performance and the increase the number of engaged RSAs.

19. Once again, on behalf of the RNZRSA and our Veteran community, I would like to thank you and your parliamentary colleagues for this grant. It has provided surety and enhanced our ability to actively work on improving support for our Veterans and their dependents.

*Yours sincerely*



B.J. Clark  
**NATIONAL PRESIDENT**

## **Annexes**

- A. Executive Summary
- B. National Support Services Activities FY 2018/19
- C. Local Support Services Activities FY 2018/19

EXECUTIVE SUMMARY

**At a Glance: National Support Services Activity FY 2018/19**



**6365** People assisted nationally.



**315** Scheme 2 Veterans assisted nationally.



**91** Scheme 2 Veterans and family assisted into  
**18** mental / social health events using  
**66k** of RNZRSA funds



**110** individual cases managed by NO. **54%** (**59**)  
Scheme 2 Veterans @  
**\$41.7k** worth of advocacy by 2 volunteers



**\$55k** of national welfare grants, including:

- **53%** to post-1974 Veterans.  
(44% FY 17/18, 34% FY 16/17)
- **\$25k** in emergency grants (LIBOR)  
(\$58k FY 17/18, \$26k FY 2016/17)



**1.1 million** people reached via 210 media posts / articles on mental health and young Veterans



**188** Volunteers and staff trained  
(168 FY 17/18, 97 FY 16/17), and  
**450** local RSA executives and trustees briefed.



**180** Advocacy / Service Delivery events  
(111 FY 17/18, 72 FY 16/17)



**124** Individual relationships actively managed  
(84 FY 17/18, 75 FY 2016/17)



**121** Organisations actively engaged  
(64 FY 17/18, 15 FY 16/17)

**NB:** we are unable to provide comparison to previous FY in some areas, due to changing information requirements to provide more granular reporting.

## Analysis of Grant Expenditure FY 2018/19

Balance: **275,000k** (217k and 58k from FY 2017/18)

All figures are GST exclusive

Activity	Remarks	Expenditure
<b>National Office Staff and District Support Manager (DSM) Operating</b>		
DSM Operating	9 x DSMs, all voluntary. Includes: <ul style="list-style-type: none"> <li>• Mileage.</li> <li>• Travel</li> <li>• Accommodation.</li> <li>• Meals.</li> </ul>	74,842 (see annex B for detail)
National Office Staff Operating	3 x FTE. Includes: <ul style="list-style-type: none"> <li>• Mileage.</li> <li>• Travel</li> <li>• Accommodation.</li> <li>• Meals.</li> </ul> Activities include: <ul style="list-style-type: none"> <li>• Public / Private Sector Engagement Plans.</li> <li>• NZDF Engagement Plan.</li> <li>• Internal Engagement.</li> <li>• Advocacy.</li> <li>• Volunteer Training and Development.</li> <li>• District planning.</li> <li>• 25 x Mururoa Veteran Workshops</li> </ul>	24,075 (see annex B for detail)
Contractor - RNZRSA Advocate / Adviser	Includes: <ul style="list-style-type: none"> <li>• Complex case management.</li> <li>• VA and ACC reviews and appeals.</li> <li>• Complaints to health &amp; Disability Commissioner.</li> <li>• Submissions.</li> </ul>	15,624 (see annex B for detail)
Contractor - District Support Manager (Australia)	Salary includes all expense claims e.g. phone, postage, travel etc.	30,105
		<b>TOTAL: 144,646</b>
<b>Local Support Adviser (LSA) Operating:</b>		
Expense claims	Includes: <ul style="list-style-type: none"> <li>• Mileage.</li> <li>• Accommodation.</li> <li>• Meals.</li> <li>• Phone cards.</li> <li>• Stationary.</li> <li>• Postage.</li> </ul>	40,838 (see annex C for detail)
		<b>TOTAL: 40,838k</b>
<b>Meetings:</b>		
• Venue Hire		1,477
• Catering		749
• Minute Taker		1,042
• Support Services Forum		1,279
		<b>TOTAL: 4,547k</b>
<b>Conferences:</b>		
NZDF Transition Seminar	x 3	317
		<b>TOTAL: 317.00</b>
<b>Training &amp; Development:</b>		
RNZRSA Courses	Level One Statements of Principles (SoPs) User course. \$2,084.90	240
Pacific Island RSA Development	Apia RSA Support Services Development (travel costs for RNZRSA staff)	1,910

Mental Health Training	<ul style="list-style-type: none"> <li>• 3 x Mental Health 101 Courses @ 19,044</li> <li>• 18 x Social Health activities @ 19,978</li> <li>• Operational costs for major SSAANZ event Feb 19 @ 2,014</li> <li>• 2 x FTE and 5 x DSMs - Severe Trauma and Stress Recovery Workshops @ 1,875</li> <li>• Filming of Veterans Surfers Association and Poppy Appeal stories for promotional purposes<sup>2</sup> @6,462</li> <li>• Filming of major SSAANZ event for promotional purposes @10,814</li> </ul>	60,201 (see annex B for detail)
External Conferences / Workshops	<ul style="list-style-type: none"> <li>• 1 x FTE to Military &amp; Veteran Health Conference, Canada @1,992</li> <li>• 1 x FTE and 1 x DSM to Epidemiology Conference @1034</li> </ul>	3,027
Professional Development (other)	2 x courses for National Office staff @ 2,650	2,650
		<b>TOTAL: 68,028k</b>
<b>Consultants / Contractors:</b>		
Manual of Practice		3,200
		<b>TOTAL: 3,200k</b>
<b>Projects:</b>		
<ul style="list-style-type: none"> <li>• NZDF Engagement Plan</li> </ul>	Includes: <ul style="list-style-type: none"> <li>• Rollout of RSA Support Hubs within NZDF.</li> <li>• Pre-deployment Family Information Packs.</li> <li>• Transition 'Thank you' Packs.</li> <li>• Attendance of leadership and command courses / forums.</li> <li>• Assist NZDF Transition project.</li> <li>• Pamphlets.</li> </ul>	8,603 (see annex B for detail)
<ul style="list-style-type: none"> <li>• Public / Private Sector Engagement Plans</li> </ul>	Airfares to assist SSAANZ engagement and advocacy in their early startup phase.	473
<ul style="list-style-type: none"> <li>• Veteran Oral History</li> </ul>	Patrick Bronte and the Nga Toa Charitable Trust. 12 month service agreement for the specific purpose of collecting Veteran stories from Post-1974 Operational service. <sup>3</sup>	4,348
		<b>TOTAL: 13,424k</b>
<b>Total expenditure</b>		<b>275,000k</b>

#### Notes:

- National Office Staff and LSA operating costs have remained consistent with the previous FY, reflecting conservative management and the continued support by local RSAs to meet LSA expenses. This is pleasing in view of the mileage rate being increased from .70c to .73/km in Feb 19, to recognise increasing costs related to fuel and vehicle maintenance.
- DSM Operating costs rose on the previous FY. Evidence that their sustained and consistent engagement and messaging DSMs has delivered attitudinal and behavioral change at the local level includes:
  - 38% of local RSAs now reporting monthly (26% and 24% last FYs respectively).
  - More LSAs having claims met by local monies
  - 201 Scheme Two Veterans assisted.

<sup>2</sup> These will be used by RNZRSA, where appropriate, to improve mental health outcomes for younger Veterans by encouraging their identification as a Veteran worthy of support, publically validating their service and increase the public's understanding of the true nature and cost of operational service.

<sup>3</sup> In conjunction with footnote 10 above.

- The DSM (Australia) role has proven very successful in developing responsive and consistent RSA support. 80% of support cases relate to Veterans of post-1974 service.
- Mental Health:
  - Over \$68k of your grant has been spent directly on improving the RSA's ability to better understand and manage young Veteran mental health cases at a national and local level.
  - 1.1 million people have been reached through media posts, predominately through the use of the multi-media archive of outdoor activities, promoting greater understanding, de-stigmatisation and the support available for mental health injuries. This has communicated a more compelling message to encourage both change within both the RSA and the Veterans, to accept their status as being worthy of support.

### The following provides reporting on the Minister's four key areas:

- Increased reach with Younger Veterans.
- Support for Veteran with PTSD and Mental Health Injuries.
- Building skills to manage mental health injuries.
- Improved access to support and change to delivery models.

This is further supported by a sample of case studies and feedback from those we have assisted.

