



annual report

TRANSITIONING
TO THE FUTURE

22
23





Transitioning to the future

Our Purpose

Pursuing excellence in care and heritage

Our Values

Respect

Care

Honesty

Our Approach

Creating RAAFA communities open to all.

In 1929, former members of the Australian Flying Corps (AFC), established an Association in Perth, Western Australia to maintain their comradeship and recreate the spirit of solidarity and selflessness experienced during WWI.

The Australian Flying Corp Association evolved into Royal Australian Air Force Association Inc, and in January 2019, changed its name to Air Force Association (Western Australian Division) Incorporated, trading as RAAFA.

Today, RAAFA is a dynamic organisation providing support services to veterans and their families as well as being one of WA's largest and most trusted not-for-profit retirement living, residential care and community service providers.

Acknowledgement to Country

RAAFA acknowledges the traditional owners of the land and country where we live and work. We pay our respects to their ancestors and Elders past and present.



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President's message

Whilst the challenges facing the Association have not diminished, we have experienced one of the most exciting years in the last decade.

Our Association has experienced a period of substantial growth and development over the last 10 years under the guidance of CEO John Murray, who retired on 30 June 2023. On behalf of the Division Council and everyone at RAAFA, I'd like to sincerely thank John for his decade of dedicated service, leading and growing our organisation.

I am delighted to welcome the incoming CEO, Michelle Fyfe. Former WA Police Assistant Commissioner and CEO of St John Ambulance in WA, Michelle has an incredible skill set and leadership qualities. Her commitment to service and to the most vulnerable in our society strongly align with RAAFA's values and I am delighted that she has agreed to lead our organisation into the future.

Some of the year's highlights have included:

- A Special General Meeting held in October 2022 to support the adoption of new Rules (Constitution) for the Association. The changes were necessary to comply with regulatory changes, the new Aged Care Act and requirements of the Australian Charities and Not-for-Profit Commission, bringing RAAFA in line with current business standards.



The changes have also seen the broadening of our membership categories, including the introduction of Service Membership. Another step towards strengthening our veteran and service link.

- The redevelopment at AFME in Bull Creek remains as a priority, however increasing costs continue to impose restraint on progress. We are working through options to achieve the development of Stage 6,

- A Tornado GR4 the only aircraft of its type in Australia is now officially on display at the Aviation Heritage Museum in Bull Creek. February 24 was an auspicious day for RAAFA, as we celebrated the culmination of more than four years of preparation, planning and hard work and saw the official handover from the Royal Air Force, Chief of Air Staff, Sir Michael Wigston KCB, CBE, ADC.
- In addition, an F/A-18 Hornet has found a new home, arriving at the Aviation Heritage Museum in March. A team from Boeing unloaded and carefully maneuvered it to its new home
- Some years ago, it was suggested that a memorial to WA-born personnel who served and sacrificed through Australia's participation in the Korean War should be established in Kings Park. Five years on, the memorial has been built to coincide with the 70th anniversary of the signing of the armistice ending the conflict on 27 July 1953. RAAFA has been involved in this project, made possible as a result of funding via the Federal and State Governments, the Korean Government and contributions from community and business entities. The memorial features a stone from the battle site of Kapyong in Korea.

- RAAFA's Andrew Russell Veteran Living (ARVL) housing initiative, will provide transitional housing and connection to professional support services for veterans who are homeless, or at risk of homelessness, and is based on a successful program in South Australia.

The recent purchase of an adjoining block of land in Cannington will enable our vision to come alive, with the Division Council optimistic that funding will come together and allow construction to commence.

It has been an exceptional year. Our thanks go to our Division Council and the sub-committees, the executive leadership team, our caring staff, volunteers and RAAFA members for your contributions to this great organisation.

Clive Robartson AM

Foreword from the CEO

RAAFA is an organisation with a rich history and heritage, having been part of the fabric of Western Australia since 1929. It is an honour and privilege to be the new Chief Executive Officer of RAAFA and I am excited to be part of this organisation's bright future, after the long-standing tenure of the highly respected and beloved John Murray.

RAAFA is a strong organisation, with amazing people, built on a solid foundation of dedication, diligence and teamwork – all the things that make me proud to be here.

We live in challenging times and older West Australians who have built our nation and our families, deserve the very best as they age.

