

RAAFA



Annual Report
23 ➤ **24**





Our Purpose

Pursuing excellence in care and heritage

Our Values

Respect

Care

Honesty

Our Approach

Founded nearly 100 years ago by former Australian Flying Corps members, RAAFA's origins were rooted in a desire to maintain the camaraderie and selfless spirit they experienced during World War I. While initially focused on supporting veterans and their families, RAAFA's mission has expanded significantly over the years.

Today, RAAFA is a leading provider of Retirement Living and Retirement Care services in Western Australia. Our enduring commitment to serving the community, coupled with our rich history of supporting veterans, has solidified RAAFA's reputation as one of the most trusted names in the state.

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



I am pleased to present our 2024 annual report, a comprehensive overview of RAAFA's performance over the 2023-2024 financial year.

This report reflects our commitment to transparency, accountability and providing valuable insights into RAAFA's governance, management and operations.

RAAFA is dedicated to preserving the spirit of camaraderie that inspired our founders, former members of the Australian Flying Corps, to establish RAAFA nearly 100 years ago. Our vision is to create inclusive communities that provide exceptional care and support to all members of the RAAFA family. We strive to uphold the highest standards of excellence in everything we do, from preserving our history to delivering vital services to the Western Australian community.

Over the past year, under the guidance of our CEO Michelle Fyfe and the Division Council, RAAFA has undergone significant growth, highlighted by our financial performance, key projects and achievements. I am proud to share our accomplishments with our stakeholders, including members, volunteers, staff, residents and donors.

It has been an extraordinary year, and I would like to take this opportunity to express my sincere gratitude to my fellow Division Councillors, the Executive Leadership Team, staff, volunteers and members for your invaluable contribution to RAAFA's success. Your commitment and dedication have been instrumental in driving our organisation forward.

I look forward to continued growth and success in the year to come.

Clive Robartson AM
President



Introduction from the CEO

I am pleased to present the 2024 annual report, marking my second year as Chief Executive Officer of RAAFA.

RAAFA has experienced significant evolution over recent years, both in our income, assets and our people. In June 2024, the members of RAAFA voted in favour to transitioning to from an Incorporated Association to a Public Company Limited by Guarantee to ensure that our governance structure aligns with our strategic goals and will position RAAFA for long-term growth and success. The Division Council and Executive Leadership Team have begun to oversee the implementation of necessary changes to ensure a smooth and efficient transition.

As we reflect on this year's financial results, it is important to acknowledge the evolving landscape in which we operate, producing both new challenges and opportunities.

Western Australia has been grappling with a significant housing shortage, driven by factors such as population growth, rising demand, and limited supply. In December 2023, we broke ground on a new apartment building at Air Force Memorial Estate in Bull Creek. This project will add 63 independent living apartments to our Western Australian retirement community. Building on this momentum, we've initiated master planning for the redevelopment of Challenger Court in Rockingham and the development of recently acquired land in Two Rocks.

Not only is our population growing larger, but we are living longer. By 2044, it is expected that the population of Australians over the age of 85 is going to rise by at least 1.2 million. In response to



the increasing demand for aged care services and the insights gained from the Royal Commission into Aged Care Quality and Safety, we've strengthened our commitment to providing safe, supportive, and exceptional care. Guided by our newly established Quality Care Advisory Body and Consumer Advisory Body, we are actively implementing measures to ensure the highest standards of care within our community. I am proud to announce that RAAFA has achieved a 4-star rating across all five of our Aged Care Facilities.

The recent Royal Commission into Defence and Veteran Suicide has highlighted the urgent need for improved support, particularly during the critical early post-service period. I'm pleased to announce that the refurbishment of Sir Valston

Hancock House is complete. This program will provide essential transition accommodation for veterans experiencing or at risk of homelessness.

As Sir Valston Hancock House opens its doors, we're thrilled to share that we are making significant strides toward our goal of providing essential crisis accommodation and wrap around services to veterans through the Andrew Russell Veteran Living (ARVL) WA program.

Furthermore, we are now actively engaged with the City of Canning to secure Development Approval, bringing us closer than ever to making ARVL a reality and ensuring that our veterans have the support they need to transition from Defence Force life.

This year, we have divided what you would previously know as our annual report into one herein focused on finance, risk and governance and another at the end of the calendar year focused on the impact of our services.

