

The Royal Air Force Club

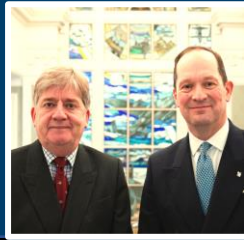


Impact Report 2022

Achieving excellence together



3
Who we are



4 & 5
Welcome and
the Club
Structure



6
Serving the
Membership

7 to 9
The Club
Finances



10
Our key
performance
indicators



11
Risk and
risk appetite



12
Sustainability
&
Environmental
impact



13
Capital
expenditure &
improvements



14 to 16
Club Staff

17
Social events



18
Fundraising



19 &
20
Queen
Elizabeth II



21
Engagement
with the Club



22
Supporting the
RAF Family



RAF Air Cadets pictured with the Club President, Air Marshal Sir David Walker



106 years and still going strong

On the 1st of January 1917 the Royal Flying Corps Club opened its doors at 13 Bruton Street, Mayfair. Financed by Walter Bersey, whose portrait still watches over us in the Lobby, it was a small residential club for flying officers on leave from the Front.

It became the Royal Air Force Club on the 1st January 1919, with significant funding from Lord Cowdray, moving from Bruton Street to Piccadilly in 1922.



Maintaining our mission

Mission

The Royal Air Force Club exists to provide high-quality and affordable facilities and services in central London for Club Members, in order to preserve, promote and foster the traditions of the Royal Air Force.

Vision

To be the London Club of choice for serving and retired Royal Air Force Officers, their families and other Members.

Our approach

- 1: - We serve
- 2: - We maintain
- 3: - We develop
- 4: - We respect



A warm welcome

The Chair of the Board of Trustees

Air Vice-Marshal
David Murray

Chair of the Board of
Trustees



The Chief Executive & Club Secretary

Mr Miles Pooley

Chief Executive &
Club Secretary

We have much pleasure in presenting to you the first Royal Air Force Club Impact Report.

The report will focus on 2022, but also includes some additional information on the work that we do to maintain our charitable objectives and be the best Club in London for our Membership.

The end of January 2022 saw Air Marshal Dame Sue Gray stand down as Chair of the Board of Trustees following her appointment in 2017. Dame Sue led the Club through a period of expansion with the construction of the Centenary extension wing completed towards the end of the Royal Air Force's and Club's centenary year and then through the major challenge of the Covid-19 pandemic and the gradual recovery thereafter. The Board was delighted to appoint Dame Sue as a Vice-President of the Club and profusely thank her for her tireless efforts as Chair during her tenure.

The structure of the Charity changed in 2022 with a second Vice-Chair role being created for a senior Serving Officer to ensure that the Club's links with the currently serving RAF Officer cadre, both Regular and Reserve, is strongly and closely maintained, which is very important to the Club as part of our Charitable objects.

During the year we steadily returned to "normal business" following the effects of the pandemic. Demand for accommodation and food and beverage increased with members keen to return to their London home from home and the Club finally returned to full operation in March. Unfortunately, all was not plain sailing and there were minor setbacks to the financial recovery of the Club due to the appearance of the Omicron variant of the Covid virus, train strikes and bouts of unusually inclement weather with Storm Eunice in the first quarter and snow in December.

In 2022, 619 discounted room nights were provided to serving RAF officers when in London on duty. The Club also worked to support growth in member-sponsored bookings including Service events and reunions, dinners, weddings and family functions. The Club also saw an increase in RAF-related bookings. All of this underlines our commitment to the Mission of the Club to foster and promote the traditions of the Royal Air Force and our Vision to be the London Club of choice for serving and retired RAF Officers, their families and other Members.

In September 2022, together with the rest of the nation, the Club mourned the passing of our patron, Her Majesty Queen Elizabeth II. During the period of Her mourning and funeral, the Club provided complimentary and discounted accommodation, meeting rooms and support to members of the Royal Household, the Royal Air Force and a number of other individuals who had significant ceremonial responsibilities during that sad time.

During 2022, the Club continued to win awards as an employer of choice, including achieving 7th place in *The Caterer's Best Places to Work in UK Hospitality 2022* (1st in London) and we are proud that the Club Staff are also remunerated above the London Living Wage.

Air Vice-Marshal The Hon. David Murray CVO OBE DL
Chair of the Board of Trustees

Mr Miles D Pooley FIH MI
Chief Executive & Club Secretary

Club Governance and Structure

The 2022 Board of Trustees



Group Captain Jim Beldon
Vice-Chair: Arts Committee

Air Commodore Barbara Cooper
Chair: Fundraising Committee



Mr John Fisher
Vice-Chair: The Board of Trustees

Wing Commander James Hill
Chair: The Membership Committee



Group Captain Al Lockwood
Vice-Chair: Fundraising Committee

Flight Lieutenant Ian Melia
Chair: Finance, Audit & Risk Committee



Air Vice-Marshal David Murray
Chair of the Board of Trustees

Squadron Leader Sean O'Brien
Trustee: Responsibility for Staff Welfare



Squadron Leader John Peters
Vice-Chair: Events Committee

Wing Commander James Poynton
Chair: The Arts Committee



Hon. Group Captain Jo Salter
Chair: The House Committee

Flight Lieutenant Haig Tyler
Chair: The Systems and IT Working Group



Air Commodore Adam Wardrope
*Vice-Chair (Serving Officer):
The Board of Trustees*

