

RAAFA



annual report

THE RAAFA WAY





The RAAFA Way

Our Purpose

Pursuing excellence in care and heritage

Our Values

Respect

Care

Honesty

Our Approach

Creating RAAFA communities open to all

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

Despite the challenging environment we have found ourselves in we have had major successes over the past 12 months



The most significant have been:

- The construction, commissioning and opening of the new RAAFA Club at Bull Creek with the associated 57 Cirrus Apartments which have been fully leased.
- The development of the Veterans' homelessness program based on the successful program developed and operated in SA by RSL Care along with land purchased in Cannington to enable this development.
- Working with the Air Force to support celebrations for the RAAF centenary.
- Engaging with current serving Air Force personnel and their families aided by our Branches.
- Reviewing and updating the master planning for our Bull Creek estate.
- Implementing planning for stage 6 at AFME in Bull Creek.
- Design approval for the public open space requirements on the Two Rocks site.
- Achieving recognition for our Work Health and Safety programs.
- Positive recognition of our services as assessed in our annual independent survey.
- Increased staff and customer satisfaction.
- Internal systems improvements including information systems upgrades, installation of fibre optics across all of our sites, implementation of maintenance programs, improved financial management with positive performance in estates, implementation of electronic archives systems and improved processes to lease accommodation.

The balance of this annual report goes into greater detail on some of these.

In summary, the year has been an extraordinary combination of significant change coupled with the ever-present threat to our community at large of the COVID-19 Pandemic.

The Division Council and staff of RAAFA have worked together to ensure the safety of residents and staff whilst continuing to pursue the major strategic objectives of the organisation. There have been months where staff have worked 7 days a week to mitigate the risk of COVID-19 infection outbreaks. This coupled with the very raw process of enquiry by the Royal Commission into aged care has placed a heightened focus on this sector.

This has been stressful for families and care staff wanting to assure quality and safety for their loved ones. With the backdrop of decreasing real funding for aged care services, increasing challenges in recruiting staff and more quality surveillance by the Aged Care Quality and Safety Commission on all providers has had major impacts on the mental health of our staff.

This focus on aged care was also accompanied by changes being proposed to the Retirement Living Act of WA, the Royal Commission into

veteran's services, the enquiry affecting those who served in Afghanistan and the recently announced Royal Commission into veterans suicide.

The announced Federal Budget funding increases into residential care services of \$17.8B has yet to have any impact and will take years to be put in place.

The reassuring message we would like to leave with you is that RAAFA has developed a level of expertise and skills that enables it to adapt to the most difficult of situations while still focused on developing and adapting the service models that meet the communities future needs. We see that this capability will enable exciting organisation growth over the coming 8 years leading up to our WA Divisions' 100th Anniversary in 2029, in our veterans and seniors living services.

Our thanks go to all our Division Councillors and the sub committees, the executive leadership team, our caring 780 staff, volunteers and RAAFA members for your contribution to this great organisation

Clive Robartson AM & John Murray

National Air Force Association

The national Air Force Association has been very active with all the Divisions including WA to focus on building a greater relationship with the Air Force and existing service personnel. WA has also been engaging with the senior officers and community at Tindal Air Base, NT on behalf of the National Association board.

We have been participating in the review of the national constitution, the proposed development of an Air Force alumni, the creation of the AFA Foundation with a primary focus on the development of veterans housing and support.

We are supporting the Victorian Division in the development of a business plan for a veterans housing program in that state.

Year in review



Cirrus Apartments success

Demand for the new Cirrus Apartments at AFME in Bull Creek has been unprecedented with all sold by early May, seven months after completion and handover of the building.



Glenys Pearce was the second person to move into the new apartments in September 2020.

“

I just thought 'that's the place for me', it felt so right.

