

RAAFA



19

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THE RAAFA WAY

annual report





# The RAAFA Way

## Our focus is on you

### Purpose

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

### Values

Respect  
Care  
Honesty

### Vision

To go above and beyond in engaging and supporting our community

The Air Force Association (Western Australian Division) Incorporated, trading as RAAFA is an incorporated association in Western Australia and is a division of the national association. We were 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.



# Chairman & CEO report

## Moving forward together



The term “a watershed year” comes to mind when reflecting on the financial year 2019–20. The focus on services for both veterans and seniors in our communities has escalated in the minds of Australians predominantly due to policy failure and drive by both sides of the political fence for decades.

The Air Force Association of Australia (AFA), has been highlighting this lack of response to the needs of the veteran community and despite advocacy undertaken by those in ex-service organisations, the need for change has fallen on deaf ears, until recently.

The members of Division Council’s across each State in Australia in combination with the National Board have responded to a number of government inspired inquiries into the state of support for veterans. The productivity report “A Better Way to Support Veterans”, had a major focus on the performance of the Department of Veterans’ Affairs (DVA) and their response to supporting veterans needs. Reforms are now underway to change the cultural perspective of DVA across Australia with the major focus on improving access to mental health services, especially to minimise the risk of self-harm.

The AFA National Board has created a Joint Board Steering Group (JBSG) with the primary purpose of redefining and harmonising governance and membership structures across all Divisions. One JBSG initiative showing positive outcomes with increasing engagement with Air Force senior officers and personnel is the work undertaken by all Divisions to identify better ways to engage with younger veterans, current serving personnel and their families. The recent acceptance of Chief of Air Force, Air Marshal Mel Hupfeld, AO DSC, to be the patron for the Association is another indicator of the growing reconnection between the Association and the Air Force family across Australia.

The creation of an executive role to drive the purpose and engagement with veterans and defence under the banner of Clear Skies has seen significant growth in connection and engagement with Air Force heritage and the current serving personnel at Pearce Air Base.

Several significant projects are being planned which engage the branches within Western Australia. This has seen a regeneration of the focus on the original purpose of the organisation established 90 years ago in this State in 1929. The acknowledgement and celebration this year of the 100th anniversary of the Air Force Association across Australia reflects our continued commitment and role as an ex-service organisation.

The second most significant watershed moment has been the awakening of the Australian community to the important role that aged care providers and their staff have in ensuring quality care for vulnerable seniors across this nation. The operation of the “Seniors Living” portfolio under the banner of RAAFA, has been impacted by the erosion of funding structures that are required to support the provision of care within a residential care facility. At the time of writing, the sector was showing 63% of aged care facilities across Australia reporting a negative profit, with over 25% reporting negative cash flows.

Continual advocacy of peak bodies representing our sector over many years has seen continual frustration primarily due to political parties that don't believe that aged care to date has been an issue that impacts on the decision making of most Australians at the polls. The mood and focus of many voting Australians is changing due to a number of significant events over this year.

The interim report of the Royal Commission into Aged Care Quality and Safety titled “Neglect” has focused on the Commonwealth Government response to an ageing community with very

clear reference to the inadequacy of funding and lack of support for seniors. This has now risen to new levels of coverage within the media and engagement with the Australian community.

The changes in legislation from 1 July 2019 and increased powers of the Aged Care Quality and Safety Commission has highlighted how many providers are struggling in their ability to meet the standards expected with the limited funding structures and staffing requirements.

The COVID-19 pandemic has hailed an increased understanding across both government and community of the significant role that aged care providers across Australia have in supporting seniors, sadly against a backdrop of many deaths within care facilities in the Eastern States. The awakening of many at all levels of government that facilities are not miniature hospitals and that they do not have the capacity to respond to these pandemics was in many cases, too late.

RAAFA has an amazing team of people who have worked diligently to develop COVID-19 response, train staff and to ensure that we have the PPE resources required to support the residents, family and staff in the event of an outbreak.

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So, as we reflect on this watershed year, we would like you to recognise and acknowledge the amazing work that has been done to ensure the quality and safety of all those living in our aged care facilities and large retirement villages.

