



The charity that supports the RAF family

# The Royal Air Forces Association

## 2020 Strategy and

## Operating Plan 2017/2018

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Patron: Her Majesty The Queen

Registered Charity 226686 (England & Wales). SC037673 (Scotland).

## **Our dedication**

*In friendship and in service one to another, we are pledged to keep alive the memory of those of all Nations who died in the Royal Air Force and in the Air Forces of the Commonwealth. In their name we give ourselves to this noble cause. Proudly and thankfully we will remember them.*

*The Association's core values are enshrined in our dedication.*



## **Introduction**

1. The 2020 Strategic Plan and 2017/2018 Operating Plan have been put together following a revised approach to planning that started in July 2015. Planning days were held with Council members and members of the leadership team, and this was followed by further internal meetings and consultation with Council members and other stakeholders.
2. The Council's committees along with the Senior Management Team (SMT) have been consulted regarding the relevant sections of the plan for feedback and comment. This draft was circulated to Council for endorsement at its September meeting.
3. SMT and Council committees then undertook further work to refine these objectives and create a supporting resource requirement including both financial and people resources for endorsement by Council at its November meeting.
4. Members are requested to note that the period covered by this plan includes the centenary of the formation of the RAF. The RAF and the joint venture between the four main RAF charities and the RAF (the RAF100 Appeal) are formulating a range of plans and activities which has the potential to impact on the current thinking for the two-year period covered by this plan. Consequently only a one-year budget was submitted with this plan to Council in November.
5. The Royal Air Forces Association's (the Association) key stakeholders are facing the cultural and mental challenge of being in a 'growth' environment after a sustained period of decline. This challenge is reflected in Council's decision to invest in growth i.e. spending 'more' money and investing in the quality, experience and number of our people needed to deliver the growth agenda. Communication with the membership is a vital element in successfully addressing this cultural and mental challenge.
6. The Association is facing high operational demands in responding to the positive and continuing growth in membership and of its welfare activities. As a consequence of these operational demands we are a growing organisation, investing in our future through the reform, modernisation and improvement of the Association. Council has demonstrated its support for the continued investment in the Association through quality leadership and decision making. Underpinning and enabling this process are great people both within the membership and the employees.

## **Background**

7. The Association's 'Way Forward' document set out the direction of travel over the period to 2020. We must now ensure that we maximise the momentum and organisational transformation of the Association so that we are ready to support the RAF family beyond this milestone. The Association has committed to provide lifelong support to those who serve or have served in 'Our Air Forces' and their dependants.
8. The Association has a long and rich history of supporting the RAF family. The part played by our existing members and supporters is vital, but we cannot rely solely on this stalwart group indefinitely. The organisational changes that we have already made have strengthened our position within the military charity sector, but we must continue to act quickly and decisively if we are to maintain this growth.
9. It is acknowledged that the Association declined significantly during the period 2001 to 2013; membership declined during this period by approximately 10,000 members every three years. This rate of decline was recognised as unsustainable and likely to lead to the demise of the Association in the medium term.
10. When the President set out his options paper in 2013, Annual Conference endorsed Option 2: "Resolute action to ensure the survival of the existing model", adapted to: "Increase membership; bear down on costs; provide more effective support to branches and clubs". This set the scene for clear action by all members and employees alike.
11. From the beginning of 2014 to the end of 2016, we have recruited over 16,711 new members (3,774 – 2014, 5,109 – 2015 and 7,828 – 2016). This means that more than one in four of our memberships are less than 'three years old'. This has also changed the age profile of the Association; a third of our members are now under the age of 55.
12. The result is that in 2015, for the first time in over 20 years, membership of the Association grew, albeit modestly. At the end of October 2016, the Association was again growing with a membership of over 65,500.
13. To attract these new members to the Association we have had to communicate differently with them and demonstrate to them the worth of the Association, both from a membership and from a charitable perspective. These new members have told us during our research that the charitable activities in supporting the welfare of the RAF family is the most important reason for them to join the Association.
14. From 2013, we have also seen the demand for our welfare services grow by almost 30 per cent. Most of this demand

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is what might be described as friendship, help and support, which is why we have launched the 'befriending service' and recruited volunteers to help us fill the gaps where branches are unable to support members and the wider RAF family.

