

A YEAR IN FOCUS

RAAFA

2015/16 Annual Report of the
Australian Flying Corps and the
Royal Australian Air Force Association
(Western Australia Division) Inc.





Centres

Head Office

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(WA Division) Inc.

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Branches

There are many branches of the RAAF Association (WA Division) Inc. available for members to join that provide a social and companionable environment for members that include the following. Contact the State Secretary 9288 8400 for details and contact information.

- Airfield Construction Squadrons Branch**
- Australian Air Force Cadets Branch**
- Aviation Museum Branch**
- Mandurah Branch**
- RAAF Vietnam Veterans Branch**
- RAAF Nursing Services Branch**
- Women's Auxiliary Australian Air Force Branch (WAAAF)**

Retirement Living have Resident Branches available for residents from their estates that organise social activities.

- Cambrai Village Residents Branch**
- Erskine Grove Residents Branch**
- Meadow Springs Residents Branch**
- Memorial Estate Residents Branch**
- Merriwa Residents Branch**

RAAFA Retirement Living

- Air Force Memorial Estate**
- Cambrai Village**
- Erskine Grove**
- RAAFA Estate Meadow Springs**
- RAAFA Estate Merriwa**
- RAAFA Amity Village Albany**

RAAFA Residential Care

- Alice Ross-King Care Centre**
- Gordon Lodge**
- Karri & Tuart Lodge**
- McNamara Lodge**
- Vivian Bullwinkel Lodge**

RAAFA Connect

Aviation Heritage Museum



The Division

Aims

The Australian Flying Corps and Royal Australian Air Force Association (Western Australia Division) Incorporated, (hereafter referred to as RAAFA) is an incorporated association in Western Australia formed by ex-service personnel of the Air Force in Australia and the Commonwealth to recognise, foster and promote the ethos, virtues and culture of service to the nation in the Air Force.

The Division is a constituent body of the national Association known as "Australian Flying Corps and Royal Australian Air Force Association (Inc)".

Our Vision

RAAFA, one team, one direction, one culture, dedicated to providing services above and beyond.

Our Purpose (Mission)

To provide camaraderie and supportive care while maintaining traditions and heritage for all members of the Division, members and former members of the Australian Defence Force and general community through the provision of facilities and welfare services within Western Australia.

Our Intent

To grow and develop the organisation while sustaining our vision and mission, strengthening our financial position, optimising our current intellectual and physical assets and fulfilling our potential as a comprehensive provider of services to the broader community.

Division Councillors



LEFT
Mr David Peet:
STATE PRESIDENT
(CHAIRPERSON)

RIGHT
Mr Bill Anderson:
STATE VICE PRESIDENT
(UNTIL 31 OCT 2015)



LEFT
Mr Clive Robartson:
ACTING STATE VICE
PRESIDENT
(FROM 14/1/2016)
ELECTED DIVISION
COUNCILLOR
(UNTIL 14/1/2016)

RIGHT
Mr Ron Onions:
STATE SECRETARY



LEFT
Mrs Karen O'Neill:
APPOINTED DIVISION
COUNCILLOR
(UNTIL 10 DEC 2015)

RIGHT
Mr Tim Humphry:
APPOINTED DIVISION
COUNCILLOR
(UNTIL 10 DEC 2015)



LEFT
Mr John Purchase:
ELECTED DIVISION
COUNCILLOR

RIGHT
Mr Allan Henshaw:
ACTING DIVISION
COUNCILLOR
(FROM 14 JAN 2015)



LEFT
Mrs Geraldine Carlton:
APPOINTED DIVISION
COUNCILLOR

RIGHT
Mr Peter Bryant:
APPOINTED DIVISION
COUNCILLOR
(FROM 14 JAN 2016)



LEFT
Mr Tony Brun:
APPOINTED DIVISION
COUNCILLOR
(FROM 14 JAN 2016)

RIGHT
Mr John Murray:
CHIEF EXECUTIVE OFFICER



▲ We have achieved significant progress this year focussed on readying RAAFA to meet the challenges of a rapidly changing landscape in the retirement and care commercial environment. A big step forward was in the refinement of our management systems and processes during the year, particularly governance and reporting methods.