### Increased reach with Younger Veterans:

- Directly assisted **315** Scheme 2 Veterans<sup>4</sup>. As an example, in a single two week period:
  - ✓ A DSM received direct requests for support from three East Timor Veterans from different areas of their District.
  - ✓ A DSM and National Office receiving direct referrals of Scheme 2 Veterans from a DHB Mental Health Crisis Team and a Mental Health Charity, respectively.
- Directly interacted with **2500** serving NZDF personnel and/or family members.
- **54%** (59) of all cases managed by National Office staff were Scheme 2 Veterans, predominately mental health conditions.
- **80%** of the cases managed by the DSM Australia were Scheme 2 Veterans.<sup>5</sup>
- **80%** of grants made from the RCEL\_LIBOR Fund<sup>6</sup> made to Scheme 2 Veterans, compared to 87% in the previous FY.
- Posted **108** multi-media posts<sup>7</sup> and articles on younger Veterans, reaching **544,000** people.
- At the request of NZDF, stood up the Linton and Trentham Hubs (**NB. 58** serving personnel joined the Palmerston North RSA after six months of RSA operations in Linton Camp).
- Increased referrals from NZDF for ACC advocacy for serving personnel. **8** FY 2018/19 compared to 6 in previous FY.
- Increased younger Veteran representation on the National Support Services Committee of post-1974 Veterans through ex-officio membership of the South East Asia Veterans Association (SEVA), Soldier's Sailor's & Airmen's Association of New Zealand (SAANZ) and NZDF.

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<sup>4</sup> Identified through monthly reporting, NZDF Hub reports and welfare grant registers. Unable to compare to previous FY as this was first year of new reporting criteria.

<sup>5</sup> As for footnote '4' above.

<sup>6</sup> A fund that allows the National Office support team to make rapid, emergency welfare grants. It also encourages local RSAs to follow the national example.

<sup>7</sup> A VCFS video we put out reached: 14,273 people.

<https://www.facebook.com/RSANational/videos/894100704266972/?v=894100704266972>



## Support for Veterans with PTSD and Mental Injury – Key Outcomes:

- Assisted in the conduct of **18** social health events, involving **91** Scheme 2 Veterans and families, disbursing **\$66k** of RNZRSA's own funds.
- **Seven** local RSAs participated, in these social health events, increasing their understanding of the support needs of younger Veterans with mental health injuries.
- **102** multi-media posts<sup>8</sup> and articles on mental health reaching **570,000** people.
- Provided complementary health intervention (CHI) services<sup>9</sup> subsidised outdoor pursuits<sup>10</sup>, overseas residential treatment for post-traumatic stress injury (PTSI) sufferers (SPARTA Project), equine therapy and counselling for Veteran families.
- The charity<sup>11</sup> that provided the first PTSI service dog for a NZ Veteran obtained two further puppies specifically for this RSA project. RNZRSA staff have worked with the charity to develop a new training and pairing model more suited to severe PTSI sufferers.
- Destigmatising and raising awareness of support for mental health injuries through broad engagement and advocacy, evidenced by:
  - ✓ The RNZN sending personnel on the Mental Health 101 Course to develop internal capability and influence command training in mental health issues.
  - ✓ Evidenced by the increasing use of the term Post Traumatic Stress Injury (PTSI), as opposed to 'Disorder', within media, public agencies and ex-service organisations.
- Initiatives to promote understanding and validation of more recent service<sup>12</sup> through:
  - ✓ A **5k** grant to Patrick Bronte and the Nga Toa Charitable Trust (NTCT) for the specific collection and promotion of post-1974 Veteran stories.
  - ✓ Facilitation with NZDF for Mr Bronte to interview serving NZDF personnel.
  - ✓ The commencement of a project with NZ Military Historian, Andrew MacDonald, to develop a national, multi-media archive of Post-Vietnam operational experience.

## Building skills to manage mental health injuries:

- Production of an education video explaining the clinical facts about PTSI and how to provide immediate assistance through a younger Veteran and his wife's journey through PTSI.
- Development begun of a digital application – "**Am I OK?**" - for families and supporters of Veterans with mental health injuries. Assists self-monitoring and how to access support.
- Completion and roll out of a nationally standardised Local Support Adviser (LSA) Induction training package.

<sup>8</sup> Poppy Appeal video about help Holly Grace (young veteran) reached: 16,890 people:  
<https://www.facebook.com/watch/?v=2215802625402998>

<sup>9</sup> These services are focused on improving 'social health' of Veterans and their families through reconnection with ex-service comrades, which is proving a less confronting tool to enter into discussions and treatment pathways for mental health injuries.

<sup>10</sup> Through Outward Bound, the Sailors, Soldiers and Airmen's Association of New Zealand (SSAANZ) <http://www.ssaanz.co.nz/> and the Veterans of Combined Forces Surfers Association (VCFSA) <https://www.rsa.org.nz/veterans-combined-forces-surfing-association-vcfsa>

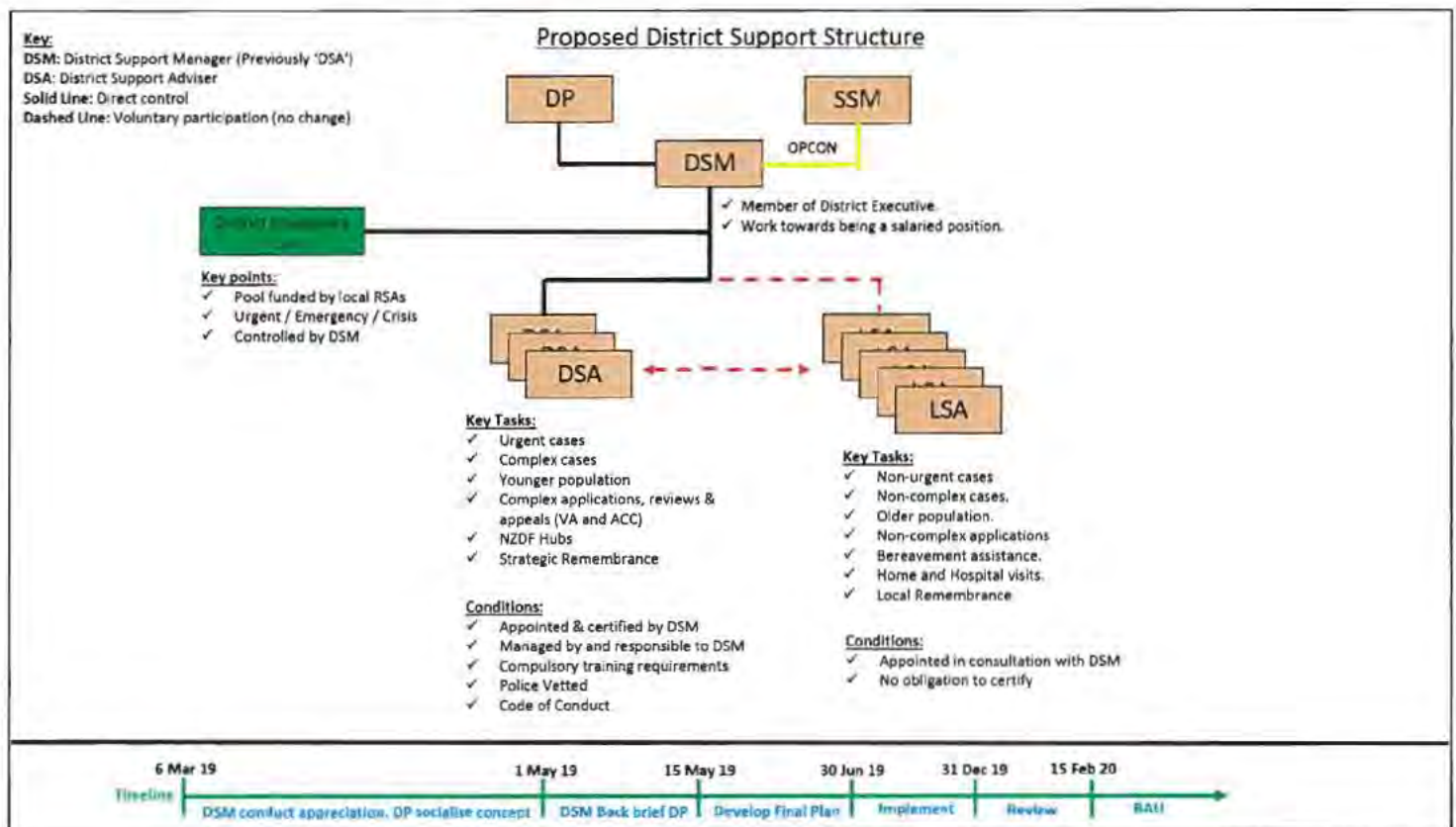
<sup>11</sup> Kotuku Foundation: Assistance Animals Aotearoa.