The effort put in by all our staff, whilst still ensuring and achieving compliance standards with ever reducing resources, against a backdrop of COVID-19 preparation is to be commended. Teams continue to support each other through COVID-19 with a positive culture, maintaining a focus on the purpose of the Association, supporting the community, veterans and service personnel, reflecting the rich history and purpose of our association and its hundred year history in Australia.

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Clive Robartson AM & John Murray

# COVID-19

## Responding together

With the safety of our residents and staff being such a high priority, our efforts have been focussed on ensuring we are adequately prepared to respond. This has been a multifaceted exercise, led by a dedicated Outbreak Management Team.



“ It was the best thing to lock us down to keep me safe. I could see my family and skype and even talk to my sister in England. I am using WhatsApp - it was hard... ”  
resident.

Throughout the lockdown period, staff worked hard to keep residents connected with loved ones, by phone, email, facetime or through connection windows.

The special sense of community and camaraderie at RAAFA has been tangible, with our staff, volunteers, RAAFA Branches and members working together to coordinate support and activities across our estates.

Initiatives to assist people during periods of isolation included special parmigiana night home delivered meals at Merriwa Estate and Cambrai Village



Fun social distancing activities across our estates included Mother's Day treats at Meadow Springs Estate to combat isolation and loneliness



Special care packages from students at All Saints College buoyed residents' spirits at AFME



“ Pleased with everything RAAFA has done, just want Mum to be safe ”

# Seniors Living

Creating lifestyles, not just accommodation



## RAAFA Connect

Specialising in home support service, tailored to assist people to remain living independently in their own home. RAAFA Connect also provides DVA nursing and veterans home care services.

“ I've gradually increased the services I receive as I've need them, and have been very happy with the professional level of care I've received from the staff members who visit me during the week. The ladies are all experienced and are incredibly empathetic and caring. ”

Robert Bergman

## Retirement Living

Amenity upgrades



Middleton Hall refurbishment at Meadow Springs Estate included high resident involvement and an artful combination of form and function

The project demonstrated corporate social responsibility with the net result being just two small boxes going to landfill





# Residential Care



## Supporting great care....

Following a successful trial at the Alice Ross-King Care Centre, iPads have been installed adjacent to the resident's rooms in all our residential care homes so that staff can complete their documentation at the point of care.

## Accreditation under the new Aged Care Standards

RAAFA has had several full 3-year accreditation reviews, in addition to follow up reviews and desk top audits in relation to COVID-19 readiness. Our residential homes remain fully compliant.

## Living environment



Refurbishments at both McNamara Lodge and Gordon Lodge

“ The staff treat my mum with genuine care & respect & involve her in as many activities as she is able to do. We are informed of any changes in her health & actions to be taken. ”

Family member, Gordon Lodge

**9/10 Customer satisfaction rating from residents and their families**

## Awards



Amity Village Albany – Best Kept Business Garden Award

## Milestones



Cambrai Village 20th Anniversary and Merriwa Estate 25th Anniversary



Erskine Grove gym expansion

# Growth

## Your future is safe with us

### Master Planning – Air Force Memorial Estate (AFME) Bull Creek

The future looks bright for our oldest estate

Our aim is to:

- Create a new heart at the centre of the site – where residents can belong and choose how to pursue their daily lives
- Improve the memorial gateway to the Estate
- Connect with nature, open space and landscape by enhancing and creating greater connection to Lake Howard and the central park land and take advantage of city views
- Provide places for gathering, privacy and retreat through more formal and informal social spaces
- Be highly accessible and inclusive with clear connections to key destinations and a great people-focussed street environment

Our vision for the AFME is to create an inclusive, safe and connected community that enables people to continue to live healthy, purposeful lives through responsive facilities and services, meaningful relationships, ongoing learning and a choice of activities.

Planning for the next phase of development is well progressed following the very recent completion of Cirrus Apartments, a 57 apartment building and new RAAFA Club.

