

# **RAAF VETERANS' RESIDENCES TRUST**

## **PLAN**

**2023-24**

**Approved by Trustees:**

**1 Jun 23**

## RAAF VETERANS' RESIDENCES TRUST PLAN 2023-24

### Introduction

1. The RAAF Veterans' Residences Trust (the 'Trust') was established by an act of the Commonwealth parliament in 1953.<sup>1</sup> The Trust is a small Corporate Commonwealth Entity (CCE), subject not only to the requirements of its own Act, but also the Public Governance, Performance and Accountability Act (PGPA Act) 2013.

2. This plan is prepared as required by paragraph 35(1) of the PGPA Act. The reporting period for which the plan is prepared is 2023-27, covering the reporting periods: 2023-24, 2024-25, 2025-26 and 2026-27. The plan content is also informed by the directions and guidance detailed in Risk Management Guide No. 132 *Corporate plans for Commonwealth entities*.

### Purpose

3. The purpose of the Trust is the provision of a residence or residences in which eligible persons who are in necessitous circumstances, and, if the Trust so approves, the dependants of such eligible persons, may be accommodated or supported.<sup>2</sup>

### Key activities

4. The Trust's key activities over the four-year planning period are the:

- a. identification and support of eligible tenants as property vacancies arise
- b. maintenance and upkeep of Trust properties
- c. identification and implementation of initiatives to improve Trust performance and outcomes.

5. **Initiatives.** The Trust implements initiatives, documented in milestone plans, both to improve its day-to-day performance and to work towards achieving its purpose. The initiatives relevant to Financial Year 2023-24 are detailed at Annex A.

### Operating context

#### Environment

6. The Trust is a small niche-provider of accommodation within the much larger social welfare systems managed by the Commonwealth and State governments. The main internal and external factors that will, over the period of the plan, affect or influence Trust performance and capacity to achieve its purpose are:

- a. the continued ability to retain volunteer trustees and employ qualified staff

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<sup>1</sup> Royal Australian Air Force Veterans' Residences Act 1953 (Cth)

<sup>2</sup> Adapted from Clause 4 of Royal Australian Air Force Veterans' Residences Act 1953 (Cth)

- b. ongoing infrastructure support by the Department of Defence
  - c. the continued ability to maintain financial viability given the statutory constraints.
7. The following factors, which are beyond the Trust's control, are unlikely to markedly influence the achievement of the Trust's purpose:
- a. macroeconomic and microeconomic factors
  - b. the regulatory landscape given the unlikelihood of change to the Trust's enabling legislation
  - c. technological factors which would usually allow more efficient Trust operation
  - d. social factors such as changes in the expectations and demographics of the eligible population
  - e. geographical considerations including remoteness and climatic conditions, given that the Trust is unlikely to acquire accommodation in remote or climatically challenging locations.

Nevertheless, such factors will be considered as part of the Trust planning cycle.

### **Required capabilities**

8. To achieve its purpose the Trust must sustain workforce, infrastructure and Information and Communications Technologies (ICT) capabilities. When required, the plan will identify initiatives to maintain the required capabilities.
9. **Workforce capability.** The Trust requires two employees, one full-time and one part-time, with broad management and administrative competencies. No high-level trends and developments have been identified which presently affect or may affect this workforce in future. These employees have sufficient capacity to perform their 'business as usual' responsibilities as well as supporting planning initiatives.
10. **Infrastructure capability.** Trust infrastructure comprises the office accommodation provided by Defence at RAAF Williams Laverton, together with the portfolio of rental properties in various capital cities. This current infrastructure remains sufficient in enabling the Trust achieve its purpose. Consequently, no expansion of Trust infrastructure is currently under consideration.
11. **ICT capability.** Trust ICT assets comprises Trust-owned laptops, wi-fi hotspot and storage devices, supplemented by Defence-provided office assets, namely a combined printer/scanner and terminal access to the Defence Protected Network. These assets do not require a technology strategy to identify and support future business requirements.

12. **Risk oversight and management.** The Trust manages its risks in accordance with a documented risk management plan and accompanying Trust risk register. The risk management practices broadly align with the Commonwealth's Risk Management Policy. In particular, hazards, their resultant risks and appropriate risk treatments are considered during:

- a. ongoing discussions between executive trustees and trust staff
- b. deliberations of the Trust Audit Committee
- c. quarterly trustee meetings
- d. the Trust's annual planning process
- e. annual ANAO audits.