Air Commodore Dai Whittingham
Chair: The Events Committee



Wing Commander Paula Willmot
Vice-Chair: The Membership Committee

The Club President

Air Marshal Sir David Walker
Club President



Club Committees & other Volunteers

Arts	House	Events	Finance
Dr Michael Fopp	Wg Cdr Neil Cook	Ms Naomi Miles	Mr James Calladine
Wg Cdr Michael Gilbert	Flt Lt Gary Hornby	Sqn Ldr Stuart Quinn	Flt Lt Neeraj Kapur
Mrs Sue Hutchinson	Sqn Ldr Mike Sewell		Flt Lt Jennie Kingston
Air Cdre Rick Peacock-Edwards			Mr Andrew Manning
Mrs Mandy Shepherd			Mr Bernie Watson
Fundraising	Librarians	Membership	Systems & IT
Flt Lt Mike Stubbs	Mrs Jacky Atkinson	Wg Cdr Louise Clarke	Mr David Alexander
Fg Off Joachim Wrang-Widen	Mrs Gaynor Cooper	Sqn Ldr Andrew Mathias	Mr Bernard Brown
	Fg Off Sandy Copland	Sqn Ldr Steve Potter	Miss Jocelyn D'Arcy
	Mr Peter Elliott	Sqn Ldr Jo Rowe	Mr Joe Hardstaff
Club Archivists			
Mr Peter Elliott	Wg Cdr Rob Stephens		
Wg Cdr Michael Gilbert	Mr Peter Thorne		
Gp Capt Paul Stewart	Sqn Ldr Gavin Turnbull		

All Trustees, Committee members, Working Groups, Internal Auditors, Librarians and Club Archivists are unpaid volunteers, and it is estimated that around 500 volunteer days are given to the Club each year for the benefit of all Club Members. The Club benefits enormously from their considerable professional expertise and invaluable advice

The Club Executive Team

Mr Miles Pooley
Chief Executive & Club Secretary



Mrs Kathryn Cooper
Club Manager



Mr Michael Dutnall
Executive Chef



Mr Michael Harding
Director of Finance



Mrs Rachel Matthews
Director of People and Culture



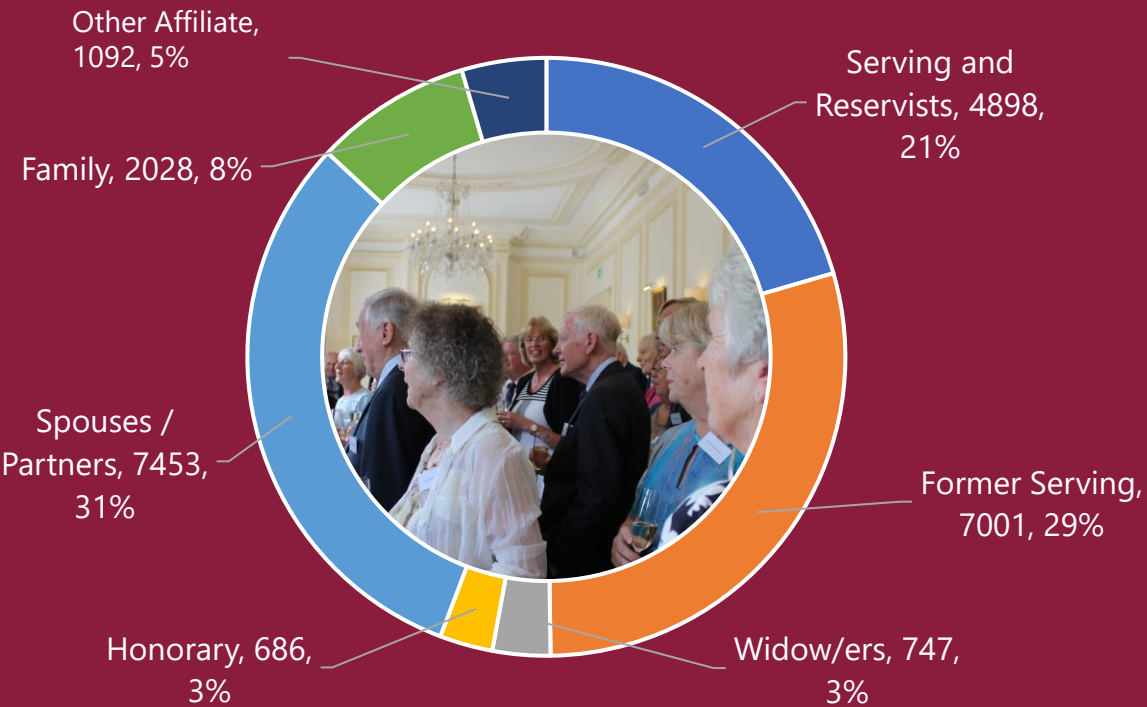
The Club aims to improve the welfare of its membership by:

