



Working together  
as one...  
**RAAFA**

**Annual Report 2016-17**

Australian Flying Corps and the  
Royal Australian Air Force Association  
(WA Division) Inc.

**RAAFA**

# Centres

## Central Office

**Royal Australian Air Force Association  
(WA Division) Inc.**

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## RAAFA Retirement Living

**Air Force Memorial Estate - Bull Creek**

**Cambrai Village - Merriwa**

**RAAFA Estate Merriwa - Merriwa**

**Erskine Grove - Erskine**

**RAAFA Estate Meadow Springs -  
Meadow Springs**

**RAAFA Amity Village Albany - Albany**

## RAAFA Residential Care

**Alice Ross-King Care Centre - Bull Creek**

**Gordon Lodge - Bull Creek**

**Karri & Tuart Lodge - Merriwa**

**Vivian Bullwinkel Lodge - Merriwa**

**McNamara Lodge - Meadow Springs**

## RAAFA Connect

## Aviation Heritage Museum

## Branches

There are many branches of RAAFA available for members to join that provide social opportunities and events, with some specially designed for like-minded ex-service members. Our branches include:

**Airfield Construction Squadrons Branch**

**Australian Air Force Cadets Branch**

**Aviation Museum Branch**

**Mandurah Branch**

**RAAF Vietnam Veterans**

**WRAAF Branch**

**25 Squadron Branch**

**Bull Creek AFA Bowling Club**

**Meadow Springs Bowling Club**

**Merriwa AFA Bowling Club**

Retirement Living have Resident Branches that organise social functions and activities for their residents.

**Cambrai Village Residents' Branch**

**Erskine Grove Residents' Branch**

**Meadow Springs Residents' Branch**

**Memorial Estate Residents' Branch**

## ▲ Cover Story – Ivan Ritchie

It is little wonder that Alice Ross-King resident Ivan Ritchie enjoyed the 10th Light Horse event that was organised at RAAFA's Bull Creek estate back in November 2017 as the 90 year old loves horses.

"I would have loved to buy a place with space to run some horses," admits Ivan. "I've always loved Clydesdales in particular, they have such a lovely nature, and when I was a kid I had ponies, including a New Forest which I loved."

Ivan was one of dozens of residents who had the chance to meet and spend time with the horses on the day.

A New Zealander by birth, Ivan came across the pond to Australia when he was in his early 30s, and says he's never looked back.

"New Zealand has a certain beauty about it that Australia doesn't have, but I have loved my life here, it suits me down to the ground because the people are good, the weather is nice and there is plenty of opportunity."

Ivan spent his early years doing many different things, including shearing and wheat lumping as a young man.

He then took to bookwork and real estate and went back to school at age 40 to become a valuer.

"I played a lot of rugby too when I was younger, and I'm suffering a bit from the injuries even now," admits Ivan, who is a confirmed bachelor having never been married.

"I've had a very full life, I've worked hard, accepted my luck and have been pretty sensible all in all," he laughs.

*Cover photo: Resident Ivan Ritchie and Chief Operating Officer Tonia Zeeman enjoy the 10th Light Horse display*

# 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 collectively offer through all of our services "An engaged and purposeful life where we help you to take care of things".



## Division Councillors



LEFT  
**Graeme Bland:**  
STATE PRESIDENT  
(CHAIRPERSON)  
FROM OCTOBER 2016

RIGHT  
**Clive Robertson:**  
STATE VICE PRESIDENT



LEFT  
**Ron Onions:**  
STATE SECRETARY

RIGHT  
**Geraldine Carlton:**  
APPOINTED DIVISION  
COUNCILLOR



LEFT  
**Tony Brun:**  
APPOINTED DIVISION  
COUNCILLOR

RIGHT  
**Peter Bryant:**  
APPOINTED DIVISION  
COUNCILLOR



LEFT  
**Lindsay Lane:**  
ELECTED DIVISION  
COUNCILLOR  
(FROM OCTOBER 2016)

RIGHT  
**John Purchase:**  
ELECTED DIVISION  
COUNCILLOR  
(TO OCTOBER 2016)



LEFT  
**Denise Nicolay:**  
ELECTED DIVISION COUNCILLOR  
(FROM OCTOBER 2016)

RIGHT  
**David Peet:**  
ELECTED DIVISION COUNCILLOR  
(FROM OCTOBER 2015 TO JUNE  
2017), STATE PRESIDENT (UNTIL  
OCTOBER 2016)