### RAAFA Club

The RAAFA Club at the Air Force Memorial Estate (AFME) in Bull Creek is an important place for the residents at AFME and members of RAAFA. The original Club was built in 1972 and was demolished in 2018 to make way for the development of a new Club and our Cirrus Apartment development.

The Club provides an opportunity for reflection and renewal with respect to the operation, services, look and feel, in a way that builds upon the special parts of the original and temporary facilities. This is important because the Club is part of the fabric of RAAFA and of the Estate.

Resulting from many conversations and considerable consultation, the Vision and Principles were developed to guide the planning and commissioning of the new Club, opening in October 2020.

Our vision is to create a thriving community hub with a great atmosphere where everyone is welcome.... The place to be!





## Cirrus Apartments

- Focused on providing a community environment that allows residents to maximise their lifestyle opportunities
- Range of stylish two and three bedroom apartments with modern kitchens and open-plan living areas that flow onto balconies in a contemporary 6 level building
- Includes a private resident's lounge and a limited number of north-facing penthouses boasting panoramic river views



# Public artwork

## Honouring the past, being in the present and embracing the future

Created by renowned WA artist Anne Neil the artwork offers a welcoming feature to residents and visitors to the RAAFA Club and Cirrus Apartments.

Based on the theme of hobbies and modelmaking, the artworks have a sense of fun and playfulness, with use of the parts and shapes of a Hawker Hurricane model making kit as inspiration.

“It has been a real thrill to be working on this project, and in fact it has been quite personal for me as my father was a radio operator and flew for RAAF in WWII,” said Anne.

“He was a very private man and although we knew a little bit about what he went through, this project has enabled me to connect with him in many ways, even though he passed away several years ago.

I’ve met a number of museum volunteers as a result of this project, many of whom were my dad’s age, and I have been able to sit in some of the planes my father flew in and understand a little more about some of the experiences he would have had during the war years.”

Anne explains that she was spoilt for choice in terms of inspiration for the project, with the time she spent at the museum also bringing back wonderful childhood memories.

“I purchased a few model aeroplane kits when I was first working on the project, and managed to track down a balsa wood kit.

“I found the small parts intriguing and beautiful with their stamped part numbers and recesses, and this inspired me to create new sculptures from replicas of the kit pieces.

“Like the sculptures, the external precast concrete wall artwork is abstract and extends the original concept story with the low relief pattern inspired by the spaces left in the balsa wood sheets when the shapes are pushed out. This design is also reflected inside the Club.

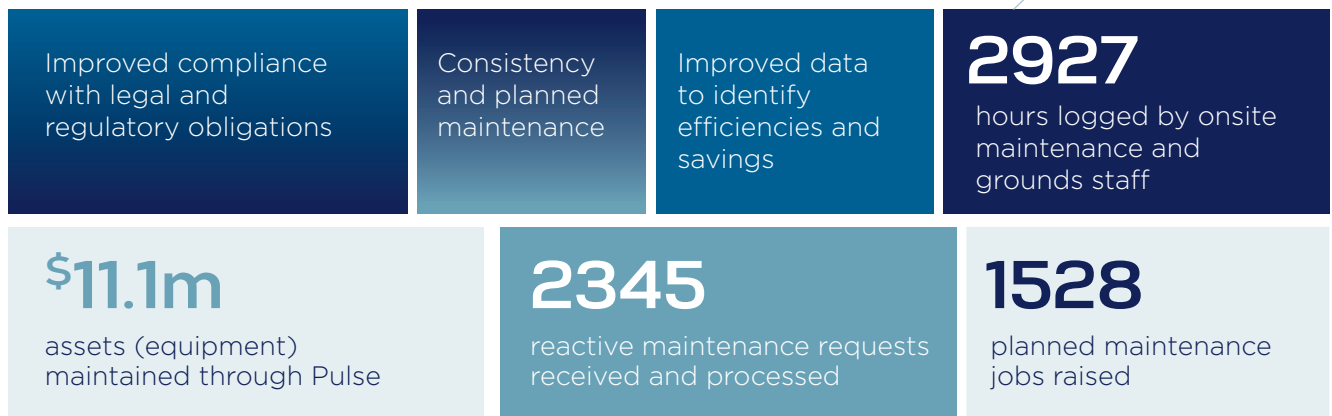
“From all of the aeroplane kits available, I chose the Hawker Hurricane model, as this plane was pivotal to the success of the Battle of Britain but was largely unrecognised for its contributions.”



