RAAFA

2024-25
Annual Report

Acknowledgement of Service

RAAFA extends its deepest gratitude to the brave men and women who dedicate and have dedicated their lives to serving and protecting our Country. This unwavering commitment, sacrifice, and courage ensures the safety and freedoms we hold dear, and for that, we are profoundly thankful but also committed to playing our part in serving and supporting them and the broader community.

We recognise our service men and women do not do it alone. Their families also give selflessly, and in turn we advocate for their continued care – while in active service or as veterans.

Our commitment is not only to honour them but to stand alongside them. Their dedication will never be forgotten, and our stewardship will remain unabated.

Our Purpose

Pursuing excellence in care and heritage

Our Values

Respect

Care

Honesty

Our Approach

Creating RAAFA communities open to all

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, Retirement Care and Home Care services in Western Australia. Alongside this, the Aviation Heritage Museum preserves and shares Australia's rich aviation history, attracting thousands of visitors each year and inspiring future generations. 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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Message from the Chairperson

I am pleased to present the 2024–2025 Annual Report of the Air Force Association WA Limited – our first as a public company. The transition from an Incorporated Association to a Public Company Limited by Guarantee (PCLG) has been a deliberate and carefully managed process, essential for the continued development of the organisation. This new structure strengthens governance, supports long-term growth, and positions us to meet the challenges and opportunities ahead. Its implementation on 13 June 2025 marks the culmination of many years of planning.

The past year has been extraordinary, marked by significant growth, strong financial performance, and major project milestones. The opening of Sir Valston Hancock House on 25 September 2024 – made possible through Hancock Prospecting's purchase and fit-out of nine fully furnished two-bedroom apartments – now provides short-term accommodation for veterans experiencing homelessness. On 29 August 2025, we commenced construction of the Andrew Russell Veterans Living Centre (ARVL) in Cannington, which will provide 16 apartments for veterans experiencing homelessness and their families. These projects honour the spirit of camaraderie that inspired our founders.

Earlier in 2025, we finalised the acquisition of a small, modern retirement village in Kensington and looked forward to completing the Stirling Apartments at Memorial Estate, Bull Creek. This month also sees the completion of renovations at Memorial House, improving its ability to serve our veteran community. The refurbished facility will offer enhanced accommodation for our Advocacy team, extending their services from offices in Meadow Springs, Rockingham, and Merriwa.

These achievements have been made possible through the strategic guidance of our Board of Directors, the wise counsel of CEO Michelle Fyfe, and the dedication of the Executive Leadership Team and staff, whose commitment to our objectives remains unwavering.

This year also marks the conclusion of my tenure as President. Having served a decade on the Division Council – as President, Vice President, and Board Member – I reflect with pride on what I would call our Decade of Clear Skies: a period focused on tackling veteran homelessness and supporting the transition from military to civilian life.

Among the highlights of the past decade, in 2024, the Aviation Heritage Museum welcomed two exceptional aircraft, a Tornado GR4 from the Royal Air Force and an F/A-18 Hornet from the Royal Australian Air Force – joining an already remarkable collection. The 2021–22 theme, Heroes Supporting Our Community, celebrated the acquisition of Challenger Court in Rockingham and honoured Women in the Air Force during the Centenary celebrations. In 2020, the COVID-19 pandemic tested our resilience, and we responded with care and vigilance to safeguard residents and staff. In 2019, we proudly marked our 90th anniversary, reflecting on our rich history and the achievements of those who came before us.

Perhaps the essence of these years is best captured in the 2017–18 theme, Strength in our People. We have been united in purpose, steadfast in service, and committed to honouring the past while building a future defined by care, respect, and opportunity.

As I hand over to new leadership, I do so with deep gratitude for the trust placed in me, the camaraderie of colleagues, and the unwavering dedication of our members, staff, and volunteers. Together, we have strengthened our Association, broadened our reach, and renewed our commitment to those who have served. The skies ahead are bright, and I am confident the Air Force Association will continue to soar – guided by the same values and spirit that have carried us through this remarkable decade.