LEFT  
**Alan Henshaw:**  
ELECTED DIVISION  
COUNCILLOR  
(TO OCTOBER 2016)  
(FROM JUNE 2017)

RIGHT  
**John Murray:**  
CHIEF EXECUTIVE OFFICER

# Chairman's & CEO's Report



State-of-the-art Alice Ross-King Care Centre



Left: John Murray, Chief Executive Officer  
Right: Graeme Bland, Chairman

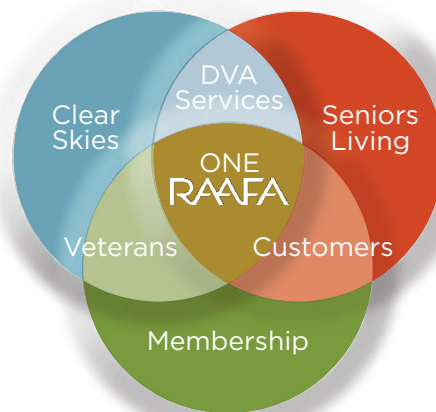
## Strategic plan

The Division Council and Executive Team met in January 2017 to develop a new strategic plan. It was clearly identified that the organisation needed to redefine the elements of its structures and services to enable clarity in the operations of what is now a \$60 million business.

The Division Council and Executive Team, subsequently worked on reviewing the structure of the organisation with the development of realising One RAAFA.

Leading up to this review, there were some changes within the Executive Team and the responsibilities and accountabilities of some of the Executives.

This year has been very satisfying as many of the plans that were developed by Division Council and the Executive Team in late 2013 and updated in 2015, have now been achieved with the development of growth strategies to support veterans and members more broadly in the years ahead.



### Clear Skies

Charitable Purposes  
Advocacy

### Seniors Living

Retirement Living  
RAAFA Connect  
Residential Care

### Membership

Aviation Heritage Museum  
RAAFA Clubs  
Volunteers  
AFA Cadets  
Melville AFA Brass Band



Many of our achievements have demanded efforts over and above the requirements from many staff and we would like to sincerely thank all those who have contributed to these positive outcomes, and look forward to the growth and benefits that we can provide our members for the years ahead.

As there is a large number of people reaching the age 65+ over the next 10 years it will mean that our service demand will increase. We are looking forward to developing innovative services to respond to these demands.

- **Central Office, Sleat Road, Applecross**

The relocation of the administration office from Bull Creek to the current office space in Applecross progressed during this period, with the stabilisation of systems and bringing together the support team. This has involved a lot of redefining in the way we operate and has been a very positive move for the organisation.

- **Aviation Heritage Museum**

The Aviation Heritage Museum has presented a long term challenge and complexity for the organisation but also represents the very heart of ethos and history of the organisation. We received over 20,000 paying visitors during the past 12 months in addition to RAAFA Members who receive free entry.



The existing structures have on a number of occasions been reviewed with proposals to extend. With development of the Air Force Memorial Estate masterplan the question has been raised about the future of the museum over the next 40 years.

A complete review of the museum has identified the potential need for alternative structures to be developed in the next 5-7 years. This project will require significant time and resources to ensure this iconic collection is preserved and presented for the public to enjoy for many years to come.



*Residents enjoy the relaxing atmosphere in the gardens at Air Force Memorial Estate, Bull Creek*



#### • Department of Veterans Affairs

During the last 12 months we achieved 'Approved Provider Status' for the provision of nursing services to veterans and have also applied for 'Approved Provider for Home Care Services' which RAAFA had held previously. We are now waiting on these decisions, which we believe is imminent. This will enable RAAFA to broaden its service provisions to RAAFA Connect, and to the provision of services to veterans both on the estates and the broader community.

#### • Shanghai Technology Visit

We were visited by senior government officials from the city of Shanghai who were looking at the technology we have in place at our Bull Creek estate and the new technology being developed to support seniors in their own homes. This is recognition that RAAFA has made significant advances improving and advancing our technology beyond many providers within Western Australia.

#### • Mandurah Rates Case

The rates case for Erskine Grove was fought over a period of seven years, with a positive result being achieved, and a subsequent impact on the Meadow Springs Estate. This entailed two State Administrative Tribunal hearings and two cases being heard in the Supreme Court, all of which were found in favour of RAAFA. This has placed a large monetary and personal demand on the organisation to continue to pursue this case for the sole benefit of our residents. The estimated cost of this project has been in the order of \$200,000 for RAAFA to prove our entitlement as a not for profit organisation under State Legislation.

