



2021-22

annual report

HEROES SUPPORTING OUR COMMUNITY







Heroes supporting our community

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 values they experienced as members of the AFC.

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

Chairman and CEO report

Despite the challenging environment we have had major successes over the past 12 months, and we are very proud of the extraordinary commitment the team has shown in providing care and safety for our most vulnerable.



The most significant items have been:

- Finalising negotiations with the City of Rockingham to transfer the Challenger Court 50-unit retirement village to RAAFA.
- Progress towards the realisation of the Andrew Russell Veterans Living (ARVL) centre in Cannington. A grant from the Department of Veterans' Affairs has been received for the fitting out of the units and submissions have been welcomed by the Federal Government for the funds we are seeking to build the facility.
- The increased focus on governance requirements.
- Review of the current Rules to ensure they are compliant with the ACNC and ACQSC requirements. Revised Rules have been prepared for presentation to the membership.
- Progress on the Stage 6 redevelopment at AFME in Bull Creek to where design, development approval, and cost estimates have been determined. Increases in the cost of materials and tradesmen is problematic and we are currently working through options to achieve the development.
- Review of ongoing sustainability with the planned placement of solar panels on major facilities to reduce energy use and investigation of reduced water usage across all sites.
- Consideration of options for the development of a new museum which has also received a commitment from the Royal Australian Air Force Heritage Wing. This is a major project which will require support from both State and Federal Governments and the community at large to be achieved.
- The recent addition of the Tornado GR4 aircraft donated by the Royal Air Force. This has highlighted the lack of museum space, with the aircraft now being displayed in the car park.

The world pandemic of COVID-19 has had a direct impact on all aged care providers particularly in looking after vulnerable seniors in residential care. The demands on the whole organisation have required the dedication of all our staff to ensure the protection and safety of our residents. There has been extraordinary commitment, minimising infection rates within our facilities. The support by the WA Government during this period has enabled the

State to reduce the impact of the delta variant and the potential loss of life.

The current economic challenges are having multiple impacts on the operation of the organisation. The greatest of these is the increased competition within the labour market for quality staff, along with associated increasing wage pressures, making it difficult to retain and attract staff.

Inflation has now also started to have an impact on the operating costs of providing services with declining real funding to match these increases.

The election of the new Labour Government has come with associated promises of funding reviews for residential aged care and community care providers. It is planned that from 1 October 2022 there will be a new funding structure supporting the provision of care. At this juncture the funding also requires increased staff ratios for care.

As at the end of March 2022, 63% of residential aged care facilities across Australia operated on a negative cash basis. The system is now in crisis and unless significant changes are made in the funding structures for aged care, significant impacts will affect service provision to seniors across the country.

The efforts of all staff over the past year to minimise the impact of COVID-19 and continue to provide a quality of life cannot be understated, thank you.

Transition

The Air Force Association of WA (RAAFA) has had an amazing history of adapting to the needs of veterans and the community at large. The years ahead are going to be a period of change to adapt to new funding structures and service needs in the way we operate as an organisation.

The members of the executive and senior leadership teams have been reviewing every part of our organisations operations and strategic direction to ensure that we are able to transition and provide services reflective of contemporary society.

Thanks go to the members of the Division Council who volunteer their time to support this organisation and for their invaluable input in preparing the organisation for the future.

National Air Force Association

The National peak body has been continuing to promote the work of the Divisions, whilst advocating on behalf of veterans with the Federal Government and DVA.

The need to improve the governance structures to support the Association into the future has required the review of the Constitution/Rules of the organisation and associated governance structure.

The key focus this year has been how the Association can support the transition of personnel out of the Defence Force. One of the successful campaigns by National President, Carl Schiller, has seen an acceptance by the Commonwealth of the effects of chemicals on Air Force Fire Fighters.

Year in review

21-
22

Celebrating 50 years

In September 1971 Air Force Memorial Estate (AFME) was officially opened and it is unlikely that the founding members of the Association in 1929 could have imagined what has been achieved.

"When the estate first opened, Garden City hadn't been built and the only shops were Charlie Carters at Canning Bridge and Fremantle. At the time, there were poultry farms throughout this area, and I can remember that no laundry was permitted on a Sunday. AFME has been a wonderful place to live, and still is." - Rona Stalley.



Andrew Russell Veteran's Living (ARVL) launch in February

Modelled on a highly successful program established in South Australia, the ARVL initiative not only provides transitional housing for veterans at risk of homelessness, but also connects them to professional support services, followed by appropriate and affordable permanent housing.



