

SAAA Business Plan

FY1617 2nd half

Mission Statement

The SAAA is a group of aviation enthusiasts assisting each other to build, maintain and operate sport aircraft.

We educate members to continuously improve safety outcomes.

Core Business Areas

	NC Sponsor: Manager	Alternate	Support Co-ordinators: Primary	Alternate
Management				
Corporate Governance	Tony White	Andy George	TBA	TBA
Business Planning	John Smith	Andy George	Peter Martinovich	TBA
Financial	Andy George	Tony White	Laurie Fitzgerald	TBA
Operations (Mission Statement Delivery)				
Safety Management	Martin Daniell	Peter Leonard	TBC	TBC
Training	Peter Leonard	Martin Daniell	TBC	TBC
Construction & Maintenance	Vacant	Geoff Danes	TBC	TBC
Flight Operations	Gary Weeks	Grant Farrow	Bob Redman	Perry McNeil
Support				
Membership	Grant Farrow	Gary Weeks	TBA	TBA
Events & PR	Grant Farrow	Gary Weeks	TBA	TBA
Technical & Industry Liaison	Geoff Danes (NTM)	Vacant	TBC	TBC
IT & Administration	Peter Leonard (IT)	John Smith (Admin)	Bruce Ingham	TBA

SAAA Business Plan

FY1617 2nd half

Critical Success Factors, Prioritised Activities & Financial Summary

Critical Success Factors

- 1 Re-define and establish the core building blocks for effective management of SAAA business
- 2 Re-establish internal and external stakeholder credibility
- 3 Communicate, communicate - Connect with members, chapters and work together using good governance and the membership resources and experience
- 4 Improving safety outcomes becomes part of our culture
- 5 Grow the membership through respect, credibility, good governance and offering value to members

Task Ref:	Task / Activity	Priority:
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Current / Immediate / Short Term Activities

- | | | |
|-------|--|----|
| 1.09 | Establish a consolidated and secure corporate filing system and structure | IM |
| 3.03 | Develop a scope of work and budget for accountants contract | IM |
| 3.04 | Develop an agreed annual budget for SAAA business | IM |
| 4.07 | Review existing SMS documentation and adapt as required to suit current conditions and introduction of the RAAus OMS; re-invigorate the SMS process | IM |
| 6.01 | Complete revision of AP and TC manuals; seek CASA approval of revised AP manual | IM |
| 8.01 | Re-engage with chapters and members; establish a programme of scheduled video conferences as a routine comms method; supplemented with individual NC ad hoc face to face where practical etc | IM |
| 8.02 | Complete redevelopment of website to deliver clearly presented worthwhile content and accessible information | IM |
| 8.04 | Document, present and emphasise to existing and prospective members what the SAAA currently offers its members and what it aims to add in the future | IM |
| 10.04 | Develop and publish skills matrix | IM |

SAAA Business Plan

FY1617 2nd half

Critical Success Factors, Prioritised Activities & Financial Summary

High Priority Activities

1.06	Establish a corporate calendar	H
5.01	Review basis for delivery of MPC courses, in particular, ensuring all members are afforded local/regional delivery of each course	H
6.02	Re-engage with TCs and APs - reinforce practice, approach and participation	H
6.03	Develop a plan to protect and grow our AP resource	H
6.05	Set up a working group to review / develop strategies and proposals for increased AP numbers at minimum cost based on a RRAv supported approach	H
7.01	Develop and implement a flight training model & process	H
9.05	Review the job description, funding / affordable means of engagement of the Technical Officer position(s); advertise and appoint	H
11.02	Secure "flagship event" - ongoing Narromine (AusFly) or equivalent participation	H
11.03	Secure "flagship event" - ongoing Avalon or equivalent participation	H

Revenue

- 1 Ensure organisational plans/actions exist to maintain / protect current membership levels
- 2 Ensure organisational plans/actions exist to attract the return of recently resigned members
- 3 Ensure organisational plans/actions exist to attract new members and in particular growing a younger membership
- 4 Ensure organisational plans/actions exist to protect access to CASA funding
- 5 -

Management

Corporate Governance

NC Sponsor:		Support Co-ordinators:		Goal: Establish a system of Corporate Governance that is published, understood by SAAA Members, actionable and practiced.
Manager Tony White	Alternate Andy George	Primary TBA	Alternate TBA	

