



Australian Government
Royal Australian Air Force
Welfare Trust Fund

ABN 24 616 803 717

CORPORATE PLAN

INTRODUCTION

Statement of preparation

1. The Board of Trustees of the Royal Australian Air Force Welfare Trust Fund (RWTF) present the corporate plan as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.
2. The corporate plan is prepared for the reporting period 2016-17.
3. The corporate plan will cover the reporting periods 2016-17 to 2019-20.

PURPOSES

4. The RWTF was established by the *Services Trust Funds Act 1947*. The Act provides that the Trustees shall, subject to and in accordance with the regulations, apply the Fund in providing benefits for members of the Defence Forces who have served in, or in association with, the Royal Australian Air Force and to the dependants of such members.
5. The objective of the RWTF is to provide financial assistance to serving and ex-serving members of the Air Force and their dependants. This objective is met by providing:
 - a. Low cost loans to serving RAAF personnel,
 - b. Grants to serving and ex-serving personnel who are suffering financial hardship or from the effects of natural disaster,
 - c. Grants to RAAF Bases for specific projects to support the welfare and amenity available to Air Force personnel and their dependants, and
 - d. A Group Life Insurance Scheme for serving RAAF members.
6. The RWTF expects that its activities will enhance the morale and well being of serving and ex-serving members of the Air Force and their dependants.

ENVIRONMENT

7. The RWTF does not operate in a competitive environment and, subject to available funds, is able to effect on an as needed basis, its desired outcomes.
8. The Fund is reliant upon the use of the Department of Defence payroll system for the administration and recovery of loan repayments from RAAF personnel.

9. The Fund is reliant on the Department of Defence for the provision of office accommodation with computer, telephone, postage and stationery support.

PERFORMANCE

10. In keeping with the objective of the RWTF to provide financial assistance to serving and ex-serving members of the Air Force and their dependants, it also strives to maintain and, where possible, increase the value of benefits available to eligible persons. Key activities include the provision of:

Low cost loans

- a. **Objective:** Make low cost loans available to eligible persons.
- b. **Delivery Strategy:** Provide simple on-line access to loan documents and utilise the Base Chaplain network for ease of submission.
- c. **Resourcing:** \$13 - \$14 million per annum.
- d. **Performance Monitoring and Measurement:**
 1. Compare current year financial data sets against previous year data sets, and against cash flow forecasts.
 2. Review loan achievement compared with desired focus on lower-paid personnel.
 3. Review maintenance of real value of the loans.

Grants to individuals

- a. **Objective:** Make grants available to serving and ex-serving personnel who are suffering financial hardship or from the effects of natural disaster.
- b. **Delivery Strategy:**
 1. Maintain a proactive stance in reacting to natural disaster events in areas likely to impact on serving personnel.
 2. Ensure that the Fund's website provides adequate contact details.
 3. Ensure that eligible persons have access to online applications for assistance.
- c. **Resourcing:** No specific financial allocation. Applications considered on a case by case basis having regard for available funds and the assistance available from other sources where appropriate (eg RSL, Veterans' Affairs).
- d. **Performance Monitoring and Measurement:**
 1. Review instances of support provided against requests for support received.
 2. Review overall impact of grants to individuals on the Fund's financial operations.

Grants to bases

- a. **Objective:** Provide grants to RAAF Bases for welfare related projects.
- b. **Delivery Strategy:** Provide Bases with guidelines on types of projects that may be funded. Actively encourage Base management to submit bids for worthwhile projects.
- c. **Resourcing:** \$70 - \$85,000 per annum
- d. **Performance Monitoring and Measurement:**
 1. Ensure expenditure within limits set by Board.
 2. Review financial achievement and amenity improvement on bases receiving grants.
 3. Review overall impact of grants to Bases on the Fund's financial operations.

Group Life Insurance Scheme

- a. **Objective:** Provide serving RAAF members with the opportunity to participate in a low cost insurance scheme.
- b. **Delivery Strategy:** Promote the Scheme through Air Force publications and provide prospective members with a simple on-line membership application process.

- c. **Resourcing:** No specific financial allocation. Scheme self-funding through member contributions and insurance claim underwriting.
- d. **Performance Monitoring and Measurement:**
 - 1. Review achievement of membership target greater than 55% of Air Force personnel.
 - 2. Review maintenance of real value of the loans.
 - 3. Review contractor performance in administering membership of the scheme.

CAPABILITY

11. The key strategy for the Fund to achieve its objectives is to manage its financial operations in a manner that will cover expenses and provide growth for the Fund. This will be achieved mainly through the imposition of a low cost Fund Maintenance Charge on loans to RAAF personnel. Additionally, surplus funds will be invested in a manner so as to maximise interest earnings.

12. The Fund will also:

- a. review opportunities to improve its support of the welfare of RAAF members and their dependants, consistent with its financial position, and
- b. ensure that its Board maintains an appropriate mix of genders and ranks.

RISK OVERSIGHT AND MANAGEMENT

13. The RWTF is a corporate Commonwealth entity and, as such, is not required to comply with the *Commonwealth Risk Management Policy* and components of the *Commonwealth Fraud Framework*. However, the Trustees have adopted this policy as best practice standards for fraud control, commensurate with the Fund's activities.

14. In accordance with section 16 of the PGPA Act, the RWTF has established and maintains appropriate systems of risk oversight, management and internal control. Core risk management processes have been implemented by the establishment of:

- a. Risk Management and Fraud Control Plans (including Risk Register),
- b. Protective Security Plans (including Risk Register),
- c. Audit Committee,
- d. Records Policy Management Manual,
- e. Constitution and Rules,
- f. Standing Orders and Operating Procedures, and
- g. Code of Conduct.

15. This plan has been accepted in accordance with a resolution by the Board of Trustees on 29 August 2016.



K. RUSSELL
Chaplain (Air Commodore)
Chair of Trustees
RAAF Welfare Trust Fund

29 August 2016