





# Chairman & CEO Report

The acknowledgement of RAAFA's accomplishments over the past 90 years gives us cause to pause and reflect on the remarkable achievements of our forefathers.

When we take the time to reflect on the history of the WA Division as documented in the *Per Ardua* and *Ad Astra* books you get an understanding of the many challenges and celebrations that this organisation has faced and shared with its members over the last 90 years.

We are currently in a period where the organisation is essentially, being buffeted in a perfect storm. The contributing factors are:

1. The ever increasing focus on legislation and quality compliance standards within Aged Care, along with the focus on the Royal Commission into Aged Care Quality and Safety.
2. The impact of 5 years of effectively decreasing revenue, in terms of subsidy payments from the Government, that is patently inadequate to cover the increasing wage costs of our care staff who provide a magnificent service to everyone in our care facilities and community.

For many of our members the decreasing purchasing power of the Aged Pension is placing pressure on their quality of life due to the limited funds they have available to spend on even the small pleasures in life. This is very evident when the real cost of running our retirement villages is fully understood and as a result, residents are increasingly anxious about their capacity to pay these increasing costs.

Our employees feel all of these pressure points, with many working beyond expectation to achieve positive outcomes for all our members and residents.

Similar circumstances were felt during the late 1960s when RAAFA members set out to establish a County Club and provide housing for veterans and retirees.

We continue to look to the future, despite what at times, can be very frustrating circumstances. Evidence of this can be seen with RAAFA's improvement of its internal capacity with the support of our governing body, and the combined expertise of our executive and senior leadership teams, skilled to manage these difficult times.

We continue to improve and enhance our existing assets, such as the refurbishment of Gordon Lodge, along with new assets including the Clubhouse and Cirrus Apartments construction in Bull Creek. The next significant programs are the commencement of the master planning at AFME in Bull Creek and the future development of the Two Rocks site.

In these changing times, the Division Council and senior team have worked together on the development of a 5 year Strategic Plan utilising a balanced score card approach. Pivotal to RAAFA's success is ensuring our financial health and sustainability, building strength in our people, enhancing our operational excellence and productivity and lastly, understanding and responding to our customers' needs so we can stay true to our purpose.

We have also revitalised and launched our purpose and vision to reflect what we do for all elements of RAAFA today. We believe our purpose and vision captures our 'One RAAFA' view of members, customers and veterans.

## Our purpose

**Honour the past, be in the present and embrace the future**

## Our Vision

**To go above and beyond, engaging and supporting our community**

RAAFA Connect, which provides community based care delivery into our villages and the broader community has grown, especially in the provision of veteran home care and nursing services under the contract to the Department of Veterans' Affairs. The high standard of our work was recently recognised with a letter from the Department of Veterans' Affairs acknowledging RAAFA in its commitment to service delivery.



Clive Robartson AM, State President & John Murray, CEO

Whilst managing all of the changes in the organisation and the additional pressure, we have moved offices from Applecross to South Perth. This was only achieved through the goodwill and efforts of all of the staff, to make it as seamless as possible.

The maintenance of high quality standards continue to be recognised subsequent to residential care accreditation reviews. There is new Aged Care standards, commencing 1 July 2019 with RAAFA well placed to meet these more consumer focused assessments.

## National Body

The Air Force Association National Body is working with all the State Divisions to define its future role and determine ways to improve its financial sustainability whilst focused on celebrating its 100th year in 2020. One of those steps is to work towards harmonisation of all the State Divisions so that they reflect the principles of one Air Force Association

across Australia. This does not mean in any way that the States will not continue to operate as separate entities, but rather, they work together in a more consistent and transparent way to achieve the best outcomes for veterans across Australia.

We believe that future generations will in turn be reading the history about the changes and challenges and the amazing efforts of the Air Force Association in Western Australia to work through difficult times. They will see that ultimately RAAFA provided expanded quality of services for the veterans' in the West Australian community during these challenging years.

We would like to thank the members of the Division Council and all our staff and volunteers for enabling us to create this positive outlook for the future of RAAFA.

**Clive Robartson AM & John Murray**

# Seniors Living

Engaging and supporting our community.

RAAFA operates integrated connected seniors living communities within our retirement living estates, offering a 'continuum of care' approach to support our members and older Western Australians as they age, from retirement through to the end of life. Our focus is on person-centred care and support, and assisting people to seamlessly access the services they need in their place of choice.

## Retirement Living

As the older Western Australian community grows, so too has RAAFA's range of services to provide an engaging and supportive community, with quality options to enable individuals to maintain full and independent lives.