Thank you.

Clive Robartson AM

Introduction from the CEO

Everything we do begins with the people we serve, and this year we placed listening at the heart of our work to ensure our plans reflect what matters most to our community.

Over the past year, our focus has been to engage, listen and learn. We have met with residents, clients, members, volunteers and staff through open conversations, focus groups, interviews and everyday interactions. We have drawn on the expertise of sector specialists and the insights of our own team. This engagement, supported by customer research, has reached more than 200 individuals, with many more to come.

What we heard most clearly was the need for open and consistent communication, the value of community in supporting wellbeing, and the comfort people find in belonging to RAAFA. These themes are interwoven, reminding us that trust is built not only through services, but also through the culture and connections we sustain. I want to thank every person who contributed to these conversations; your insights are shaping how we plan for the future.

We recognise that our sector is entering a period of significant change, with the Australian Government's new rights-based Aged Care Act scheduled to commence on 1 November 2025. The Act places the rights of older people at the centre of the system and sets new expectations for access, funding and provider obligations. RAAFA welcomes this direction and affirms that the rights of older Australians should guide how services are designed and delivered.
At the same time, we know these reforms come amid workforce shortages and evolving funding models, which makes financial sustainability, investment in culture, and strong governance even more critical. Our focus is on ensuring we are ready to meet and excel these standards.

Our members voted in favour to transition RAAFA to a PCLG, showing the importance of staying future-focused. For nearly 100 years, RAAFA has been a place of service, connection and support. Now, as we look to the next century, we are sharpening our purpose, clarifying what we stand for and setting a course for long-term success. By aligning our people, systems and governance, we are prepared for both day-one compliance and the opportunities that reform will bring.

The year ahead will be one of planning and positioning. Together, we are building on nearly a century of service to ensure RAAFA remains trusted, relevant and ready to meet the needs of generations to come.

Michelle Fyfe APM
Chief Executive Officer

A year in review

As RAAFA moves toward its centenary in 2029, this year has been about building strength for the future while staying true to our purpose of supporting veterans, older Australians, and the wider community. We have focused on expanding services, enhancing care, preserving heritage, and strengthening our workforce, ensuring RAAFA remains resilient in a time of sector reform and growing community needs.

Expanding Services

- Acquisition of Perth Care + Companion Company broadened home care support.
- Alexandra Village joined our retirement living portfolio.
- Stirling Apartments construction advanced, with strong community interest.

Enhancing Aged Care

- Comprehensive review of residential services completed.
- New menus, dining models, and expanded telehealth capacities introduced.
- Quality Care and Consumer Advisory Bodies established.
- Recognised with the Worksafe Plan Gold Certificate.

Advocating For Veterans

- *Misunderstood* veteran perceptions report published.
- Andrew Russell Veteran Living program secured new funding.
- National media coverage highlighted our impact.

Heritage and Community

- Aviation Heritage Museum achieved national accreditation.
- Celebrated the Avro Lancaster's 80th anniversary.
- Expanded education and engagement programs.

Supporting Our Workforce

- New enterprise agreement successfully negotiated.
- Employee engagement above industry standards.
- Dementia training program delivered.

Financial Strength

- Disciplined management supported sustainability.
- Major refurbishment program commenced across aged care facilities.

Governance Framework

Transition to a Company Limited by Guarantee

On 13 June 2025, RAAFA officially transitioned from a State-based incorporated association under the Associations Incorporation Act 2015 (WA) to a public company limited by guarantee (PCLG), registered under the Corporations Act 2001 (Cth). This milestone strengthens RAAFA's governance, resilience, and compliance, positioning us for sustainable growth in a complex regulatory environment.