15. This is borne out by the many sad stories being fed back to us from the 2016 'Keeping in Touch' campaign which contacted many members who lapsed. We spoke to over 1,700 lapsed ordinary members between June and August and many of their stories are heartrending; over 40 per cent of those contacted have welfare needs. For some, the call we made to them was the first contact with another person they have had for many weeks. For others, their loss of mobility has left them unable to attend branch meetings and they were slowly drifting into isolation and loneliness away from both the Association and the world at large. Almost 40 per cent of lapsing members are over the age of 75, which research has shown are the age group most likely to suffer from loneliness and isolation.
16. During 2015 and 2016, a number of surveys by the Association were undertaken to determine our positioning, these included hotel guest responses and beneficiaries' responses to our welfare activities. The Royal British Legion (RBL) and the RAF Benevolent Fund (RAFBF) also undertook research with a broad range of stakeholders. This research included our branches, members and beneficiaries across the UK. The headlines to these research outcomes have guided our planning process.
17. Responding to the 'Keeping in Touch' campaign, the sector-wide research, and feedback from members contacting the Association, Council has conducted its own review of the 'ethos' of the Association. The outcome of this review is contained in a separate and supporting document ('improving the lives of the RAF family'), which sets out both the strategic intent of the Association to 2022 and the core values of the Association. This document should be read in the context of the intent and values as laid out in 'Improving the lives of the RAF family' (see Annex 2).
18. Significant progress was made between 2014 and 2016 to establish a strong, growing base on which to build. Our primary ambition is to grow the Association without losing the core focus of what we do and why we do it.
19. Key elements in achieving this ambition include, for example:
  - A defined need in the market, of sufficient scale that we can more than satisfy our future aspirations
  - Becoming the charity that members of the RAF family turn to first when they are in need
  - A clear understanding of our role in the military and wider charity sector
  - A credible range of products/activities that are appropriate to the needs of the people who seek our help and a well thought through process for engaging prospective RAF family members and managing them through their 'journey'
  - A growing evidence trail that enables us to demonstrate the value we add and to whom
  - Passionate and committed members, volunteers and employees living the values of the Association, able to deliver on what the Association promises
  - 'The Way Forward': A thematic framework for providing structure and clarity to our actions
20. Our aspirations are set against a backdrop of significant change in the military, social services and welfare sectors within the UK, which will undoubtedly impact the services needed to support the serving and veteran communities. Furthermore, the impact of exiting the EU is likely to have an, as yet unknown, effect on our activities.
21. Alongside this, the tragic accident at the RAFA Shoreham Airshow continues to have the potential to detrimentally affect the reputation of the Association among its stakeholders, with a consequential impact upon membership, volunteering, welfare delivery/requests and income generation.
22. Following the work undertaken to produce the 2015 and 2016 operating plans and budgets, Council determined that a number of strategic priorities should be established providing:
  - Clarity of focus
  - Improved strategy setting and operational planning
  - Enhanced leadership
  - Enhanced quality of the experience of members, volunteers and beneficiaries
  - Maximisation of the opportunities presented by the RAF's centenary
  - More effective communications activity
  - A culture of collaboration and teamwork across the Association
  - Minimisation of bureaucracy and simplification of governance

## 2020 strategic priorities

23. Following the work undertaken at the two workshops involving members of Council, SMT and the wider leadership team of the Association, the following strategic priorities were developed and agreed by Council in September 2015:

- Grow the net membership to 100,000 members
- Establish the Association as a leading provider of welfare services to the RAF family to improve the lives of beneficiaries
- Grow income to a minimum of £15 million per year in a diverse and sustainable manner to meet service needs and ensure financial stability for the charity
- Champion the interest of our members, beneficiaries and the sector as a whole
- Be an organisation recognised for excellence, achievement and responsibility

These are not in any order of priority and should be seen as being of equal importance.