I have absolutely everything I need close by, so my new place really does tick all of the boxes. I have no doubts that I've made the right choice by moving here. ”



RAAFA Club opening



His Excellency the Honourable Kim Beazley AC, Governor of Western Australia officially opened the newest RAAFA Club at AFME on Monday 16 November 2020. The impressive Cirrus Apartments building houses the RAAFA Club on the ground floor and includes function rooms, café, sports bar, alfresco area and much more.



COVID 19

RAAFA continues to monitor and adhere to Government guidance regarding COVID-19, including meeting mandatory staff training requirements, supported by site-based infection control leads. RAAFA sites are all fully prepared to respond as evidenced by our rapid and coordinated response during several lockdowns.

A major vaccination program has been underway for both residents and staff with all staff working within Residential Aged Care vaccinated as per mandatory direction as at 17 September 2021.



Vaccination program commenced in March with Vivian Bullwinkel Lodge residents and some staff being first to receive their vaccine.



Surge team of over 70 staff who have selflessly volunteered to work on the front line should there be an outbreak in one of our residential care facilities.

Museum funding

The State Government funding of \$90K will see several new exhibits at the Aviation Heritage Museum come to life, including a new educational exhibit focused on aviation icon Robin Miller (sugar bird lady); interactive pilot simulator experience and further enhancements to the new young aviators interactive display.



Retirement Living

Club artwork

Memories will be triggered by the stunning artwork that has been installed in the RAAFA Club at Bull Creek.

The impressive 1.7m high by 4.7m long installation is a collection of 84 images, printed on individual metal plates that draws inspiration from aviation design elements, representing the history of RAAFA and the estate.



Artist Mark Datodi says, “most of the images have come from the museum archives after consultation with the volunteers and are fitting to be at the threshold of the entry into the new club.”

Retirement living sales

The positive uplift in the WA property market, coupled with our targeted marketing campaigns, has resulted in increased interest and sales within our estates. We have significantly ramped up our renovation programme to ensure we have available stock to respond to demand and have also engaged an experienced Leasing Manager to assist with enquiries and sales at several locations.



New Merriwa Estate residents Antonia and Ewould said, “It’s just so different to living in Joondalup, when we would walk through the streets but didn’t see a living soul. Everyone at the estate is friendly, chats to you and nothing is too much trouble. We’ve never had so many friends, it’s incredible and we’re really happy here.”

Switched-on seniors

Thanks to a grant from the Federal Government’s Be Connected program, close to 60 residents at Meadow Springs Estate are ‘switched on seniors’ having undertaken a subsidised computer course.

Gaining skills and confidence with their tech devices enabling them to better connect with their friends and family, and the outside world.



Resident satisfaction

We are very pleased that our residents and their families have indicated that they continue to be highly satisfied with the care and services we provide, giving us an **8.74/10 satisfaction** rating in our recent survey.

Residential Aged Care

This last 12 months has seen an increasing focus on consumer engagement and consultation across the Aged Care Standards in relation to choice and preference, care, lifestyle, meals and dignity of risk.

Compliance

RAAFA continues to respond to changes in legislation and reporting requirements resulting from the findings of the Royal Commission. Often these changes are introduced by the government with tight timeframes for implementation resulting in a very challenging and stressful environment for staff. We thank our staff sincerely for their focus, commitment and caring during this time of great change.

Residents and families have been kept fully informed about changes affecting them, for example COVID-19, commencement of the Serious Incident Reporting Scheme (SIRS), and Voluntary Assisted Dying legislation.

“ Mum would always say to us I Love it here. As you can imagine this was a great comfort knowing she was in a happy environment ”

– Family, Residential Care

“ Your staff are a rare and treasured asset! I have often noticed how conscientious and empathetic the entire staff are with my mum ”

– Family, Residential Care

RAAFA Connect

Ruth Harris says she is ‘very blessed’ to have a range of services provided by RAAFA Connect that enable her to stay living independently at home.



“ I’m very grateful to have the services I receive, I’ve lived at Meadow Springs for 21 years, and I certainly don’t want to move anywhere else,” says the great, great, great grandmother.