Why the Change and Why it Matters

The transition reflects increasing regulatory expectations across the aged care and retirement living sectors, including reforms from the Royal Commission into Aged Care Quality and Safety, the new Aged Care Act, and enhanced scrutiny from the Australian Charities and Not-for-Profits Commission (ACNC). By adopting a PCLG structure, RAAFA aligns with national standards and safeguards the benefits essential to our mission.

What has Changed?

To support this transition, RAAFA undertook a comprehensive review of its Constitution. Key updates include:

- Modernised language reflecting contemporary business and legal standards
- A revised membership structure aligned with the national Air Force Association framework
- Adoption of clauses consistent with WA's Model Rules for Associations
- Refined Objects to meet ACNC requirements

These changes were reviewed by legal experts and endorsed by members at the Special General Meeting held on 19 June 2024, with formal approval by the ACNC.

Governance and Implementation

RAAFA's governance framework has been enhanced to reflect best practice in transparency, accountability, and strategic oversight. Key elements include:

- Transition of the Division Council to a Board of Directors, with clearly defined fiduciary duties under corporate law
- Updated Constitution and Bylaws to ensure compliance with corporate and sector-specific regulation
- Strengthened governance processes to ensure ongoing compliance with ACNC, aged care legislation, and other regulatory bodies
- Enhanced stakeholder engagement to maintain strong relationships with members, residents, and partners

Risk Management Framework

RAAFA applies an organisation-wide risk management framework to support delivery of strategic objectives and safeguard our people, brand, and assets. The framework ensures:

- A structured approach with clear responsibilities and accountabilities, understood across the Board, Executive Leadership Team, and employees
- Integration of risk management into governance structures, strategy, operations, planning, policies, and decision-making
- Proactive identification and mitigation of risks to protect RAAFA's financial viability, service quality, and reputation

Risk Governance Structure

The Board of Directors

The Board sets RAAFA's strategic direction and performance expectations for the Executive Leadership Team. It embeds risk management into the organisation's culture and decision-making by:

- Maintaining oversight of risks through the risk management framework, Board Committees, and assurance planning
- Establishing a documented Risk Appetite Statement to guide decision-making under uncertainty
- Monitoring the operating environment to ensure risks are managed within agreed appetite and controls remain effective

Executive Leadership Team

The Executive Leadership Team operates within the risk management framework and allocates appropriate resources to manage risk effectively. Responsibilities include:

- Identifying and assessing risks relevant to operations, compliance, and strategic initiatives
- Reporting material risks to the Board and Committees for oversight and decision-making
- Delegating risk responsibilities to managers and staff, ensuring training and capability to manage risks effectively

Embedding Risk Culture

Risk management at RAAFA is not a standalone process but an integrated component of governance and performance. It is upheld through regular reporting, staff training, and alignment of policies and procedures with the organisation's strategic priorities. This ensures that risk awareness informs everyday decision-making, supporting both compliance and long-term sustainability.

Board of Directors

Clive Robartson AM
President

Date Appointed: 2013 (President 2018)

Qualifications: BAppSc, Dip Ag Tech

Experience: Brings extensive public service and governance experience, including leadership roles in local government and the Department of Agriculture WA. His military service includes deployment to South Vietnam with the Royal Australian Army Medical Corps.

Committee Responsibilities: Perth Care + Companion Company Subsidiary, AFA Federation Council, Nomination and Remuneration Committee.

Board meetings attended: 7 of 8

Patrick Hall
Vice President

Date Appointed: December 2018

Qualifications: MBA, GradDip E-Commerce, FAICD, FAIM

Experience: Over 20 years of service in the Royal Australian Air Force, recognised with a Chief of Air Force Commendation. Brings defence, technology, and strategic advisory experience through industry leadership roles.

Committee Responsibilities: Nomination and Remuneration Committee.

Board meetings attended: 6 of 8

Norm Waldie
Secretary

Date Appointed: October 2021

Qualifications: Trade Proficiency Certificate (Instrument Fitting); Precision Measuring Equipment Technician (RAAF); Bachelor of Business (Management), Edith Cowan University

Experience: Background in the Royal Australian Air Force and corporate services, with senior roles across not-for-profit and commercial sectors. Brings expertise in governance, compliance, and organisational management.