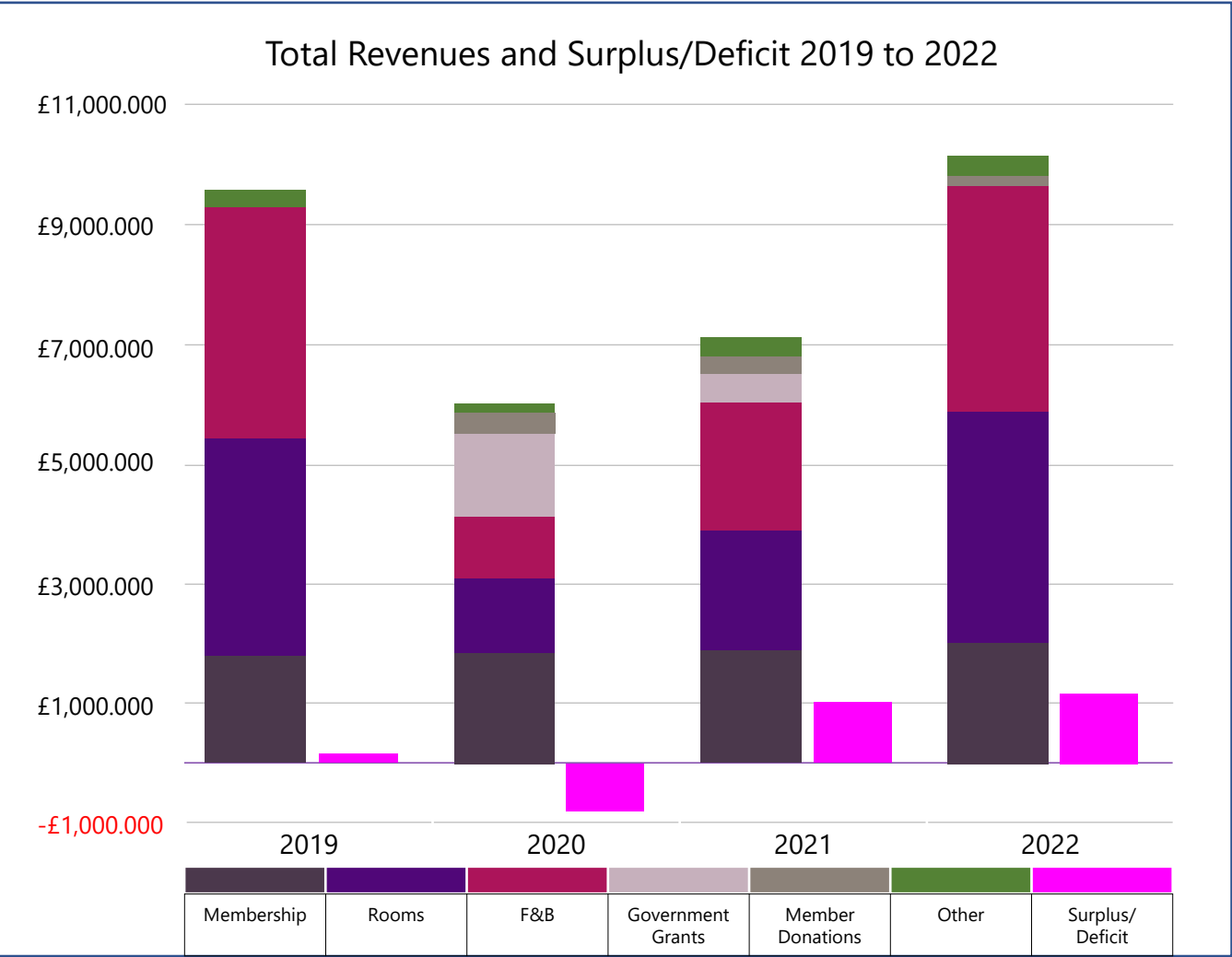
- Providing quality affordable accommodation for those visiting London that meets or exceeds the needs of those staying.
- Offering sustainably sourced food and dining options in both a formal and casual setting.
- Having beautifully appointed event spaces available.
- Offering a range of Club organised Member related social events.
- Maintaining an aviation related library, with books available for loan.
- Having a complimentary Fitness Centre and Business Suite available for use by Members.
- Supporting newly Commissioned Officers by offering £1 per month membership for the first 5 years.
- Playing an active role in our local community.
- Social media.
- Newsletters.

In 2022, Serving Officers membership increased by 3.7%

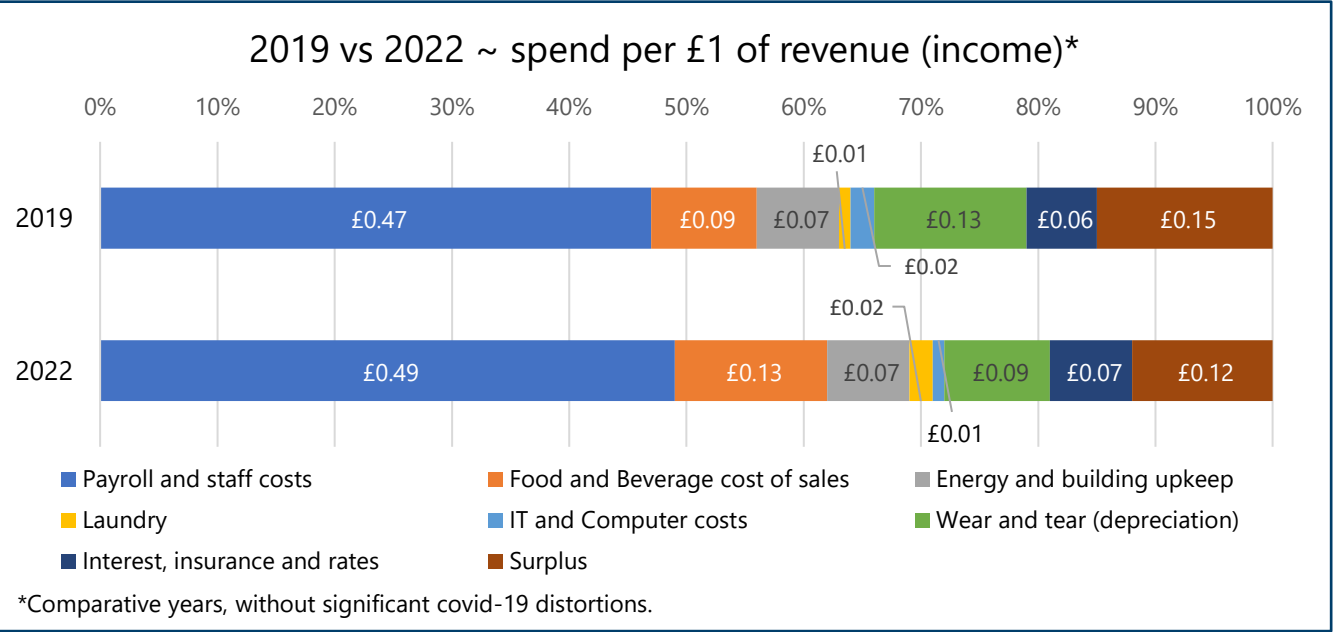
Year-end membership numbers	
2022	23,905
2021	23,779
2020	23,754
2019	24,491
2018	24,799

Club Membership (December 2022)