The housework and garden was starting to get a little too much for me, and I realised I might not be able to cope by myself, but as a result of getting all of this help I’m doing really well. ”

Retirement Living

Residents feel **96.4%** of the time that staff treat them with dignity and respect and **95%** of the time staff help them feel safe and comfortable.

Residential Care

Consumers feel **98.8%** of the time that staff treat them with dignity and respect and give safe care.

Growth & infrastructure

Next stage redevelopment at AFME, Bull Creek – ‘Stirling’

Following an extensive Master Planning exercise in 2019, this project is a first for RAAFA, in that it affords the opportunity to begin the replacement of ageing housing infrastructure with more contemporary and accessible housing designed to meet the needs of people as they age.

The project is underway with positive resident engagement and consultation, particularly in relation to temporary relocation for residents

living in the redevelopment area. Proposed completion of ‘Stirling’ is early-mid 2024.

The name honours one of the estate’s oldest Retirement Living residents and her family - Jean Oliver. Named after the Short Stirling, a British four-engined heavy bomber used during WWII, which was flown by Jean’s husband, George - himself a decorated returned serviceman.



“ My family and I were so excited to hear this news as my husband and his squadron mates did such a wonderful job in WWII during their flights in the Stirling, ”

says Jean, who has lived at AFME for six years and whose husband received the ‘Ordre National de la Legion d’Honneur’ - the highest French order of merit, both military and civilian, for his service during WWII.

“ George joined the RAAF when he was 18 years old. Following his pilot training he was sent to the UK where he served one bomber mission and then transferred to the Special Operations Executive where he flew Short Stirlings with the RAF 196 squadron.

These missions involved performing airborne support including transportation of essential supplies, dropping paratroopers and carrying dispatchers with fuel. ”

Veterans' homelessness program

In 2019 DVA identified that on any given night across Australia, over 5,700 veterans were homeless with no veteran specific service available in Western Australia.

The veterans' homelessness program will be based on the Andrew Russell Veterans' Living program operated by RSL Care in SA,

specifically tailored to meet the needs of veterans in WA and aligned with RAAFA's objectives.

Land has been purchased in Cannington for construction of purpose-built transition accommodation.

Karri & Tuart Lodge refurbishment

This completes our refurbishment program across residential care



Pool makeover at Erskine Grove



More than \$250,000 has been spent on an upgrade to the indoor heated pool and spa at Erskine Grove. The upgrade included energy-efficient pumps and solar panels, as well as non-slip flooring.

Also, the residents have contributed a new pool hoist to assist people with mobility issues access the pool.

Clear Skies



Remembrance Day 2020 commemorations at the new AFME memorial precinct and at Cambrai Village