Committee Responsibilities: Nomination and Remuneration Committee, Finance, Audit and Commercial Committee, Veterans, Heritage and Engagement Committee.

Board meetings attended: 8 of 8

Board of Directors

Wayne Belcher OAM
Appointed Director

Date Appointed: April 2021

Qualifications: GradDip Health Sciences, Master of Ministry and Business Law

Experience: More than 20 years' experience as CEO in the aged care sector, leading major WA aged care providers. Brings expertise in clinical governance, service delivery, and organisational strategy.

Committee Responsibilities: Perth Care + Companion Company Subsidiary and Risk, Ethics and Governance Committee.

Board meetings attended: 8 of 8

Denise Bowen
Appointed Director

Date Appointed: January 2023

Qualifications: Juris Doctor, GradDip Family Dispute Resolution, NMAS Accredited Mediator, Nursing and Health Administration qualifications

Experience: Senior executive and governance professional with 40+ years' experience in health, nursing, and law. Specialist in clinical governance and health system reform.

Committee Responsibilities: Care, Safety and People Committee and Risk, Ethics and Governance Committee.

Board meetings attended: 7 of 8

Commodore Brett Dowsing RAN (Ret'd)
Elected Director

Date Appointed: February 2021

Qualifications: MScTech, GradDip Strategic Studies, Aviation and Maritime Diplomas

Experience: More than 50 years' service in the Royal Australian Navy, including international postings. Brings governance, operational leadership, and aviation expertise, with active involvement in veteran and community organisations.

Committee Responsibilities: Finance, Audit and Commercial Committee

Board meetings attended: 8 of 8

Charles Page
Elected Director

Date Appointed: October 2021

Qualifications: Commercial Pilot Licence (CPL); extensive international aviation training and experience across multiple aircraft types.

Experience: Retired airline captain with extensive international aviation experience and recognised contributor to aviation heritage through publications and preservation projects.

Committee Responsibilities: Veterans, Heritage and Engagement Committee.

Board meetings attended: 7 of 8

Board of Directors

Professor Kylie Russell
Appointed Director

Date Appointed: October 2021

Qualifications: PhD, MHlthSc (Education), GradCert HRM, BN, GAICD

Experience: Academic leader and registered nurse with expertise in healthcare education, workforce development, and governance. Brings clinical and policy insight into aged care and health services.

Committee Responsibilities: Perth Care + Companion Company Subsidiary, Care, Safety and People Committee.

Board meetings attended: 8 of 8

Robert Stewart
Elected Director

Date Appointed: April 2024

Qualifications: Diploma in Financial Planning; qualifications in Ministry.

Experience: Financial adviser and company director with significant board experience across the finance, property, and construction sectors. Brings commercial acumen and governance capability.

Committee Responsibilities: Finance, Audit and Commercial Committee.

Board meetings attended: 7 of 8

Michelle Fyfe APM
Chief Executive Officer (Ex-Officio Director)

Date Appointed: July 2023

Qualifications: Master of Leadership (Policing); Graduate Diploma – Executive Leadership; Graduate Certificate of Applied Management; GAICD

Experience: Experienced CEO and senior executive in emergency services and public safety, including 34 years with WA Police and five years as CEO of St John Ambulance WA. Recognised for leadership with the 2017 Telstra Businesswoman's Award and the Australian Police Medal in 2021.

Committee Responsibilities: Perth Care + Companion Company Subsidiary, AFA Federation Council, Finance, Audit and Commercial, Risk, Ethics and Governance Committee, Care, Safety and People Committee, Veterans, Heritage and Engagement Committee.

Board meetings attended: 8 of 8

Committees

The Board of Directors delegates responsibilities to specialist committees and the Perth Care + Companion Company Subsidiary to ensure effective oversight and governance.

