



RAAF WELFARE RECREATIONAL COMPANY (RWRC)
(Trustee of the RAAF Central Welfare Trust Fund - RCWTF)

2020/2021 – CORPORATE PLAN

STATEMENT OF PREPARATION

We, as the Accountable Authority of the RAAF Welfare Recreational Company (as Trustee of the RAAF Central Welfare Trust Fund [RCWTF]), present the Corporate Plan of the entity as required for paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The Plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

The Plan covers the period 2020/2021 – 2024/2025 and has been adopted by a Resolution of the Accountable Authority.

PT Tammen
Air Commodore
Chair

DA Kelly
Warrant Officer
Secretary

PURPOSE

Manage and promote RAAF Welfare Recreational Company (RWRC) owned recreational facilities for RAAF members, their families and other eligible persons and to provide financial support to, and assist in the provision of recreational amenities and services to RAAF members.

The entity provides these as a component of a broader suite of support services to enhance the morale and wellbeing of members of the RAAF, their families and other eligible users.

As Trustee, the RAAF Welfare Recreational Company achieves the purpose through the effective management of the RAAF Central Welfare Trust Fund.

To achieve the purpose, the Accountable Authority will:

As trustee, manage the activities of the RAAF Central Welfare Trust Fund as a sustainable entity through a strategy of diversification and with broad long term vision in order to optimise the benefits to eligible persons in the provision of discounted recreational accommodation and recreational amenities.

The Accountable Authority, over the period of the Plan, will adopt the following strategies to achieve its purpose:

- Facilitate access to discounted high quality recreational accommodation for all eligible persons.
- Explore alternative means of providing subsidised recreational accommodation.
- Ensure that the investment portfolio delivers income and growth to ensure the long term sustainability.
- Explore alternative recreational amenities outside discounted holiday accommodation
- Continually monitor the environment within which the entity operates to the extent that, if the provision of discounted recreational accommodation becomes unsustainable, the Accountable Authority will review the operational continuance in the sector.

Strategic Outcome. The overarching outcome is that the entity's operational and fiscal performance ensures that its value is maintained and that it remains enduring and relevant to the needs of members.

The following will inform and re-shape how the entity will undertake activities to achieve the Strategic Outcome over the period of the Plan:

Outcomes Statement for the period of the Corporate Plan: *The Accountable Authority will consolidate and complete its investment portfolio profile, concentrate on its Ambassador apartments (Gold Coast) as the flagship for discounted accommodation and continue to refine and implement an operating model that allows it to pursue the provision of additional recreational amenities to a greater percentage of eligible members.*

How is the Outcome statement to be delivered?

In 2020/2021 we will:

1. Finalise the value and profile of the Colonial investment construct (in association with the RWRC investment advisor).
2. Continue to maintain the Gold Coast apartment's appeal to eligible members through prudent investment in the property both internally and externally.
3. Continue high level consideration of revised accommodation models to determine which are worthy of additional scoping.
4. Confirm and lock in access to additional resources to enable development and testing of revised models.
5. Maintain and if necessary enhance consultation and co-operation with Navy and Army and other Defence aligned organisations providing discounted recreational services to eligible members.

During 2021/2022 we will:

1. Determine if the provision of loans and grants is a necessary function of the Trust and decide if the Trust Deed should be amended accordingly.
2. If necessary, recommend to CAF amendments to the Trust Deed to bring it in line with services offered.
3. If decided, begin the process of realigning to a new service delivery model.

During 2022/2023 to 2024/2025 we will:

1. Continue to measure operational and fiscal performance.
2. Finalise a new service delivery model.
3. Finalise a modernisation of, and any amendments to, the Trust Deed.
- 4.

ENVIRONMENT

Operating within the hospitality environment creates its own set of unique challenges. The commercial sector's ability to provide an affordable holiday experience requires the Accountable Authority to be attuned to the needs of its customer base. If, for example, the commercial sector can provide the holiday experience outcome in a more economical manner (taking into account year round factors), the Accountable Authority, in accordance with its strategies, will further refine and continue to critically examine its continued operation in the sector.

Additionally, the needs of the primary customer base (members of the Air Force) must be a consideration. Operational tempo, leave profiles and the more sophisticated holiday experience offered in an affordable manner has a considerable impact on operations (for example, the ease and economy of an overseas holiday).