# Infrastructure & system improvements

## Building a strong foundation

### Facilities Management System 'Pulse'



### GPON

Our multi-million-dollar investment to upgrade our fibre optic networks (resident phone, MATV and internet services) across our estates.

### Information and Records Management System

The technical build and implementation of the electronic document records management system is completed, and the processing of archived records has commenced.

RAAFA's policy framework for records management and retention provides guidance on the creation and management of information to ensure:

- Compliance with legislative and business requirements
- Consistent application of principles within relevant standards
- Increased efficiency and accountability including reducing time spent finding records and enhancing information sharing within RAAFA
- Clear outline of staff responsibilities for information and records management

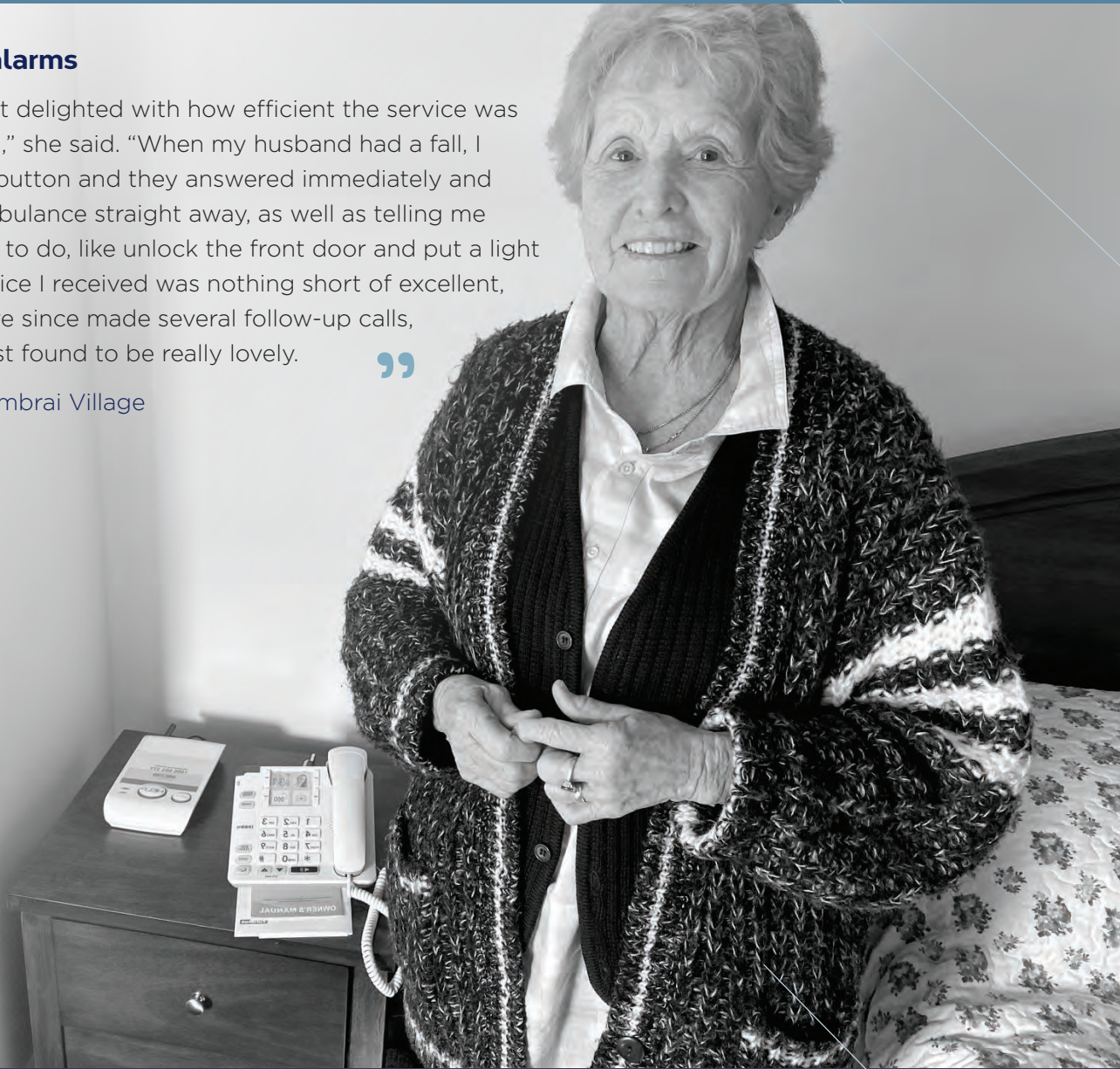
# Security improvements

## Your future is safe with us

### Personal alarms

“ I was just delighted with how efficient the service was from Tunstall,” she said. “When my husband had a fall, I pressed the button and they answered immediately and called an ambulance straight away, as well as telling me exactly what to do, like unlock the front door and put a light on. The service I received was nothing short of excellent, and they have since made several follow-up calls, which I’ve just found to be really lovely. ”

Resident, Cambrai Village



### Access control

Salto electronic access control system implementation provides

- Enhanced security
- Single card access
- Flexibility and control
- Improved auditability

# Clear Skies

**We've been helping people since 1929**

## Members and branches

Our Branches rose to the years challenges to ensure the wellbeing of our members, keeping everyone in touch and across the activities being organised and planned.

Whilst many commemorations and social events had to be cancelled, other activities and initiatives took their place. All of these were focused on fostering the fellowship and wellbeing of members, which is at the core of our organisation's very existence.



RAAFA was proud to partner with All Saints' College, Bull Creek to commemorate Battle for Australia Day in September 2019.