<sup>12</sup> Part of improving mental health outcomes for younger Veterans is by encouraging their identification as a Veteran worthy of support, publically validating their service and increase the public's understanding of the true nature and cost of operational service.

- Training and professional development of NO Staff and volunteers (including partners<sup>13</sup> and NZDF), through:
  - ✓ Conduct of 3 x MH 101 courses<sup>14</sup>.
  - ✓ Two NO staff and five DSMs attend a Severe Trauma and Stress Recovery Workshop by a leading UK expert with recent experience managing stress and trauma injuries in the UK Armed Forces.<sup>15</sup>
  - ✓ Free training from local DHBs.
  - ✓ This has resulted in improved national advocacy on mental health<sup>16</sup> (see following paragraph on 'influencing'), improved internal training and education material and increased credibility of DSMs to shift local attitude and perceptions and drive up local performance.

### Improved access to support and change to delivery models:

- The RNZRSA has initiated a restructure (see figure one below) of community-based support to provide centrally controlled and nationally certified District-based support teams. This will ensure a consistent level of professional response and support, with a particular focus on younger Veterans, emergency/crisis cases and serving personnel.



**Figure One – Restructure of RSA Support Services Network**

- Key aspects of the restructure include:

<sup>13</sup> Including SSAANZ, VCFS (surfing), South East Asia Veterans Association (SEVA) and the Afghan Interpreters Association.

<sup>14</sup> DHB endorsed and used by VA NZ to train their staff.

<sup>15</sup> <http://www.johnhendonconsultancy.co.uk/>

<sup>16</sup> E.g. RNZRSA submission to the Government Inquiry into Mental Health and Addiction.

- ✓ Establishment of District-based funds to improve inter-RSA cooperation, response times and the release of local poppy funds.
  - ✓ A national volunteer management policy.
  - ✓ Improved, online reporting and claims process.
  - ✓ Standardised volunteer position descriptions.
  - ✓ Delegation of authority to National Support Services Committee.
- Evidence of improved local RSA performance as a result of significant RNZRSA staff and District Support Manager (DSM) engagement and training / education activities include:
    - ✓ **256** Scheme 2 Veterans assisted locally<sup>17</sup>.
    - ✓ Increase in the number of RSAs reporting monthly - **38%** compared to the **26%** and **23%** over last two FY respectively.
    - ✓ Estimated **80k** distributed from local Poppy Funds to Scheme 2 Veterans<sup>18</sup>.
  - We have developed new service delivery models through internal change and partnerships; strategic agreements with existing providers and ex-service organisations (ESOs) to increase efficiencies through sharing of resources, attract more and younger volunteers and widen the coverage and improve performance of the NZ Veteran sector. Examples include:
    - ✓ Expansion of RSA Hubs within Linton and Trentham. E.g. Within six months of operation, **58** soldiers from Linton Camp joined the Palmerston North RSA in one day, during an NZDF Well-being Expo.
    - ✓ Increased availability of local poppy funds through RSA Hubs on NZDF camps.
    - ✓ Standardised volunteer training, adoption of reference material and increased cooperation between RNZRSA and partner's welfare structures (i.e. NZ Vietnam Veterans Association, SEVA, Mururoa Veterans Association and the NZ Army Band Association).
    - ✓ Access for NZ Veterans in Australia to all services provided by 'Soldier On'<sup>19</sup>, including mental and social health, transition and employment.
    - ✓ New Zealand Defence Industry Association assistance to develop, promote and pilot transition initiatives among its members.
    - ✓ Free mental health first aid training for RSA and partners by DHBs.
    - ✓ Emergency accommodation with the Salvation Army.
    - ✓ Parkinson's NZ assisting advocacy with Parkinson's VA and ACC cases.
  - Promotion of alternate sustainable business models that reduces risk around trading, resulting in significant assets being secured for charitable purposes. E.g. East Coast Bays and Manurewa RSAs sold their commercial properties and invested proceeds into trust for the RSA's core charitable purposes.
  - Promotion of increased local cooperation through 'RSA without Borders'. E.g. Waitara RSA encouraging local change through their example.

<sup>17</sup> This is the first year we have included this specific reporting criteria so we are unable to make a comparison with previous years. These and other figures are based on the 38% of monthly activity reporting so there are likely to be more.

<sup>18</sup> As for footnote 11.

<sup>19</sup> <https://soldieron.org.au/>

## **Lessons Learnt**

The demand and complexity of support continues to increase and shows no signs of slowing. These issues have progressively been integrated into annual business plans and amended strategy outcomes, once validated, to ensure RSA Support continues to develop and deliver in the right areas.

Long term management of complex individual cases and advocacy remains a constant demand, particularly once stabilised cases move beyond partner agencies capabilities. This cooperation is essential in reducing overall harm in our crisis cases, and has driven the restructure of RSA local support as previously discussed.

Work will continue to refine and improve internal reporting.

## **Looking forward**

It is anticipated that the outcomes achieved over FY 2018/19 will continue to drive up demand for RNZRSA support services into this FY. Accordingly, the surety provided by the Government grant over the next three years allows the RNZRSA to confidently continue with its ambitious programme of change. Some of the factors driving this demand will include:

- Increasing numbers of Scheme Two Veterans seeking support.
- Increasing local RSA engagement with the strategy and improving performance.
- Increasing integration of RSA support within NZDF.
- Increased cooperation with key Veteran associations representing major cohorts.<sup>20</sup>
- Increasing numbers of people seeking ACC support for routine service injuries.
- The operational tempo of the NZDF.
- Rising complexity in Veteran health issues.
- Operating cost increases relating to compliance, specialist training and development, and equipment.

In response the RNZRSA will continue with an ambitious programme of change to provide better support for our people through:

- A new structure for support services.
- Advocacy within the public and private sectors aimed at delivering better health and wellbeing and remembrance outcomes.
- Improved internal reporting processes.
- Complimentary reference materials and learning activities to ensure our volunteers are able to deliver timely and relevant support.

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<sup>20</sup> E.g. SEVA, NZ Vietnam Veterans Association, SSAANZ and NZDF.

## CASE STUDIES

Over the FY, the RNZRSA national office alone supported 110 individual cases. The following cases represent a typical, broad cross section:

### **Complex Mental Health Case:**

### **Financial Hardship:**

The veteran was truly humbled by the support and sent the following acknowledgement:

*"Just wanted to update you on the help we have been given to date and say thank you. The money has definitely help keep a roof over my family's head. I can't say enough how grateful I am. To all members of the RSA know how much you are cherished in my household. This I will never forget"*

**Complex mental health and addiction:**

**ACC Review:**

**Sexual Assault cases x 2:**

**FEEDBACK AND STORIES**

As you can appreciate, many of our success stories cannot be shared, as recipients are proud, and will not approve the release of even anonymized details. However, the following is a small sample of feedback and case studies:

**Scheme Two Veteran – direct request to RSA:**

*"Thanks for the reply mate, and understanding how I'm feeling. Things have been bloody hard and I've not handled things that well. Again mate thanks so much for your assistance now and going forward it is really appreciated. Mate what you have done and are doing I can't thank you enough."*

**Scheme Two Veteran in Australia – who was provided assistance with Transition issues and employment:**

*"Thank you so much for the reply and wealth of information. I thought I was coping well but two years on and still struggling. This support is so heartening to see."*

**Wife of a wounded Scheme Two Veteran:**

*"Watched your video<sup>21</sup> this morning. It is so so good. Just wish everyone who has dealt with (name deleted) in the last seven years could have watched it before they made him feel like s..t! It is excellent so well done you and (name deleted). Hit the nail right on the head. And thank you for doing it. So needed. Going to show my children as soon as. Ha ha the realities of family movie night at our place 😊"*

**Wife of Scheme Two Veteran seeking RSA mental health support for the entire family:**

*"Yes please that would be great. I'll message you the contact details for them. I did an online referral this morning so not sure when they will get it and action stuff but a call from you might advance things. I'm feeling pretty bad about not pushing harder with the kids over the years to get them to some sort of counselling. And not sure why I didn't think of Maori services before now. But yeah I've admitted defeat at trying to maintain normality for them and reduce the impact on them. Hasn't really worked well. Just have to get through next two months of uni and then I get four months off. Thanks (name deleted). I appreciate everything you do for us."*

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<sup>21</sup> Joint project that records the journey of a Bosnia, Timor, Afghan Veteran and his wife through PTSI.