I would like to genuinely thank everyone in the RAAFA community for their unwavering support over the past financial year. As we embark on a new chapter, RAAFA remains committed to providing excellence service to the Western Australian community.

Michelle Fyfe APM
Chief Executive Officer



Governance

The Air Force Association (Western Australian Division) Incorporated trading as “RAAFA” is a registered Charity. Formed in 1929 by a group of Australian Flying Corps veterans, RAAFA’s origins are rooted in supporting ex-Australian Defence Force Personnel and their descendants who are in need.

Since the 1970’s, these services have been extended to the general Western Australian community and includes offering care, welfare, facilities, and companionship to address the isolation and loneliness of old age. Additionally, RAAFA aims to assist other individuals facing destitution, misfortune, or distress. RAAFA operates as a public benevolent institution, aiding and contributing to charitable purposes aligned with these objectives.

The Division Council, a body comprised of nine members, serves as a foundation of governance for RAAFA and assumes responsibility for:

- Strategic direction
- Policy framework
- Financial oversight
- Risk mitigation
- Ethical and legal compliance
- Transparency and accountability
- Major personnel decisions

The current constitution limits members to two consecutive three-year terms. After a year-long hiatus, former Division Council members may be eligible for re-election or reappointment.



The Division Council



Clive Robartson AM
President

Clive Robartson has served as President of RAAFA, Western Australian Division, since 2018. A dedicated member of the association since 2013, Clive brings a wealth of experience in public service. Prior to his role at RAAFA, Clive held positions within the Department of Agriculture WA and served as a Councillor for the City of Melville. His military service includes a year in South Vietnam with the Royal Australian Army Medical Corp. Clive is a member of the Order of Australia Association. Clive holds a degree in Applied Science and a Diploma in Agricultural Technology.



Patrick Hall
Vice President

Pat Hall has over two decades of distinguished service in the Royal Australian Air Force. His career highlights include a Chief of Air Force Commendation for his contributions to communications projects. Pat remains actively engaged in the defence and national security sector, serving on advisory boards at the Australian Defence Industry Network WA. He holds a Master of Business Administration, Graduate Diploma of Electronic Commerce, and is a Fellow of both the Australian Institute of Company Directors and the Australian Institute of Management.



Norm Waldie
Secretary

Norm Waldie brings a diverse career spanning both the defence and corporate sectors. After serving 10 years in the Royal Australian Air Force, he transitioned to a variety of roles in technical and corporate service fields. Norm’s experience includes positions in offshore seismic data collection, wine industry management, and corporate services for both not-for-profit and commercial organisations.



Robert Stewart
Elected Division Councillor

Robert Stewart is an experienced financial advisor and has extensive board director experience in the financial, property and construction industry. Robert’s current board positions include Chairman of St Leonard’s Estate Pty Ltd, Executive Director of Durack Capital Pty Ltd and Chairman of Classic Contractors Pty Ltd.



Professor Kylie Russell
Appointed Division Councillor

Professor Kylie Russell joined the RAAFA Division Council in October 2021. A respected academic and registered nurse, Kylie leads a team within the School of Medicine at the University of Notre Dame Australia. Her extensive qualifications include a PhD, Master of Health Science (Education), Graduate Certificate in Human Resource Management, and a Bachelor of Nursing. Kylie is also a graduate of the Australian Institute of Company Directors and a member of Women’s Leadership Australia’s Executive Ready Program.



Denise Bowen
Appointed Division Councillor

Denise Bowen joined the RAAFA Division Council in January 2023. With a distinguished career spanning over four decades, Denise brings a wealth of experience in healthcare administration, nursing, and law. Her expertise extends to clinical governance and the challenges facing the health sector. Denise holds a Juris Doctor, Graduate Diploma in Family Dispute Resolution, and various nursing and health administration qualifications. She is also an NMAS accredited mediator.



Wayne Belcher OAM
Appointed Division Councillor

Wayne Belcher joined the RAAFA Division Council in April 2021. Wayne brings over two decades of experience as a Chief Executive Officer in the aged care industry. His previous roles include leadership positions at Braemar Presbyterian Care, Baptistcare, and Bethanie. Wayne holds a Graduate Diploma in Health Sciences and Master of Ministry and Business Law.