2020 Leadership Award recipient Michael Dolecki with Air Commodore Fiona Dowse AM CSC at the 2020 Australian Air Force Cadets parade

## Veterans, today's Air Force and their families

Our Veterans Advocacy Services continued to assist Veterans with their Australian Defence Force (ADF) disability and wellbeing entitlements - both while still serving and after separation from the ADF.

- Carried out **370** interviews
- Assisted with **214** disability claims
- **23** Review Board representations
- **3107** volunteer hours



# ANZAC Day 2020

ANZAC Day 2020 commemorations were very different to other years. That didn't stop the Estates Branches commemorating what is arguably one of Australia's most important national occasions.





# Aviation Heritage Museum

For 40 years RAAFA's Aviation Heritage Museum in Bull Creek has been the home to one of the finest collections of civil and military aviation aircraft and artefacts. Much work has been carried out this year to further improve the visitor experience.

First family open day which was a resounding success, with more than 450 people attending during November. Included quizzes, model making and open cockpits - including the Dakota, Spitfire, Huey, Vampire and Macchi



Iroquois (Huey) helicopter was moved into the southern building

New walk area in the southern hangar, to bring people even closer to the range of aircraft, including the Catalina



Macchi jet fighter virtual reality experience. Our volunteers commenced building an authentic flying experience in the aircraft cockpit, using the actual controls

Construction began on our young aviators area, an educational fun display for youngsters which includes a number of exciting simulator and virtual reality experiences. Many of these activities support STEM learning - Science, Technology, Engineering and Mathematics



This year also saw the arrival of a new aircraft, the Hawker Hunter, a transonic British jet-powered fighter aircraft which is now being restored

Governor reopens the museum at the end of restrictions

# People & Culture

Together we make every day a meaningful day

## Health & Wellbeing – Be your best self

The health, safety and wellbeing of our employees is the number one priority for People & Culture. Our five-year health & wellbeing plan is a valued addition for The RAAFA Way.