13. **Cooperation with other entities.** The Trust does not require cooperation with other Commonwealth/State entities. The Trust cooperates with the:

- a. Returned and Services League of Australia with respect to identifying potential applicants and, when necessary, the nomination of trustees for ministerial approval
- b. RAAF Association with respect to identifying potential applicants and, when necessary, the nomination of trustees for ministerial approval
- c. the Royal Australian Air Force (RAAF) with respect to the nomination of trustees for ministerial approval.

14. **Subsidiaries.** The Trust has no subsidiaries.

## Performance

15. In working towards achieving its purpose, the Trust is guided by the following principles:

- a. **Accommodation priorities.** Although the purpose of the Trust is to provide accommodation to eligible ex-RAAF personnel and other persons as described in Section 2 of the Royal Australian Air Force Veterans' Residences Act 1953, there will be occasions when there is insufficient demand for available accommodation. When this situation occurs, the Trust may offer accommodation to non-eligible personnel, such as relatives of RAAF members and members of other Australian and allied services. The Trust may also choose, even when eligible applicants exist, to allocate specific accommodation to the general public at market rates to remain financially viable. Such allocations are carefully considered to ensure that they remain in line with the Trust's statutory responsibilities and powers.

16. **Key performance indicators.** The Trust recognises the value of measuring its performance through the regular review of well-designed Key Performance Indicators (KPIs). The Trust's KPIs are based on the 'House of Governance' construct, detailed in RAAFVRT Instruction 4 *Governance*. The KPIs are summarised in Annex B.

## **Conclusion**

17. The Trust continues to operate effectively as a self-funding niche provider of accommodation and related support services. Initiatives are in place to improve both the governance of Trust operations and its day-to-day support of eligible veterans.

## **Annexes**

- A. RAAFVRT Initiatives
- B. RAAFVRT KPIs

**RAAFVRT Initiatives**

| <b>Management Field</b> | <b>No.</b> | <b>Initiative</b>                                                                                               | <b>Lead</b> |
|-------------------------|------------|-----------------------------------------------------------------------------------------------------------------|-------------|
| Governance              | 1          | The Trust should professionalise its governance and management arrangements to reflect accepted best practices. | Tindal      |
| Financial Management    | 2          | The Trust should take all available measures to improve its financial viability.                                | Tindal      |
| Security                | 3          | The Trust should take all available measures to improve its cybersecurity.                                      | Tindal      |

### RAAFVRT KPIs

1. The RAAFVRT KPIs are:
  - a. **Purpose.** Number of Category A applicants on waiting list with type of desired residence unavailable because of Category B-F occupancy
  - b. **Client Management.** A number which considers the:
    - i. issue of tenant surveys at the published frequency
    - ii. number of tenant complaints
    - iii. occupancy rate
    - iv. time on waitlists
    - v. average time to process applications
    - vi. number of rent delinquencies
  - c. **Asset Management.** A number which considers the:
    - i. number of residences at modern standards
    - ii. numbers of residences with up-to-date maintenance
    - iii. number of insured residences and other insured Trust Fund assets
    - iv. number of residences with up-to-date valuations
    - v. percentage of residences with risk-appropriate security.
  - d. **Workforce Management.** A number which considers the:
    - i. adequacy of Trust positions to perform all required duties
    - ii. percentage of Trust positions occupied by competent staff
    - iii. number of staff who performed annual training in accordance with training schedule
  - e. **Financial Performance.** A number which considers the:
    - i. forecast solvency to pay for all activities planned for next 12 months

- ii. availability of unused funds available for emergencies
    - iii. percentage of invoices paid within required timeframe
  - f. **Compliance.** The number of legislative non-compliances in the previous 12 months
  - g. **Risk Management.** A number which considers the:
    - i. existence of risk management procedure, risk management plan and risk register
    - ii. review and continuous improvement of these documents at published review frequencies
    - iii. number of unretained risks
    - iv. evidence of poor risk management decisions.
  - h. **Stakeholder Relationships.** A number which considers the:
    - i. existence of established points of contact within stakeholder organisations
    - ii. whether there are documented procedures for engaging with stakeholder organisations
    - iii. track record of regular engagement with stakeholder organisations
    - iv. existence of problems in engaging with stakeholder organisations.
2. For greater detail, including how specific KPIs are calculated, see RAAFVRT Instruction 4 *Governance*.