#### • Karri & Tuart Lodge Refurbishment

The Karri & Tuart Lodge refurbishment of a 31 bed wing was completed and operational in October 2017. During the refurbishment there was approx \$1 million revenue lost. But the positive outcome has been the creation of a quality service specifically designed to support people living with dementia and provides a person-centred approach to care.

#### • RAAFA National

Over the last 12 months, RAAFA National has been reconsidering its governance structure and constitution, with the main focus on developing a Company Limited by Guarantee. RAAFA WA has been involved in all of the reviews along with participation in the strategic planning of the RAAFA NSW division, and also the national division as part of this review.

## The Day War Came to Australia

On Sunday, 19 February 2017 RAAFA remembered the day Australia was attacked and bombed, 75 years ago.

The solemn memorial service was held at Air Force Memorial Estate, in Bull Creek beneath the Spitfire at the Wall of Remembrance to commemorate what became a very sobering experience for the Australian nation.

Over 100 people gathered on this warm Sunday morning as Division Councillor, Denise Nicolay paid tribute to the 236 service personnel who died that day and the many who were wounded.

An impressive parade of Australian Air Force Cadets formed up along the Wall of Remembrance for the wreath and cross laying ceremony.

Ninety-five year-old Charles Cugley who 75 years ago was a young Sergeant of the 12th Squadron stationed in Darwin, placed a floral wreath at the foot of the Spitfire memorial.

Crosses were also placed on the Wall of Remembrance by VIPs, RAAFA Division Councillors and Executive, branches and members.

Rhegan Harvey of the Australian Air Force Cadets presented a tribute to the servicemen and women caught up in this attack on Darwin.



“In the first attack, which began just before 10.00am, the heavy rumbling of the Kate bombers covered the sky and hit shipping, infrastructure and the town. The Japanese attacked with over 180 planes that had been launched from Japanese land bases and aircraft carriers in the Timor Sea. Eight ships were sunk and most of the others were damaged by bombs or machine gunfire.”

“Darwin is arguably Australia’s most inclusive battle. Those who died that day included members of all three services, in rank ranging from a Wing Commander down to two cooks. They also included

merchant seamen, postal workers and civilians who were just doing their jobs. They included men and women, black and white Australians, a teenage girl and a grandfather. It is important to recognize that the very first attack on Australia as a nation cost the lives of representatives of that nation.”

“The bravery and mateship shown that day has influenced not only the culture of Australia but has also increased the capabilities of our defence systems. The dreadful day brought a new awareness for national security that still has an influence today.”

## Alice Ross-King Care Centre official opening

### Governor opens Centre

The Governor of Western Australia, Her Excellency the Honourable Kerry Sanderson AC, officially opened RAAFA's new state-of-the-art Alice Ross-King Care Centre on 3 August.

Chief Executive Officer John Murray welcomed Her Excellency the Honourable Kerry Sanderson AC to the care centre, and escorted the Governor and her entourage on a special tour of the \$30 million centre.

The Governor joined Beth Simpson and Maggie Johnson to officially open the centre, and unveiled a plaque commemorating the event with John Murray.

### Alice Ross-King's Granddaughters visit

It was a special day on 2 August, when two of Alice Ross-King's granddaughters, Maggie Johnson and Beth Simpson, met with residents and toured the centre for the very first time.

Beth travelled from Sydney while Maggie and her husband Keith travelled from Melbourne to be at the care centre, ahead of the official opening the following day.

When Beth and Maggie were growing up they always knew their famously pioneering grandmother as just



*L to R: Maggie Johnson, Beth Simpson, Mayor Russell Aubrey, Her Excellency the Hon Kerry Sanderson, Ben Morton and John Murray*

that – a loving grandma who doted on her family.

"Caring for others was how our grandmother lived her life. So, it was with great pleasure that we can accept the honour of naming this centre after our grandmother as it embodies the principles of care and support for others that were so important to her throughout her life."

Beth and Maggie said they were both extremely impressed by the design of the new care centre.



*L to R: Brett Mitchel, Graeme Bland, Clive Robertson, Sir Angus Houston and John Murray*

## RAAFA Annual Dinner

The RAAFA Annual Dinner is an occasion for members to enjoy the atmosphere and a chance to catch up with old friends and this year was no different with close to 120 members and guests gathering in June 2017.