“ The Health & Wellbeing program is really great for staff morale; it makes us feel very appreciated and acknowledged. ”

Care Team, Vivian Bullwinkel Lodge

“ I really enjoyed doing the step challenge. I have known for a long time that I needed to get back into exercising, but I lacked the motivation. As a team, we all encouraged each other which has built a sense of camaraderie and personally I am sleeping better, eating more healthily and my general disposition is brighter. ”

Jennine Gaunt, Receptionist, Gordon Lodge

## Culture

Striving to keep RAAFA as a great place to work, each employee has the opportunity to provide feedback which is used to introduce a range of initiatives that help foster our desired culture.

“ As a new manager with RAAFA, I feel confident that I have made the right career decision. There is a definite culture of transparency whereby staff and family feel safe to provide feedback, and this in turn supports me in seeking continuous improvements for the care of our residents. This makes me feel valued and heard. ”

Catherine O'Neill, Clinical Care Manager, McNamara Lodge



A  
P.I.C.T.U.R.E  
of cultural  
excellence

## Learning

Supporting our employees to be the best they can be is fundamental to achieving RAAFA's goals. RAAFA's Learning Grant was a great success this year with many employees recognised and supported to continue their learning journey.



1. Fabio Pasaka – Diploma of Human Resources Management
2. Carena Blair – Cert IV in Leisure and Health
3. Jennifer Bobetic – Cert IV in Ageing Support
4. Carly Banner – Nursing in Continence Management
5. Aimee Curtis – Memory Bridge Programme in America
6. Keiko Muraki-Hughes – Cert III in Commercial Cookery
7. Carly Addison – Cert IV in Work, Health & Safety

## Safety

Our annual safety audit indicated remarkable safety practices across RAAFA, supporting our progress towards earning Work Safe Plan certification.

- We prioritise health and safety
- We show safety leadership
- We recognise our Health & Safety Reps
- We value our people

## 2019/20 survey results

**Employee culture 7.4/10**  
**Employee engagement 76% (industry comparison 51%)**  
**Safety Audit results 72% – 94%**

## Early Intervention at RAAFA

RAAFA has introduced an early intervention program and our employees are feeling more supported and valued than ever before. Results show improved healing and return to work times.

“ Staff really like having a physio working at RAAFA who can help them immediately with an injury on site. ”

*Helen Falkiner, Facility Manager,  
 Alice Ross-King Care Centre*

## Recognising milestones



Margaret Allan,  
 Domestic Kitchen,  
 Gordon Lodge –  
 30 years



Susanne Stocksclader,  
 Food & Beverage  
 Attendant, Air  
 Force Memorial  
 Estate –  
 30 years



Michelle Govich,  
 Payroll  
 Officer –  
 25 years

# Governance & compliance

## Division Council & Committees

Air Force Association (WA Division) Inc is governed by a Division Council. It's members are elected in accordance with the rules, with six elected members, 3 appointed members, and the CEO as ex-officio (non-voting).

**Division Council** - formally delegates certain functions and responsibilities to 6 standing Committees and Management to assist RAAFA in the performance of their responsibilities.

**Clear Skies Committee** - continues the legacy of the charitable purpose of RAAFA, in the spirit of benevolence and camaraderie

**State Executive Committee** - supports Division Council's governance of RAAFA and address matters, not limited to membership, review of rules and by-laws, RAAFA branches, awards

**Audit & Risk Committee** - assists Division Council safeguard the integrity of the organisations financial reporting, internal control systems and audit management and risk

**Safety, Quality & Compliance Committee** - assists the Division Council in fulfilling its legal and operational compliance obligations

**Planning and Development Committee** - monitors the development works on RAAFA estates and new developments and to ensure they are in accordance with the strategic plan and compliant with relevant statutory requirements

**Ethics & Governance Committee** - oversees adherence by the Association and its stakeholders to suitable standards of ethical behaviour and good governance as a significant NFP, which operates in the aged care, retirement living and aviation heritage sectors

## Risk management framework

RAAFA has worked throughout the year to strengthen its risk management framework to ensure that:

- we effectively identify and manage risks
- the management of risks is integrated into our business strategic and operational management practices and processes
- risks are monitored and managed proactively to enable achievement of our business objectives and targets through the reduction of adverse risk.