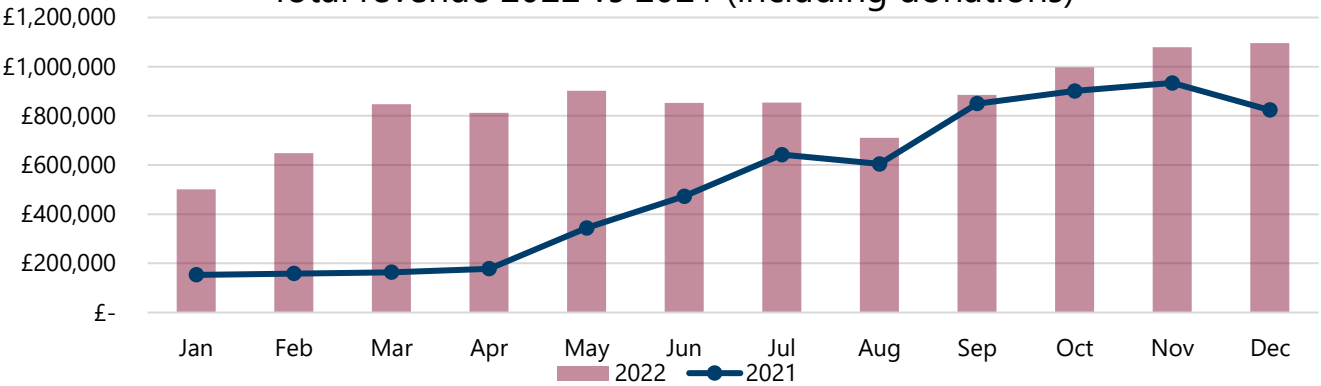


The total amount received from the Government by way of furlough payments and other government schemes/grants totalled just over £1.8m

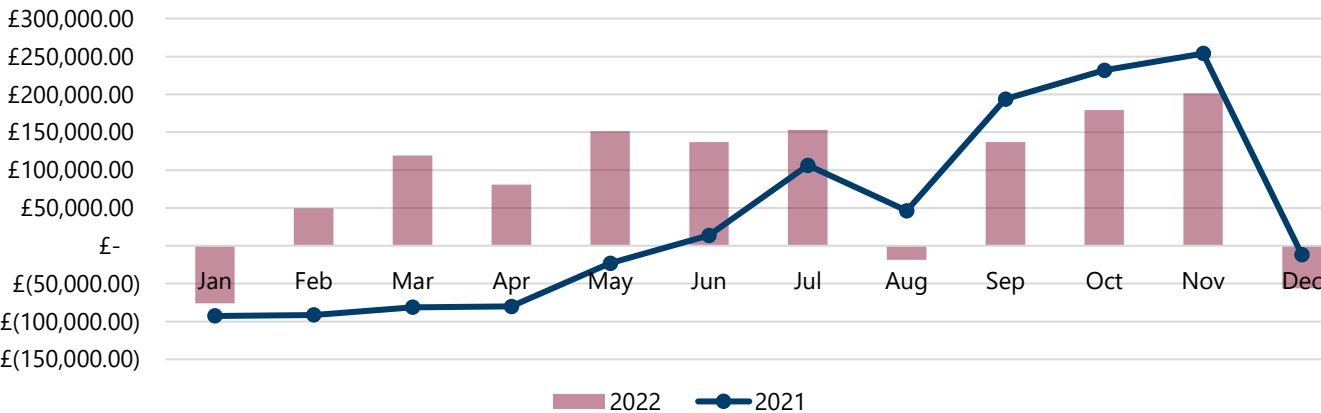


49p in every £1 spent in the Club is spent on payroll and staff costs vs 47p in 2019. Brexit and the ongoing impact of Covid-19 have had a devastating impact on recruitment in hospitality across the UK. The Club is a member of the Association of London Clubs and the Institute of Hospitality, both of which campaign for ongoing support for the hospitality industry.

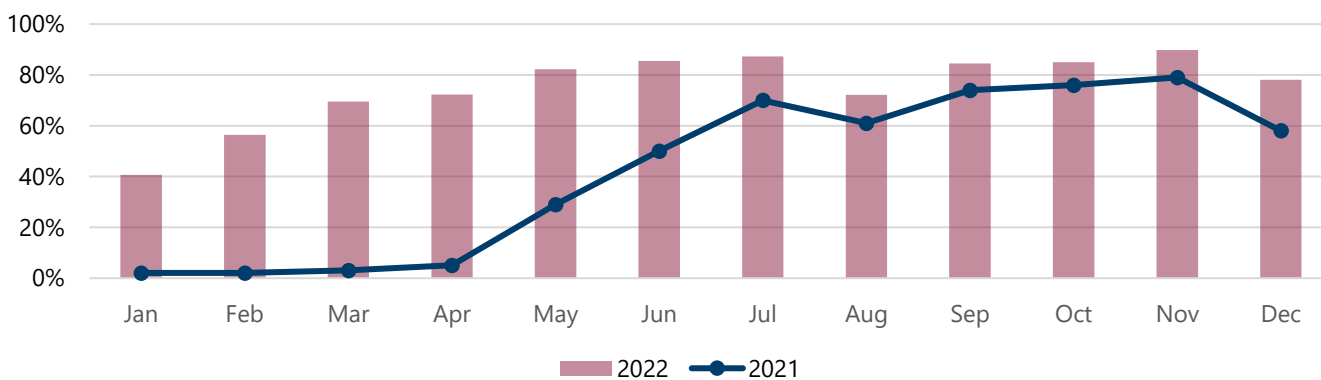
Total revenue 2022 vs 2021 (including donations)



Operating surplus/deficit 2022 vs 2021 (including donations)



Bedroom Occupancy 2022 vs 2021



2022 started with the Club still feeling the effects of the Omicron variant and this, together with Storm Eunice, affected the occupancy and had a negative impact on the Food & Beverage department, which received numerous cancellations. The Club is not forecasting a return to 2019 activity volumes until the end of 2023.

Club bedrooms remain the primary source of income for the Club and the impact of the Covid-19 lockdowns are still having an impact on the financial recovery of the Club.

In 2023, following a pause, the 'rolling programme' of renovations has been resumed with a block of 12 bedrooms being refurbished in the summer.

To view the full accounts, scan the QR code. Please note that you will need to log in to the Club website.



