

RAAF VETERANS' RESIDENCES TRUST PLAN 2025-26

Approved by Trust:

6 Jul 2025

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Introduction

1. The RAAF Veterans' Residences Trust (the 'Trust') was established by an act of the Commonwealth parliament in 1953.¹ The Trust is a small Corporate Commonwealth Entity (CCE), whose governance is subject not only to the requirements of its own Act, but also the Public Governance, Performance and Accountability Act (PGPA Act) 2013 (Cth).

2. This plan is prepared as required by paragraph 35(1) of the PGPA Act. The reporting period for this plan is 2025-29, covering the reporting periods: 2025-26, 2026-27, 2027-28 and 2028-29. The plan content is also informed by the 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.²

Key activities

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

- a. identification and support of eligible persons 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 2025-26 are detailed at Annex A.

Operating context

Environment

6. The Trust is a niche-provider of veteran accommodation within the much larger social welfare systems managed by the Commonwealth and State governments. The current operating model provides subsidised accommodation from Trust-owned properties, with scope to expand accommodation offerings under Trust head leasing arrangements. The main internal and external factors that will, over the period of the plan, affect or influence Trust performance and its capacity to achieve its purpose are:

¹ Royal Australian Air Force Veterans' Residences Act 1953 (Cth)

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

- a. the continued ability to retain volunteer members of the Trust and employ qualified staff
 - 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 improve 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-related infrastructure comprises the office accommodation provided by Defence at RAAF Williams Laverton, together with the portfolio of rental properties in various capital cities. The latter properties form part of the Trust Fund vested in the Trust. This current infrastructure remains sufficient in enabling the Trust achieve its purpose given the current regulatory constraints and funds availability. Consequently, no expansion of Trust infrastructure is currently under consideration, but is regularly revisited.
11. **ICT capability.** Trust-related ICT assets comprise laptops, a wi-fi hotspot and storage devices forming part of the Trust Fund. These ICT assets are supplemented by

Defence-provided office assets, namely a combined printer/scanner and terminal access to the Defence Protected Network. All 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 risk register. The Trust's 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 members of the Trust and trust staff
- b. deliberations of the Trust's Audit Committee
- c. quarterly Trust meetings
- d. the Trust's annual planning process
- e. annual ANAO audits.

13. Cooperation with other entities. The Trust cooperates with the following Commonwealth, State and private entities:

- a. Department of Defence (especially Air Force) with respect to the nomination of individuals for ministerial approval as members of the Trust, for office accommodation, for improving Trust governance and for Australian Defence Force Reserve funding for some Audit Committee members
- b. Returned and Services League of Australia (RSL) with respect to identifying potential applicants, and the nomination of individuals for ministerial approval as members of the Trust
- c. Air Force Association (AFA) with respect to identifying potential applicants, the nomination of individuals for ministerial approval as members of the Trust, as well as fundraising initiatives.

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 1 *Planning*. This construct considers all the matters relevant to the Trust's performance, namely:

- a. the Trust Purpose
- b. client management
- c. asset management
- d. workforce management
- e. financial performance
- f. governance
- g. risk management
- h. stakeholder relationships.

17. The KPIs and their targets are summarised in Annex B.

Conclusion

18. The Trust continues to operate effectively as a self-funding 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

Management Field	No.	Initiative	Lead
Promotion and Marketing	1	The Trust should strengthen the promotion, marketing and awareness of RAAFVRT, and concurrently build on the Trust reputation	Schiller
Head Leasing	2	The Trust should execute a 'pilot' head leasing arrangement to demonstrate proof of concept.	Tindal
Accommodation service options	3	The Trust should investigate options and enablers to support a broadening of subsidised accommodation services	Medved
RAAFVRT Resourcing	4	The Trust should explore options to increase human resource capacity for executing initiatives and supporting management and governance responsibilities.	Oakden/McPhail
Recruitment of RAAFVRT Manager	5	The Trust should develop and execute a plan to recruit a replacement for the Trust Manager.	Medved/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

Target: 0

- b. **Client Management.** A number (out of 100) which considers the:
 - i. issue of tenant surveys at the published frequency
 - ii. number of tenant compliments and complaints
 - iii. occupancy rate
 - iv. time on waitlists
 - v. average time to process applications
 - vi. number of rent delinquencies

Target: 80 or greater

- c. **Asset Management.** A number (out of 100) 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.

Target: 80 or greater

- d. **Workforce Management.** A number (out of 100) 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
- iv. degree of satisfaction of Trust staff with their employment.

Target: 90 or greater

e. **Financial Performance.** A number (out of 100) which considers the:

- i. forecast solvency to pay for all activities planned for next 12 months
- ii. percentage of invoices paid within required timeframe
- iii. availability of cash reserves for emergency purposes

Target: 90 or greater

f. **Governance.** A number (out of 100) which considers the:

- i. number of legislative non-compliances in the previous 12 months. The relevant legislation comprises:
 - (a) the RAAF Veterans' Residences Act 1953 (Cth),
 - (b) the Public Governance, Performance and Accountability Act 2013 (Cth),
 - (c) Work Health and Safety Act 2011 (Cth),
 - (d) Privacy Act 1988 (Cth),
 - (e) relevant sections of State residential tenancies legislation (to the extent that they are consistent with RAAF Veterans' Residences Act)
 - (f) relevant State Building regulations requiring compliance with building codes.
- ii. number of adverse ANAO findings
- iii. frequency of Trust and audit committee meetings
- iv. currency of Trust plans and procedures

Target: 0

g. **Risk Management.** A number (out of 100) which considers the:

- i. existence of a 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.

Target: 90 or greater

h. **Stakeholder Relationships.** A number (out of 100) which considers the:

- i. existence of established points of contact within stakeholder organisations
- ii. existence of 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
- v. degree of satisfaction of Trust stakeholders with respect to their relationships with the Trust.

Target: 80 or greater

2. For greater detail, including how specific KPIs are calculated, see RAAFVRT Instruction 1 *Planning*.