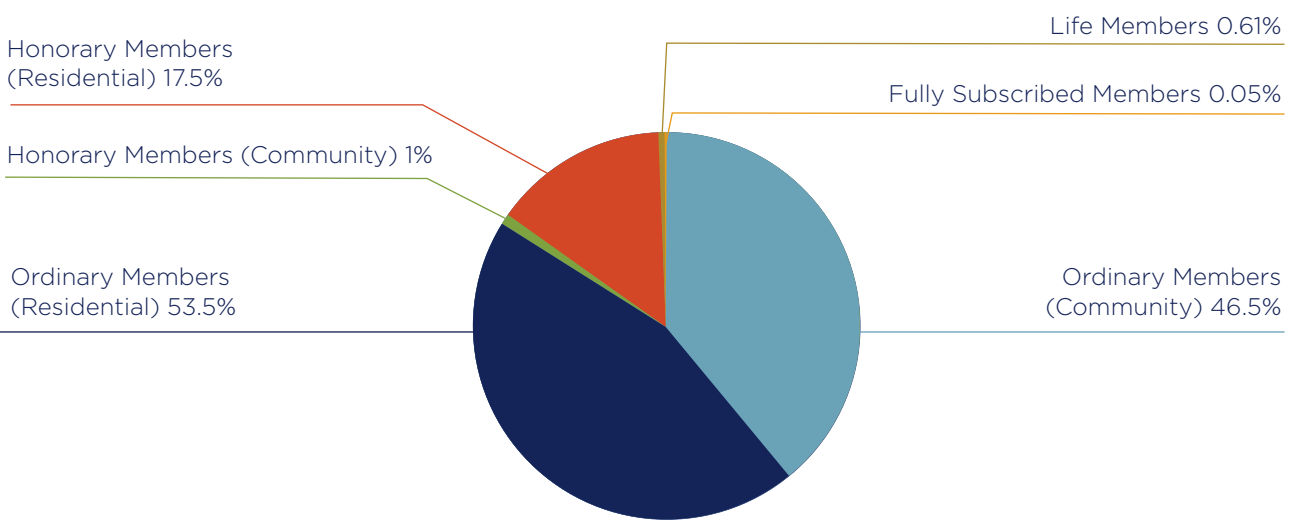
Bomber Command commemorations held under the wings of the Lancaster bomber in the Aviation Heritage Museum, August 2021.

Guest speaker, Doug Arrowsmith, who piloted 15 WWII missions in a Lancaster bomber, laid the wreath with Clive Robertson



Members and branches

RAAFA WA's membership



- Ordinary Members (Residential)
- Ordinary Members (Community)

- Honorary Members (Residential)
- Honorary Members (Community)

- Fully Subscribed Members
- Life Members



The Australian Air Force Cadet (AAFC) Branch essay competition acknowledging the RAAF centennial anniversary was a huge success with 12 contestants awarded prizes by Branch patron Dr Ken Michael AC.

Tristan Long, winner cadet category
Steve Rogers, winner adult category



Veterans, today's Air Force and their families

Our Veterans Advocacy Services directed by Graeme Bland for the past 15 years, continues to assist veterans with their Australian Defence Force (ADF) disability and wellbeing entitlements - both while still serving and after separation from the ADF.

Conducted **542** interviews

Assisted with **267** disability claims

7 Review Board representations

5,500 volunteer hours

380 mentoring hours

Aviation Heritage Museum



2FTS visit museum

Family fun day June 2021



Tornado GR4

RAAFA's Aviation Heritage Museum is the only museum outside the UK to be gifted a Tornado GR4 for display. The aircraft, tail number 137, is being stored at RAF Base Marham, for shipment to WA during 2022.



People & Culture

Recognising milestones



25 years

John Kelly, Maintenance Officer Merriwa Estate



20 years

Sheila Yardley, Facility Manager Vivian Bullwinkel Lodge



20 years

Erin Stewart, Creditors Clerk Central Support Office

Recognising people living our Values



Julie Hughes, Club Supervisor, Meadow Springs Estate – selflessly volunteering her time to helping RAAFA's Meadow Springs community come together



Joanne Eade, Administrator, Amity Village Albany – always putting the extra effort in to provide services that go Above & Beyond to our residents

Our 2020/21 culture survey results

At RAAFA, our top priority is people – employees, volunteers and our customers. Each person at RAAFA is committed to developing our Culture, to be an organisation that people are proud to be a part of.

Employee culture 7.4/10

Employee engagement 79% (industry comparison 51%)

90% feel motivated to work safely because they care

90% feel proud to work for RAAFA

“ Deciding to join RAAFA was the best decision I've made. I've been impressed with how organised things are which makes doing your job so much easier. Staff are so kind and supportive of each other. I have been overwhelmed by the support so far. ”

Christine Pol - Carer, Vivian Bullwinkel Lodge

“ The team at RAAFA are very supportive, friendly and approachable. They are always available for assistance, guidance and to help. During these difficult times team members have gone above and beyond to assist in all areas to keep our estate running as smoothly as possible. ”

Patricia Jenkins - Food & Beverage Manager, Meadow Springs Estate

Be RAAFA safe



RAAFA is excited to announce that we have been awarded the WorkSafe Plan Certificate of Achievement.