Assets:	Current Initiatives:	Current Issues:
1 Constitution	1 Revision to Constitution	1 Non-existent governance
2 -	2 -	2 Almost no corporate procedures written, approved, discoverable
3 -	3 -	3 -
4 -	4 -	4 -
5 -	5 -	5 -

Activities:	Task:	Priority:	Target:	Progress:
1.01	Review options and develop a plan for creating a system of Corporate Governance	IM	Plan / basis developed by Jan 2017	Done
1.02	Develop and implement system of Corporate Governance - Stage 1	M	70-80% operational by end Jan 2017	Off-Track
1.03	Develop and implement system of Corporate Governance - Stage 2	M	100% operational by end Apr 2017	On-Track
1.04	Review effectiveness of corporate governance procedures	B	Review complete by June each year	-
1.05	Internal business coaching & team mentoring	B	Always available to assist any member	On-Track
1.06	Establish a corporate calendar	H	Published by end Apr 2017	On-Track
1.07	Apprise CASA of the revised SAAA Mgt Team, approach and corporate governance etc and table the issues we would like to develop with CASA	M	By end Feb 2017	Done
1.08	Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
1.09	Establish a consolidated and secure corporate filing system and structure	IM	By end Jan 2017	Off-Track
1.10	-	-	-	-

Management

Business Planning

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
John Smith	Andy George	Peter Martinovich	TBA

Goal:
 To maintain current Business Plans that are dynamic and flexible, and protect and grow the SAAA business and hence its ability to support its core Mission Statement.

Assets:

1	Current SAAA Business Plan (existence to be confirmed)
2	Asset register (existence to be confirmed)
3	-
4	-
5	-

Current Initiatives:

1	Develop a Business Plan to re-build SAAA foundations as a priority
2	Define and allocate portfolios and responsibilities to NCs & support co-ordinators
3	-
4	-
5	-

Current Issues:

1	Possibly no current Business Plan exists
2	Possibly no current Asset Register exists
3	-
4	-
5	-

Activities:

Task:	Priority:	Target:	Progress:
2.01 Develop (re-define) FY1617 Business Plan	IM	Issued in Jan 2017 and designed to re-build SAAA foundations	Done
2.02 Develop forthcoming (next FY) Business Plan	B	Published in June each year	-
2.03 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
2.04 -	-	-	-
2.05 -	-	-	-
2.06 -	-	-	-
2.07 -	-	-	-
2.08 -	-	-	-
2.09 -	-	-	-
2.10 -	-	-	-

Management

Financial

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Andy George	Tony White	Laurie Fitzgerald	TBA

Goal:
 To provide for efficient, transparent and auditable accounting and financial reporting with cost centres that align with SAAA core business areas and statutory reporting formats.

Assets:	Current Initiatives:	Current Issues:
1 ZERO accounting package	1 -	1 Chart of accounts may not align with accounting advisory and statutory reporting formats
2 Cash \$200,000 - SAAA	2 -	2 Chart of accounts needs to align with newly defined SAAA core business areas
3 Cash \$1,000,000 - SAF	3 -	3 -
4 -	4 -	4 -
5 -	5 -	5 -

Activities:

Task:	Priority:	Target:	Progress:
3.01 Review chart of accounts to ensure efficiency / match with accounting advisory & statutory reporting formats	M	Efficient chart of accounts confirmed/established by June 2017	On-Track
3.02 Align chart of accounts to SAAA core business areas	M	Aligned by Apr 2017	On-Track
3.03 Develop a scope of work and budget for accountants contract	IM	Agreed by end Dec 2016	Hold
3.04 Develop an agreed annual budget for SAAA business	IM	Agreed by end Dec 2016	Off-Track
3.05 Review all expenditure on all core and non-core business activities and how / where they are delivered	M	Proposal agreed by end May 2017	-
3.06 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
3.07 Review & develop as required the Policy and Procedures for financial payments / approvals (incl. reimbursable expenses)	M	By June 2017	On-Track
3.08 -	-	-	-
3.09 -	-	-	-
3.10 -	-	-	-

Operations (Mission Statement Delivery)

Safety Management

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Martin Daniell	Peter Leonard	TBC	TBC

Goal:
 Ensure an effective Safety System exists to encourage improved safety outcomes and that adequate means to record and learn from all incidents is active throughout SAAA's membership.