"I left the launch feeling incredibly humbled and a great pride given something so meaningful has been borne out of such a tragedy; this initiative is nothing short of inspiring and it's a great example of what makes our State and country so wonderful. Those involved should be very proud of what they are setting out to do." - James McMahon DSC, AM, DSM.



Women in Air Force Lunch

As part of the RAAF centenary, the inaugural Women in Air Force celebration in October honoured the strong and incredible women affiliated with the RAAF and their tireless commitment, dedication and strength of character. As well as celebrating their achievements, the event provided an opportunity to reconnect, share stories and meet new friends.



Reservists Elena Mustard and Amanda Glover, whilst treading very different paths into the RAAF, both agree that if you're looking for adventure, exceptional training and development opportunities, solid employment conditions and also friends for life, the Air Force is a fantastic career option.



Squadron Leader Kathryn Harris studied nursing before joining in 2008. She has been deployed around the world and today is a Health Centre Manager. *"It's a challenging role but I enjoy it and feel very fortunate to have had so many opportunities in my RAAF career to date."*

RAAFA Challenger Court

RAAFA has expanded its facilities having finalised the acquisition of RAAFA Challenger Court from the City of Rockingham. A small retirement village consisting of 50 one-bedroom units. The acquisition reflects a continued investment in the West Australian retirement sector, reflecting our goal to create vibrant communities where residents can connect with one another and live the life they choose.

Close to the foreshore and café strip, the village provides an opportunity for future development to extend the provision of services to current serving defence personnel, veterans and seniors within the surrounding area.



Retirement Living

The buoyant property market has seen many new people move into our estates and despite the impact of COVID-19, community connections remain strong.

Retirement living boom

	New residents welcomed				
		RAAFA Estate Merriwa	37	Erskine Grove	19
		AFME in Bull Creek	15	Cambrai Village	40
		RAAFA Estate Meadow Springs	74	RAAFA Amity Village Albany	21



Volunteering as a bus driver, playing bowls for the first time, going to the gym, using the pool, popping along to happy hour and becoming regulars at morning coffee catch ups are all activities that Alex and Marlene King have been involved in since moving into Erskine Grove last year. *"Trying new things has been great fun and has also helped us to make new friends which we've loved."*

Intergenerational initiatives

Age proved no barrier to the strong friendships that bloomed as part of the Adopt a Grandparent initiative at AFME with All Saints College which encourages companionship and connections between young and old.

"I found it so satisfying to be involved as the two boys I met were both perfect little gentlemen and we talked about all sorts of things, from chess to cello and everyday life." – Marlis Dobson.



"At the end of the program they gave me a lovely collage of all the things we talked about, and I also have a photo of the three of us up on the wall, which is very special. The whole thing was a real joy to be part of, and I'm looking forward to being part of the next one too." – Janet Walters.



Residential Aged Care

The impact of COVID-19 has been a significant focus over the last 12 months, as have external pressures brought to bear from the Government as they act on the recommendations of the Royal Commission into Aged Care. Increased compliance and reporting requirements coupled with a major change in the care funding system are placing our industry under enormous pressure.

In response, we have increased our Quality and Clinical Governance team, established a working group focussed on transitioning to the new funding model and implemented new systems and processes to support the care operations.

Gordon Lodge resident Cissy Petkovich celebrated her 103rd birthday in October surrounded by family and friends. Facility Manager, Angela Lowe, says Cissy is an inspiring

lady who loves joining with activities and remains dedicated to her family. *"Maintaining good health throughout life is an obvious factor when it comes to ageing well, but things like staying engaged within the community and maintaining relationships with family and friends are just as important to positive ageing, which is why we place a strong emphasis on staying engaged."*



RAAFA Connect

AFME resident and great, great, grandfather Gil Carter says that he doesn't want to be anywhere else other than home. And home for this sprightly 98 year old is RAAFA's Mirage Terrace apartments, where he has lived for over 10 years.

"I've been active all my life and admit that I can't do what I used to," says Gil, who was in the Royal Navy during WWII and has prided himself in remaining fit.

"I had a fall recently that required a lot of rehab. It made me determined to recover and get home quickly and I'm very grateful to have the services I receive from RAAFA Connect that enable me to remain living at home. I love living at Mirage and I certainly don't want to move anywhere else."



Residents satisfaction

We are very pleased that our clients, residents and their families have indicated that they continue to be highly satisfied with the services

and care we provide, giving us an average **8.7/10 satisfaction rating** in our recent survey.

Growth & infrastructure

Redevelopment at AFME



Following the successful construction of Cirrus which included 56 apartments, the RAAFA Club, bowling club and function rooms in 2020, RAAFA continues to realise the masterplan for AFME with the first stage of the redevelopment of existing older residences on the estate.