Division Chairman's Report

▲ The RAAFA Division Council is made up of nine councillors. 2015 saw the change of two of our Appointed Councillors'. Karen O'Neill and Tim Humphry retired in December after completing terms of 5 years each. I would like to take this opportunity to thank them both for their much appreciated service. We welcome Tony Brun, Executive General Manager Integrated Planning and leader in the reconstruction of Perth International Airport, and Peter Bryant, Chief Financial Officer with Barmenco, who both joined the council in January 2016.

At the 2015 AGM, we accepted the resignation of our State Vice President, Bill Anderson, for health reasons. Ron Onions was elected as State Secretary and Clive Robartson was re-elected as a Division Councillor, and has filled the State Vice President vacancy. Allan Henshaw was accepted to fill one of the two Division Council vacancies from January 2016.

RAAFA Patron

I have pleasure in advising that Her Excellency the Honourable Kerry Sanderson AC, Governor of Western Australia accepted our invitation to be the patron of RAAFA.

Commemorations

Our annual commemorative activities continued with ceremonies devoted to Remembrance Day, Bombing of Darwin, RAAF Anniversary, RAAFA Annual Dinner, ANZAC Day, Bomber Command and the Mokine Memorial Service. RAAFA was also represented at many ex-service organisation ceremonies throughout the year. We were represented at all National meetings and conferences and had the pleasure of the National President Air Vice-Marshal Brent Espeland AM attending the official opening of our Alice Ross-King Care Centre in July.

Membership and Branches

Our membership numbers have remained constant and we currently have over 4200 members. During the year we saw the closing of the Sunderland Squadrons Branch due to age. We are working to expand the general service branches to carry on the service tradition.

Youth Scholarships

Our two scholarships are under review for 2017 and will become part of our Clear Skies, Charitable Purpose. This year we awarded \$3,000 for each scholarship. Asha Healy was awarded the 2016 McIntosh Memorial Scholarship to assist her in getting started at Curtin University. Her father Gary Healy served in the RAAF from 1988 to 1995. Dakota Colborne was awarded the 2016 Swetman Aviation Education Fellowship, co-sponsored by Ricoh. He is a Year 12 Aviation Education Program student at Morley Senior High School.

Volunteers

We continue to have an enthusiastic and growing volunteer force that assists us through all areas of RAAFA and makes the wheels of RAAFA turn easier each year. If you can spare some time for this much appreciated service, contact us and we will match your interests with a role.

I wish to congratulate the executive management team and our staff for their commitment and enthusiasm during the year. Their 'above and beyond' loyalty and dedication make RAAFA the envy of the industry. ▲

David Peet
RAAFA Division Council Chairman

Alice Ross-King Care Centre Opens

▲ The Governor of Western Australia, Her Excellency the Honourable Kerry Sanderson AC, officially opened the new state-of-the-art residential care centre in Bull Creek in August 2016.

The \$30 million new care centre is known as the Alice Ross-King Care Centre, in honour of celebrated World War I nurse, Alice Ross-King. The official opening was also attended by Maggie Johnson and Beth Simpson, who are granddaughters of Alice Ross-King.

“As an organisation, RAAFA is enormously proud to officially open the new Alice Ross-King Care Centre. We are venturing into exciting new territory with the implementation of the new Resident Directed Care model at the centre, which we believe is a ‘WA first’. It represents a truly modern approach to how the aged care industry can respond to the individual care needs of residents rather than taking a ‘one size fits all’ approach traditionally seen,” John Murray, CEO said.