### **Veteran Feedback to a District Support Manager**

*"(Name deleted) Thank you. You certainly stood out trying to make a difference."*

### **Family feedback to local support advisors:**

*"Thank you sincerely for all your work around helping us navigate Veterans' Affairs and RSA entitlements. Your willingness and ability to help are top notch. Warmest regards form me personally, with thanks also on behalf of the family."*

### **Comment on performance of RSA Support Hubs:**

*"The reputation of (name deleted) and the (NZDF Camp) Hub is such that it has spread widely, and is encouraging many people to come forward seeking help, that might otherwise have just remained unheard and unassisted."*

### **Local RSA Executive member and Poppy Trustee – after presentation by national office staff on support matters:**

*"Hi (name deleted), I thank you so much for the brilliant presentation you made at our RSA in Waitara on Saturday. I think it made a couple of attendees 'Blink' a few times – I only hope that after your presentation, they can get their house in order."*

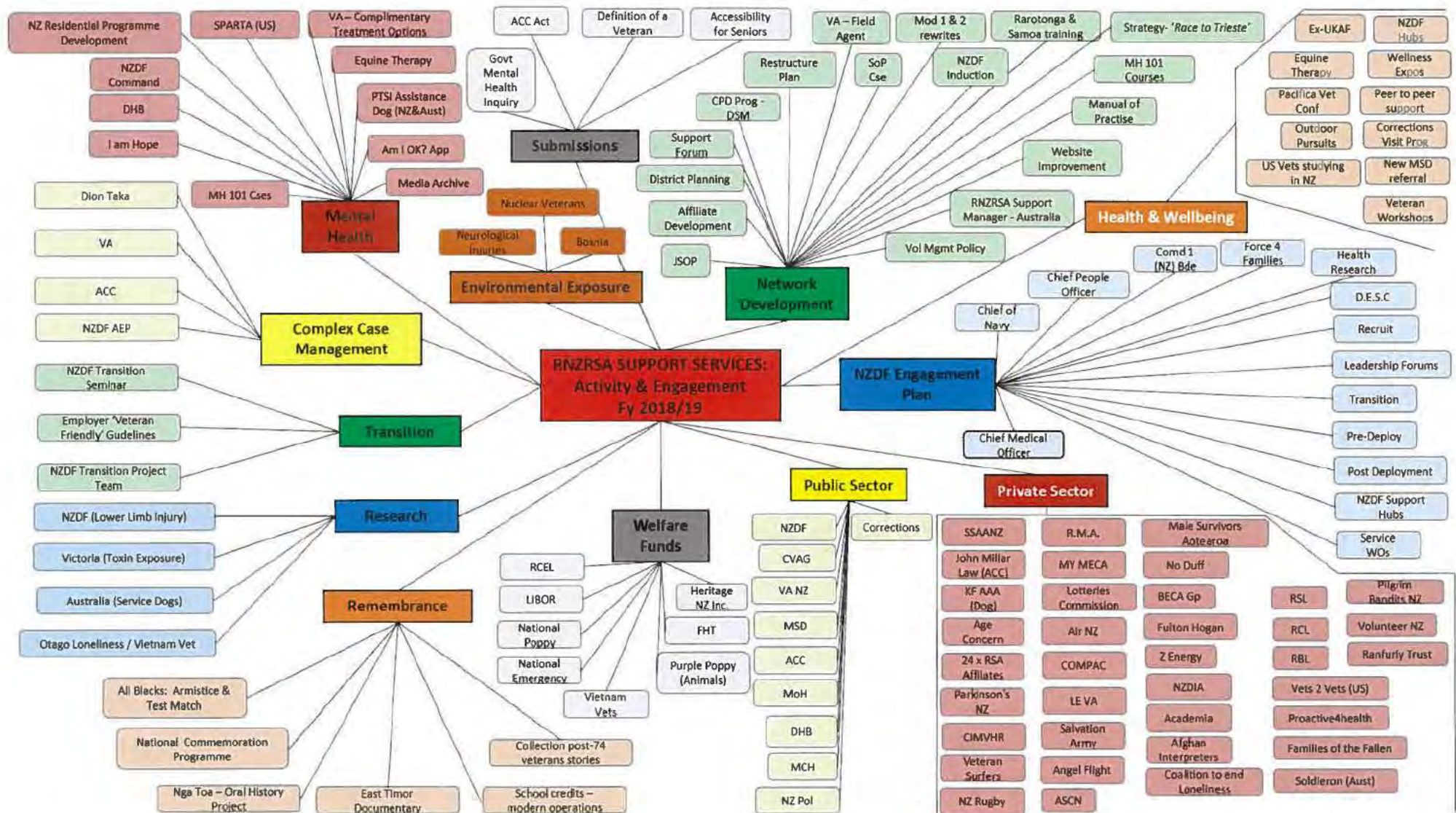
### **Local RSA President – after presentation by national office staff on support matters:**

*"I didn't realise that the National Office did so much. I was really concerned where our capitation went to but I have no worries about that anymore."*

### **Conclusion**

Once again, on behalf of the RNZRSA and our Veteran community, I would like to sincerely thank you and your parliamentary colleagues for this grant. It has provided surety and enhanced our ability to actively work on improving support for our Veterans and their dependents.

National Support Services Activities FY 2018/19





## Summary of Outcomes

The following notes are arranged under the sub-headings used in the preceding chart that depicts RNZRSA activities. It is recommended that this Annex is read in conjunction with this chart and the financial analysis in the Executive Summary (Annex A).

The grant has enabled the RNZRSA team to pursue an ambitious strategic programme of work derived from the RNZRSA Support Services Strategy 2017 to 2020 – *The Race to Trieste*. This work has delivered a number of key beneficial outcomes internally and across the NZ Veteran sector, which are recounted in more detail as follows.

As with many other charities, it is often difficult to meaningfully quantify qualitative outcomes into dollar amounts. However, the following outcomes and supporting explanations provide evidence of the results that the RNZRSA staff and the 10 DSMs have achieved.

### 1. Mental Health:

- a. **54%** of all cases managed by National Office staff were Scheme Two Veterans, predominately mental health conditions. NO managed an increased number of mental health case referrals from younger Veterans, family members or friends and partner agencies.
- b. **102** multi-media posts<sup>22</sup> and articles on mental health reaching **570,000** people.
- c. **20k** for **three** DHB-endorsed Mental Health 101 courses for RSA Support Advisers, partners (e.g. SSAANZ and VCFSA), and NZDF personnel. **NB.** The Royal NZ Navy (RNZN) have requested regular attendance in order to increase the clinical understanding and capability of its staff to better manage mental health injuries and to develop internal training.
- d. **22k** from the Government Grant to conduct social health activities with partner Veteran charities (e.g. SSAANZ, Outward Bound and VCFSA).
- e. **66k** from RNZRSA non-welfare Funds towards the activities in sub para d. above and **1k** for the 'I am Hope' campaign.
- f. Increased access to complementary treatments not covered by VA NZ / ACC, including:
  - i. Initiated development of a digital app ('Am I Ok?') that provides assistance to the family and supporters of Veterans with mental health injuries.<sup>23</sup>
  - ii. Provision of one trained PTSI Service Dog and one Companion Animal for NZ Veterans residing in Australia.
  - iii. Improved mental and social health outcomes through Outward Bound, SSAANZ and VCFSA events.
  - iv. US-based PTSI residential treatment programme SPARTA Project.

<sup>22</sup> Poppy Appeal video about help Holly Grace (young veteran) reached: 16,890 people  
<https://www.facebook.com/watch/?v=2215802625402998>

<sup>23</sup> Based on the evidence that the majority of sufferers are referred or assisted by others to access support.