38 units in the Sivyler, Harris, Ingram and Fraser blocks have been demolished to be replaced with the 'Stirling' apartment development to meet the continuing demand for contemporary seniors' accommodation at RAAFA.

The project is on schedule, with the following milestones met:

- 28 existing units have been refurbished to allow for the smooth relocation of people into comfortable temporary accommodation during the redevelopment.

Ron 'Rocket' Johnson was amongst the first to relocate from Fraser to Catalina in mid-October. *"Everything has been so well done, the whole move went smoothly and the team did a magnificent job,"* says Ron, who moved to AFME almost nine years ago.



"I'm in love with my unit, it's much newer and the whole experience has been quite an adventure really. I feel like I have the best of both worlds, maintaining my existing friends from Fraser, and I'm making new friends too. And I also have all the amenities that I love on my doorstep. The whole thing has been first class."

- Demolition of Sivyler, Harris, Ingram and Fraser buildings. Opened in 1974 and named after AFA members who have given many years of service to the Association in an executive capacity.
- Concept design complete.
- Development application approval granted - City of Melville.



**Gordon W Sivyer –
State Treasurer 1947-48;
State President 1951-54.**

Instrumental in the purchase of 207 Adelaide Terrace being realised during a period of financial difficulty. With the rise of property values the purchase was to be a turning point in the Associations history.



**Geoffrey E Harris –
State President 1976-78.**

His term in office was overshadowed by conflict, but despite these distractions, he oversaw the foundation of many Estate developments that were to be completed after his departure from office.



**Leslie A Ingram –
Junior Vice President
1974-75.**

Involved in the early construction of AFME and fundraising efforts for Dean Lodge.



Gilbert Fraser MLC.

Fremantle Branch foundation President and prominent Fremantle identity who was to prove a valuable friend and mentor to the Association. Influential in the purchase of the Associations first 'home' at Adelaide Terrace.

AFME heated pool

\$1.1M has been spent on an extension to the pool building at AFME, seeing a heated exercise pool built as an additional amenity for residents.

The pool is heated to 34 degrees and includes a hoist to assist people with mobility issues access the pool, as well as a unisex change room, toilet and shower.

"It's a significant investment that we know residents were keen to see, and it will be extremely beneficial to so many seniors on the estate." - Penny John, Estate Manager.



Unit refurbishment

161 units across RAAFA estates have been renovated this financial year. They have included substantial upgrades and alterations to ensure a modern and contemporary building design which has been extremely well received by new Retirement Living entrants.

Clear Skies

Commemorations

Battle for Australia, September 2021
Honouring the 1M Australians who served to protect their country and the further 6M who were mobilised.

"We'll never know what success by the enemy might have meant for Australia. But we know that Australian soldiers and airmen at Milne Bay brought those forces their first defeat on land. And we know it was from then that the course of the war changed." – Brett Dowsing RAN ret'd.



Remembrance Day 2021 commemorations at Merriwa Estate focused on young and old, integrating students from the Good Start Early Learning Centre and Quinns Rocks Primary School.

"Our hope is that by involving the next generation, they will gain some understanding of why these commemorations are so very important and significant to so many people." – Warren Johnson.

ANZAC 2022 and our living heroes. Centenarian Bob Porteous joined the RAAF in 1942. Stationed to RAF Mildenhall in Suffolk, England, he qualified as a navigator and joined 622 Bomber Squadron which saw him fly bombing raids over Germany, *"more times than I care to remember. I have many memories of the war, but I've tried to forget them."*



Bomber Command, May 2022

Membership, branches & their community role



Total members	3,534
RAAFA residents	2,243
Community	1,265

Ron Onions was bestowed life membership after 22 years of selfless volunteering and dedication to RAAFA. Since 2012, Ron has been a stable and supportive Division Councillor, filling many roles including State Secretary. He has been integral in major changes to ensure the Associations positive footing for the future.



Veterans, RAAF link

Striving to increase the link with the RAAF, the Erskine Grove Branch hosted a BBQ lunch in October for residents and students from the Baldivis Secondary College through the Defence School Mentor program. The program establishes connections with ex-service organisations for

students whose parents are veterans or on active service.

Advocacy services are now a joint operation with Combined Defence Forces Service Association (CDFSA) operating at Bull Creek and Mandurah.

Aviation Heritage Museum

Tornado GR4

The only aircraft of its type in Australia – now officially on display.

“I had 63 requests from museums for a Tornado, but when I saw how great the stories already being told out of Bull Creek were, and how amazingly skilled and dedicated the volunteers and staff are at Perth’s Aviation Heritage Museum, it was quite an easy choice to make,” says Wing Commander Erica Ferguson, Head of RAF Heritage.