Each year RAAFA participates in the Property Council Census conducted by Pricewaterhouse Coopers. It is interesting to note that the average age of residents living in our estates is 80 (with 28% of people over 85) and the average age people are entering retirement living has increased to 78.

Over half of RAAFA's residents live on their own - leading to some changes in the supports and services residents need or expect. Our staff are responding to increased numbers of people receiving home delivered meals and establishment of groups to enable people to meet new friends in a safe and welcoming environment.

Our Welfare Officers operate on each Estate to support residents with a variety of needs ranging from assistance with completing documents, accessing home supports, emotional and bereavement support and a growing level of support for people living with memory loss.

## RAAFA Connect

Continues to grow to meet increasing demand, enabling more people to remain living at home, with over 35% growth in the last 12 months. The number of veterans being supported has increased threefold due to the expansion of our Veteran Home Care program.

## Residential Care

The focus has been on embedding RAAFA's R.E.A.L Care Experience (Respected, Enabled, Active, Lifestyle) throughout our five Residential Care centres. Our model aims to deliver the right care at the right time through safe, high quality person centred care, in a home like environment. The approach promotes resident choice and decision making, recognises individuality and diversity, and has a focus on dignity, compassion, respect and recognition of each person's own unique values, attitudes and beliefs.

Feedback at all levels from residents has been extremely positive.

1. Residential Care 2. RAAFA Connect



3. Retirement Living intergenerational program

“

Watching the joy shared in making a magic moment and creating a lasting memory to take away from the photo booth.

Dying to Know Day, making lasting memories

”



# RAAFA continues to grow



**\$3.6M Gordon Lodge refurbishment** in support of our model of care - smaller household model, accessible gardens and improved amenities



**New synthetic bowling greens** at both Merriwa Estate and Cambrai Village, creating one of the best greens in the Perth metropolitan area



**Cirrus Apartments & Clubhouse development** - 56 apartment development at AFME, anticipated completion October 2020



**Improvements at estate hobby workshops**, resulting in a safer and more functional place to inspire and create your hobbies



**Two Rocks development** - allocation of 80 aged care bed licences and public open space planning



**Successful relocation of the Bull Creek Club** during the construction of the new Cirrus Apartments and Clubhouse, enabling continued fellowship and group opportunities



**AFME in Bull Creek** - appointment of Plus Architecture to lead the next stage development master planning and stakeholder engagement for the future design of AFME in Bull Creek

"RAAFA maintains a continuous level of professional care, have a constant attitude of empathy and cheerfulness towards residents. I feel the care culture and administration system at the Lodge is resident centred and transparent. The welfare of residents seems to have a high priority in administrative planning and operations. I always feel that my opinions matter and the channels of communication to the administration are always open. Residents are free to express their views in regular resident and relative meetings and via the "tell us what you think forms."

**Desborough Wright OAM, resident at Vivian Bullwinkel Lodge**

In an increasingly complex business operating environment, RAAFA's investment in systems improvement continues

Updated Point of Sale (POS) systems implemented at Clubs



Phase 1 CRM project completed for RAAFA membership management and Retirement Living accommodation waitlisting



Identification of RAAFA requirements and selection of Facilities and Asset Management System; implementation underway



Payroll system upgraded with cloud based solution



IPads for Clinical Medication implemented across Residential Care

IT DRP (Disaster Recovery Program) site implemented at South Perth

IT Security improvements implemented



Completed roll out of optical fibre to Cambrai Village and Merriwa Estate, Retirement Living units



Information and Records Management project (multi stream) underway following a comprehensive assessment of requirements



# Timeline

Reflecting on our humble beginnings in 1929, RAAFA is now the seventh largest not-for-profit organisation in Australia that provides retirement living.

## 1929

Formed to continue the camaraderie and welfare for those who served in the Australian Flying Corps and Royal Flying Corps during WWI.



## 1952

Acquired a building in Adelaide Terrace as a commitment to future growth.



## 1970

Established a Country Club in Bull Creek to provide somewhere for commemorations and celebrations in comradeship with a view to offering retirement accommodation for members in their later years.

## 1939

Offered support to airmen and women who came to Perth for respite during WWII.

# Today

Conscious of the demands of the aging population we now have a range of services to provide an engaging and supportive community. Our association continues to grow significantly. We have 1,447 Retirement Living units that provide home for over 2,000 residents. RAAFA Connect, our home care service, provides tailored packages to assist older people to remain living independently for as long as possible and our Residential Care centres provide 446 homes across our five centres.