The Division Council



Commodore Brett Dowsing RAN Ret'd
Elected Division Councillor

Brett Dowsing joined the RAAFA Division Council in February 2021. A lifelong Western Australian with extensive experience in the Royal Australian Navy, Brett served as a seaman officer and helicopter pilot for over 50 years. His career included postings in Australian Embassies in the USA and Korea. Brett is a Justice of the Peace, serves on several non-profit boards, and is an active member of the RSL, Legacy, and Veterans’ Review Board. He holds a MScTech, Graduate Diploma in Strategic Studies, and various Maritime and Aviation Diplomas.



Charles Page
Elected Division Councillor

Charles Page is a seasoned aviator with a distinguished career spanning decades. As a retired airline captain, he has accumulated over 15,000 flying hours across various continents. His expertise extends beyond commercial aviation, as evidenced by his involvement in historical aviation projects and publications. Charles has made significant contributions to the association, including managing historical projects and authoring books that document the RAAFA’s heritage. His dedication to aviation and historical preservation has been recognised with prestigious awards.

Division Council Meeting Attendance Register FY23/24

Air Force Association (Western Australian Division) Incorporated
Division Council Meeting Attendance Register: 2023 - 24

	24/07/2023	24/08/2023	18/09/2023	24/10/2024	07/12/2024	22/01/2024	29/02/2024	24/04/2024	29/05/2024	Meeting Attendance
1 Clive Robartson AM	1	1	1	1	1	1	1	1	1	9
2 Pat Hall	-	1	1	1	1	1	1	1	-	7
3 Norm Waldie	1	1	1	1	1	1	1	1	1	9
4 Wayne Belcher	1	1	1	1	1	1	1	1	1	9
5 Denise Bowen	1	1	1	1	1	1	1	1	1	9
6 Brett Dowsing	1	1	1	1	1	1	1	1	1	9
7 Charles Page	1	1	1	1	1	-	1	1	1	8
8 Kylie Russell	1	1	1	1	1	1	1	1	-	8
9 Robert Stewart*	-	-	-	-	-	-	-	-	1	1

*Appointed 29/04/24

Committees

The Division Council formally delegates specific functions and responsibilities to the following committees:

Care, Safety and People

The Care, Safety and People Committee is responsible for overseeing and advising on clinical governance, safety and quality, workforce and culture, client satisfaction, and regulatory compliance. It monitors and evaluates the effectiveness of RAAFA’s clinical governance framework, health and safety systems, people strategies, and culture initiatives.

Veterans Heritage and Engagement

Veterans Heritage and Engagement Committee provides governance oversight and guidance to RAAFA’s charitable initiatives. It focuses on ensuring the sustainability of the Aviation Heritage Museum, fundraising for charitable programs, building relationships with stakeholders, and delivering positive outcomes for program recipients.

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee oversees the financial position, external auditors, internal audit processes, and risk management framework of RAAFA. It ensures the integrity of financial reporting, reviews budgets and forecasts, evaluates the performance of external auditors, and assesses the effectiveness of risk management processes.

Planning and Development Committee

The Planning and Development Committee advises the Division Council on development initiatives, business opportunities, and corporate strategy. It reviews master plans, assesses project proposals, develops financial arrangements, and makes recommendations on land transactions, building design, and capital works. The committee ensures compliance with statutory obligations.

The Executive Leadership Team

The Division Council provides strategic oversight and monitors performance to guide the Executive Leadership Team in achieving RAAFA's long-term goals. The Executive Leadership Team are responsible for operational management of the association and is comprised of the following six members:



Michelle Fyfe APM
Chief Executive Officer

Michelle assumed the role of Chief Executive Officer at RAAFA in July 2023, bringing a distinguished career in public service. Prior to joining RAAFA, she held executive positions at St John Ambulance WA and the WA Police Force. Michelle's expertise in leadership, relationship-building, and public service is evident in her numerous awards and board memberships. She holds a Master of Leadership (Policing) and is a Graduate of the Australian Institute of Company Directors.



Suresh Rajendra
Chief Financial Officer

The Chief Financial Officer oversees RAAFA's financial health and operations. This includes financial planning, reporting, risk management, contract management, procurement, property management, information technology and security, sustainability, and insurance.