Perth Care + Companion Company Subsidiary

Provides strategic oversight of RAAFA's wholly owned entity, ensuring activities align with organisational purpose, priorities, and governance standards.

Care, Safety and People Committee

Advises the Board on clinical governance, quality and safety, workforce development, organisational culture, client satisfaction, and compliance across Seniors Living services.

Veterans, Heritage and Engagement Committee

Supports RAAFA's charitable legacy by guiding veterans' initiatives, heritage preservation, and community engagement, including stewardship of the Aviation Heritage Museum.

Nomination and Remuneration Committee

Oversees Board appointments and remuneration, ensuring succession planning, diversity, transparency, and compliance with governance requirements.

Risk, Ethics and Governance Committee

Advises on governance, ethical standards, and risk management, including oversight of internal audit, crisis preparedness, and emerging risks, while promoting integrity and organisational resilience.

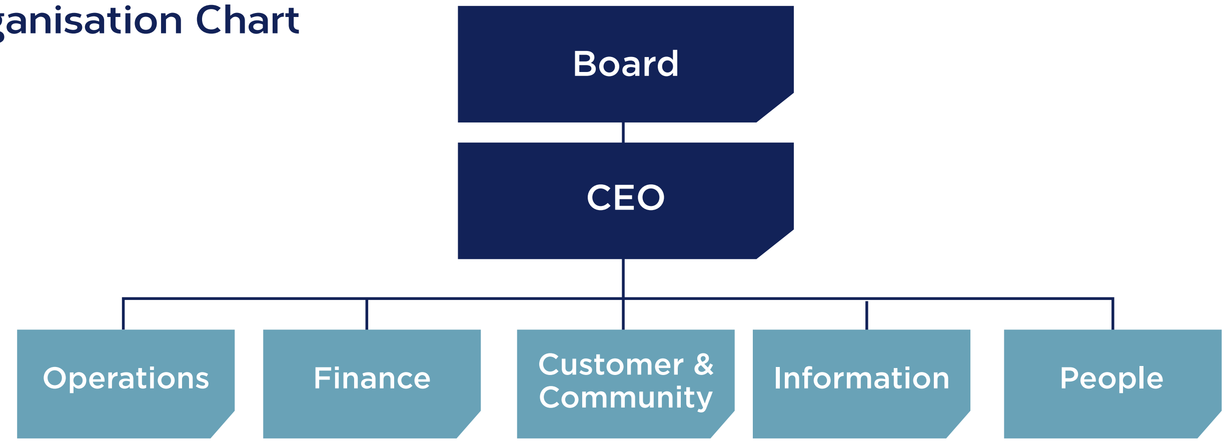
Finance, Audit and Commercial Committee

Provides assurance of financial integrity and internal controls, overseeing audits, financial sustainability, and investment activities, and advising on commercial and strategic development opportunities.

Key Management

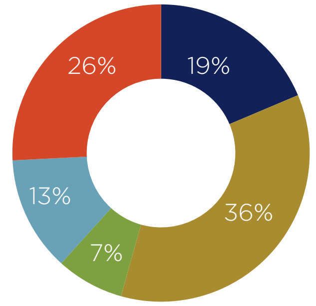
Gloria Davis	Suresh Rajendra	Aaron Crowther	Michelle Fyfe APM	Tonia Zeeman	Lisa Hawkins
Chief Information Officer	Chief Financial Officer and Company Secretary	Chief Customer and Community Officer	Chief Executive Officer	Chief Operating Officer	Chief People Officer

Organisation Chart



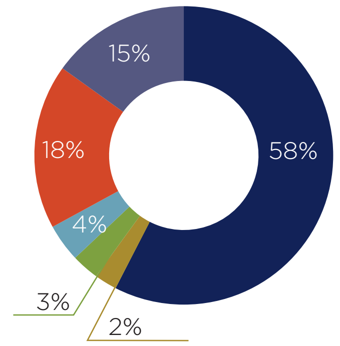
Financial Summary

What we earned	25 (000's)	24 (000's)
Resident Collections	26,753	19,585
Government Subisidies	51,259	47,696
Ingoing Fees	10,579	9,167
Other Revenue	17,950	19,137
Fair value gain on investment properties	37,014	21,605
TOTAL INCOME	**143,555**	**117,190**