- v. Counselling to families of serving NZDF personnel ('Burnham Model').
  - vi. PTSI Assistance Dog project for severely wounded Afghanistan Veteran.
  - vii. Equine-assisted therapy (in conjunction with Can-Praxis – Canada<sup>24</sup>).
- g. Production of a video chronicling a Bosnia/Timor/Afghanistan Veteran and his wife's journey battling PTSI. This will be initially used by the NZDF Chaplains and will be offered to VA as a training tool for staff.
  - h. Production of a multi-media archive of RSA mental and social health support activities for younger veterans, to improve promotion of support services among key audiences (e.g. the public, NZDF, ACC, MoH, Corrections, Sponsors), including:
    - i. SSAANZ Canoe trip across Lake Tarawera, which included powerful images of older and younger veterans mixing and sharing stories and experiences.
    - ii. Poppy Appeal promotional material related to female ex-service member in financial hardship and assisting her into dragon boat racing as a form of treatment.
    - iii. Footage of serving and ex-service personnel and their families attending two VCFA surfing weekends, with local RSA providing on-the-ground support.
  - i. Facilitation and support for the development of NZ residential operational stress injury treatment options, with five rehabilitation companies (fit4work, proactive4health, He Waka Trust, CAN-PRAXIS, and The SPARTA Project).
  - j. Establishment of a relationship with LE VA<sup>25</sup> – a mental health treatment provider for Maori and Pacifica in order to develop cultural competency training and other resource material for RSAs.
  - k. Continued relationship management with DHB Mental Health and Addiction Services Managers to ensure referrals to RSA when appropriate.
  - l. Advocacy within academia for research into younger Veteran mental health.
  - m. Progress in destigmatising mental health injuries; evidenced by the increasing use of the term PTSI – Post Traumatic Stress Injury, as opposed to 'Disorder', within ex-service organisations, NZDF, NZ Police and Media. Uptake of MH 101 courses by RNZN.
  - n. Advocacy with NZDF leadership for the inclusion of trauma and stress injury training in NZDF command and first aid training. RNZN now looking at MH 101 course learning outcomes for development of internal training.

<sup>24</sup> <https://canpraxis.com/>

<sup>25</sup> <https://www.leva.co.nz/>

## 2. Network Development

- a. The RNZRSA Support Services Strategy 2017 to 2020 – *'The Race to Trieste'* aims to standardise and professionalise service delivery within a more consistent, reliable and agile structure. This has seen a marked increase in demand on our ten DSMs<sup>26</sup>, who lead in the training, organisation and operations at the local level. Achievements towards this goal in FY 2018/19 include:
- i. Strategy Progress – see separate report at **Appendix 1**.
  - ii. Ongoing 'professionalisation' of the support network, including:
    - 1) Restructure plan that creates a District-based team of 'roving' support advisers selected, trained and certified to a single national standard who will focus on emergency / crisis / complex injury cases, younger Veterans and support to NZDF.
    - 2) Draft Volunteer management policy including recruitment and selection, vetting, training, certification, recognition, succession planning and health and safety.
    - 3) Standardised Job Description and appointment process for DSMs.
    - 4) Delegation of authority to Support Services Committee to streamline decision-making.
  - iii. Financial assistance to partner organisations for service delivery and development costs:
    - 1) SSAANZ:
      - a. Activity costs for social health events.
      - b. MH 1010 Courses for staff.
      - c. Travel to Support Services Committee meetings.
    - 2) VCFSA:
      - a. Activity costs for social health events.
      - b. MH 1010 Courses for staff.
    - 3) South East Asia Veterans Association (SEVA):
      - a. MH 1010 Courses for staff.
      - b. Travel to Support Services Committee meetings.
      - c. Volunteers for Corrections visit programme.
      - d. Training of SEVA Welfare Officers.
    - 4) NZ Vietnam Veterans Association:

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<sup>26</sup> The RSA is divided into 8 districts nationally; the largest geographical district – Wellington, West Coast & Taranaki – is further divided into two sub-districts with a DSA – Wellington North and DSA – Wellington South. This includes the DSM (Australia)

- a. MH 1010 Courses for staff.
  - b. Travel to Support Services Committee meetings.
  - c. Volunteers for Corrections visit programme.
  - d. Training of Welfare Officers.
  
- iv. Ex-officio members of the RNZRSA Support Services Committee now represents representation veterans from the Malayan Emergency to serving NZDF, with the presence of SEVA, NZ Vietnam Veterans Association, SSAANZ and NZDF. This will ensure:
  - 1) RNZRSA support policy and activity remains relevant to all generations.
  - 2) Increased cooperation and standardisation of support training and delivery.
  - 3) Efficient sharing of limited resources.
  - 4) Creation of an increasingly joined up 'Veteran Sector and Voice'.
  
- v. Continued reinforcement of a national team approach with a single vision between NO staff and the ten DSMs via a comprehensive programme of District engagement and planning by NO staff and DSMs - turning strategy into operational and tactical outcomes. Examples include:
  - 1) **12%** increase in local RSA reporting monthly to 38% overall (26% and 24% previous FY respectively).
  - 2) Increased participation in training.
  - 3) Increased local poppy grants.
  - 4) Increased number of Scheme 2 Veterans supported (**244**).
  - 5) **East Coast Bays RSA** – selling their clubrooms, and investing proceeds into a trust solely for core charitable purposes and moving out of hospitality.
  - 6) **Wainuiamata RSA** (only 12 members) reorientating to support serving personnel via the Trentham Hub.
  - 7) **Foxton RSA** requesting specific briefings from National Office to their Poppy Trustees, to assist in the freeing up of funds.
  
- vi. Appointment of an Operations Manager to manage increased day-to-day support, freeing Support Services Manager and Senior Adviser to focus more in engagement, advocacy, and strategic development projects.
  
- vii. National Office staff have engaged face-to-face with over **450** representatives of local RSA executives, trustees and LSAs across the country, explaining the need for change and how to provide broader support services.
  
- viii. Development of network and increased numbers of NZDF Veterans in Australia supported by the DSM Australia.

- ix. The DSA for the Wairarapa/Hawkes Bay/East Coast has successfully revived the reputation and reach of the RSA along the East Coast.
- x. **188** Volunteers have received a variety of training ranging from elementary training to specialist skills including management of complex VA and ACC appeals and mental health case management and treatment.
- xi. **38%** RSAs reporting monthly activity compared to 27% and 24% in the previous two FY respectively.
- xii. **53%** of all national welfare grants were made to post-1974 serving or ex-service personnel and dependents from the last FY.
- xiii. Increased cooperation between local RSAs supporting NZDF (e.g. Burnham Camp – Papanui, Templeton, Leeston and Rangiora RSAs; Linton Camp – Palmerston North, Ashhurst, Fielding, Bulls, Levin, Wanganui and Waitara RSAs).
- xiv. More detailed reporting to identify key data e.g. Scheme One or Two Veterans.
- xv. Completion of the Basic Local Support Adviser Induction training package. Commencement of training needs analysis of DSM training package.
- xvi. Delivery of Statements of Principles Level One (Introduction) course.
- xvii. Ongoing cooperation with NZDF to develop a Volunteer Induction course to certify NGOs working alongside NZDF.
- xviii. One day Support Services Forum providing updates, education and advice on young Veterans and mental health support needs for RSA support advisers and partners.
- xix. Development of a standardised decision matrix for Complex Case Management and a Joint Standard Operating Procedure with No Duff Charitable Trust to provide a responsive and standardised response across the support sector.
- xx. Continuation training for the Rarotonga RSA Support Adviser, in conjunction with Whakatane RSA.
- xxi. Visit to Apia RSA, Samoa to continue development of RSA support to Pacifica Veterans.
- xxii. Continuing Professional Development programme for staff and selected DSMs in Mental Health First Aid, Suicide Prevention, Epidemiology and Transition.
- xxiii. Continual improvements to external website to improve accessibility of services for both volunteers and eligible people.

### 3. **Health and Wellbeing services:**

- a. Improved welfare grant policy to provide funds for Veterans and/or dependents to attend outdoor activities to complement clinical mental health treatments e.g. SSAANZ and Outward Bound.
- b. RSA support to Corrections programme to improve outcomes for ex-service prisoners.
- c. MOU between RNZRSA and SSAANZ, including provision of RSA funding.
- d. Access to counselling for spouses and children of serving NZDF members through the 'Burnham Model'.
- e. Thought leadership and advice to proposed Pacific veterans Conference, University of Hawai'i (an outcome of Samoa RSA trip).
- f. Development of a Peer to Peer support programme with the assistance of Male Sexual Assault Survivors, Aotearoa.

#### 4. **Welfare Funds:**

- a. **\$55k** distributed from RNZRSA national welfare funds. This includes **\$25k** in emergency funds from the RCEL-LIBOR<sup>27</sup> grant. While both of these figures are half that distributed by NO in the previous FY, it represents a positive change – they provide evidence of the increased use of local poppy funds through continued and consistent engagement with local RSAs by NO staff and DSMs.
- b. **53%** of all national grants (Libor and National Poppy) went to post-1974 serving and ex-service persons, representing a **10% increase** from FY 2017/18.
- c. **66k** from other RNZRSA Funds towards the delivery of mental and social health activities (e.g. SSAANZ) and Remembrance projects involving the recognition of post-Vietnam operational service.
- d. A plan to establish District Funds is being rolled out to encourage the principle of 'RSA without Borders', increase local cooperation, unlock stagnant Poppy monies and provide more responsive support to younger Veterans in crisis.
- e. Establishment of a 'National Emergency Poppy Fund' to provide a rapid response to crisis / emergency situations, that other Trusts and Funds are unable to support. Particular focus on serving and younger ex-service persons.
- f. Ongoing engagement with other trusts and funds<sup>28</sup> to ensure sustainable draws on monies.