Tonia Zeeman
Chief Operating Officer

The Chief Operating Officer oversees day-to-day operations and service delivery, including advocacy, program management, quality assurance, and strategic planning.



Mark Bow
Chief Growth Officer

The Chief Growth Officer is responsible for providing strategic leadership, legal advice, and governance oversight. This includes managing organisational development, acting as the company secretary, overseeing legal and secretarial matters, exploring merger and acquisition opportunities, and conducting research to support RAAFA's goals.



Gloria Davis
Chief Information Officer

The Chief Information Officer oversees RAAFA's information technology Infrastructure and ensures its effective use. This includes managing business intelligence, systems, document control, governance, information management, policy management, privacy, project management, and risk management.



Aaron Crowther
Chief Customer and Community Officer

The Chief Customer and Community Officer is responsible for building and maintaining strong relationships with customers, communities, and stakeholders. This includes oversight of RAAFA's Aviation Heritage Museum, branches, communication channels, customer experience, events, fundraising, marketing, membership, public relations, and stakeholder engagement.



Lisa Hawkins
Chief People Officer

The Chief People Officer is responsible for overseeing RAAFA's human resources functions. This includes managing recruitment, employee relations, performance management, compensation and benefits, training and development, and ensuring compliance with employment laws.

Risk Management

Risk Management Framework

RAAFA uses an organisation wide Risk Management framework as an integral part of its planning, governance and operational activities, with the objectives being to:

- Provide a structured risk management framework which outlines clear responsibilities and accountabilities in relation to risk.
- Embed risk management into all business strategic and operational management activities, planning and decision making.
- Support the achievement of RAAFA's strategic and operational objectives through early identification and proactive management of risks.
- Meet regulatory, legal and contractual responsibilities that directly relate to risk management.
- Protect RAAFA's image and reputation, and the safety of our people and assets.

Risk Governance Structure

RAAFA adopts a multi-layered strategy to clarify risk management roles and responsibilities.

Division Council

The Division Council and its risk sub-committee serve as a cornerstone of RAAFA's risk governance structure. They are responsible for overseeing the organisation's risk management framework, ensuring its alignment with strategic objectives, and supporting operational units in effectively managing their risk exposures. Through regular reviews and proactive communication, the Division Council identifies emerging risks and facilitates timely mitigation measures.

Risk management is a strategic priority, consistently addressed at both Board of Management and Executive Leadership Team meetings. Internal Auditing provides objective assurance to the Board regarding the adequacy and effectiveness of internal controls.

Executive Leadership Team

The CEO is accountable for ensuring the development, implementation, management, and monitoring of the RAAFA's comprehensive risk management plan and processes. The Executive Leadership Team actively supports the CEO in this endeavour, overseeing and mitigating risks within their respective areas of responsibility. As Risk Owners, the Executive Leadership Team members provide direction and guidance to operational management, fostering a culture of risk awareness and proactive risk mitigation.

To facilitate effective risk identification and management, RAAFA has established a framework of eight primary business risk categories. The Executive Leadership Team rigorously monitors both operational and enterprise risks within their business units, escalating high and extreme risks to the Executive Leadership Team's Quarterly Risk Management meetings.

These critical risks are further elevated to relevant subcommittees, including the Finance, Audit, and Risk Committee, the Care, Safety, and People Committee, and the Division Council, ensuring a robust and multi-layered approach to risk governance.

Financial Summary

What we earned	24 (000's)	23 (000's)
Resident Collections	19,585	18,278
Government Subsidies	47,696	37,559
Ingoing Fees	9,167	9,217
Other Revenue	19,137	12,806
Fair value gain on investment properties	21,605	33,016
TOTAL INCOME	117,190	110,876

Other comprehensive income	24 (000's)	23 (000's)
Movements in estate surplus	(327)	(540)
TOTAL COMPREHENSIVE REVENUE	116,863	110,336