Balance sheets as at 31 December:	2022 £k	2021 £k	Change %
Fixed Assets - Net Book Value	10,556	11,335	-7%
Other Current Assets	827	480	72%
Cash	2,972	3,011	-1%
Total Assets	14,355	14,826	-3%
Other Current Liabilities	-1,161	-1,042	11%
Centenary Extension Loan Liability:			
Due in next year	-405	-685	-41%
Due after next year	-3,779	-5,304	-29%
Net Assets	9,010	7,795	16%
Financed by:			
Fixed Asset Fund	8,798	7,588	16%
Other Funds	212	207	2%
General Free Reserves	0	0	0%
Total Funds	9,010	7,795	16%

Cash Flow Statement - Year Ended 31st December 2022	2022
Net Movement in Funds – Surplus for year	£1,214,502
Add back the depreciation charge	£881,078
Change in operating working capital – stocks, debtors, creditors	-£224,572
Net cash provided by operating activities	£1,871,008
Capital expenditure	-£102,561
Loan repayments	-£1,804,908
Increase/(decrease) in cash in the year	-£36,461
Cash balance at beginning of year	£3,086,130
Total cash balance at year-end	£3,049,669

Cash Reserves

At present, the Club does not have any “free” reserves but the aim is to rebuild the General Reserve to a prudent level over the next few years.

Covid Business Interruption Loan

The £1.4m Coutts Covid Business Interruption Loan was repaid in full in February 2022.

Centenary Extension Loan

The Club has resumed making payments on the Centenary Extension Loan.

Centenary Extension Loan Covenants

In 2022, the financial performance of the Club has been fully compliant with the loan covenants.

The Club has a range of Key Performance indicators from revenue to member satisfaction to help it achieve its goals.

	2019 Actual	2022 Actual
Occupancy	77%	75%
Member Satisfaction	95.8%	4.72 out of 5
Employee Engagement Score (Caterer Best Places to work ranking)	12/30	7/30
Dining Room Breakfast (covers)	30,603	30,609
Dining Room Lunch and Dinner (covers)	24,083	17,514
Functions (covers)	39,411	33,503
Cowdray Lounge (covers)	52,493	34,422



Member Comment

"I got married in the Club. My daughter got married in the Club. My son got married in the Club. The Club is my home in London and that is why I love it..."

Member Comment

After 25 years in the Royal Air Force, the Club gives me a place to stay in touch with old friends and make new ones every time I visit. Oh and the fish 'n' chips are great too!"

The Club Risk Management Processes

The Board of Trustees, following recommendations from the Finance, Audit & Risk Committee and the Club Management regularly review risk and risk appetite at the Club.

This includes addressing critical risks which have the potential for severe consequences and emerging risks that may become problematic in the future if not monitored closely.



	The top 10 Inherent Risks
1	Cyber security breach
2	Resignation of Senior Management Staff resulting in an adverse impact on service and functionality.
3	Weak control of income and expenditure.
4	Weak Control of capital expenditure and impact on cash flow.
5	The negative impact of volatile inflationary pressures.
6	Escalation of the Ukrainian war resulting in a significant drop in demand and further supply-side pressures.
7	Computer system failures or loss/corruption of data.
8	Significant loss of Club facilities through fire or similar disaster.
9	The negative impact of adverse interest rate movements.
10	Terrorist activity.



We are all responsible for reducing our environmental impact and preventing climate change. The Club’s Environmental Strategy is rapidly evolving with a series of initiatives and the Club’s staff are continuously striving to reduce the environmental impact of operations.



An example is the introduction of the Staff led “Green Team”. The team have met 5 times during the year and in 2023 they will be joined by a member of the House Committee who will give their support and ideas so that a Sustainability strategy can be produced and shared with the Club members. The Club currently recycles printer cartridges, light bulbs and batteries. The Club also uses a cardboard crusher and recycles much rubbish through the Council’s recycling scheme.

The Club aims to be Net Zero by 2040 in line with the RAF’s strategy.

Other measures include:

Battery Recycling The Club uses a lot of batteries, from TV Remote Controls to all bedroom locks. All batteries are recycled. Staff are also allowed to bring in batteries from home to be recycled.	Motion triggered sensor lighting As areas are refurbished, motion-triggered sensor lighting has been installed. This includes in all our meeting rooms and public bathrooms.
Club Laundry The Club has worked with the dry cleaning company to re-use protective covers rather than single-use plastic covers.	Cardboard The Club has a cardboard baler that has significantly reduced its carbon footprint by ‘baling’ all cardboard which is then collected for free!
Old Staff Uniforms Are donated to charities that support unemployed members of the local community with a suit or smart clothing for job interviews.	
Old Bedding Is donated to local animal charities to use as bedding for dogs and cats being re-homed	



Did you know?
The Club has 2 beehives on the roof! The honey is used at special Club gourmet dinners as well as in dishes from our menus.



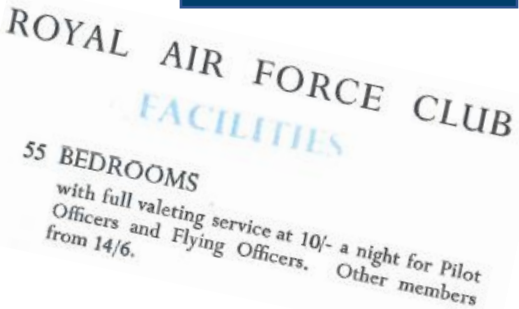
The Bees help pollinate flowers and plants in both Green Park and Hyde Park and are part of the Club’s commitment to sourcing local produce.



“The furniture donations made by the Royal Air Force Club have both helped fund lifesaving research & support local families by allowing them to buy your quality no longer needed furniture from our stores. We cannot thank you enough”

Club improvements

Every year, the House Committee identifies areas of the Club that require refurbishment and improvement. These range from an ongoing rolling programme for the 110 bedrooms (increased from 55 when the bedroom rate was 10 shillings), the façade, the event spaces as well as the back-of-house areas.



The Presidents' Room



From our archive
The Presidents' room in the 1960's

The Presidents' Room, adorned with Portraits of the present and past Presidents of the Royal Air Force Club was redecorated in 2022 including improvements to the air conditioning and Wifi.



601 Squadron Room

In 2022, through the generosity of members of 601 Squadron, over £100k was raised to fund the complete refurbishment of the Victoria Bar. This included stripping the room back to brickwork and discovering a long forgotten arched window.



The Victoria Bar
1960's above & 1980's below



The Club is grateful for the sponsorship.