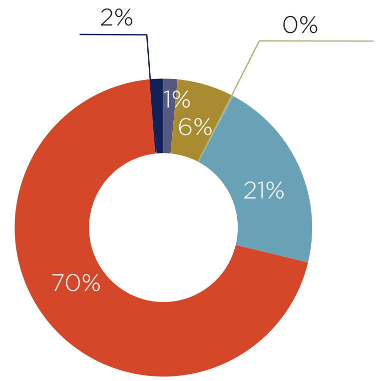
Other comprehensive income	25 (000's)	24 (000's)
Movements in estate surplus	(229)	(327)
TOTAL COMPREHENSIVE REVENUE	**143,326**	**116,863**

What we spent	25 (000's)	24 (000's)
Employment	70,665	56,841
Facilities Maintenance	2,998	2,849
Catering Consumables	3,642	3,453
Depreciation	5,035	5,424
Other Operating Costs	21,942	19,942
Other Non-Operating Costs	18,513	19,046
TOTAL EXPENDITURE	**122,795**	**107,555**

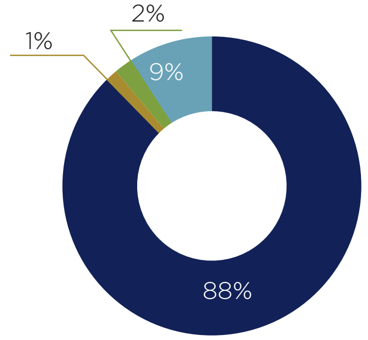


NET COMPREHENSIVE SURPLUS	**20,531**	**9,308**

What we own	25 (000's)	24 (000's)
Cash & Deposits	12,951	21,855
Financial Assets	52,234	58,523
Receivables	1,176	1,276
Property, Plant & Equipment	178,183	142,548
Investment Properties	593,818	545,055
Other Assets	12,105	3,850
TOTAL ASSETS	**850,468**	**773,107**



What we owe	25 (000's)	24 (000's)
Resident refundable Balances	447,105	421,582
Creditors & Payables	6,159	7,519
Employee Provisions	9,772	8,221
Other Liabilities	46,798	15,682
TOTAL LIABILITIES	**509,834**	**453,004**



Equity	25 (000's)	24 (000's)
TOTAL EQUITY	**340,634**	**320,103**

Note: This finance summary should be read in conjunction with the full audited Financial Report for the year ending 30 June 2025

Auditor's Report

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Independent Auditor's Report

To the Members of the Air Force Association WA Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Air Force Association WA Limited (the Company) and its subsidiaries (the Group) which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and the Directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

a giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance for the year ended on that date; and

b complying with Australian Accounting Standards *AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the *Corporations Regulations 2001*.

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 Group in accordance with the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2025, 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 Directors' for the financial report

The Directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*. The Directors' responsibility also includes such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Group'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 Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

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 Board.
- Conclude on the appropriateness of the Board'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.
- Obtain sufficient appropriate evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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
Partner – Audit & Assurance

Perth, 16 October 2025

Grant Thornton Audit Pty Ltd
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Two Rocks
Future development

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

South Perth
Central Support Office
Future development

Bull Creek
Air Force Memorial Estate (AFME)
Alice Ross-King Care Centre
Gordon Lodge
Aviation Heritage Museum
RAAFA Home Care

Cannington
Future development

Rockingham
RAAFA Challenger Court

Meadow Springs
RAAFA Estate Meadow Springs
McNamara Lodge

Erskine
Erskine Grove

Albany
RAAFA Amity Village Albany

Kensington
Alexandra Village

RAAFA

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