#### 5. **Complex Case Management:**

<sup>27</sup> The 'RCEL-LIBOR' grant was made to all RCEL members from the UK Government in 2016, from fines imposed on UK financial institutions related to the 2008 global financial crisis.

<sup>28</sup> E.g. Heritage NZ (one of the support services staff is a trustee), The Fallen Heroes Trust (FHT) and the Vietnam Veterans Trust etc.

- a. This role is undertaken by the RNZRSA Support Adviser / Advocate (contractor), the Operations Manager and a Local Support Adviser (LSA) who works for National Office. They are responsible for managing complex, individual cases. Their main responsibilities include VA and ACC reviews and appeals, liaising with NZDF Health and AEP regarding serving personnel cases, advising RNZRSA on general support and legislative matters, and producing submissions.
- b. Over the FY the demand on this role continued to grow. This increase has been assessed as being caused by an increased reputation to achieve successful outcomes, a larger focus on ACC cases, more local engagement with ex-NZDF and more cooperation within NZDF.
- c. Significant outcomes over the FY include:
- i. **110** individuals assisted with their case / conditions, including NZ Veterans living overseas (see Figure 1 below). This has increased from 60 in the previous FY.
  - ii. **59** Scheme 2 Veterans supported.
  - iii. **1,494** volunteer hours worked equating to a value of **\$41.7k** (see Figure 2 below).
  - iv. Increased cooperation with NZDF in assisting serving personnel with ACC cases.
  - v. Continued close, working relationship with the VA Decisions Team, which has assisted VA decision-making in complex cases and reduced processing times. This has also allowed RNZRSA to better manage frivolous requests and improved our ability to communicate VA decisions within the Veteran community.

Activity	Cases	Upheld	Declined	Pending	Remarks
ACC: Reviews	9	-	-	9	
VA: Reviews & Appeals	44	9	7	28	
Ombudsman submission	2	-	-	2	
Major Mental Health intervention	4	N/A	N/A	N/A	Veterans in significant, complex distress requiring extended, close, personal support.
Other individual cases	51	N/A	N/A	N/A	
<b>TOTALS</b>	<b>110</b>	<b>9</b>	<b>7</b>	<b>39</b>	

**Figure 1: Total individual cases – 1 July 2018 to 30 June 2019**

Activity	Hours	Remarks
Applications / Reviews / Appeals etc.	990	As per Figure 1 above.
Mururoa Veterans Group	200	Travel with roadshow and research.
Ombudsman Cases	206	
Meetings and Conferences	28	
Interviews and Visits	70	
<b>TOTAL</b>	<b>1,494</b>	Equates to <b>\$41,712</b> of work using NZ Stats health sector volunteer hourly rate @ \$27.92

*Figure 2: Total case management hours – 1 July 2018 to 30 June 2019*

6. **Environmental Exposure:**

- a. Completion of Stage One – Literature Review in Toxicity in Combat Zones study by Victoria University.<sup>29</sup> Developing Terms of Reference for Stage Two – a study of 1990s Bosnia veteran health.
- b. Continued advocacy on behalf of nine veterans with Parkinson’s disease linked to their exposure to trichloroethylene (TCE or ‘Trike’) during RNZN service. Working relationship with Parkinson’s NZ continues.
- c. Continued Advocacy for OP GRAPPLE Veterans regarding concerns over the government summary of the Massey University MFish study that conclusively indicated exposure to ionizing radiation.
- d. Support to the conduct of 25 Mururoa Veterans Association workshops across NZ<sup>30</sup>.

7. **Submissions:**

- a. **Four** major submissions to national reviews:

<sup>29</sup> This is the first such NZ research into the risk from environmental exposure in conflict zones post-Vietnam. The aim is to address the glaring gap in definitive NZ-based research in order to develop appropriate and proactive Veteran health surveillance and treatment measures, and to avoid the costs of delay experienced by OP GRAPPLE and Vietnam Veterans. This will include a case study of 1990s Bosnia Veterans, who were accommodated in timber tannalising and metal factories, some of whom have expressed health concerns.

<sup>30</sup> To make the most of the event and RSA support on hand, the Mururoa Veterans opened up their workshops to all veterans.



- i. The Government Inquiry into Mental Health and Addiction.
- ii. The Definition of a Veteran.
- iii. Select committee hearing on ACC.
- iv. Accessibility for Seniors.

8. **NZDF Engagement Plan:**

- a. The aim of the NZDF Engagement Plan is to assist NZDF meet operational outputs by providing complementary services to existing support platforms and to increase engagement by demonstrating the relevance of the RSA to succeeding generations of service personnel. The Plan consists of regular engagement with senior leadership figures across HQ NZDF, HQJFNZ, the three services and local camp and base contacts, advocating on a broad range of issues including the integration of support within existing NZDF platforms.
- b. Associated activities and achievements include:
  - i. Direct interaction with an estimated **2500** serving NZDF personnel and/or family members up from 857 in previous FY.
  - ii. Distributed approximately **700** Family Pre-deployment information packs.
  - iii. Presented at **four** NZDF transition seminars, distributing **80** 'Thank You for your Service' packs, reaching approximately **60** serving NZDF personnel.
  - iv. Presented at four RNZN Divisional Officers Courses, reaching approximately **80** serving RNZN Young Officers and Senior Non-Commissioned Officers.
  - v. Presented to the RNZN Sailor of the Year.
  - vi. Attended **six** meetings with Chief of Navy<sup>31</sup> to advocate on and request support for Support and Remembrance matters.
  - vii. New Chief People Officer briefed on RSA Support Services.
  - viii. Attended **four** NZDF Wellness Expos in Burnham, Linton, Trentham and Waiouru.
  - ix. **Three** RSA briefings during 1 (NZ) Brigade Compliance Week.
  - x. Expansion of the RSA Support Hubs into Linton and Trentham Camps.
  - xi. Regular engagement with NZDF Health staff, Chaplains, Regional Care Coordinators and Community and Deployment Support Officers to facilitate RSA support.
  - xii. Facilitated briefing of NZDF research findings to key stakeholders and partners in the wider Public and Private Sectors.

<sup>31</sup> Chief of Navy appointed by CDF as the HQNZDF POC for RNZRSA.

- c. Evidence of the continued normalization of RSA support and increased trust and confidence between NZDF and RSA includes:
  - i. **58** serving soldiers joined the Palmerston North RSA in Feb19 after only six months of the RSA Hub's operation within Linton.
  - ii. Significant improvement in local RSA understanding of and ability to provide timely and relevant support to serving and younger ex-service personnel and their families. Evidence includes:
    - 1) The release of an estimated **\$80k** of local Poppy monies to serving personal and/or their families.
    - 2) Increase in Scheme Two Veterans assisted (**315**).
  - iii. Referral of ACC and complex cases of serving personnel from NZDF Health staff, Regional Care Coordinators and Community Support Officers across Defence.
  - iv. Increase focus on transition services. E.g. recent NZDF appointment of a four-person team to coach personnel through transition.

#### 9. **Public & Private Sector Engagement Plan:**

- a. The aim of the RNZRSA Public and Private Sector Engagement Plan is to reconnect all appropriate public and private sector stakeholders into a cohesive, agile and influential NZ 'Veteran Sector' in order to deliver improved health and wellbeing outcomes for serving and ex-service personnel and their families.
- b. While this Engagement Plan includes advocacy on unresolved, current, emerging and future issues, its predominate focus is on long-neglected post-1974 Veteran issues, including the nature of modern military operations, and how this shapes Veteran and family support needs.
- c. Key achievements within the **Private Sector** include:
  - i. **New Zealand Defence Industry Association (NZDIA):** Completion of 'Veteran Friendly Employer Guidelines' and presented to NZDIA for socialising among members in order to conduct of pilot project to integrate these with existing HR policies. Briefing member organisation on Transition matters and benefits of employing ex-service personnel.
  - ii. **Air NZ, COMPAQ, BECA Group, Z Energy and Fulton Hogan:** Promoting employment of ex-NZDF personnel and securing their support for improved Transition outcomes. Promotion of their companies among the ex-service community.
  - iii. **NDCT:** Provision of emergency funds, access to RSA support services (e.g. Equine-Assisted Therapy, SSAANZ), and long-term / complex case management outside No Duff's capacity).