# Financial summary

<b>What We Earned</b>	<b>20</b> 000's	<b>19</b> 000's	<b>20</b> %	<b>19</b> %
Resident Collections	15,790	15,876	26%	26%
Government Subsidies	32,902	31,594	54%	52%
Ingoing Fees	8,127	8,307	13%	13%
Interest Received	1,001	2,072	2%	3%
Other Revenue	3,194	3,843	5%	6%
<b>TOTAL INCOME</b>	<b>61,014</b>	<b>61,692</b>	<b>100%</b>	<b>100%</b>

<b>What We Spent</b>	<b>20</b> 000's	<b>19</b> 000's	<b>20</b> %	<b>19</b> %
Employment	39,800	37,534	61%	59%
Facilities Maintenance	1,702	1,767	3%	3%
Catering Consumables	2,073	2,177	3%	3%
Depreciation	10,426	9,890	16%	15%
Energy Costs	878	1,017	1%	2%
Other Costs	10,718	11,768	16%	18%
<b>TOTAL EXPENDITURE</b>	<b>65,597</b>	<b>64,153</b>	<b>100%</b>	<b>100%</b>

<b>Net Surplus/(Deficit)</b>	<b>-4,584</b>	<b>-2,461</b>
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<b>What We Own</b>	<b>20</b> 000's	<b>19</b> 000's	<b>20</b> %	<b>19</b> %
Cash & Deposits	47,264	71,779	12%	18%
Receivables	3,427	4,986	1%	1%
Property, Plant & Equipment	349,136	324,388	87%	81%
Other Assets	510	561	0%	0%
<b>TOTAL ASSETS</b>	<b>400,337</b>	<b>401,714</b>	<b>100%</b>	<b>100%</b>

<b>What We Owe</b>	<b>20</b> 000's	<b>19</b> 000's	<b>20</b> %	<b>19</b> %
Resident Refundable Balances	344,309	341,508	97%	97%
Creditors and Payables	5,204	5,585	1%	2%
Loans from Members	310	310	0%	0%
Employee Provisions	5,465	4,628	2%	1%
<b>TOTAL LIABILITIES</b>	<b>355,288</b>	<b>352,031</b>	<b>100%</b>	<b>100%</b>

<b>Equity</b>	<b>20</b> 000's	<b>19</b> 000's
<b>TOTAL EQUITY</b>	<b>45,048</b>	<b>49,683</b>

**Note:** This finance summary should be read in conjunction with the full audited financial report for the year ended 30 June 2020. Rounding applied.

# Division Councillors & Executive Leadership Team



## Division Councillors

Clive Robartson  
State President (Chairperson)

Patrick (Pat) Hall  
State Vice President

Ron Onions  
State Secretary

Geraldine Carlton  
Appointed Division Councillor

Allyn Wasley  
Appointed Division Councillor  
to August 2020

Chris Carman  
Appointed Division Councillor

Richard Rust  
Elected Division Councillor

Ian Petkoff  
Elected Division Councillor

Peter Smith  
Elected Division Councillor  
to March 2020

## Executive Team

John Murray  
Chief Executive Officer

Tonia Zeeman  
Chief Operating Officer

Brent Naughton  
Chief Financial Officer to  
June 2020

Lisa Hawkins  
Head, People and Culture

Ian Craig  
Head, Clear Skies

● **TWO ROCKS**

**Two Rocks**

Future Development

**Merriwa**

RAAFA Estate Merriwa  
Karri & Tuart Lodge  
Cambrai Village  
Vivian Bullwinkel Lodge

**South Perth**

Central Support Office  
RAAFA Connect  
Future Development

**Bull Creek**

Air Force Memorial Estate  
Alice Ross-King Care Centre  
Gordon Lodge  
Aviation Heritage Museum

**Meadow Springs**

RAAFA Estate Meadow Springs  
McNamara Lodge

**Erskine**

Erskine Grove

**Yakamia**

RAAFA Amity Village Albany

● **MERRIWA**

● **JOONDALUP**

● **PERTH**

● **SOUTH PERTH**

● **BULL CREEK**

● **MEADOW SPRINGS**

● **MANDURAH**

● **ERSKINE**





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