The disassembled Tornado arrived by ship in May – the culmination of a three-year project headed by WG CDR Ferguson in conjunction with the specialised JARTS team.

RAF Warrant Officer Keith Davies - *“I remember speaking to WG CDR Ferguson about the prospect of getting the Tornado 9,000 miles across the world, and my reply was ‘nothing is impossible’.”*



People & Culture

Recognising milestones

Katherine Stansfield – 25 years

A valued member of RAAFA's team starting as an Enrolled Nurse at Karri Lodge, before being promoted to ACFI Coordinator. Kathy has seen the Facility grow into what we know today as Karri & Tuart Lodge.



Being safe

Be RAAFA Safe - is embedding in our culture of continuously improving our safe working practices into everything we do.

Preparation starts with a commitment between RAAFA and its employees. Providing the tools and resources to work safely, enabling staff to carry out their work safely.

Act and take the time and effort required to ensure safe systems of work are in and remain in place.

At RAAFA, we are all Safety Leaders.



"Being fitted for a specific mask, and ensuring I know how to use, wear and fit check it, is just one of the ways RAAFA makes me feel safe to perform my role."

- Maria Florea, Therapy Assistant, Alice Ross-King Care Centre.

Being your best self

The RAAFA Way is about supporting the health and wellbeing of our staff - we care for them so they can care for our residents and clients.

"The gestures, the fun and the ability for us all to connect and take some time to care for each other, has been particularly appreciated by our team this year as we have experienced COVID-19 outbreaks." - Sheila Yardley, Facility Manager, Vivian Bullwinkel Lodge.



Living our values



RESPECT

Steven McMahon, Chef, Meadow Springs Estate - always putting in extra hours and effort to ensure quality services are maintained during COVID-19.



CARE

Ann Griffith, Carer, Gordon Lodge - always going the extra mile, having so much care and compassion for our residents.



HONESTY

Michelle Bloem, Registered Nurse, Gordon Lodge - going Above and Beyond to care for the residents and staff at Gordon Lodge.

2021/22 culture survey results

At RAAFA, our people make our culture and we are proud that our culture remains strong in the face of what has been one of the most challenging years in our industry.

Employee culture 7.4 / 10

Over 70% employee satisfaction

Supporting our people to develop

Our preparation, training and most of all our dedicated and committed team have led to RAAFA's COVID-19 response being described as a benchmark for the sector. Our team has

gone above and beyond, continuing to provide the incredible care RAAFA is known for to our residents.



"RAAFA has provided me with great opportunities to develop my career, offering support, learning and growth that has allowed me to achieve my goals, progressing from a Carer to Quality Support Officer."
- Fabio Pasaka.

Governance, compliance & sustainability

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.

The Division Council formally delegates certain functions and responsibilities to five standing committees and management to assist in the performance of their duties. The following Committees comprise of a minimum of two Division Councillors and an Executive Team member, with external specialists where required:

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

In addition, Division Council has formed a Museum Planning Advisory Group to assist in developing the master plan for the Aviation Heritage Museum.

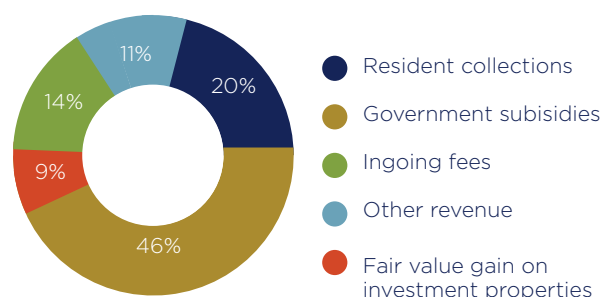
RAAFA continues to further refine and strengthen its governance framework and processes to remain responsive to compliance requirements of the ACNC, Department of Health and Aged Care and Aged Care Quality Standards.