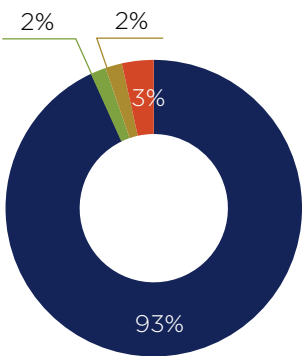
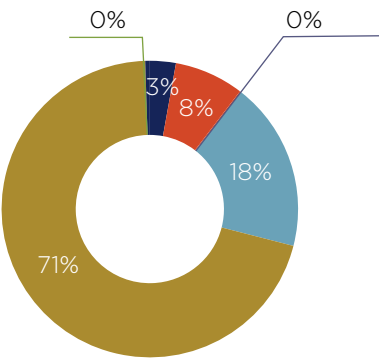
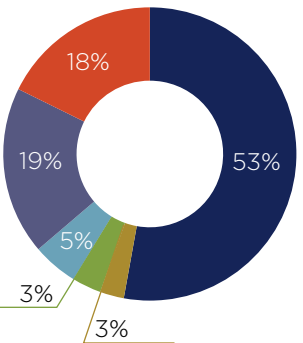
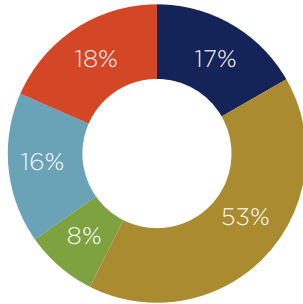
What we spent	24 (000's)	23 (000's)
Employment	56,841	46,024
Facilities Maintenance	2,849	2,041
Catering Consumables	3,453	2,813
Depreciation	5,424	5,712
Other Operating Costs	19,942	16,889
Other Non-Operating Costs	19,046	15,527
TOTAL EXPENDITURE	107,555	89,006

NET COMPREHENSIVE SURPLUS	9,308	21,330
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What we own	24 (000's)	23 (000's)
Cash & Deposits	21,855	16,482
Financial Assets	58,523	54,828
Receivables	1,276	23
Property, Plant & Equipment	142,548	136,684
Investment Properties	545,055	510,542
Other Assets	3,850	3,577
TOTAL ASSETS	773,107	722,136

What we owe	24 (000's)	23 (000's)
Resident refundable Balances	421,582	394,300
Creditors & Payables	7,519	3,714
Employee Provisions	8,221	7,158
Other Liabilities	15,682	6,169
TOTAL LIABILITIES	453,004	411,341

Equity	24 (000's)	23 (000's)
TOTAL EQUITY	320,103	310,795



Note: This finance summary should be read in conjunction with the full audited Financial Report for the year ending 30 June 2024



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Independent Auditor’s Report

To the Divisional Council of the Air Force Association (Western Australian Division) Incorporated

Report on the audit of the financial report

Opinion

We have audited the financial report of Air Force Association (Western Australian Division) Incorporated (the “Registered Entity”) which comprises the statement of financial position as at 30 June 2024, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Divisional Council’s declaration.

In our opinion, the financial report of Air Force Association (Western Australian Division) Incorporated has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a giving a true and fair view of the Registered Entity’s financial position as at 30 June 2024 and of its financial performance for the year then ended; and
- b complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*, the Associations Incorporations Act 2015 and other statutory requirements including the Accountability Principles 2014 pursuant to the Aged Care Act 1997.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Information other than the financial report and auditor’s report thereon

The Divisional Council are responsible for the other information. The other information comprises the information included in the Registered Entity’s annual report for the year ended 30 June 2024, but does not include the financial report and our auditor’s report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Divisional Council for the financial report

The Divisional Council of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, ACNC Act, the Associations Incorporations Act 2015 and other statutory requirements including the Accountability Principles 2014 pursuant to the Aged Care Act 1997, and for such internal control as the Divisional Council determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Divisional Council are responsible for assessing the Registered Entity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Divisional Council either intend to liquidate the Registered Entity or to cease operations, or have no realistic alternative but to do so.

The Divisional Council are responsible for overseeing the Registered Entity’s financial reporting process.

Auditor’s responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Registered Entity’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Divisional Council.
- Conclude on the appropriateness of the Divisional Council’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Registered Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grant Thornton

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

C A Becker

C A Becker
Partner – Audit & Assurance
Perth, 17 October 2024

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

TWO ROCKS

● **MERRIWA**

● **JOONDALUP**

PERTH ●

● **SOUTH PERTH**

● **CANNINGTON**

● **BULL CREEK**

● **ROCKINGHAM**

ALBANY ●

● **MEADOW SPRINGS**

● **MANDURAH**

● **ERSKINE**



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