The highlight of the evening was special guest speaker, Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd), who provided the guests with an insight into the crash investigation of Malaysian Airways MH17 in the Ukraine and the difficulties surrounding it.



*L to R: Helen Falkiner, Care Centre Manager, Andrew Hopkins, WA Aged Care Financial Solutions and John Murray*

## RAAFA gains recognition in excellence awards

The \$30 million Alice Ross-King Care Centre has taken out a prestigious industry award and won the Innovation and Best Practice category in the 2017 Aged and Community Services Australia (ACSA) Excellence in Care Awards.

Chief Executive Officer John Murray said, "We're very proud to have been recognised by Australia's peak not-for-profit aged care industry body and this accolade reflects how hard our staff have worked to make our new centre the huge success it has become.

"We're focused on responding to the individual needs and choices of each of our residents, rather than taking a 'one size fits all' approach traditionally seen in aged care and this has been recognised by ACSA in the awarding of this accolade."



## 75th Anniversary of Bomber Command

On Sunday, 28 May 2017, RAAFA held its annual Bomber Command Commemoration Ceremony at Air Force Memorial Estate in Bull Creek.

This year marked the 75th anniversary as Clive Robartson, State Vice President, paid homage to those who served in Bomber Command and made the supreme sacrifice. 125,000 Australian and allied aircrew served in Bomber Command; of those, 55,500 were killed in action and over 10,500 were taken prisoner.

Over 100 people watched as a smartly turned out parade of Australian Air Force Cadets set the scene for the wreath and cross laying ceremony, with music provided by the AFA Melville Band.

John Lyall, former member of Bomber Command and Molly Gordon, widow of Les Gordon, also a former member of Bomber Command, placed a wreath at the foot of the Spitfire memorial, assisted by State President, Graeme Bland.

Guest speaker, Jean Oliver, widow of Flying Officer George Oliver, a former member of Bomber Command, provided a detailed insight into George's wartime career. Her insight showed how with just 6 hours formal training George found himself as a Skipper of Wellington aircraft with full responsibility for both the aircraft and a crew of five.



*Molly Gordon, Graeme Bland and John Lyall lay a wreath in remembrance*

Taking part in missions, whether delivering personnel, ammunitions and arms or crates of pigeons used by Resistance groups and the manifold dangers attached to those missions which forged close bonds within the aircrews and groundcrew.

George and his aircrew took part in many famous actions during WWII including D-Day on 6 June 1944, describing the events in Normandy as "an amazing sight. As we looked down at the 5000 vessels involved in the landing, which can only be described as awesome... Ships of all shapes and sizes over which RAF fighter aircraft circled to protect. It was the most awesome and massive military sight that I have ever seen and will ever see!"

Lest we forget.

## Resident receives Korean Ambassador for Peace Medal

RAAFA resident, Harold Cheek was presented with the Korean Ambassador for Peace Medal on 12 July by Jinkil Lee, President of the Korean Veterans Association at a small gathering at the Bull Creek Club, along with four fellow Korean War veterans from the HMAS Bataan.

The commemorative medal was presented as an expression of appreciation from the Korean government to service men and women who served in the Korean War.

Fay Duda, the Honorary Consul said, "It is a great honour and pleasure to express the everlasting gratitude of the Republic of Korea and our people for the service you and your countrymen have performed in restoring and preserving our freedom and democracy. We cherish in our hearts the memory of your boundless sacrifices in helping us re-establish our Free Nation. In grateful recognition of your dedicated contributions, it is our privilege to proclaim you an 'Ambassador for Peace' with every good wish of the people of the Republic of Korea. Let each of us reaffirm our mutual respect and friendship that they may endure for generations to come."



*Harold Cheek receives the Peace Medal*



*Staying active*



*The sensory garden*



*Forming friendships*



*State War Memorial, Kings Park*

## New services launched in 2016-17

### Development and care set to go Above and Beyond

The number of Australians living with dementia is growing — and growing fast. Indeed, it is estimated that the number of people living with cognitive issues such as dementia will increase rapidly within the next ten years.

As a result, RAAFA identified a greater need for accommodation specially designed for people living with dementia, which is why we carried out a 32 bed redevelopment at Karri & Tuart Lodge in Merriwa.