Underpinned by our Purpose, Values and Approach, RAAFA has undertaken to deliver on our operational and strategic objectives, while growing our people to ensure we have the right skills, experience and knowledge through:

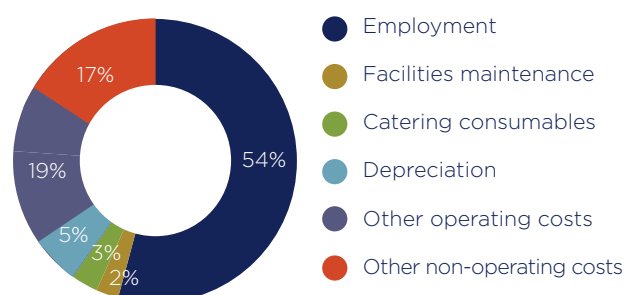
- Introduction of a Risk Management, Hazard Incident, Work, Health and Safety System, enabling efficient reporting and oversight.
- Information technology security review undertaken with remediation plan developed to support the increasing demands of compliance and cybersecurity requirements. Remediation is in progress under the oversight of the Finance, Audit and Risk Committee.
- Contract Automation System was implemented for Retirement Living resident contracts, significantly improving the contract development process.
- Enhanced Information and Records Management System with the initial phase primarily focussed on archived records.
- New Customer Feedback System currently in progress, with streamlined processes and reporting.

Financial summary

What we earned	22 000's	21 000's
Resident collections	16,445	16,214
Government subsidies	36,778	36,064
Ingoing fees	10,852	10,591
Other revenue	8,928	6,880
Fair value gain on investment properties	7,285	34,386
TOTAL INCOME	80,288	104,135

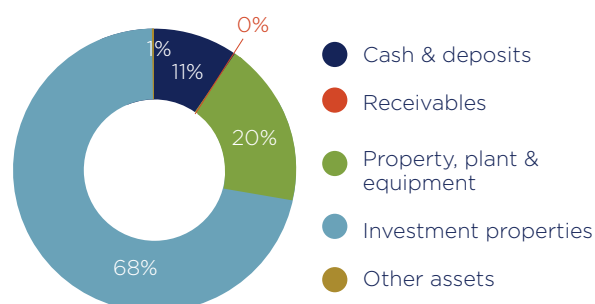


What we spent	22 000's	21 000's
Employment	44,327	40,456
Facilities maintenance	1,973	1,921
Catering consumables	2,542	2,282
Depreciation	4,231	4,060
Other operating costs	15,317	14,729
Other non-operating costs	13,775	10,937
TOTAL EXPENDITURE	82,165	74,385

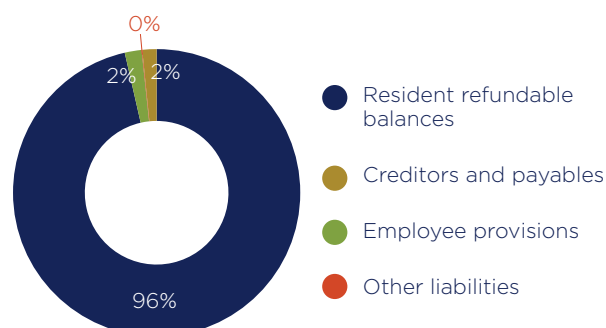


Net Surplus/(Deficit)	(1,877)	29,750
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What we own	22 000's	21 000's
Cash & deposits	76,498	67,645
Receivables	3,401	1,929
Property, plant & equipment	137,306	92,614
Investment properties	477,526	468,187
Other assets	4,037	3,444
TOTAL ASSETS	698,768	633,819



What we owe	22 000's	21 000's
Resident refundable balances	390,214	371,211
Creditors & payables	7,724	7,105
Employee provisions	7,094	6,156
Other liabilities	1,579	478
TOTAL LIABILITIES	406,611	384,950



Equity	22 000's	21 000's
TOTAL EQUITY	292,157	248,869

Note: This finance summary should be read in conjunction with the full audited Financial Report for the year ending 30 June 2022.

Division Council & Executive Leadership Team

Division Councillors



Clive Robertson
State President
(Chairperson)



Patrick (Pat) Hall
State Vice
President



Ron Onions
State Secretary
to October 2021



Norm Waldie
State Secretary
from October
2021



Richard Rust
Elected Division
Councillor



**Commodore
Brett Dowsing**
RAN Ret'd
Elected Division
Councillor



Charles Page
Elected Division
Councillor from
October 2021



Chris Carman
Appointed
Division
Councillor



Wayne Belcher
Appointed
Division
Councillor



Kylie Russell
Appointed
Division
Councillor from
October 2021

Executive Team



John Murray
Chief Executive
Officer & Division
Councillor
ex-officio



Tonia Zeeman
Chief Operations
Officer



Suresh Rajendra
Chief Financial
Officer



Lisa Hawkins
Head, People
and Culture



Ian Craig
Head, Clear
Skies



Mark Bow
Head, Business
Development



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

● MERRIWA

● JOONDALUP

● PERTH

● SOUTH PERTH

● CANNINGTON

● BULL CREEK

● ROCKINGHAM

● ALBANY

● MEADOW SPRINGS

● MANDURAH

● ERSKINE





RAAFA

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

 RAAFAWA