The current 'block' holdings of accommodation on the Gold Coast, whilst of a very good standard, may be a dated concept but will be retained through the transition to a revised service delivery model. A move to refocus on a delivery profile with less fixed cost options to serve a greater percentage of eligible members will be required to sustain the entity and meet the evolving needs of the customer base. Additionally, the manner in which the Accountable Authority achieves its desired outcomes will necessarily evolve as operational outcomes are delivered.

COVID 19. The COVID 19 pandemic will impact operations for 2020/2021 as, potentially, the Gold Coast apartments will remain closed to guests in compliance with Federal and State mitigation measures. Notwithstanding, any continued closure is manageable, financial impacts analysed and appropriate plans put in place to ensure the continued viability of the entity in both the short and longer term. All Federal and State actions in regards to reducing restrictions will be monitored throughout the year. When it is safe to do so, and when restrictions are eased to the extent that interstate travel is allowed, operational measures for holiday letting will be reviewed to determine if it is both safe and viable for the apartments to re-open.

Factors in which the entity has full control:

The entity:

- owns the property holdings on the Gold Coast;
- was established to assist members of the Royal Australian Air Force and other eligible members;
- to some degree, has a ‘captive’ audience; and
- can, through consultation, continually refine ‘how’ it provides recreational amenities and financial assistance for worthwhile activities and thus ensure a more equitable benefit distribution across Air Force.

Factors in which the entity has partial control:

- Financial returns on the investment profile for managed funds portfolio, in that, the Accountable Authority will be able to move its posture quickly depending on domestic and international activities that influence markets.
- The effectiveness of a revised service delivery model will be driven by the entity’s financial position – there are / will be finite funds available.

Factors in which the entity has no control:

- Operational tempo and its impact on leave availability.
- Domestic and geo-political impacts on markets.
- Relative merit of the product on offer compared to commercial offerings both domestically and overseas.
- COVID 19 associated impacts.

PERFORMANCE

This section of the Plan details how the business entity will continue monitoring its performance to achieve its Purpose whilst transitioning through delivery of the actions supporting the Outcomes Statement.

Recreational Facilities

Activity	Delivery	Desired Result	Operational target	Occupancy target	Aspirational Occupancy target
Provide 'owned' discounted holiday facilities.	Focussed marketing.	Maintain and/or increase occupancy levels.	Cash break even.	Gold Coast – 65%	Gold Coast – 75%
Explore other relevant accommodation options.	Align other relevant accommodation with service delivery model.	Accommodation options that compliment owned facilities.			
Gain access to alternative holiday accommodation.	Members gain access to alternative holiday accommodation (e.g. other services and Armed Forces Vacation Club).	Members have access to a variety of accommodation types and destinations.	n/a	n/a	n/a

Recreational Amenities and Welfare Activities

Activity	Delivery	Desired result
Provide loans/grants for worthwhile amenities and/or recreational activities on RAAF bases.	<ol style="list-style-type: none"> Sufficient funds are generated to support submissions. Base Commanders are aware that funds exist to support worthwhile projects. 	Funded projects provide enhanced amenity to members.
Access to alternative recreational amenities scoped.	Suite of services available with easy access.	Members have access to recreational amenities.

Finances

Activity	Delivery	Desired Result	Target
In partnership with the investment advisor, actively manage the entity's investment portfolio.	Be agile and move quickly to mitigate risks or take advantage of opportunities within the construct of the investment domain.	Sufficient funds generated to fund operational objectives and maintain relevance of the entity.	Return on investment of a minimum of CPI+4.

RISK OVERSIGHT and MANAGEMENT

Risk Appetite Statement

The Accountable Authority of the RAAF Welfare Recreational Company (RWRC) faces a range of risks reflecting its responsibilities in providing services to eligible members. Risks include those resulting from responsibilities of managing activities in holiday facilities and the financial stability and performance of the Trust in the asset and financial management sphere's as well as day to day operational activities.

The risks arising from governance and operational responsibilities can be significant. These risks are managed through a process that emphasises the importance of integrity, intelligent inquiry, maintaining high quality staff and directors and accountability.