Likewise, the committed men and women of our defence forces who have given significant service to our country. As they move from their life within Defence into community life, it is important that we are there for those who may benefit from help during their transition.

Our values of respect, care and honesty guide us as we continue to excel at taking care of the people who have always taken care of us.

I look forward to the year ahead with excitement, enthusiasm and great pride.

Michelle Fyfe APM



22 23

Year in review

Accreditation excellence

As a consequence of successful accreditations, RAAFA's five residential care homes have been reaccredited for another three years by the National Aged Care Quality and Safety Commission, having met all standards with no recommendation for improvements.

"Our dedicated, tight-knit teams work together as one big family, bonded by the indisputable belief that everyone we support deserves to feel happy, safe, valued and respected." – Janice Vickery, Quality Coordinator



Celebrating 20 years

In 2003 Erskine Grove officially opened. Today, along with the estates 23 original and current residents, we celebrate the last two decades.

"We were the first residents to move in and I remember holding social afternoon teas at each other's houses and dinners at the club house. Also, we didn't have any rubbish collection organised and had to use the local shopping centre bins." - Barry Doherty



Tornado GR4 handover

"The sentiment behind the handover of the Tornado GR4 by the RAF to RAAFA is one of generosity and a deep friendship and partnership between not just our air forces, but also our nations."

Indeed, today has been a real thrill and a unique blend of joy, excitement and deep emotion. As an aviator, a previous chief of the Royal Australian Air Force and a proud Australian, I feel honoured to be part of this momentous occasion."

– Mel Hupfeld OA DSC, Air Marshal (Retired)



Decade of service

Inclusive, fair-minded, collaborative, considered and visionary - these are just some of the words used to describe John Murray who retired as RAAFA's CEO on 30 June, after 10 outstanding years.

"John has a unique ability to work with people at all levels, he's a creative thinker and, under John's leadership, people always come first."

– Tonia Zeeman, Chief Operating Officer

"Without doubt, under John's guidance, RAAFA has become one of the few successful aged care, home care and retirement living providers and is recognised for excellence Australia-wide."

– Clive Robartson AM, RAAFA Chairman and President



Ensuring our financial health & sustainability

Ensure RAAFA's sustainability

Highlights

- Prepared for the introduction of the new Australian National Aged Care Classification (AN-ACC) funding model for residential care which commenced on 1 October 2022 and have closely monitored its impact
- Preparation for the introduction of Total and Registered Nurse minutes per resident per day targets which will commence on 1 October 2023
- As part of our sustainability plan for the future, RAAFA is looking at ways to reduce our carbon footprint. Our first initiative has been the installation of solar systems at our three largest residential care homes (Alice Ross-King Care Centre, Karri and Tuart Lodge and McNamara Lodge) adding an additional 500KW of solar power to these sites

Proactively identifying business opportunities arising from ongoing changes throughout the industry

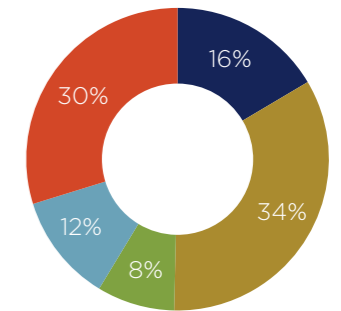
Highlights

- Creating opportunities to access grant and fundraising possibilities
- Received two DVA Best Grants to assist in the operation of advocacy services
- Grant received from the ANZAC Day Trust for preparatory works at RAAFAs ARVL sites in Cannington
- Implementation of a new finance system to enable flexible funding options for members and residents

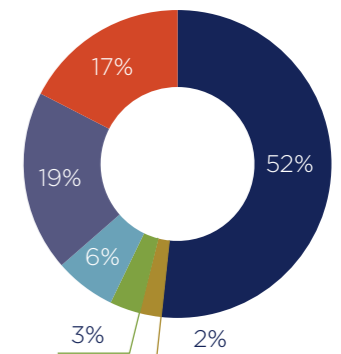


Financial summary

What we earned	23 000'S	22* 000'S
Resident collections	18,278	16,445
Government subsidies	37,559	36,778
Ingoing fees	9,217	8,160
Other revenue	12,806	9,234
Fair value gain on investment properties	33,016	6,979
TOTAL INCOME	110,876	77,596