## 1979

Saw the opening of the Aviation Heritage Museum to house the growing collection of memorabilia. Government funds contributed to the second wing to house the larger aircraft, which opened in 1983.



## 1984

Renamed RAAFA to appeal to the present day service members, the Association has continued to evolve to stay relevant, welcoming men and women from all areas of the community.



Proudly committed to supporting the community through our philanthropic Clear Skies program that maintains RAAFA's traditions and heritage.

We look forward to the next 90 years and remain committed to serving the WA community and with the assistance of our dedicated staff and volunteers, to enabling individuals to maintain full and independent lives.

# Clear Skies

In our 90th year it is worth reflecting on the history of RAAFA, why we were formed and how we have survived for so many decades - our roots belong in camaraderie, selflessness and friendship.

In December, RAAFA appointed the head of Clear Skies - a role within our leadership team - to place renewed emphasis on our charitable purpose as we celebrate our ninth decade. Clear Skies focuses on our membership, veterans and heritage. This includes our much-loved Aviation Heritage Museum, Australian Air Force Cadets, Branches, links with the ex-service community and youth scholarships.

We look forward to the next 90 years, and remain as committed as ever to serving the West Australian community in our age-old tradition, as a result of our new charitable service.

### Advocacy support

Throughout the financial year, veterans have continued to receive support from RAAFA's advocacy services to assist them in accessing providers through the Department of Veterans' Affairs.

This year our team of over 20 volunteers, led by Graeme Bland at our offices in Meadow Springs and Bull Creek, conducted over 310 interviews with 137 new clients. From this 208 claims were submitted with 34 hearings at the Veterans' Review Board.

Having access to these services has really improved the quality of life for many people including RAAFA residents Andrew and Jackie Skinner.

"After lengthy attempts at navigating the compensation system we sat down for a chat with Graeme who looked through Andrew's documentation. Although he didn't make any unrealistic promises, he asked us to leave it with him and for the first time in years we came away with a glimmer of hope. We successfully met with the Veterans' Review Board and couldn't be happier with the outcome," said Jackie.

1. 2019 Leadership Award recipient Alexander White with the Governor 2. Remembrance Day Cambrai Village 3. Museum volunteers, Derek Catling and Colin Woods 4. Bomber Command Veterans 5. Remembrance Day Centenary AFME - Poppy project



“

The museum has a diverse range of activities and things to do, from maintenance and restoration to display management and tour guides. There's really something for everyone here, and you can do as much or as little as you like. It's also a great way to get to know people. I've ended up meeting lots of new friends and feeling very fulfilled after retiring.

Colin Woods, Museum volunteer

”



Aviation Heritage Museum, 40 years. The Southern Hanger, with its unique Lew Harding hyperbolic parabola design, opened in 1979 with more than 1000 visitors over the first weekend. It took 20 years, but in addition to the aviation heritage it now houses, the museum serves as a permanent reminder of the work carried out by the Aviation Historical Group and their tireless efforts to reach this important milestone.



Our Lancaster B MK VII, NX622, 75 years. Built in 1945, our Lancaster was due to see service as part of "Tiger Force" in the Far East. However, the war ended, and in 1952 she was sold to the French Aeronavale Air Force, before being donated to RAAFA and flown to Perth in 1962.



RAAFA, 90 years strong. Maintaining our heritage whilst embracing the future.

# People & Culture

RAAFA strives to nurture capability, embrace creativity and build commitment within our people.

## Investing in our people

We promote a safe, inclusive and collaborative culture, with our people operating in an environment that expects the highest standards of care.

Our commitment to our customer experience is only achieved through the efforts of our talented and committed workforce and any sustainable growth within RAAFA will be achieved by the same efforts. Investing in our people not only ensures quality services today, but also prepares RAAFA for the future.

Customer experience is what makes RAAFA unique, it gives us heart and attracts the right people to join us. We always ensure that any investment in development respects and recognises our rich 90 year heritage. Honouring our past guides us in the present and informs our future.

Our staff are taken through RAAFA's history when they first come on board as an employee. This not only motivates our talented and committed workforce, but also provides them with a sense of belonging to an organisation with a strong community spirit.

Our workforce of 700 strong, built on a solid foundation, grows in strength, agility and ability in each and enables us to respond to the changing needs and desires of our current and future customers. We take pride in delighting our customers at every turn.

1. Sarah Thompson, Vivian Bullwinkel Lodge Carer. Finalist - ACSWA Trainee. 2. Kylee Howard, RAAFA Connect Care Services Coordinator. Finalist - ACSWA Employee of the Year. 3. Priscilla Krisnawati-Mann, Café Dean Supervisor. Winner - OSCAR Aged Care Hospitality Food Services Individual of the Year. 4. Cheryl Clark, Amity Village Albany Estate Manager. Finalist - National Retirement Living Village Manager of the Year.