Staff at the Club remain the most important asset. Pre-pandemic, the Club had a Head Count of over 140. At the end of 2022, the Full Time equivalent Headcount was 111.

Supporting our staff

During 2022, a range of additional measures were introduced to support Club Staff. These included:

Staff Welfare Fund



Staff Welfare Fund

Member donations to the Club have funded a Staff Welfare Fund for emergency payments to individual staff who are suffering individual/personal hardships.

Cost of living



Each staff member received a cost of living payment of £750.00 to help with the cost of living price increases.

Service Charge



The Club has partnered with an independent organisation to administer service charge. This change has resulted in more money being paid directly to eligible staff who receive service charge.

Ukraine

In 2022 we were approached by a sponsor who had agreed to open her home to a refugee who was fleeing Ukraine and the troubles there. The sponsor asked us if we could offer employment to a lady who was arriving who spoke no English. We agreed and offered Tetiana a job in our staff canteen. Tetiana was welcomed by the team in April 2022 and was introduced as quickly as possible to those staff who could converse with her through their mother tongue so that she could communicate and learn about the Club. These members of the team, along with the HR department helped Tetiana to open a UK bank account and source other things she required. Tetiana works part time in our staff canteen now and is slowly learning English.

Tetiana fled the Ukraine on her own but on her journey of over 1,612 miles she met Svitlana. Svitlana had fled the country leaving behind her son and husband. Svitlana was hosted by a family in the West Country but was unable to secure employment so through her friendship with Tetiana she came to London to live in the same home. Svitlana came to work with us in the Housekeeping department in June 2022 and very quickly settled in, doing a full time job she had never done before. Svitlana has become a very much valued member of the housekeeping team. We were delighted to award Svitlana with a Chief Executive's Award at the end of 2022 and so happy that she has now been joined in the UK by her son although her husband has to remain in hiding.

The Club was pleased to be able to support those fleeing the Ukraine.

The staff Charity committee was set up in January 2022 to look at how the team could support charity in the community and abroad.

As the war in Ukraine was ongoing at that time, it was agreed that the first charity that would be supported was Médecins Sans Frontières and in April a quiz night was held for around 70 members of the team. Teams of 6 competed in a quiz, run by the Club electrician covering a variety of topics. An amazing sum of over one thousand pounds was raised.

The committee also arranged for 2 members of the team who handmade candles and bags to have stalls in the staff canteen allowing them to sell things with a proportion of what they made going to the charity. The committee also started to look at how the team could volunteer at local charities to help in some way.

In March, the quiz night was repeated raising money for charities chosen by two members of staff who raising money by running the London Marathon.



Photos from the Staff Quiz night



GREAT RAFFLE PRIZES £2 PER TICKET

SEE DAVE OR CHARLOTTE D FOR TICKETS

DRINK TOKEN + SUBSIDISED BAR

RAFFLE PRIZES

COME AND SUPPORT LAURIE AND CHARLOTTE AS THEY RAISE MONEY FOR RUNNING THE LONDON MARATHON!

PROFITS WILL GO TO...

Meningitis NOW

THE ARMY'S NATIONAL CHARITY

RAF CLUB STAFF CHARITY QUIZ NIGHT IN THE SOVEREIGN'S ROOM

WEDNESDAY 29TH MARCH

??? 6-9 PM ???

QUIZ MASTER STEVE ON THE MIC

FOOD PROVIDED + MATILDA'S COOKIES FOR £1

£5 TICKET INCLUDING 1 DRINK TOKEN

SEE RACHEL OR DAN FOR TICKETS BY 15TH MARCH...



Executive Chef Michael Dutnall spends many hours mentoring new talent at local catering colleges and supporting his team at the Club by encouraging them to gain new qualifications and enter national and international cookery competitions.



Chef Kai passed his apprenticeship



Chef Harry at the Roux Scholarship



Chefs Mitchel, Ratmir and Laurie, who took part in the International Salon Culinaire Skills Salon



Chef Jonathan, Bronze winner Craft Guild of Chefs



Chef Janet 'Spin to Win' winner

Mentoring New Talent

Chef Michael and the kitchen team work with the following organisations to foster new talent and promote the Club as a place to work:



Haringey Council
Cooking for Homeless people



West London College
Regular cooking demonstrations and career talks



Oak Lodge School
Weekly supported work experience placements at the Club



Westminster Kingsway College
Weekly work experience placements at the Club

Club-organised Social Events remain an extremely popular membership benefit. With over 30 events being organised a year, there really is something for everyone. During the pandemic, when permitted, events were organised online with hundreds of members joining from around the World.

Approximately 8 to 10 staff hours are required for the organisation of each event.



Club Dinner with BBC Radio 4's Gardeners Question Time Matthew Pottage (March 2023)



Truffle Dinner (November 2022)



50 year Members Reception (April 2021)

Over 10 online events have taken place. To watch, scan the QR code below

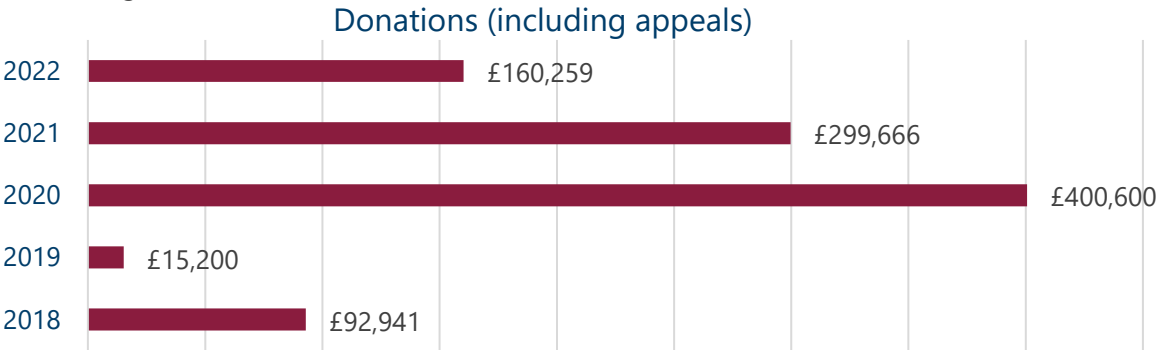


The RAF Club is one of the finest military clubs in the world. The Club’s genesis was founded on philanthropy when, in 1918, Lord Cowdray wrote a cheque for £100,000 to “ensure a permanent Club Home worthy of the airmen and their superlatively heroic work”.