The new accommodation, called Jasmine House after the simple sensory plant with an intoxicating fragrance, includes a number of relaxation rooms and a beautiful sensory garden, alfresco area and café style dining. The design enables people to move freely throughout the building, as well as the garden areas.

Whilst the building environment is important, it is just one part of the service. RAAFA's person centred care approach, called the R.E.A.L. Care experience is exciting and contemporary and operates very differently to traditional aged care. Staff support residents in choice and decision making around their daily routines, preferred activities and care provision, all within a positive social environment.

RAAFA has a real opportunity to implement this new model to make a R.E.A.L. difference in the lives of people living with dementia.

Jasmine House opened in October 2017.

### RAAFA Clear Skies

We have also developed RAAFA Clear Skies to work in conjunction with our Charitable Purpose Committee for support and involvement with the needs of ex-Service personnel.

This Committee has enabled RAAFA to be able to support the Veteran respite camp at Meentheena, near Marble Bar, and make a contribution to the Indigenous Veterans' Annual Memorial Ceremony at the State War Memorial to help ensure its continuity.

# Financial Report

## Financial Summary – 30 June 2017

### Income

	2016 (\$000's)	2017 (\$000's)	2016	2017
■ Resident Collections	13,366	14,510	27%	26%
■ Government Subsidies	23,046	27,569	47%	49%
■ Ingoing Fees	6,850	7,671	14%	14%
■ Interest Received	2,176	2,354	4%	4%
■ Other Revenue	3,866	4,131	8%	7%
<b>TOTAL INCOME</b>	<b>49,304</b>	<b>56,235</b>	<b>100%</b>	<b>100%</b>
	26%	49%	14%	4% 7%

### Expenditure

	2016 (\$000's)	2017 (\$000's)	2016	2017
■ Employment	26,271	30,916	53%	55%
■ Facilities Maintenance	1,401	1,465	3%	3%
■ Catering Consumables	1,981	2,096	4%	4%
■ Depreciation	8,145	9,691	17%	17%
■ Energy Costs	1,090	1,007	2%	2%
■ Other Costs	10,348	10,678	21%	19%
<b>TOTAL EXPENDITURE</b>	<b>49,236</b>	<b>55,853</b>	<b>100%</b>	<b>100%</b>
	55%	3% 4%	17%	2% 19%

### Assets

	2016 (\$000's)	2017 (\$000's)	2016	2017
■ Cash & Deposits	73,201	97,007	21%	26%
■ Receivables	7,094	4,252	2%	1%
■ Property, Plant and Equipment	271,579	273,464	77%	73%
■ Other Assets	1,025	1,491	0%	0%
<b>TOTAL ASSETS</b>	<b>352,899</b>	<b>376,214</b>	<b>100%</b>	<b>100%</b>
	26%	1%	73%	

### Liabilities

	2016 (\$000's)	2017 (\$000's)	2016	2017
■ Resident Refundable Balances	309,593	333,102	97%	97%
■ Creditors and Payables	5,071	4,559	2%	2%
■ Loans from Members	468	440	0%	0%
■ Employee Provisions	4,058	4,052	1%	1%
<b>TOTAL ASSETS</b>	<b>319,190</b>	<b>342,153</b>	<b>100%</b>	<b>100%</b>
	97%		2%	1%

### Net Surplus

	2016 (\$000's)	2017 (\$000's)
	68	382

### Equity

	2016 (\$000's)	2017 (\$000's)
<b>TOTAL EQUITY</b>	<b>33,709</b>	<b>34,061</b>

# Milestones

## July–August 2016

- Approval of the new RAAFA brand strategy.

## August–December 2016

- Official opening of the Alice Ross-King Care Centre by the Governor of WA, Her Excellency the Hon. Kerry Sanderson AC.
- Approval by Division Council for the purchase of Two Rocks 6 hectare site.
- Renovations of dementia specific area in Karri & Tuart Lodge commences.

## December 2016 – February 2017

- Air Force Memorial Estate, Bull Creek masterplan reviewed and approved.

## February–May 2017

- RAAFA strategic plan review.

## May–June 2017

- 75th Anniversary of Bomber Command.

## June 2017

- Alice Ross-King Care Centre awarded the Aged and Community Services Australia (ACSA) Excellence in Care Award for Innovation and Best Practice.
- Bull Creek Club re-development approved.
- Launch of the new RAAFA website.

# RAAFA

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