Assets:	Current Initiatives:	Current Issues:
1 RRAv 2012	1 Implement RRAv 2016	1 Ineffective FSAP and its use / enforcement
2 CASA Approved MPC	2 Complete review / DD around RRAus OMS	2 Inequitable approach to MPC delivery
3 RRAv upgrade and user support packages (to be launched)	3 -	3 No Safety System Training roll-out (either for SERA or prospective RRAus OMS package)
4 SERA incident reporting system	4 -	4 Uncertainty over suitability of RAAus OMS package
5 MoU to acquire RAAus incident reporting system (OMS)	5 -	5 -

Activities:	Priority:	Target:	Progress:
4.01 Implement RRAv 2016	IM	Launch Nov 2016; training from mid-Nov 2016	Done
4.02 Carry out review & DD around RAAus OMS package; and hence review merits of retaining SERA or not; define way forward	M	By Apr 2017	Done
4.03 Develop procedures, training packages, improved accessibility and raise awareness of selected OMS (Incident Reporting System); if selected, leverage off RAAus training package for OMS	M	Implemented by June 2017	On-Track
4.04 RAAus OMS - deposit (paid FY1617 Q2?)	M	Recovered if RRAus OMS not confirmed	Done
4.05 Complete acquisition of RAAus OMS if selection confirmed	M	Implemented by June 2017	On-Track
4.06 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	Hold
4.07 Review existing SMS documentation and adapt as required to suit current conditions and introduction of the RAAus OMS; re-invigorate the SMS process	IM	New educational campaign (in conjunction with RAAus OMS education package) active by Apr 2017; CSO network working by Sept 2017	On-Track
4.08 -			
4.09 -			
4.10 -			

Operations (Mission Statement Delivery)

Training

NC Sponsor:		Support Co-ordinators:		Goal: Ensure the development, maintenance and delivery of SAAA's educational processes that enhance member opportunity to contribute to and benefit from improved safety outcomes.
Manager Peter Leonard	Alternate Martin Daniell	Primary TBC	Alternate TBC	

Assets:	Current Initiatives:	Current Issues:
1 MPC	1 Develop on-line MPC refresher option	1 Ineffective FSAP and its use / enforcement
2 W&B course	2	2 Inequitable approach to MPC delivery
3 Risk Radar training package	3 -	3
4 Metal work courses	4 -	4
5 FSAP	5 -	5 -

Activities:

Task:	Priority:	Target:	Progress:
5.01 Review basis for delivery of MPC courses, in particular, ensuring all members are afforded local/regional delivery of each course	H	Complete by April 2017	On-Track
5.02 Review basis for delivery and enforcement of FSAP	M	Complete by June 2017	On-Track
5.03 Deliver MPC and other SAAA sponsored training (metal work, etc) courses	B	One of each course delivered per in each major centre and cost neutral on a national aggregated basis	On-track
5.04 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
5.05 Develop on-line training / educational packages with CASA approvals as required	M	Packages delivered to Members for MPC, Schedule 8 Maint, W&B, TC and AP by end 2017	-
5.06 -			
5.07 -			
5.08 -			
5.09 -			
5.10 -			

Operations (Mission Statement Delivery)

Construction & Maintenance

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Vacant	Geoff Danes	TBC	TBC

Goal:
 Ensure that we have an active, complete and effective system of procedures, support and advisors to guide Members to build safe aircraft and maintain safe aircraft.

Assets:

- 1 Chapter Handbooks
- 2 Aircraft Construction Guide (Norm Edmunds)
- 3 APs and TCs
- 4 AP Manual / TC Manual / MPC Training Package
- 5 Narromine infrastructure / P&E; Sydney / Melbourne areas P&E

Current Initiatives:

- 1 Complete revision/CASA approval of AP and TC manuals
- 2 -
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 Different Chapter Handbooks
- 2 APs / TCs a diminishing resource
- 3 Poor TC Inspection Report records / storage
- 4 Risk radar reporting IAW CASA Approved AP Manual of Procedures not universally enforced
- 5 Narromine infrastructure

Activities:

Task:	Priority:	Target:	Progress:
6.01 Complete revision of AP and TC manuals; seek CASA approval of revised AP manual	IM	Revised manuals operational by: TC Manual Dec 2016 / CASA Approved AP Manual Apr 2017	On-Track
6.02 Re-engage with TCs and APs - reinforce practice, approach and participation	H	Re-invigorated TC / AP team and adherence to all required procedures by June 2017	-
6.03 Develop a plan to protect and grow our AP resource	H	Plan approved by Feb 2017	On-Track
6.04 Continue prior initiatives to seek approval from CASA for SAAA to train and appoint its own APs, and to assess how annual CASA AP registration fees are managed	M	Re-engage w/ CASA by Apr 2017; direction understood by August 2017	-
6.05 Set up a working group to review / develop strategies and proposals for increased AP numbers at minimum cost based on a RRAV supported approach	H	Views developed by Feb 2017	On-Track
6.06 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
6.07 -	-	-	-
6.08 -	-	-	-
6.09 -	-	-	-
6.10 -	-	-	-

Operations (Mission Statement Delivery)

Flight Operations

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Gary Weeks	Grant Farrow	Bob Redman	Perry McNeil

Goal:
 Establish a standard practice system for delivering type transition training and currency training to Members.