The RWRC faces financial risks, largely due to its property and managed fund investment profile. The Accountable Authority accepts that, by the entity's standards, the balance sheet risks are significant and manages these risks carefully but not at the expense of achieving positive outcomes and returns. .

The Accountable Authority recognises that it is not possible or necessarily desirable to eliminate all risks inherent in its activities. Acceptance of some degree of risk is necessary to grow the entity. Nonetheless, there is a low appetite for operational risk and necessary controls to ensure those risks are maintained at acceptable levels.

Risk Monitoring and Review

The following procedures will apply:

- a. A review of the Risk Management and Fraud Control Plan and Risk Register will be undertaken on an annual basis.
- b. The Accountable Authority, Audit Committee and the Secretary of the Company will be involved in each review of the Risk Register.
- c. The Risk register is to be maintained as part of the Risk Management and Fraud Control Plan.

- d. In the event that a security incident occurs the Secretary of the Company is to advise the circumstances to the Chair of the Audit Committee as soon as practicable. The Chair of the Audit Committee is to decide whether further immediate action is required and bring the incident to the attention of the Accountable Authority at the next meeting of Directors.

Risk Sharing

Where possible, the RWRC is to offset risks through risk sharing processes. All risks detailed in the Risk Register are to be examined to determine whether risk sharing is relevant to the risk. Factors to be taken into consideration are:

- a. Cost effectiveness.
- b. Third party contracts.
- c. Insurance.

Roles and Responsibilities

Accountable Authority. Ultimate responsibility for ensuring appropriate risk management processes are applied rests with the Accountable Authority.

The Accountable Authority is responsible to review and approve the risk management plan and risk register.

Secretary of the Company. The Secretary of the Company is responsible for:

- a. Development and implementation of a Risk Management and Fraud Control Plan;
- b. Assessment of identified risks and developing strategies to manage those risks, as they are identified;
- c. Ensure that risks given an H or higher grading are closely monitored;
- d. Maintenance of the Risk Register; and
- e. Maintenance of the Security Incident register.

Audit Committee. The Audit Committee are responsible for:

- a. Reviewing any proposed changes to the Risk Management and Fraud Control Plan prior submission to the Accountable Authority for approval.
- b. Carrying out regular internal reviews of business operations to ensure compliance with risk management and fraud related issues.

CAPABILITY

The RWRC provides discounted holiday accommodation on the Gold Coast. Additionally, the entity management works with Navy, Army, the New Zealand Defence Force and Armed Forces Vacation Club and other Defence aligned service providers to ensure members of the Air Force have access to a broad spectrum of discounted holiday facilities nationally and internationally.

Throughout the period of the Plan, this Accountable Authority aims to refine its service delivery model to maximise benefits to members of the Air Force primarily, and other eligible members.

Success Measures. Level of occupancy is the immediate measure for recreational holiday facilities.

Business development

The Accountable Authority will build on initial workshops considering the future direction and service delivery model of the entity.

Capability Aim. Any new model will deliver a direct or indirect benefit to a greater percentage of Air Force and other eligible members in a cost effective and sustainable manner. This will potentially be achieved through growing strategic relationships and exploring new models.

Finance and investment

The RWRC model provides that returns on liquid assets will subsidise, where necessary, recreational holiday accommodation operational shortfalls. Additionally, funds may be used for the provision of loans and or grants to Bases for worthwhile projects for which it is inappropriate to use relevant funds.

Capability aim. Improved financial returns will provide the Accountable Authority greater flexibility in determining a service delivery model that delivers a benefit, directly or indirectly, to a greater number of members. The Accountable Authority will engage additional resources to develop detailed scoping papers of revised models to determine their practicality and suitability when measured against five key characteristics:

Equitable. The model should not show any bias to rank, geography or current serving/retired members.

Low maintenance. The model should be cognisant of the limited resources available to administer it.

Sustainable. The model should not erode the value of the entity and risk its enduring nature.

Reputation. The model will include a risk assessment to ensure it reflects Air Force values.

Principled. The model should be guided and developed in the best interests of members and avoid conflict/duplication with Navy, Army, Air Force and other Defence services.

Additionally, papers will identify current and future needs in terms of workforce resourcing, administration, cost and any revised IT requirements.