WorkSafe encourages best practice to organisations that have undertaken an independent assessment and achieved high ratings in:

- Management commitment
- Planning
- Consultation & reporting
- Hazard management
- Training & supervision

Be your best self

The health and wellbeing of our employees and caring for our people is the RAAFA way.



“ RAAFA regularly put on events for us that are certainly appreciated by the team. They help us come together, have a good laugh and lots of fun. We are like one big family and others have said that they notice that we all care for each other. ”

Linda Jones - Catering, Vivian Bullwinkel Lodge



“ RAAFA’s Health and Wellbeing initiatives give staff and residents more of an opportunity to connect. One of the residents was so overcome when she saw me in my costume on Harmony Day. I was unaware that she was from South Africa and seeing me in my national dress had brought back memories of home. ”

Sherley Moyo - Carer, Gordon Lodge

Developing our people



Our efforts to develop our people whilst also being prepared to respond to COVID-19 presented opportunities for RAAFA to refocus our learning programs, ensure we continuously support our employees in coming together and understand where they are on their individual learning journey.

780 employees

15,060 hours of learning delivered

400 training topics available to employees

Governance & compliance

Air Force Association (WA Division) Inc (RAAFA) is governed by the Division Council. Its members are elected in accordance with the rules, with 6 elected members, 3 appointed members and the CEO as ex-officio.

The Division Council formally delegates certain functions and responsibilities to 5 standing Committees and management to assist RAAFA in the performance of their duties:

- State Executive Committee
- Finance, Audit and Risk Committee
- Care, Safety and People Committee
- Planning and Development Committee
- Clear Skies Committee

In addition, this year the Division Council have convened a special Governance Working Group and have supported the appointment of a new role reporting to the CEO, Manager Corporate Governance and Transformation.

This enhanced focus on governance has enabled RAAFA to refine and strengthen its

governance framework and processes over the last 12 months to ensure that we have the right skills, experience and knowledge to thrive in the ever-changing complex environment in which we operate, and to:

- meet our legislative obligations
- respond in a timely and effective way to the increasing compliance responsibilities resulting from the Royal Commission into Aged Care Quality and Safety
- continue to deliver high quality care and services to all residents, members and clients
- deliver on our operational and strategic objectives
- remain financially strong and sustainable

This last year has seen the Division Council and executive team work collaboratively to review our Purpose, confirm our Values, endorse our Approach and agree our Strategic focus for the next 8 years to our 100th Anniversary in 2029.

Robust Clinical
Governance
Framework

Comprehensive
Risk Management
System

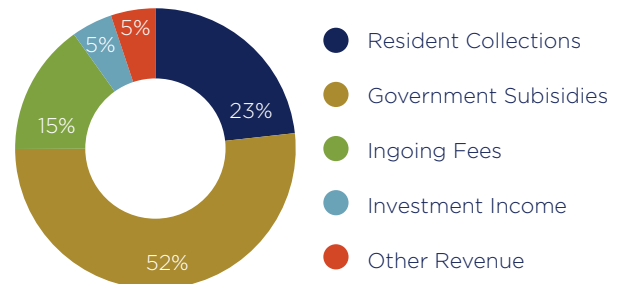
New Property,
Maintenance and
Assets System