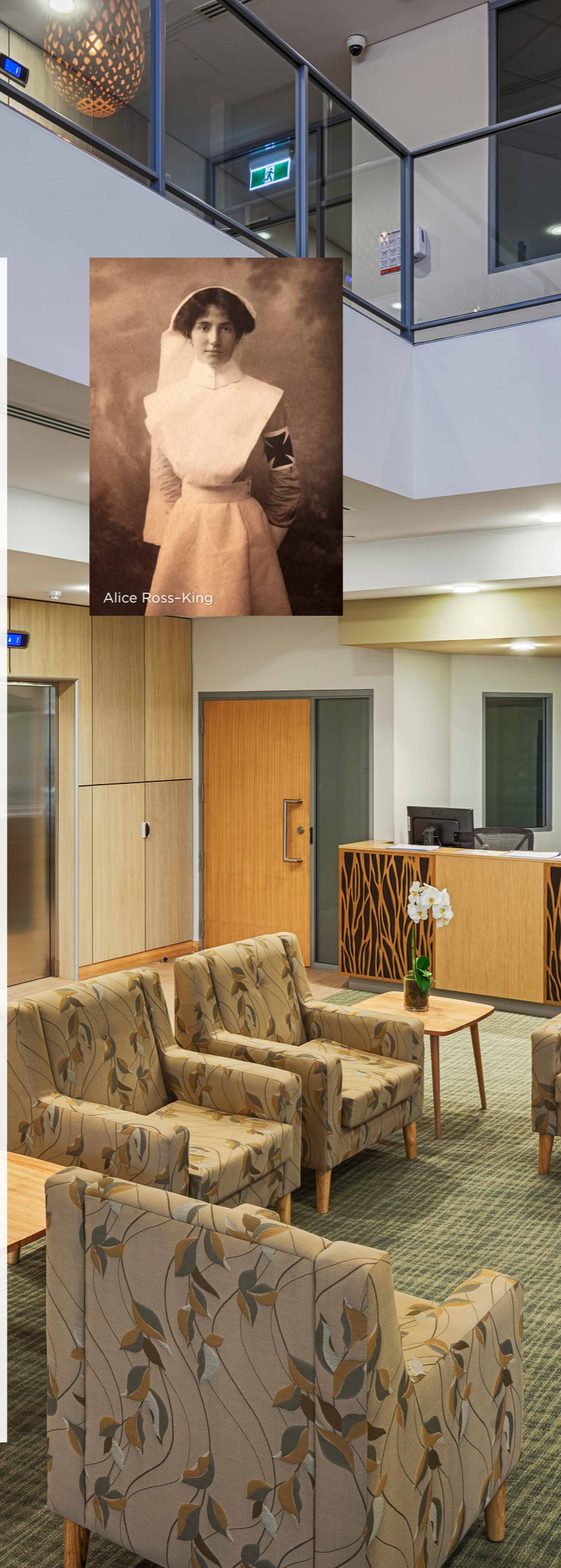
The Alice Ross-King Care Centre was designed by architects Silver Thomas Hanley and constructed by BGC with the first residents being accommodated in early May, 2016.

The Centre offers 102 single bedrooms with private ensuites including the dementia-specific care wing, reflecting RAAFA's commitment to supporting the growing number of West Australians living with dementia, Alzheimer's disease and memory loss.

Located on the banks of picturesque Lake Howard within RAAFA's Air Force Memorial Estate at Bull Creek, the centre is designed to capitalise on natural light within bright open spaces. Many have courtyard or balcony access, providing an array of views across manicured gardens, Lake Howard and the city. The Centre also offers dedicated hairdressing services, library and computer room, onsite allied health and medical services and access to multi-faith chapel spaces, generating more than 80 jobs for the local community. ▲



Alice Ross-King



CEO Report

▲ 2016 has been a very satisfying year in that many of the plans and growth strategies that were developed by the Division Council and the Executive Team in late 2013 are well underway or have now been completed. As the list of achievements for the year is quite extensive, the following is an overview of the most significant undertakings.

1. Capital expenditure

RAAFA has continued to develop and upgrade its existing facilities to ensure a quality environment for those who we are entrusted to care for. The 2015/16 year saw a further \$28M spent on capital expenditure.

Vivian Bullwinkel Lodge

Vivian Bullwinkel Lodge has undergone significant upgrades to its main entry, dining rooms, kitchen serveries and top floor community room. The renovations have improved the quality of the environment for our residents and staff to enjoy with the main entry improvement now providing sheltered access that prevents inclement weather entering the building.

Karri Lodge

Karri Lodge is currently undergoing a major renovation with the upgrade of 30 bedrooms and ensuites. In addition the development of a community recreational room and a covered outdoor area will ensure that we have an appropriate environment for people living with dementia.

Alice Ross-King Care Centre

The major capital program of the year was the construction of the Alice Ross-King Care Centre at Bull Creek. This \$30M+ development has enabled us to replace Dean Lodge with a high quality residential care centre providing 102 beds. The Centre was officially opened in August 2016. In addition to its function as an aged care centre, the inclusion of Café Dean alongside the entry of the centre has provided a welcome amenity for residents, visitors and staff to enjoy.

Gordon Lodge

Gordon Lodge has undergone a well-received facelift with internal painting throughout, bathroom renovations and replacement of carpets throughout. This revitalisation of the Lodge's appearance is being appreciated by residents, their families and staff.