24. The support of the delivery of these priorities will demand:

- A sustained campaign to generate more membership and income
- A fresh approach to efficiency and effectiveness
- Compliance with legislation and regulation
- Improvements in the speed and quality of decision making
- A 'customer-centric' approach to the application of IT and technology
- An improved understanding of, and insight into, what members, beneficiaries, volunteers, donors and supporters need and want

## Approach to operational planning

25. The preparation of the 2017/2018 plan has seen the introduction of a more 'bottom-up' approach that has involved the Association's SMT and Council committees in a more collaborative and 'joined up' way.
26. The focus has been on keeping things simple, prioritising work and thinking about the impact and return on each of the decisions made at every stage of the process.
27. Emphasis for 2017/2018 continues to be placed on communication about the Association, its purpose and contribution to the RAF family and the communities within which the RAF family lives and works.

### *Performance measurement*

28. Each of the Council's committees has scrutinised the performance of the SMT in its achievement of the agreed objectives, deliverables and measurements. Following the scrutiny by the individual committees, Council has reviewed the performance as a whole and commented accordingly. It is proposed to continue this approach throughout the period covered by this plan.
29. During 2016, the Association relocated its headquarters (HQ) from the dilapidated offices at Loughborough Road. Simply to make it safe, the building required remedial maintenance at a cost far exceeding its value. However, it would have remained an inefficient working place. HQ is now a modern, open plan office where we have been able to continue to co-locate the South East team within the wider HQ team, as we have since the Area was formed in 2004. This arrangement provides benefits to both teams.

The new building also ensures the Association benefits from many cost saving measures, notably VAT recovery and savings on utilities, meetings and reprographics. It is estimated that these savings, when added to the sales value of Loughborough Road and a one-off VAT recovery income, will pay for the building in five and a half years.

Most importantly, the new HQ provides us with the additional facilities needed to enable the Association to deliver the ambitious growth plans of Council.

## **Responsibility - a core value**

*Truly responsible people  
acknowledge their duty and  
act accordingly.*



## **2017/2018 operational objectives plan by theme:**

### **30. Member, supporter and partner engagement**

#### **2017**

- 30.1 Increase the number of sustainable branches by five per cent, by 31 December 2017
- 30.2 Continue to develop the branch handbook across Association subject areas
- 30.3 Continue to survey Association properties to ascertain those requiring repair and/or maintenance with a view to establishing community support facilities in some premises
- 30.4 By 31 December 2017, grow net total membership of the Association by 12 per cent (compared to 31 December 2016)
- 30.5 Throughout 2017, scope, cost and execute marketing campaigns to recruit RAF veterans and serving personnel into the Association at a sufficient rate to grow to 100,000 by the end of 2020
- 30.6 By 31 July 2017, complete a 'Keeping in Touch' campaign for 2016 lapsers and complete any outstanding pre-2014 lapsed 'Keeping in Touch' campaigns
- 30.7 By 31 December 2017, increase the percentage of serving RAF members to 55 per cent of the RAF
- 30.8 During 2017, continue with wi-fi provision to roll out a further five units, thereby taking the total to 21 units, by 31 December 2017
- 30.9 Support future leaders – flying scholarships and science technology engineering and maths (STEM) sponsorship
- 30.10 Develop rafaYOUTH beyond the Air Cadet Organisation (ACO)

#### **2018**

- 30.11 Increase number of branches in categories A and B by five per cent by 31 December 2018
- 30.12 Continue to develop the branch handbook across Association subject areas
- 30.13 Continue to survey Association properties to ascertain those requiring repair and/or maintenance with a view to establishing community support facilities in some premises
- 30.14 By 31 December 2018, grow net total membership of the Association by ten per cent (compared to 31 December 2017)
- 30.15 Throughout 2018, scope, cost and execute marketing campaigns to recruit RAF veterans and serving personnel into the Association at a sufficient rate to grow to 100,000 by the end of 2020
- 30.16 By 30 June 2018, complete a 'Keeping in Touch' campaign for 2017 lapsers
- 30.17 By 31 December 2018, increase the percentage of serving RAF members to 60 per cent of the RAF
- 30.18 During 2018, continue with wi-fi provision to roll out a further five units thereby taking the total to 26 units, by 31 December 2018
- 30.19 Support future leaders – flying scholarships and STEM sponsorship
- 30.20 Continue to develop rafaYOUTH beyond the ACO