Enhanced Information and
Records Management

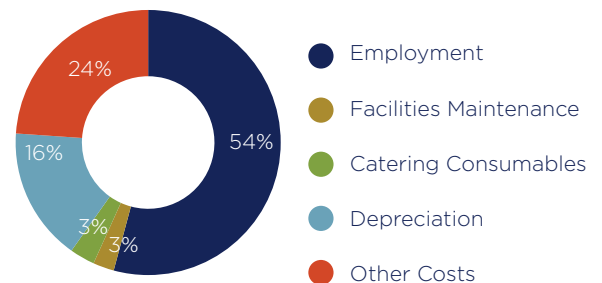
Streamlined Reporting
Functions

Financial summary

What We Earned	21 000's	20 000's
Resident Collections	16,214	15,790
Government Subsidies	36,064	32,902
Ingoing Fees	10,591	8,127
Interest Received	3,300	4,757
Other Revenue	3,580	3,194
TOTAL INCOME	69,749	64,770

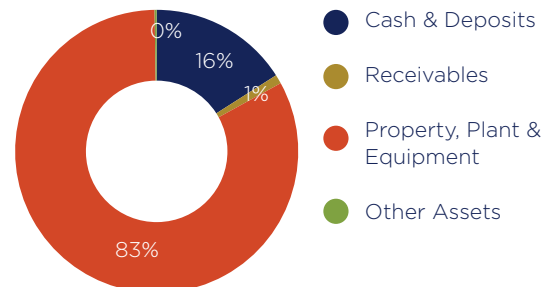


What We Spent	21 000's	20 000's
Employment	40,456	39,800
Facilities Maintenance	1,921	1,702
Catering Consumables	2,282	2,073
Depreciation	12,145	10,426
Other Costs	17,851	15,353
TOTAL EXPENDITURE	74,655	69,354

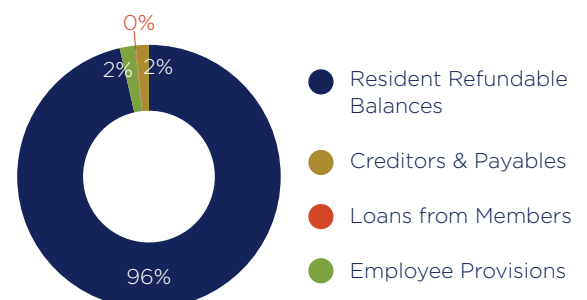


Net Surplus/(Deficit)	(4,906)	(4,584)
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What We Own	21 000's	20 000's
Cash & Deposits	67,645	47,264
Receivables	4,366	3,427
Property, Plant & Equipment	350,550	349,136
Other Assets	1,007	510
TOTAL ASSETS	423,568	400,337



What We Owe	21 000's	20 000's
Resident Refundable Balances	371,211	344,309
Creditors & Payables	7,276	5,204
Loans from Members	307	310
Employee Provisions	6,157	5,465
TOTAL LIABILITIES	384,950	355,288



Equity	21 000's	20 000's
TOTAL EQUITY	38,619	45,048

Note: This finance summary should be read in conjunction with the full audited financial report for the year ended 30 June 2021. 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
to July 2021

Chris Carman
Appointed Division Councillor

Wayne Belcher
Appointed Division Councillor
from April 2021

Richard Rust
Elected Division Councillor

Commodore Brett Dowsing,
RAN Ret'd
Elected Division Councillor
from December 2020

Dr Andrew Dowse
Elected Division Councillor
from December 2020 to May
2021

Executive Team

John Murray
Chief Executive Officer

Tonia Zeeman
Chief Operations Officer

Suresh Rajendra
Chief Financial Officer from
November 2020

Lisa Hawkins
Head, People and Culture

Ian Craig
Head, Clear Skies

Mark Bow
Head, Business Development
from April 2021

● **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

Cannington

Future Development

Meadow Springs

RAAFA Estate Meadow Springs

McNamara Lodge

Erskine

Erskine Grove

Albany

RAAFA Amity Village Albany

● **MERRIWA**

● **JOONDALUP**

● **PERTH**

● **SOUTH PERTH**

● **CANNINGTON**

● **BULL CREEK**



● **MEADOW SPRINGS**

● **MANDURAH**

● **ERSKINE**

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 RAAFAWA