AFME AFA club

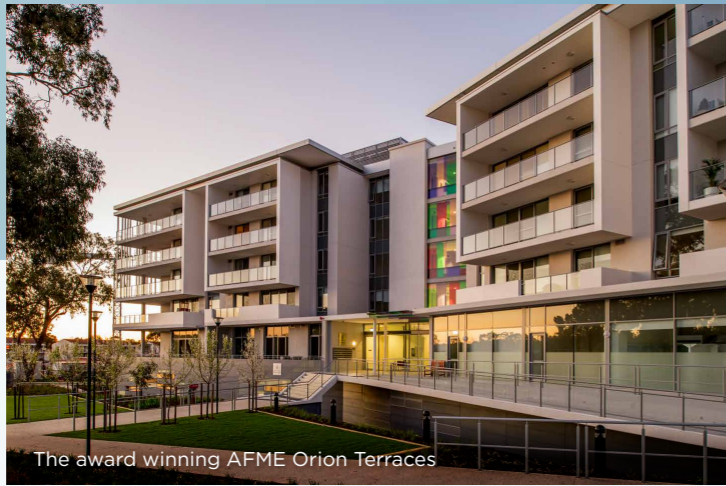
Master-planning of the AFME site continues with the construction of a new AFA club currently being considered. The existing club was built in the early 1970's and has reached an age where refurbishment is not a cost-effective option.

Meadow Springs Estate

Presentations have been made to Meadow Springs residents in relation to future planning for the site. There were a range of concerns about the development that have now been considered and an alternative plan is being developed for presentation to residents in the coming months.



Café opening at the Alice Ross-King Care Centre



The award winning AFME Orion Terraces

Alternative sites

RAAFA constantly keeps an eye out for alternative sites. Whilst a number have been offered to us, they are not considered to be in locations that would provide the level of service and amenity that we currently have available in our existing sites.

2. Information and communications technology (ICT)

The information technology program has continued to improve communication and access to information for our staff to not only provide quality care to our residents but also improve the cost and revenue streams of our services.

Our clinical care systems have been improved with the implementation of iCare in our residential and community care areas. iCare is considered one of the most advanced clinical care systems in WA and will significantly improve the quality control systems for residents.

Our payroll system and human resources management system were also upgraded to support our 580 staff.

Wi-Fi systems have now been put in place across RAAFA clubs and the residential care centres. The old copper-based telephone system is now being replaced by Optic Fibre at AFME.

3. Awards

RAAFA has been awarded Master Building Association awards at both state and national levels for Orion Terraces, recognising it as the best vertical retirement village development in Australia.

4. Quality systems

Improvements in processes and support systems have enabled us to continue to maintain a high standard with the accreditation of our aged care facilities. In addition, following a rigorous 12 month process, all the estates have now achieved "Lifemark" accreditation recognition.

This accreditation process is supported by the Property Council of Australia and is widely used by organisations within the retirement village sector to demonstrate compliance to the Retirement Villages Act of each State. This serves to provide confidence to RAAFA residents that we are compliant with the requirements for this high industry standard.

5. Charitable purpose

RAAFA continues to pursue our purpose, which is to reflect, respect and support veterans through the delivery of care through residential care, community support, the fellowship of our clubs and representation through the museum.

To help facilitate this endeavour, the Division Council has created the "Charitable Purpose Committee" to focus on supporting the needs of younger veterans.

The first recipient of funds has been the "Veterans Retreats of Western Australia" with \$10,000 provided to support the upgrading of solar electricity systems on its Meentheena retreat, 80km east of Marble Bar. This is an area where many veterans now head for holidays along the Nullagine River for rest and recreation with family and other veterans. It's purpose is to assist those with post traumatic disorders and is supported by over 100 volunteers who have gradually built up the retreat to provide an area specific to their needs. It is also utilised by ambulance, fire brigade, police and nursing personnel who have been exposed to traumatic events.

I wish to thank sincerely the Division Council, staff of RAAFA, volunteers and our members for the support that you have given over the last 12 months. ▲

John Murray
Chief Executive Officer



Aviation Heritage Museum

The Aviation Heritage Museum has gone from strength to strength with the introduction of better looking and cleaner displays. The days of a bunch of rusty aeroplanes sitting on a dirty concrete floor are gone. The Museum now looks fresh and inviting to both aviation enthusiasts and general public alike.

The volunteers have been busy improving the presentation of existing displays and the general appearance of the Museum.