“

I have learnt so much from the residents, their years of experience and what they did during their working life.

Our longest serving staff member for over 35 years, Graham Hammond, AFME Grounds Supervisor

”



Ongoing learning for staff through varied methods and topics ranging from practical hands-on training such as CPR and administering medication, to thought provoking learning such as enabling inclusiveness, spirituality and LGBTIQ to investing in our current and future leaders with emerging and transformational leadership programs.



Clive Smith, one of our dedicated employees, always working hard to provide great care and service.



We continue to invest in the community through supporting various charitable works like the Ronald McDonald House Home for Dinner program and the Smith Family Christmas toy and book appeal.



# Governance

During this, our 90th year, Division Council is no less committed than ever before to corporate governance and its importance to the long term sustainability of RAAFA. It is for this reason that we are committed to embedding best practice not-for-profit corporate governance throughout our entire organisation - so that we remain as successful in the decades to come.

RAAFA is governed by a Division Council, which is comprised of six elected members, three appointed independent Councillors, and the CEO as ex-officio (non-voting).

RAAFA's Governance structure is focused on:

- Ensuring successful organisational strategies and plans
- Operational effectiveness
- Prudent regulatory compliance, financial and risk management
- Keeping member and stakeholder engagement high

The Division Council formally delegates certain functions to Committees and Management with the aim of improved decision-making. The following Committees are in place and convened frequently during the financial year:

- Audit & Risk Committee
- Clear Skies Committee
- Planning & Development Committee
- Safety, Quality & Compliance Committee
- State Executive Committee

As we celebrate our 90th anniversary, each committee continues to encourage and expedite robust conversations and activities around the key areas of the organisation to assist in achieving good governance - as has been done throughout our history.

The composition of the Division Council, Committee members, and wider Executive Management group have particular regard to gender diversity, the right mix of skills, knowledge, expertise and experience necessary to the collective capability and effective functioning of the organisation.

Throughout the reporting year we have continued to monitor our approach to governance to ensure it remains appropriate, including:

- Adherence to the established Constitution
- Continually developing and reviewing our policies and code of conduct which sets out the minimum standard of governance and management behaviours required
- Fostering an always "top of mind" focus across the organisation on the numerous compliance and accreditation requirements
- Ensuring the Division Council and Committees are provided with ongoing, relevant and timely financial and operational information to facilitate their decision-making duties
- Completing external and internal financial audits
- Increase the investment on systems and technology to improve programs and data, whilst meeting obligations and managing risk.

These governance initiatives are maintained within the limits and available resources of RAAFA being operated on a not-for-profit basis.

The Commonwealth Government has announced that all organisations providing Commonwealth subsidised aged care services are required to comply with the new Aged Care Quality Standards that take effect from July 2019.

The most significant change is that the current Accreditation Standards and the Common Standards no longer apply, replaced by a common set of standards and requirements known as the Single Aged Care Quality Framework.

The Quality Standards clearly define what good aged care should look like. All accreditations for residential aged care facilities will be unannounced which came into effect in July 2019. RAAFA is proud of its strong and positive Accreditation outcomes achieved, substantiated by high Consumer Experience feedback reports.

In this milestone year, our organisation continues to acknowledge opportunities to implement and create a strong culture of continuous learning throughout the organisation. The Division Council engages in training and governance sessions with professionals who are highly regarded in the industry, along with professional bodies such as AICD.

Indeed, our culture reflects our focus on supporting people to lead lives interwoven with dignity and joy.

# Finance Summary

What We Earned	19 \$'000	18 \$'000	19 %	18 %
Resident Collections	15,876	15,338	26%	26%
Government Subsidies	31,594	30,508	52%	51%
Ingoing Fees	8,307	7,822	13%	13%
Interest Received	2,072	2,356	3%	4%
Other Revenue	3,843	3,859	6%	6%
<b>TOTAL INCOME</b>	<b>61,692</b>	<b>59,883</b>	<b>100%</b>	<b>100%</b>

- Resident Collections
- Government Subsidies
- Ingoing Fees
- Interest Received
- Other Revenue

What We Spent	19 \$'000	18 \$'000	19 %	18 %
Employment	37,534	35,224	59%	57%
Facilities Maintenance	1,767	1,523	3%	2%
Catering Consumables	2,177	2,149	3%	3%
Depreciation	9,890	10,020	15%	16%
Energy Costs	1,017	1,097	2%	2%
Other Costs	11,768	12,177	18%	20%
<b>TOTAL EXPENDITURE</b>	<b>64,153</b>	<b>62,190</b>	<b>100%</b>	<b>100%</b>