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### 31. Welfare – Supporting the RAF family

#### 2017

- 31.1 Meet the needs of the Association's welfare beneficiaries, through an expanded range of welfare products and services
- 31.2 Become the first point of call for all members of the RAF family seeking help or information
- 31.3 Combat loneliness of serving and veteran members of the RAF family through expanded programmes of support
- 31.4 Implement initiatives to support serving personnel and their families while adjusting to civilian life
- 31.5 Develop programmes to support serving personnel and their family's mental health and wellbeing
- 31.6 Identify the RAF family's current, un-met and future welfare needs (through analysis of available research, surveys and data)

#### RAF Families Federation

- 31.7 Comply with RAF contract terms
- 31.8 Raise the profile of the RAF Families Federation within the RAF community
- 31.9 Support delivery of the Armed Forces Covenant
- 31.10 Specific focus on Reserve engagement
- 31.11 Improve engagement with single personnel
- 31.12 Inform Armed Forces Pay Review Body decision making
- 31.13 Represent RAF personnel issues and ensure correct corporate governance is maintained

#### 2018

- 31.14 Due to the welfare team leading the response to the invitation to tender for the RAF welfare contract, the objectives for 2018 have yet to be finalised

### 32. Creating a better perception of the Association

#### 2017

- 32.1 Benchmark and increase (measurement will depend on benchmarking result) awareness of the Association's purpose and key activities amongst target external audiences, by 31 December 2017
- 32.2 Benchmark and increase (measurement will depend on benchmarking result) understanding of the Association's purpose and key activities by members and beneficiaries, by 31 December 2017
- 32.3 Provide our employees and volunteers with the tools and support they need to promote their activities and the wider Association, by 31 December 2017
- 32.4 Create a voice which champions the best interests of the RAF family, by 31 August 2017

#### 2018

- 32.5 Increase awareness of the Association's purpose and key activities among target external audiences, by 31 December 2018 (measurement will depend on 2017 benchmarking)
- 32.6 Increase understanding of the Association's purpose and key activities within our internal audience, by 31 December 2018 (measurement will depend on 2017 benchmarking)
- 32.7 Provide our employees and volunteers with the tools and support they need to promote their activities and the wider Association, by 31 December 2018
- 32.8 Develop our voice championing the best interests of the RAF family, by 31 August 2018

### 33. Financial sustainability

#### 2017

- 33.1 Increase number of individual givers (non-legacy) and average value, by 31 December 2017
- 33.2 Increase number of prospects and pledgers in the legacy pipeline by 15 per cent, by 31 December 2017
- 33.3 Establish corporate/trust/major gift income generation (with associated in-year target), by 31 December 2017
- 33.4 Recruit 500 new active fundraising volunteers and increase income from community fundraising, by 31 December 2017
- 33.5 Increase trading sales (excl. Air Mail and Service Level Agreements) by 30 per cent, by 31 December 2017
- 33.6 Create RAF100 plans (both sole and joint venture leads) ready for implementation in 2018, by 31 August 2017

#### 2018

- 33.7 Increase number of individual givers (non-legacy) and average value, by 31 December 2018
- 33.8 Increase number of prospects and pledgers in legacy pipeline by 15 per cent, by 31 December 2018
- 33.9 Increase corporate/trust/major gift income by 60 per cent on 2017 target, by 31 December 2018
- 33.10 Recruit 500 new active fundraising volunteers, retain 50 per cent of 2017 intake and increase income from community fundraising, by 31 December 2018
- 33.11 Increase trading sales (excl. Air Mail and Service Level Agreements) by 30 per cent, by 31 December 2018
- 33.12 Implement RAF100 plans (both sole and joint venture leads), by 31 October 2018

### 34. Representing the membership

#### 2017/8

- 34.1 Champion the interest of our members and beneficiaries and the sector as a whole

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### 35. Organisational resilience