Highlights

- ▲ The installation of new flooring, carpet tiles and artificial grass under WWI aircraft are part of the refurbishments undertaken to create a world class experience.
- ▲ The display team has been renovating the displays with such things as LED lighting and including video footage of the aircrafts in flight.
- ▲ The very successful Lancaster Bomber tours have earned over \$100,000 in the year with over 1000 people enjoying the experience. They are given a unique insight into what it would have been like to be a flyer in WWII, flying over Germany and bouncing with the bombs between the flak.
- ▲ The running of the thundering 12 cylinder 27 litre Merlin, and 7 cylinder radial Cheetah engines can be experienced every Saturday at 12noon and have proven very popular with father and son visitors.
- ▲ The Museum has seen more groups coming through, and it has become a great starting or end location for group car rallies.
- ▲ The volunteer list keeps getting longer with over 250 happy volunteers now helping out at the Museum.
- ▲ RAAFA's iconic memorial Spitfire received a much needed refurbishment.

John Park
Museum Manager



New services launched in 2015-16

Resident Directed Care

In what we believe is a first for WA, RAAFA's new Resident Directed Care model enables residents at the Alice Ross-King Care Centre to have far greater choice when it comes to their individual care needs. For example, gone are the days where breakfast is only served at a set time, residents have a choice to eat anytime between 7am though to 10am. They can also choose the times for other care needs such as showering, etc., and decide what activities they would like to engage in during the day.

We will also have dedicated staff members caring for the same resident about 85% of the time. This will allow staff and residents to form stronger relationships and a better understanding of each other.

RAAFA Connect

We are proud to launch RAAFA Connect, the new name for our in-home community care arm (previously known as AFA Care). Behind the name change is an expansion of the services that we offer.

To assist people to stay independently in their homes longer, we provide assistance with personal care, nursing services including medication prompts, wound care and post-op care, domestic assistance, shopping assistance and respite. We have also developed a partnership with MercyCare to enable residents in RAAFA Retirement Living villages to receive RAAFA Connect services through Commonwealth funded home care packages.

We will keep you informed as more details come to hand.

RAAFA Clear Skies

RAAFA Clear Skies is a new initiative to ensure that RAAFA continues to be supportive of those for whom the Association was originally established and will focus on our broader involvement in the needs of ex-service personnel.

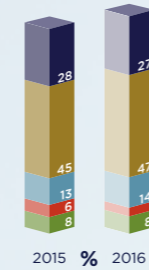
Whilst RAAFA Clear Skies is still in its infancy, we are enthusiastic at its prospects.

Financial Report

Financial Summary - 30 June 2016

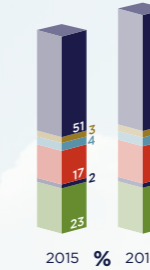
Income

	2015 (\$'000's)	2016 (\$'000's)
Resident Collections	12,863	13,366
Government Subsidies	21,177	23,046
Ingoing Fees	6,126	6,850
Interest Received	2,659	2,176
Other Revenue	3,487	3,866
TOTAL INCOME	46,312	49,304



Expenditure

	2015 (\$'000's)	2016 (\$'000's)
Employment	22,372	26,271
Facilities Maintenance	1,472	1,401
Catering Consumables	1,893	1,981
Depreciation	7,450	8,145
Energy Costs	933	1,090
Other Costs	10,294	10,348
TOTAL EXPENDITURE	44,414	49,236

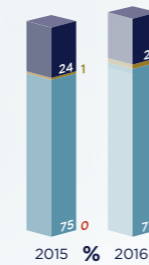


Net Surplus

	2015 (\$'000's)	2016 (\$'000's)
Net Surplus	1,898	68

Assets

	2015 ('000's)	2016 ('000's)
Cash & Deposits	81,909	73,201
Receivables	3,017	7,094
Property, Plant & Equipment	252,704	271,579
Other Assets	743	1,025
TOTAL ASSETS	338,373	352,899



Liabilities

	2015 ('000's)	2016 ('000's)
Resident Refundable Balances	292,557	309,593
Creditors & Payables	6,606	5,071
Loans from Members	2,088	468
Employee Provisions	3,384	4,058
TOTAL LIABILITIES	304,635	319,190



Equity

	2015 (\$'000's)	2016 (\$'000's)
Equity	33,738	33,709

Milestones



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