- Employment
- Facilities Maintenance
- Catering Consumables
- Depreciation
- Energy Costs
- Other Costs

Net Surplus/Deficit	19 \$'000	18 \$'000
Net (Deficit)	(2,461)	(2,307)

What We Own	19 \$'000	18 \$'000	19 %	18 %
Cash & Deposits	71,779	84,457	18%	21%
Receivables	4,986	5,484	1%	1%
Property, Plant & Equipment	324,388	320,460	81%	78%
Other Assets	561	1,352	0%	0%
<b>TOTAL ASSETS</b>	<b>401,714</b>	<b>411,753</b>	<b>100%</b>	<b>100%</b>

- Cash & Deposits
- Receivables
- Property, Plant & Equipment
- Other Assets

What We Owe	19 \$'000	18 \$'000	19 %	18 %
Resident Refundable Balances	341,508	348,172	97%	97%
Creditors & Payables	5,585	6,558	2%	2%
Loans from Members	310	310	0%	0%
Employee Provisions	4,628	4,528	1%	1%
<b>TOTAL LIABILITIES</b>	<b>352,031</b>	<b>359,568</b>	<b>100%</b>	<b>100%</b>

- Resident Refundable Balances
- Creditors & Payables
- Loans from Members
- Employee Provisions

Equity	19 \$'000	18 \$'000
Total Equity	49,683	52,185

**Note** This finance summary should be read in conjunction with the full audited financial report for the year ended 30 June 2019. Rounding applied.

# Division Councillors



Our State Presidents over the 90 years

The Air Force Association (Western Australian Division) Incorporated, trading as RAAFA is an incorporated association in Western Australia formed in 1929 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 Air Force Association Limited.

### Our Purpose

**Honour the past, be in the present, embrace the future**

### Our Vision

**To go above and beyond in engaging and supporting our community**



### Division Councillors

**Clive Robartson**

State President (Chairperson) from October 2018, State Vice President to October 2018

**Graeme Bland**

State President (Chairperson) to October 2018

**Patrick (Pat) Hall**

State Vice President from December 2018

**Ron Onions**

State Secretary

**Geraldine Carlton (not pictured)**

Appointed Division Councillor

**Allyn Wasley**

Appointed Division Councillor from October 2018

**Chris Carman**

Appointed Division Councillor from March 2019

**Tony Brun**

Appointed Division Councillor to December 2018

**Peter Smith**

Elected Division Councillor from October 2018

**Richard Rust**

Elected Division Councillor from October 2018

**Ian Petkoff**

Elected Division Councillor from October 2018

**Lindsay Lane**

Elected Division Councillor to October 2018

**Denise Nicolay**

Elected Division Councillor to October 2018

**Allan Henshaw**

Elected Division Councillor to October 2018, State Vice President from October 18 to December 18

### Executive Team

**John Murray**

Chief Executive Officer

**Tonia Zeeman**

Chief Operating Officer

**Brent Naughton**

Chief Financial Officer

**Lisa Hawkins**

Head, People and Culture (from March 2019)

**Elishia Pettit**

Head, People and Culture (to March 2019)

**Ian Craig**

Head, Clear Skies from December 2018

● TWO ROCKS

**Two Rocks**

**Future Development**

**Merriwa**

**Residential Care**

Karri & Tuart Lodge  
Vivian Bullwinkel Lodge

**Retirement Living**

Cambrai Village  
RAAFA Estate Merriwa

**South Perth**

**Future Development**

**Bull Creek**

**Residential Care**

Alice Ross-King Care Centre  
Gordon Lodge

**Retirement Living**

Air Force Memorial Estate  
Aviation Heritage Museum

**Meadow Springs**

**Residential Care**

McNamara Lodge

**Retirement Living**

RAAFA Estate Meadow Springs

**Erskine**

**Retirement Living**

Erskine Grove

**Yakamia**

**Retirement Living**

RAAFA Amity Village Albany

● MERRIWA

● JOONDALUP

● PERTH

● SOUTH PERTH

● BULL CREEK

● MEADOW SPRINGS

● MANDURAH

● ERSKINE



**Air Force Association**

**(Western Australian Division) Inc.**

18 Bowman Street, South Perth WA 6151

T (08) 9288 8400

E enquiries@raafawa.org.au

W raafawa.org.au

Fb RAAFAWA