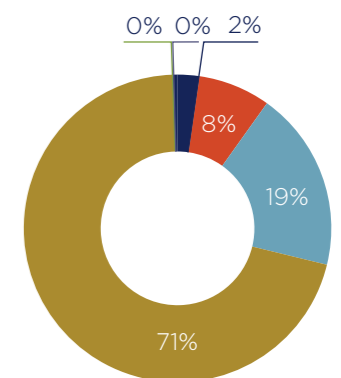


What we spent	23 000's	22* 000's
Employment	46,024	44,327
Facilities maintenance	2,041	1,973
Catering consumables	2,813	2,542
Depreciation	5,712	4,231
Other operating costs	16,889	15,317
Other non-operating costs	15,527	13,775
TOTAL EXPENDITURE	89,006	82,165

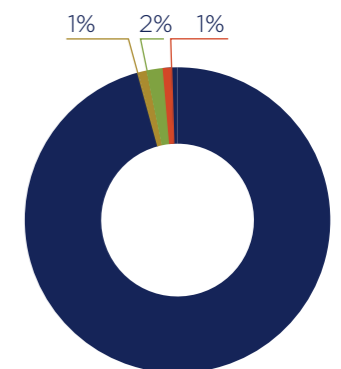


Net Surplus/(Deficit)	21,870	(4,569)
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What we own	23 000's	22* 000's
Cash & deposits	16,482	75,498
Financial Assets	54,828	1,011
Receivables	23	3,401
Property, plant & equipment	136,684	137,306
Investment properties	510,542	477,526
Other assets	3,577	4,026
TOTAL ASSETS	722,136	698,768



What we owe	23 000's	22* 000's
Resident refundable balances	394,300	390,214
Creditors & payables	3,714	7,724
Employee provisions	7,158	7,094
Other liabilities	6,169	4,271
TOTAL LIABILITIES	411,341	409,303



Equity	23 000's	22* 000's
TOTAL EQUITY	310,795	289,465

Note: This finance summary should be read in conjunction with the full audited Financial Report for the year ending 30 June 2023. *2022 balances have been restated following findings in the 2023 financial year audit

Building strength in our people through learning & growth

A skilled and engaged workforce

A strong focus on investing in our 830 valued employees



Introduction of RN graduate and transition to practice program in partnership with the University of Notre Dame, ACCPA and the College of Nursing



Committed to developing leadership through tailored leadership programs

Investment in group and individual coaching, training at the point of care, formal training and continued development of our learning platform

Increased focus on growing and developing our workforce

Investing in education and development

Nurture and sustain our desired culture

Individuals delivering excellent care and services to our residents

Recognising service and commitment



40 Years
Graham Hammond,
Grounds Supervisor - AFME

20 years
Simon Elton-Bott,
Club Manager - AFME
June Patten,
Domestic - Gordon Lodge
Lisa Jones,
Domestic - McNamara Lodge

Recognising employees living our values

Over 150 nominations were received through our Appreciation Award Program, all aligned to our Values.

Honesty



Care



Respect



Keeping people safe and well at work continues to be our priority



Introduction of a safety and risk management system

Enhancing our safety and injury prevention programs



Investment in our culture of care, connection and community with passionate and supportive people is important



Investment in employee health and wellbeing - caring for people who care for people

Employee feedback

- 78%** staff satisfaction
- 87%** feel proud to work for RAAFA
- 92%** committed to achieving the team goals



Leading & supporting operational excellence through internal processes

Creating flexible business systems and processes to support current and future operations



Highlights

- Implementation of new financial and resident management software (Epicor)
- Implementation of new procurement and contract management software (Coupa)
- Completed implementation of risk management, hazard incident, work health and safety system (CAMMS)
- Introduced customer feedback management system (CAMMS)
- Replacement of staff time and attendance system (Optima)
- Review of business systems, data repositories and reporting processes to ensure alignment with strategic objectives and best practice as well as identifying opportunities for improvement
- Phase 2 of the information and records management systems project

Effective governance

RAAFA is governed by the Division Council who, in accordance with the Rules, is primarily elected by RAAFA's members. The Division Council comprises of six elected members, three appointed members and the CEO as ex-officio.