HR and volunteering

#### 2017

- 35.1 Increase number of volunteers by 20 per cent, by 31 December 2017
- 35.2 Develop volunteering standards to ensure we are providing a timely, consistent professional response to volunteer recruitment and training
- 35.3 Broaden the appeal of volunteering for the Association within a more diverse audience
- 35.4 Develop accurate, accessible and timely reporting of management information to manage and control the Association's resources
- 35.5 Build the skills of our managers
- 35.6 Define standards and expectations of employees through a competency framework
- 35.7 Proactively identify, track, assign and manage learning and development needs
- 35.8 Develop health and safety information and resources to engage, support compliance and safe practices
- 35.9 Recruit additional headcount as directed and agreed by Council

#### 2018

- 35.10 Increase number of volunteers to 5,000, by 31 December 2018
- 35.11 Make employee data available to managers and individuals through the human resources information system
- 35.12 Work towards accreditation of the volunteering scheme

Information environment (IE)

**2017/18**

- 35.13 Document the Association's current business processes and work with key stakeholders to agree future processes and IE requirements
- 35.14 Deliver a coherent IE (data, IT, websites and social media) strategy 2017 to 2020 which, among other things, defines the organisation's software, hardware and data standards for the sharing, managing and protecting of information, as well as the policies and procedures for effecting change in the information area
- 35.15 Ensure that the Association is fully compliant with the Data Protection Act 1998 (to include processes, procedures and employee training)
- 35.16 Begin the introduction of a single, common information and communications technology infrastructure and software systems to optimise collaboration and re-use of data across the Association
- 35.17 Update and expand the Association website and social media access and expand the number of branches with their own websites
- 35.18 Meet IE requirements to support objectives from other themes

Finance

**2017/18**

- 35.19 Develop a property strategy and portfolio for all Association-owned properties
- 35.20 Develop a dedicated finance resource for the Association's subsidiary undertakings and projects. This will require a restructure of the department
- 35.21 Develop and provide financial training and tools for all budget holders
- 35.22 Develop a rolling 12 month forecast and 18 month cash forecast for the Association
- 35.23 Develop and deliver a paperless purchase ordering and invoice sign-off system

Governance

**2017/18**

- 35.24 Continue the review and simplification of the Association's governance documents
- 35.25 Review the risk management process
- 35.26 Ensure compliance with legislation and regulation covering all aspects of the Association's activities

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### Annex 1 – Financials

The budget for 2017 continues with the theme of investment in growth and future capability to meet our strategic objectives. Council signed off an investment budget for 2016 of just under £3.4 million. The full year position for 2017 is a modest operational surplus, however the Association continues to drive forward with its plans and aspirations.

The proposal for 2017 continues the planned investment in growing the Association with an investment of £432,000. Kind donations through legacies are of significant importance to the growth of the Association and the expected receipt of notified legacies is in excess of the proposed budgeted amounts, effectively underwriting the budget. However, the budget has been prepared on a prudent basis and reflects a legacy income of £2.05 million. The known legacy pipeline is £3.8 million.

To respond to the growth to date and to achieve the stretch strategic 2020 objectives, the SMT are seeking a commitment to continue investment in the Association. This is investment both in the front line activities (to continue the growth momentum) and, importantly, the back office functions, to support the planned growth.

To deliver both the growth plans and to respond to the 2016 Conference resolutions, 11.28 additional FTEs across all areas were agreed to underpin and strengthen the organisation for the future. Investment is required in the areas of welfare and fundraising, where the former is the benefactor of the latter. If we are to grow our welfare reach, and demonstrate to all key stakeholders the impact of our actions, we need to invest in the resources to deliver a widening range of services to the RAF family. Similarly, if we are to grow income streams for the future to mitigate the risks around an unknown legacy pipeline, investment in fundraising is also key. This investment will enable the Association to diversify its income streams and to respond to the decline in the traditional forms of fundraising.

Across the period 2015 to 2018, the financial forecasting is based on £2.05 million legacy income in both 2017 and 2018, which is less than the currently known pipeline. Due to the nature of legacies, it is not possible to accurately forecast the 2018 income at this time. The future forecasting is based on a £2 million legacy income in both 2017 and 2018, which is less than the currently known pipeline. Due to the nature of legacies it is not possible to accurately forecast the 2018 income at this time.

However, what is clear is that, despite a proposed investment by Council in the growth of the Association of £432,000 in 2017 and £2.55 million in 2018, the net assets will grow from £27.5 million in 2015 to a forecast £34.65 million in 2018. This provides assurance to Council that the long-term plan to invest in growth is both sustainable and achieving its ambitions.

