



RAAF WELFARE TRUST FUND

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) 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 2024-25.
3. The corporate plan will cover the reporting periods 2024-25 to 2027-28.

PURPOSE

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 former serving members of the Air Force and their dependants. This objective is met by providing:
 - a. Low cost loans to service category 6 and 7 (SERCAT 6 and 7) Air Force aviators and to SERVOP 3C, 4C and 5C Reservist aviators undertaking Continuous Full Time Service (CFTS) for the period of the CFTS.
 - b. Grants to serving and former serving Air Force members and their dependants who are suffering financial hardship through no fault of their own or grants available to serving members suffering from the effects of natural disasters.
 - c. Grants to Air Force Bases for specific projects to support the welfare and amenities available to Air Force members and their dependants.

- d. Group Life Insurance for SERCAT 6 and 7 permanent Air Force aviators and to SERVOP 3C, 4C and 5C Reservist aviators undertaking Continuous Full Time Service (CFTS) for the period of the CFTS.
- 6. The RWTF expects that its activities will enhance the morale and well-being of serving and former 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 SERCAT 6 and 7 Air Force aviators and to SERVOP 3C, 4C and 5C Reservist aviators undertaking CFTS.
- 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 former 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 the following services.

Low Cost Loans

- 11. **Objective:** Make low cost loans available to SERCAT 6 and 7 Air Force aviators and SERVOP 3C, 4C and 5C Reservist aviators undertaking CFTS (for the period of the CFTS).
- 12. **Delivery Strategy:** Provide simple on-line access to loan documents and utilise the Base Chaplain network for ease of submission.
- 13. **Resource base** \$10 - \$15 million in loans issued per annum.
- 14. **Performance Monitoring and Measurement:**
 - a. Compare current year financial data sets against previous year data sets, and against cash flow forecasts.
 - b. Review loan achievement compared with the desired objective of at least 75% of loans being issued to aviators holding the rank of up to and including Corporal; and Officer Cadet to Flight Lieutenant.
 - c. Review maintenance of real value of the loans.
 - d. Ensure that eligible persons have access to online applications.
 - e. Increase awareness of the RWTF loan offering by including refreshed marketing materials in Chaplain induction presentations and information packs in IRTU, OTS and IET forums, and through targeted distribution of brochures, posters and periodic Air Force News articles.
 - f. Survey successful loan applicants to measure the suitability and relevance of RWTF loan products and the ease of the application process.

Grants to Individuals

15. **Objective:** Make grants available to serving and former serving aviators who are suffering financial hardship or make grants available to serving members suffering from the effects of a natural disaster.
16. **Delivery Strategy:** Through the Chaplaincy and Command network, maintain a pro-active approach to natural disaster relief and receive advice regarding individual cases where financial assistance is sought.
17. **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 (e.g. RSL, Department of Veterans' Affairs).
18. **Performance Monitoring and Measurement:**
- a. Review instances of support provided against requests for support received.
 - b. Review overall impact of grants to individuals on the Fund's financial operations.
 - c. Grants to individuals impacted by natural disasters are effected within two working days of meeting eligibility criteria.

Grants to Bases

19. **Objective:** Provide grants to Air Force Bases for welfare related events and projects. These projects or events should either enhance or improve welfare-related amenities available to Air Force aviators and their families that will realise a positive effect on morale.
20. **Delivery Strategy:** Provide Air Force Bases with guidelines on types of projects and events that may be funded. Actively encourage Base management to submit bids for worthwhile projects by no later than October each year.
21. **Resourcing:** \$Up to \$300,000 per annum as determined by the Board based on income generated by the RWTF.
22. **Performance Monitoring and Measurement:**
- a. Ensure expenditure is within the limits set by the RWTF Board.
 - b. Review financial achievement and amenity improvement on bases receiving grants.
 - c. Review overall impact of grants to Bases on the Fund's financial operations.

Group Life Insurance

23. **Objective:** Provide SERCAT 6 and 7 Air Force aviators and SERVOP 3C, 4C and 5C Reservist aviators undertaking CFTS (for the period of the CFTS) with awareness of a low-cost life insurance product offered by a third party insurance provider, and reduce the administrative burden on members by facilitating payments and claims.
24. **Delivery Strategy:** Ensure awareness of the product through Air Force publications and the Air Force Chaplain Branch, supported by a simple on-line membership application process that is accessible via the DPN and ForceNet. Provide additional support to dependents of members by paying the benefit to the nominated beneficiary from Trust funds immediately on the death of a Group Life member and then recovering the benefit from the third party insurance provider.

25. **Resourcing:** No specific financial allocation. The Fund does not provide the product. Trust funds paid to nominated beneficiaries are usually recovered from the third party insurance provider. In the rare event that the insurance provider does not pay the claim, the Fund will convert the money already paid to the nominated beneficiary into a grant.

26. **Performance Monitoring and Measurement:**

- a. Payments to nominated beneficiaries are effected within two working days of receipt of the nominated beneficiary bank account details.
- b. Increase awareness of the RWTF Group Life Insurance offering by including refreshed marketing materials in Chaplain induction presentations and information packs in 1RTU, OTS and IET forums, and through targeted distribution of brochures, posters and periodic Air Force News articles
- c. Survey successful insurance applicants to measure the suitability and relevance of the RWTF insurance product and ease of the application process.

CAPABILITY

27. 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 SERCAT 6 and 7 Air Force aviators. Additionally, surplus funds will be invested in a manner so as to maximise interest earnings with minimal risk to the investment.

28. The Fund will also review opportunities to improve its support of the welfare of Air Force aviators and their dependants, consistent with its financial position.

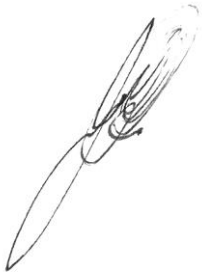
RISK OVERSIGHT AND MANAGEMENT

29. 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 Control Framework 2023*. However, the Trustees have adopted both as best practice standards for fraud control, commensurate with the Fund's activities.

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

31. This plan has been accepted in accordance with a resolution by the Board of Trustees on 23 August 2024 and is to be reviewed by no later than 15 August 2025.

A handwritten signature in black ink, appearing to read 'James Cox', written over a faint, illegible stamp or background.

James Cox
Principal Air Chaplain
DGCHAP-AF
Chair of Trustees
RAAF Welfare Trust Fund

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