Highlights

- Rules reviewed and updated to align with contemporary practice and approved by members at 2022 SGM
- By-laws updated to support the reviewed Rules
- Revised Division Council skills matrix
- Developing information security management system
- Reviewed project management framework

Clinical governance and compliance

RAAFA is committed to ensuring the delivery of safe, effective, and high-quality care and services while maintaining compliance with relevant regulations and standards.

During the reporting period, RAAFA demonstrated a strong commitment to clinical governance and compliance. Robust frameworks were established, and proactive measures were taken to ensure the organisation's clinical

processes and procedures adhere to the highest standards. By fostering a culture of continuous improvement, RAAFA achieved significant advancements in resident safety and quality of care.

Overview

RAAFA has a well-defined Care and Clinical Governance Framework with four strong pillars.



Effective Leadership & Workforce



Consumer Engagement



Clinical Effectiveness & Wellbeing



Safety & Risk Management

The framework ensures clear accountability and responsibilities across all levels of the organization.

In action

The Care, Safety and People Committee have met six times in the year to provide governance oversight of care and clinical operations across RAAFA and have commenced site visits.

All Division Councillors have undertaken the Directors' Online Masterclass, to ensure full understanding of their obligations as a Director of an Approved Provider.

Highlights

- Maintained strict adherence to legislative and regulatory requirements, ensuring compliance with the Aged Care Quality Standards and Aged Care Reform agenda
- All residential care homes fully compliant following full accreditation reviews
- Consumer focused information display boards are now at all residential care locations
- Introduction of new electronic consumer feedback system
- COVID-19 outbreaks well managed and screening protocols revised to reflect a 'living with COVID' approach
- Reporting commenced 1 April 2023 for the new Mandatory National Quality Indicators
- Aged Care Services star ratings commenced December 2022, with average RAAFA ratings 4 Stars

- Clinical pathways - ten steps to clinical excellence developed and implemented
- Clinical portfolios developed and implementation underway in all residential care homes
- Strong focus on high impact/high prevalence clinical risks per location with clear continuous improvement actions
- Amalgamation and streamlining of consumer surveys with the objective of reducing consumer survey fatigue

Year ahead

- Recognition of the outcomes of the Royal Commission into Aged Care Quality and Safety and ongoing implementation of recommendations
- Establishment of a Consumer Advisory Body and Quality Care Advisory Body
- Embedding enhanced governance practices across all locations and at all levels
- Participation in the revised Aged Care Quality Standards Pilot Project

Data security and privacy

Stringent measures were taken to protect data and ensure compliance with data protection laws and alignment with information security best practices, safeguarding resident confidentiality and privacy.

Growing the RAAFA community in response to our customer & member needs

Grow the RAAFA community

Total members

3,433



New members and/or residents

Members	310	Air Force Memorial Estate	19
Erskine Grove	9	Amity Village Albany	15
Merriwa Estate	49	RAAFA Challenger Court	0
Cambrai Village	47	Residential Care	155
Meadow Springs Estate	38		



New staff

287

Visitors to the Museum up from 14,000 to 32,000



Increased social media presence promoting RAAFA community activities and lifestyle

Renovation of RAAFA Club at Cambrai Village to improve resident and member facilities



Expansion of RAAFA membership categories to provide scope for growth

Opening of the Tornado GR4 by the RAF Chief of Air Staff brought increased awareness by Defence and the veteran community



Ongoing refurbishment of units and facilities across RAAFA retirement living to ensure modern and contemporary homes for incoming residents



Building awareness of RAAFA within the wider community

Revitalisation of the Swetman Aviation Education Fellowship resulting in increased youth and Air Force Cadet awareness



Winner of the 2023 Gold Waterwise Business award for Meadow Springs



Finalist for the 2023 National Retirement Living Awards best luxury retirement living development with Cirrus Apartments and the RAAFA Club at Bull Creek



Growing social media audience by over 60.5%

Partnering with University of Notre Dame for nursing career development opportunities

Representing and collaborating at the inaugural Homeless Veteran Forum in February



Strengthening relationships with the Defence community



Partnering with All Saints College and Sagewood Joondalup Early Learning Centre to increase intergenerational opportunities

Excelling in care & heritage through our charitable purpose

Be the trusted ESO for today's ADF and their families

Providing support for ex-service personnel exiting the Defence Force through Transition Mates program