- iv. **SSAANZ:** Funds from the Government Grant to assist with the delivery of events. Referrals of Veterans in need of support. Ex-Officio membership of the RNZRSA Support Services Committee. Sponsorship of Veterans in financial hardship.
- v. **VCFSA:** Mobilisation of local Waikato District RSAs to provide support including funding, catering, venues and on-the-ground representation.
- vi. **Ranfurly Trust:** Initiated discussions for funding of major, national projects e.g. 'Toxicity in Combat Zones' research.
- vii. **Male Survivors of Sexual Abuse Aotearoa<sup>32</sup>:** Agreement to adapt their 'Peer to Peer Support' training and reference material for RSA Learning and Development plans.
- viii. **Soldier On (Australia):** Brokered access to their transition services for NZ Veterans in Australia.
- ix. **Academia:** Advocacy for appropriate NZ-based research on younger Veterans with The Universities of Otago and Auckland.
- x. **Salvation Army (SA):** Promotion of the availability of SA emergency loans, temporary accommodation for homeless Veterans and coordination with local RSA support.
- xi. **Coalition to End Loneliness:** MOU with other agencies (e.g. Aged Concern) to raise the understanding within the RSA that it can afflict young people as well as the elderly, and develop appropriate responses.
- xii. **Angel Flight<sup>33</sup>:** Access to registered charity that assists people who may be medically, financially and geographically challenged to attend medical appointments in the main centres.
- xiii. **Australasian Services Care Network (ASCN)<sup>34</sup>:** Access to subject matter expertise and clinical advice to inform RNZRSA advocacy through an MOU (signed in 2016). Joint project to deliver community wellbeing programme in Christchurch for Vietnam Veterans, on behalf of VA NZ.
- xiv. **Age Concern NZ:** Provision of advice on Veteran-related matters, assistance with RNZRSA policy development and practice, and sharing of knowledge and resources to improve local RSA support.
- xv. **Parkinson's NZ:** Provision of advice on Veteran-related matters, assistance with RNZRSA policy development and practice, and sharing of knowledge and resources to improve local RSA support.

<sup>32</sup> <https://malesurvivor.nz/>

<sup>33</sup> <https://angelflightnz.co.nz/>

<sup>34</sup> <http://www.ascn.org.au/>

- xvi. **Kotuku Foundation Assistance Animals Aotearoa (KFAAA)**<sup>35</sup>: Cooperation in delivery of first PTSI assistance dog for NZ Veteran (Dion Taka, severely wounded in Afghanistan in 2012). Monitoring of related research.
  - xvii. **John Millar Law, Wellington**: Provision of *pro bono* assistance to RNZRSA in managing complex ACC cases.
  - xviii. **Volunteer NZ**: RNZRSA membership of professional body to maintain currency in matters pertaining to volunteering.
  - xix. **Afghanistan Interpreters Association**: Assistance to establish their Association, advocacy for mental health and immigration support. Coordination of local support.
  - xx. **RNZRSA Affiliates (x 24)**: Provision of RNZRSA advice and advocacy, and coordination between affiliate and RSA support officers and updates on sector matters.
  - xxi. **Returned Services League (RSL) and NZ Veterans in Australia (NZVIA)**: Coordination of support to NZ Veterans who are Australian residents.
  - xxii. **Royal British Legion (RBL)**: Coordination of support to British Veterans who are NZ residents via the RNZRSA Liaison Officer – Buzz Anderson. Access to policy, training and research material.
  - xxiii. **Royal Canadian Legion (RCL)**: Access to policy, training and research material.
- d. Achievements within the **Public Sector** include:
- i. **Combined Veterans Advocacy Group (CVAG)**: Charter signed in May 2019. Continued support to CVAG concept and promotion within Public and Private Sectors to establish a joined up, NZ Veteran Sector similar in principle and operation to the Combined Law Agency Group (CLAG).
  - ii. **Veterans' Affairs New Zealand**: The strong relationship with the RNZRSA has delivered a number of critical benefits to VA, including a reduction of the number of reviews and appeals, acting as VA agents in the field, regular feedback on Veteran issues, support for complex case management, distribution of updates / notices, and support to the various domestic and Australian-based forums and expos.
  - iii. **Ministry of Social Development (MSD)**: Continued agreement to allow referral of Veterans in crisis directly to MSD Regional Directors.
  - iv. **Accident Compensation Corporation (ACC)**: Continued liaison to facilitate advocacy concerning applications, reviews and appeals, and to provide advice to veteran-related policy development and service delivery.
  - v. **Corrections**: Provision of RSA volunteers to visit ex-service prisoners and promote RSA support among ex-NZDF staff, to improve outcomes for both groups. This will provide opportunity to use new video footage to promote RSA support through Corrections TV programming etc.

<sup>35</sup> <https://aboutus.co.nz/about/kotuku-foundation-assistance-animals-aotearoa/>

- vi. **District Health Boards (DHB):** Agreement to refer Veterans to RSA when appropriate, and to provide mental health first aid training for volunteers. General Managers were updated on the characteristics of the younger Veteran population including numbers, predominance of mental health injuries, impact on families, hesitancy to seek support, and the nature of modern operations.
- vii. **Ministry of Health – Mental Health and Addiction Services (MoH):** Advocacy with the Deputy Director of Mental Health and Addiction Services on Veteran issues and need to address gaps in Veteran health data.
- viii. **Ministry of Culture and Heritage (MCH):** Advocacy for modern remembrance events and acknowledgment of post-1974 operational service, as a key component to address younger Veteran reluctance to seek timely support and associated health issues.

## 10. Remembrance:

- a. *Support and Remembrance* are complementary foundations of the RNZRSA. We live in an era where younger Veterans may not consider themselves as 'Veterans'. As a consequence, some may not feel worthy of, or entitled to, support. RNZRSA's improved Remembrance outcomes for post-1974 Veterans are vital in encouraging these people to seek advance support, well before the onset of a crisis.
- b. Through strategic partnerships with high profile sponsors, RNZRSA Support Services has provided the following support to the new Remembrance Strategy:
  - i. **MCH National Programme of Commemoration:** Continued advocacy to include post-Vietnam commemorations.
  - ii. **NZ Rugby:** Facilitating NZDF flag carriers and public acknowledgement at domestic test matches and the linking of Armistice Day to all generations of service.
  - iii. **Nga Toa Charitable Trust:**<sup>36</sup> A \$5k grant, and access to Veteran networks, to specifically collect post-Vietnam operational experiences. The RNZRSA also facilitated authority for Nga Toa to interview serving NZDF personnel.
  - iv. Commencement of a project to support the systematic and professional collection of a multi-media archive of contemporary operational service with NZ Military Historian, Dr Andrew MacDonald, PhD and Fellow of the UK Royal Historical Society.
  - v. Advocacy for funding a proposed East Timor Documentary to mark the 20<sup>th</sup> Anniversary of NZDF Deployment (2019/2020).
  - vi. Promotion of the NZ Film 'Soldiers without Guns' (Bougainville).

## 11. Research:

<sup>36</sup> <http://www.kiwiveterans.co.nz/about-ngatoa>

- a. Request to use findings of NZDF Lower Limb Injury research to advise VA and ACC policy and decision makers, with a particular focus on Veterans of Routine Service who must navigate late onset conditions with ACC.
- b. Promotion of Otago University 'Veteran Loneliness' Research.<sup>37</sup>
- c. Victoria University research into environmental toxicity in post-1970s conflict zones.
- d. Engagement with Australian study on Service Dogs to inform advocacy and policy development in NZ.<sup>38</sup>

12. **Transition:**

- a. Pilot Employer Veteran-Friendly Guideline project with New Zealand Defence Industry Association (NZDIA), BECA Group, Fulton Hogan and Z Energy.
- b. Veteran access to transition services through Post-Transition Ltd (W. Apiata, VC), Ex-Services Recruitment and similar providers for NZ Veterans in Australia.
- c. Presentations to NZDF Transition seminars.
- d. Advocacy / advice to the NZDF Transition Project Team, including summaries of recent overseas research.

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<sup>37</sup> <https://www.otago.ac.nz/veteranshealth/well-being.html>

<sup>38</sup> <https://www.dva.gov.au/about-dva/publications/vetaffairs/2019/vol-35-no2-winter-2019/vetaffairs-winter-2019-assistance-dogs>

**Appendix 1 to  
Annex B to  
RNZRSA dated 30 Sep 19**

**Support Services Summary of FY 2018/19  
As at 1 May 2019**

Demand for RSA Support Services and advice has noticeably increased over the FY, providing evidence that the Race to Trieste strategy (RTT) continues to deliver across the three pillars of 'Enable People', 'Enable Delivery' and 'Deliver Support.'