Today, this ethos continues. The Club is a Registered Charity with a mission to preserve, promote and foster the traditions of the Royal Air Force.

Any surplus from the Club’s operational costs each year is reinvested to improve the facilities and services for Members, with capital projects such as the Centenary Stained Glass window augmented by donations and legacies.



Donations & Friends of the RAF Club:

The Club remains very grateful to our Members whom, through their donations, threw the Club a lifeline during the hospitality restrictions of the Covid pandemic. The Friends of the RAF Club was launched in November 2021 to formalise this process and help us to raise funds for those capital projects which have been on hold for the past three years, support staff welfare and rebuild reserves.



The Friends have become a major pillar of the Club’s fundraising effort. There are three levels of support: £120-£499 (Bronze friend); £500-£2499 (Silver Friend); and £2500+ Gold Friends.

Funds raised from the Friends’ donations were invested in a cost-of-living grant to all members of staff in 2022 as well as enabling us to embark on the long overdue Lobby project, providing new and secure front doors to the Club ensuring a safe and warm welcome to all visitors to the Club. The funds were successfully raised by the Friends and work commenced on the Lobby project in January 2022.

The Club held its inaugural Friends’ events in June 2022 at which Gold and Silver Friends were presented with a certificate and supporter’s pin. Bronze Friends were sent their Bronze supporter pins and a thank you letter from Club CEO Miles Pooley.





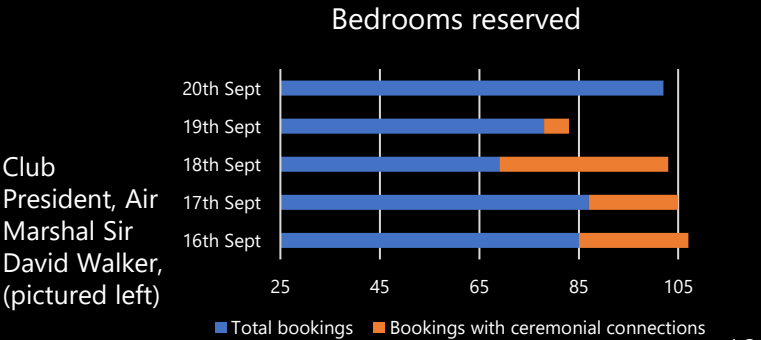
In September 2022 the Club joined the nation in mourning the passing of its patron, Queen Elizabeth II.

As a mark of respect, all Club events were cancelled, and our social media channels were silenced. A number of Club Members who had significant ceremonial responsibilities were also supported during that time with discounted or complimentary bedrooms and meeting rooms, extended dining facilities as well as space to change and refresh.

The painting of Her Majesty, complete with its mourning band was moved to the ground floor to provide members with a peaceful space for thoughtful reflection.



Within 10 minutes of the announcement of the death of Her Majesty, the specially commissioned mourning flag was flying at half-mast, Club Staff were wearing black ties/pins and our website and social media pages were respectfully changed in honour of Queen Elizabeth II.

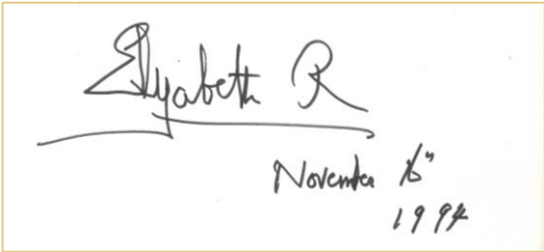
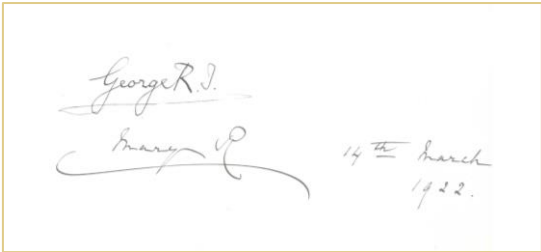
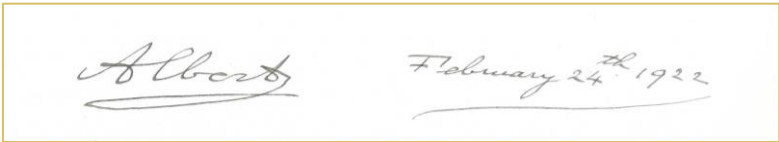


The connections between the Club and the Royal Family go back to its humble beginnings.



©The Royal Collection Trust

The first Royal Signature in the Club Visitors Book, is that of Prince Albert, Duke of York (later King George VI). Other early signatures include our first Patron, King George V & Queen Mary (left) and Queen Elizabeth II (right)



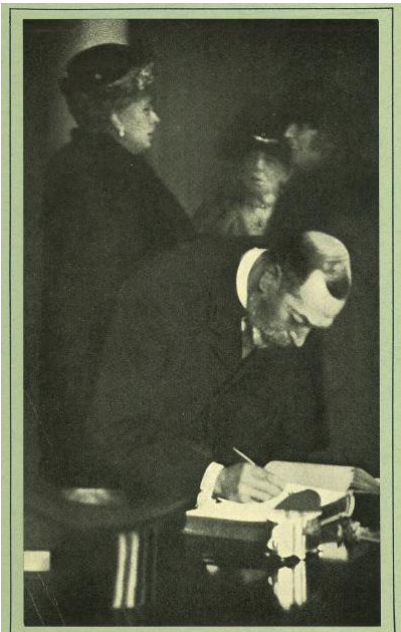
INCEPTION

The Royal Flying Corps Club—fore-runner of the present Club—was founded by Lieut.-Colonel W. C. Bersey (now Chairman of the Club) and opened at 13 Bruton Street, Berkeley Square on January 1st, 1917. Their Majesties King George V and Queen Mary visited the Club shortly after its opening, and, in November, 1918, King George V became its Patron. The Flying Services were unified as The Royal Air Force in April, 1918, and in January of the following year the Club became The Royal Air Force Club. It remained at Bruton Street until transferred in January, 1922, to the present premises at 128 Piccadilly—the munificent gift of the first Viscount and Viscountess Cowdray.