Council has set an income target of £15 million p.a. by 2020; to achieve this the Secretary General has identified incremental milestones in our income generation (see below). To support the achievement of this target Council has agreed to invest in the Association's fundraising and communications teams. This income will support the anticipated growth in the demand for increased and diverse welfare support to the RAF family and will support our drive to increase the membership of the Association to 100,000 by the end of 2020.

### Financial growth

Current underlying position

**£9.5 million**

2018 target

**£11.5 million**

2020 target

**£15 million**

## **Commitment to excellence - a core value**

*By striving for excellence we show a sustained desire for continuous improvement and innovation that will ensure the Association remains second to none. Excellence is about the way we tackle tasks, take responsibility and ensure a job is done well, no matter how difficult the circumstances.*



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### Annex 2 – Improving the lives of the RAF family

#### The Royal Air Forces Association's strategic direction

##### INTRODUCTION

The Royal Air Forces Association is a member-led welfare charity that exists to provide friendship, help and support to those who have served in the Royal Air Force, improving the lives and well-being of the members of the RAF family. Everything that we do is focused on this goal.

- We make a difference to the lives of members of the RAF family and have been doing so since we started in 1929. However, our distinguished history of innovation does not mean that our future is guaranteed
- We are ambitious: our membership is over 65,500 and we want to see this grow to over 100,000. There is much to do, working alongside all members of the RAF family to provide the appropriate support they need, when they need it
- We are clear about the challenges that members of the RAF family face and the positive impact that they and we can achieve
- We are working to be a leading provider of welfare services to the RAF family, improving the lives of beneficiaries and targeting changes that deliver a big impact
- We are resilient: the world is constantly changing and changing quickly and we must adapt with it, but what we do is important and we have to rise to the challenge for those who need us

This strategy provides the framework for how we will show our resilience and how we will change to continue to improve the lives of the RAF family.

##### Our vision

"...to ensure that their sacrifice does not result in suffering, poverty or loneliness..."

##### Our mission

"...to promote, through the comradeship engendered by its members, the welfare by charitable means of... the RAF family..."

### **Teamwork - a core value**

*Teamwork is essential in every area of our activity. Teamwork means working in harmony with every member of the Association, employees, other stakeholders and the RAF family.*



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### OUR APPROACH AND ETHOS

#### Supporting the RAF family

Supporting the RAF family is why we are here: to'...render service one to another'. That is why we believe that the best people to support the RAF family are the members of the RAF family and those who support them.

- We will increase the range of support to the RAF family; supporting more people in the ways they want to be supported
- We will increase our reach and engagement in all communities, through working in partnership with other organisations
- We will increase the provision of technology and training to support the RAF family
- We will increase the provision of quality information, advice and guidance
- We will increase the diversity of our staff, members and volunteers to reflect and better serve the RAF family
- We will increase the numbers of volunteers and further improve the support and training they receive
- We will increase job satisfaction among our employees, so that we can hold on to high-performing individuals despite a strengthening employment market

#### Tackling loneliness and isolation

- We support the most vulnerable people in the RAF family, tackling loneliness and isolation
- We will build more services across the Association, including emotional support, employment and assistance to those supporting the RAF family
- We will build on the success of our 'Keeping in Touch' and befriending programmes
- We will build on the success of our services targeting social isolation
- We will build on our presence through our branches and on RAF stations and units and in the community
- We will build on the success of our services for all of our members and beneficiaries
- We will build on the success of our services for veterans with mobility, self-care, sight loss and dementia

### Promoting quality

- We believe that everyone deserves the best quality care and support. That's why we do what we do, in the way we do it, to the best of our abilities
- We will embrace technology as an enabler of quality, investing to deliver economic and social returns
- We will measure the positive impact that the Association has on the lives of the RAF family
- We will provide services only where we are able to guarantee to provide a high level of quality
- We will provide quality environments for the RAF family and commission new services where necessary
- We will work with and champion the interests of members of the RAF family
- We will work with and support our branches and members to provide the best possible support to the RAF family
- We will work with and support national and local organisations that are best placed to provide the best possible support to the RAF family
- We will learn together, focusing on what works, testing new ideas and working in new ways
- We will use all of the tools available to the Association
- We will build on the successes that working in partnership with other organisations brings

### Being here for the long term

There is a continuing role for the Association to play in improving the lives of the RAF family. We have been around since 1929 and intend to be here as long as we are needed.