Supporting Defence Force members and their families through the RAAFA Care Fund



Progressing towards the realization of RAAFA's Andrew Russell Veteran Living (ARVL) accommodation in Cannington with the purchase of a second block of land

Expanding our advocacy services to include Rockingham through the creation of a Veteran Advocacy Centre at RAAFA Challenger Court

Completion of service model and operational readiness for RAAFA's ARVL program

Preserve and promote the history and heritage of RAAFA

Annual ceremonies to commemorate

- ANZAC Day
- Bomber Command
- Vietnam Day
- Battle for Australia
- Remembrance Day



Increased promotion of veteran and RAAFA stories via social media

Official handover of the Tornado GR4 display in the Aviation Heritage Museum













Arrival of the F/A 18 Hornet at the Aviation Heritage Museum



Division Council & Executive Leadership Team

Division Councillors

Clive Robartson AM President (Chairperson)	Patrick (Pat) Hall Vice President	Norm Waldie Secretary	Richard Rust Elected Division Councillor (to Oct 2022)	Commodore Brett Dowsing RAN Ret'd Elected Division Councillor
				
Charles Page Elected Division Councillor	Chris Carman Appointed Division Councillor (to Dec 2022)	Denise Bowen Appointed Division Councillor (from Jan 2023)	Wayne Belcher Appointed Division Councillor	Professor Kylie Russell Appointed Division Councillor
				

Specialist Committee Support

Hugh Zimmerman - Finance, Audit & Risk Committee
Peter Onions - Finance, Audit & Risk Committee

Executive Team



John Murray
Chief Executive Officer & Division Councillor ex-officio to June 2023



Michelle Fye APM
Chief Executive Officer & Division Councillor ex-officio from July 2023



Mark Bow - Head, Business Development
Lisa Hawkins - Head, People and Culture
Ian Craig - Head, Clear Skies
Michelle Fye - Chief Executive Officer
Suresh Rajendra - Chief Financial Officer
Tonia Zeeman - Chief Operations Officer

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 (AFME)
 Alice Ross-King Care Centre
 Gordon Lodge
 Aviation Heritage Museum

Cannington

Future development

Rockingham

RAAFA Challenger Court

Meadow Springs

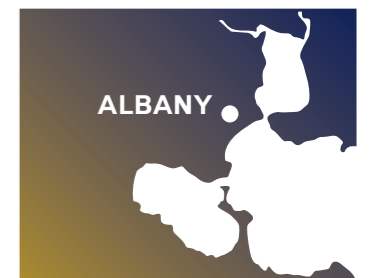
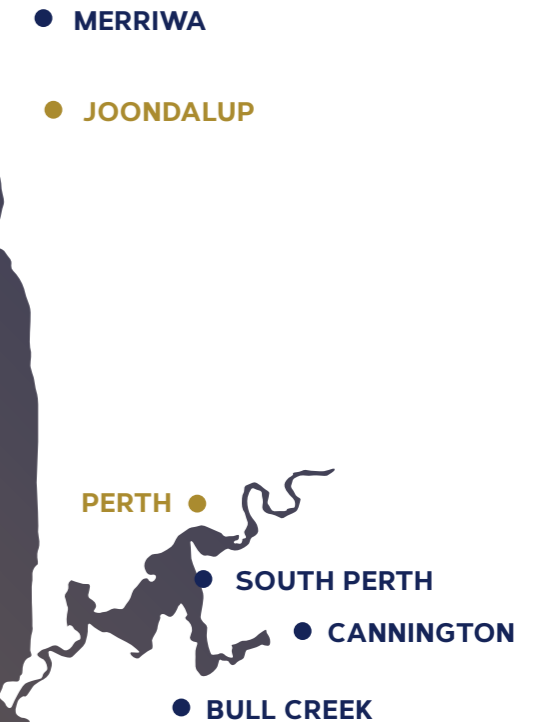
RAAFA Estate Meadow Springs
 McNamara Lodge

Erskine

Erskine Grove

Albany

RAAFA Amity Village Albany



● ROCKINGHAM

● MEADOW SPRINGS

● MANDURAH

● ERSKINE

RAAFA

Air Force Association
(Western Australian Division) Incorporated

18 Bowman Street, South Perth WA 6151

T (08) 9288 8400

E enquiries@raafawa.org.au

W raafawa.org.au