4



Their Majesties King George V and Queen Mary, with Lord and Lady Cowdray at the Club, 1922



H.M. King George V signing the Visitors' Book, 1922



PATRONS

- 1918-36 His Majesty King George V
- 1937-52 His Majesty King George VI
- 1952-22 Her Majesty Queen Elizabeth II



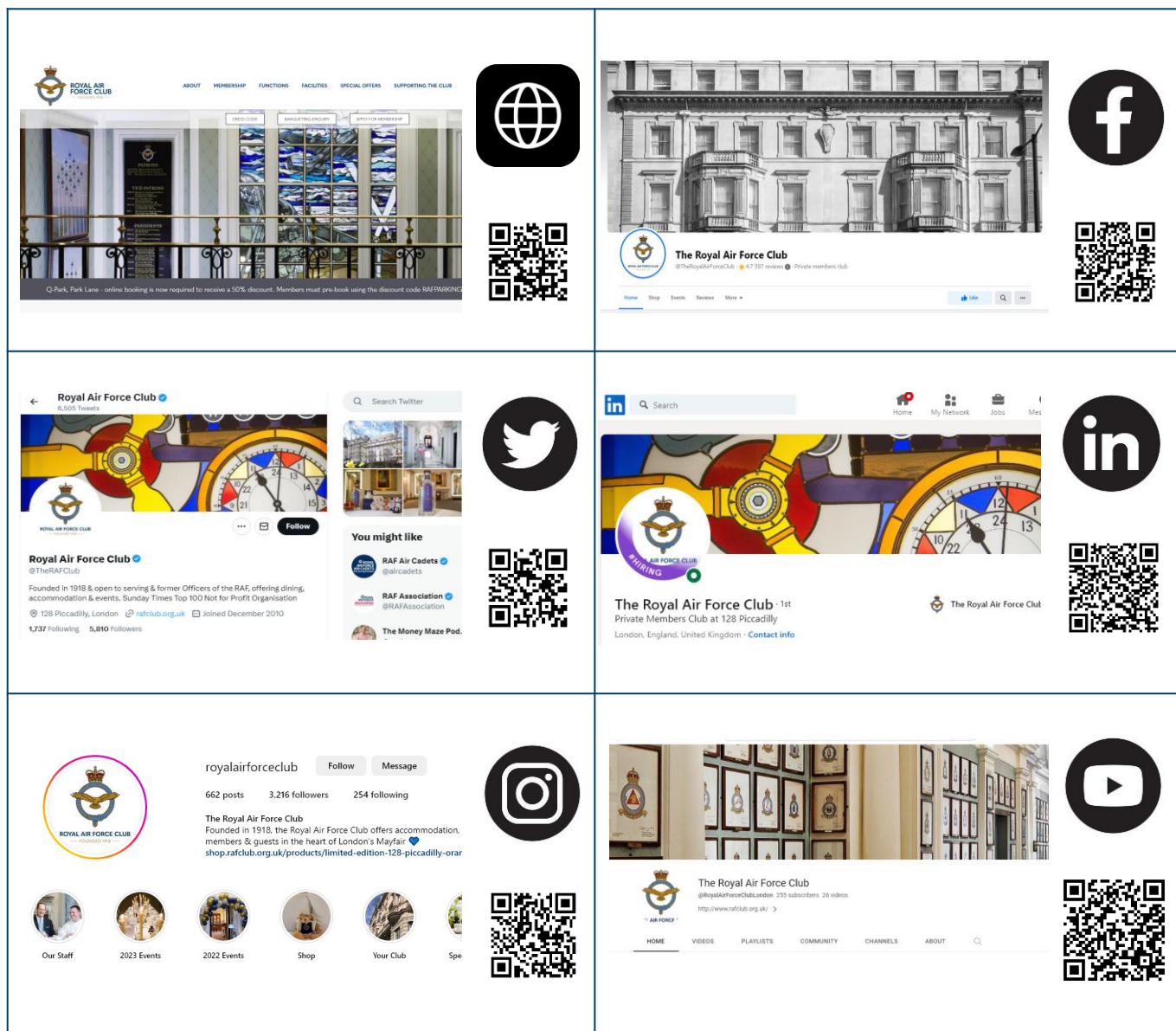
Queen Elizabeth II visited the Club on several occasions including in 2012 (left) and 2018 (below left) where she is pictured with Flt Lt Colin Bell DFC.



Engagement with the Club

Impact Report 2022

The Club is extremely active on social media across many different channels with over 45,000 followers across all our platforms including subscriptions to the Club e-news.



E-news

A monthly Club e-news is sent to all members and regularly contains information on promotions and special offers, the Club Shop, Social Events as well as general Club news.

The Club Magazine

The Club also publishes and mails out a yearly magazine for all members, especially for those who are not on email or do not use social media.



Supporting the RAF Family

Every day, the Club supports the work of the Royal Air Force and the family of Royal Air Force Charities. This includes:



Sponsoring several prizes for Cadets undertaking their IOT training including the prestigious RAF Club Prize

The prizes include dinner, breakfast, accommodation and an RAF Club engraved decanter

The approximate yearly value is over £2500.00

Sponsoring a yearly prize of dinner, bed and breakfast and an engraved decanter

Cadets from all over the UK also regularly visit the Club when on duty in London to use the changing facilities and a free lunch

The approximate yearly value is over £2000.00

The Club also makes an annual donation to RAFA, the RAFBF and provides complimentary meeting room space and catering to other RAF Charities

The approximate yearly value is over £5000.00

Trustee Wg Cdr Paula Willmot with RAF Personnel volunteering for the annual Poppy Appeal





ROYAL AIR FORCE CLUB

FOUNDED 1918