The appointment of the Operations Manager (OM) at the end of Jan 19 has begun to create the space for the Support Services Manager (SSM) and Senior Strategic Adviser (SSA) to focus on more strategic advocacy and development. This capability has also been increased by the final transition of trust and fund administration duties of the SSA at the end of Feb 19. As the OM becomes more familiar with the operating environment and requires less guidance, progress is expected to pick up in the next FY that will see some key projects completed e.g. the Manual of Practice and a Volunteer Management Policy.

We are on track to expend the Government Grant in its entirety and in accordance with the Minister's expectations. The financial surety provided by Minister Mark's Grant has enabled the team to conduct a wide range of internal and external engagement and advocacy resulting in increased demands for support and local association participation. This has allowed us to broker and deliver new services, build stakeholder engagement and understanding of key issues, increasing responsiveness to younger veteran need and the associated release of local Poppy funds, and deliver more training and continuing professional development opportunities for our volunteers and staff. In turn, we continue to enjoy a low turnover in the key District Support Managers (DSM) and NZDF Hub appointments and an increase in the number of younger veterans taking up volunteer roles.

Special mention of the DSMs is warranted. These volunteers are *the* 'mission critical' element within the achievement of our organisational support goals. Over the last four years we have asked more and more from them as we transformed into a more proactive and agile network with increased responsibilities over a greater number of eligible people and areas of need than for some decades. They have responded superbly and each are deserving of specific acknowledgement by the leadership of the RNZRSA.

**Progress – Strategic Programme of Work**

Progress under the RTT pillars has been steady. Due to the significant amount of development work required across the support business space, it has not been straightforward to prioritise between strategic and local capability

development requirements. The lack of staff also contributed to the delay in delivery of basic foundational elements, such as training and reference material, but this has been mitigated to a large degree by the training and guidance provided by the DSMs. However, given the overall increased engagement by younger veterans and stakeholders it appears the right balance has generally been struck. 75% of the two key tasks within the Enable People and Enable Delivery Pillars within the RTT Strategic Programme of Work have now been achieved, either through a gradual change in BAU or completion of project work. The biggest challenge within these areas remains in changing internal and external attitudes towards our core charitable goals and reputation. This will require a continued active engagement programme.

All but one of the key tasks within the Deliver Support Pillar have been achieved, many now performed as BAU. The remaining task of 'connecting people to support' will be worked on in the next FY.

Specific actions within each pillar include:

<p><b>Enable People</b></p>	<ul style="list-style-type: none"> <li>• A joint SOP for case management between RNZRSA and No Duff, which provides the template for a standardised approach within the RSA network.</li> <li>• Planning support to DSMs to develop their district networks and relationships.</li> <li>• CPD activities to DSMs.</li> <li>• Annual Support Services Forum.</li> <li>• Completed the training materials for LSA induction training with the update of the Module Two training booklet and delivery of the Mental Health 101 courses.</li> <li>• Development of the RSA support network in the Cook Is and Samoa.</li> <li>• Manual of Practice draft 90% complete.</li> <li>• Increased direct support to volunteers through the Operations Manager.</li> <li>• Improved Monthly Activity Reporting process.</li> <li>• Draft Volunteer Management Policy completed.</li> </ul>
<p><b>Enable Delivery</b></p>	<ul style="list-style-type: none"> <li>• Appointment of the DSM - Australia.</li> <li>• Production of RNZRSA SOPs.</li> <li>• Major engagement and advocacy delivered through The Public Sector, The Private Sector and The NZDF Engagement Plans. Examples include MSD (veteran referral), Corrections (support to both staff and 'clients'), John Miller Law (ACC cases) and NZDF Hub model growth.</li> <li>• MOU and funding to enable other ex-service organisations e.g. SSAANZ, Veterans Combined Surfers Association. Charity.</li> <li>• Ongoing development and promotion of web content.</li> </ul>
<p><b>Deliver Support</b></p>	<ul style="list-style-type: none"> <li>• Completion of the 'Employer Veteran - Friendly Guidelines' in consultation with private sector organisations.</li> <li>• Development of a Mental Health phone app for Families and supporters of Veterans.</li> <li>• Ongoing thought leadership to NZDF Transition Project Team.</li> <li>• Environmental Exposure research project.</li> <li>• Establishment of a National Office Emergency Fund.</li> </ul>



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| <ul style="list-style-type: none"><li>• PTSI Service Dog project.</li><li>• Support and advice to the Remembrance Committee.</li><li>• Increased complex case management by RNZRSA staff.</li></ul> |
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### **Progress Summary FY 2018/19**

While the progress within the strategy is gratifying, it would be too much to claim we have turned a permanent corner. The changing of hardened attitudes is a marathon not a sprint with perceptions of the RSA with many of the post-1974 cohorts and stakeholders stubbornly remaining around older veterans and clubs. 62% of local RSAs still refuse to submit a monthly activity sheet or share details of their volunteers, and many local RSAs do not share the 'RSA without Borders' philosophy nor understand the nature and cost of more recent military service. It is assessed that the majority of our volunteers are over the age of 70, which is not sustainable. Work to address this issues are reflected in the FY 2019/20 annual plan.

### **Focus for FY 2019/20**

- Continual reduction in service delivery requirements of the DSMs to provide them a better work/life balance and to facilitate increased focus on district capability development projects.
- Three priorities of Mental Health, Transition and Environmental Exposure remain extant.
- Enhanced reputation with key stakeholders and the post-1974 Veterans of both routine and operational service.
- Ongoing development of a joined up Veteran Sector.
- Increased efforts in the 'Hearts and Minds' campaign.
- Increased capacity to deliver community-based support.
- Completion of key volunteer training courses and reference material.

**Local Support Services activity FY 2018/19**

**General**

1. **38%** of local RSAs routinely provided monthly activity sheets, an increase on the 26% for the last FY.
2. **\$1.6 million**<sup>39</sup> estimated national community value delivered by the RSA for the 2018/2019 FY is (\$2.2 million FY 18/19, \$1.5 million for FY 16/17).
3. The grant has enabled our local volunteers to materially increase the quality of life, health and wellbeing of more Veterans and their families / dependents.

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<sup>39</sup> Calculated on National Office and Local RSA volunteer hours (14,560) multiplied by NZ Statistics Net health sector volunteer hourly value of \$27.92/ hr and averaged out across one LSA per 181 RSAs.

**At a Glance: Recorded Local Support Services Activity FY 2018/19**  
(Representing 38% of Local RSAs)



**6,365** people assisted locally



**256** Scheme Two Veterans supported locally



**80k** local Poppy monies to Scheme Two Veterans



**168** different organisations partnered with to deliver support



**13,066** Volunteer Hours



**130,798** kms travelled



**\$364, 802** of community benefit

**NB:** we are unable to provide comparison to previous FY in some areas, due to changing information requirements to provide more granular reporting.

### Notes

1. Improved local performance: has been evidenced by:
  - a. **256** Scheme Two Veterans assisted locally.
  - b. Estimated **80k** distributed from local Poppy Funds to Scheme Two Veterans.
  - c. Increase in the number of RSAs reporting monthly - **38%** compared to the 26% and 23% over last two FY respectively.
2. Support provided: Support activity (enquiries, advice, referrals, visits and other assistance) remained consistent with the previous FY figures, demonstrating the continued demand and need for face-to-face support at the community level. This provides evidence of the increasing effectiveness and efficiency of RNZRSA and DSM engagement, and of the improved performance of 'engaged' Local Support Advisers (LSAs).
3. Mileage: Continues to be the largest expense claims from LSAs but overall expenditure remains consistent with previous two FY and even reduced slightly in the FY 2018/19. This provides evidence that the

sustained and consistent engagement and messaging from NO staff and DSMs has delivered attitudinal and behavioral change at the local level. In this case - resulting in more LSAs having claims met by local monies and despite an increase of local RSAs now engaged with the national strategy. We had previously anticipated that an increase in LSA claims may occur, as they become more engaged, which did not occur.

4. Travel distances: Analysis of the kilometres travelled continues to indicate that as some local RSA capacity reduces, and the demand for RSA support rises, a commensurate increased demand is placed on the remaining network. This is one of many factors driving strategy projects such as volunteer recruitment, training and development, recognition, succession planning and increased use of technology to build local capacity.