- We will successfully develop the recruitment of serving and former members of the RAF and those who support the aims and ethos of the Association in order to support the RAF family
- We will successfully develop the sustainability of our branches to support the RAF family
- We will successfully develop the diversity of our income streams across the life of this plan to make sure that the Association is here for the long term
- We will successfully develop our fundraising capacity and grow our income so we can reach more of the RAF family and provide more and better benefits
- We will successfully develop our presence across the UK and overseas to make sure that the RAF family can access our information, advice and guidance in their communities
- We will successfully develop the efficiency of the Association and control costs by balancing budgets and driving forward effective change to put full focus on delivering more evidence-based early action services
- We will successfully develop and continue to improve our services through demonstrating and measuring the difference we make to the lives of the RAF family

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### The core values of the Royal Air Forces Association

Core values are those by which we lead our lives and which we aspire to develop in others. The Association's core values are: Respect and Trust, Honesty and Openness, Service to Others and Commitment to Excellence, nurtured by effective and consistent leadership. These values, which are also rooted in the moral and social development of our society over many generations, have a unifying function within the Association and constitute the founding principles of our ethos as a member-led welfare charity.

Many of our core values are enshrined in our Association's dedication:

**RESPECT AND TRUST.** Membership of the Association is more than just loyalty to the Association, members, beneficiaries and comrades. It also involves respect for others and a sense of pride.

- Self-Respect. Self-respect means to have a proper sense of your own dignity and integrity
- Mutual Respect. Respect for others permeates up and down the Association as well as among peers
- Trust. Trust is the firm belief in the reliability and confidence in the relationships between one another

**HONESTY AND OPENNESS.** Integrity is the courage to do what is right in all circumstances.

- Moral Courage. Moral courage is the conviction to do what you believe to be right, even though it might be unpopular or the personal cost might be high
- Honesty. Honesty and openness is a way of life in the Association because, as members of the Royal Air Forces Association, our word must never be in doubt
- Responsibility. Truly responsible people acknowledge their duty and act accordingly
- Justice. A person of integrity practices just behaviour and treatment

**SERVICE TO OTHERS.** Membership of the Association is about 'service one to another' incorporating the values of loyalty, commitment and teamwork. It is about the willingness to serve other people before ourselves: Non Nobis Sed Vobis – Not for ourselves alone !

- Loyalty. Members must show professional and social loyalty to each other
- Commitment. Commitment means a wholehearted dedication to serve the Association when asked and to do their best at all times. This commitment is reflected in the wording of the dedication of the Association
- Teamwork. Teamwork is essential in every area of our activity. Teamwork means working in harmony with every member of the Association, employees, other stakeholders and the RAF family

**COMMITMENT TO EXCELLENCE.** By striving for excellence we show a sustained desire for continuous improvement and innovation that will ensure the Association remains second to none. Excellence is about the way we tackle tasks, take responsibility and ensure a job is done well, no matter how difficult the circumstances.

- Personal Excellence. Every member of the Association is encouraged to strive to achieve and maintain the highest professional and personal standards, thereby enhancing both the competence and the cohesion of the Association
- Discipline. The most effective discipline is self-discipline, which comes from within and is not imposed
- Pride. Pride is justifiable confidence in oneself and in the Association, based on heritage, successes and achievements, our attitude to life and team spirit

## ***Commitment - a core value***

*Commitment means a wholehearted dedication to serve the Association when asked and to do their best at all times. This commitment is reflected in the wording of the dedication of the Association.*





**Patron: Her Majesty The Queen**

Registered Charity 226686 (England & Wales). SC037673 (Scotland).

[rafa.org.uk](http://rafa.org.uk) | 0800 018 2361

RAF Association

@RAFAssociation

Headquarters

Royal Air Forces Association  
Atlas House, Wembley Road, LE3 1UT