Assets:

- 1 Some very experienced trainers amongst SAAA membership
- 2 Test flying handbook / test cards
- 3 -
- 4 -
- 5 -

Current Initiatives:

- 1 Early discussions around a flight training model & process
- 2 Looking at Exp Cat specific IFR requirements etc
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 Ad-hoc / informal and very limited transition training
- 2 No FSA manual?
- 3 The law limits formal instructional training in Exp Cat aircraft
- 4 -
- 5 -

Activities:

Task:	Priority:	Target:	Progress:
7.01 Develop and implement a flight training model & process	H	Plan / basis developed by Feb 2017	On-Track
7.02 Gather a portfolio of type flight training manuals; leverage as far as possible off EAA, LOBO Oz, etc	L	FOMS type manuals published by 2018	Hold
7.03 Develop FSA Manual of Procedures	M	Gazetted and operational by June 2017	On-Track
7.04 Continue dialogue with CASA around IFR requirements for Exp Cat aircraft equipment / TSO requirements / MELs	L	Approach agreed in principle by Sep 2017	On-track
7.05 Seek to remove / relax limitations on training / instruction in Exp Cat aircraft?	M	Engage w/ CASA by June 2017	Hold
7.06 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
7.07 -	-	-	-
7.08 -	-	-	-
7.09 -	-	-	-
7.10 -	-	-	-

Management

Membership

NC Sponsor:		Support Co-ordinators:		Goal: SAAA is the organisation of choice for persons of all ages interested in building and flying their own aircraft.
Manager Grant Farrow	Alternate Gary Weeks	Primary TBA	Alternate TBA	

Assets:

- 1 AirSport, Website
- 2 QBE Aviation Insurance discount scheme; Forex scheme
- 3 MEMNET Database
- 4 Chapter structure
- 5 Comradery and technical support

Current Initiatives:

- 1 Negotiate competitive aircraft insurance package
- 2 New membership categories in revised constitution
- 3 Dealing with CASA on medical reform (refer Technical / Industry Liaison)
- 4 -
- 5 -

Current Issues:

- 1 Inadequate communication / dialogue with Chapters and Members at large
- 2 The value of many benefits and privileges are perhaps "forgotten" - such as the MPC and AP
- 3 Ageing membership.
No social media marketing / targeted
- 4 Chapters are not effectively educating
- 5 AirSport is free - should it be? Other delivery options? Not efficient / sustainable as it is.

Activities:

Task:	Priority:	Target:	Progress:
8.01 Re-engage with chapters and members; establish a programme of scheduled video conferences as a routine comms method; supplemented with individual NC ad hoc face to face where practical etc	IM	Effective dialogue / feedback / participation happening by Feb 2017	On-Track
8.02 Complete redevelopment of website to deliver clearly presented worthwhile content and accessible information	IM	Upgrade complete by Feb 2017	On-Track
8.03 Raise visibility and profile of SAAA using social media approaches - target younger aviators	M	Effective by Apr 2017	Hold
8.04 Document, present and emphasise to existing and prospective members what the SAAA currently offers its members and what it aims to add in the future	IM	Members benefits presented and highly visible by Feb 2017	Off-Track
8.05 Gather member insurance data to support negotiations with underwriters to deliver competitive aircraft insurance packages	M	Attractive offering secured by Sept 2017	-
8.06 Review AirSport funding model, or possibilities for value saving synergies with RAAus	M	Review / any proposal for change delivered by Feb 2017	Hold
8.07 Regular publication (currently in form of AirSport / current delivery mode basis until Feb 2017)	B	Quality publication / efficient delivery	On-Track
8.08 Regular publication (currently in form of AirSport / current delivery mode basis beyond Feb 2017)	B	Quality publication / efficient delivery	Hold
8.09 Alternative publication format / delivery mode (beyond Feb 2017)	B	Quality publication / efficient delivery	Hold
8.10 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track

Support

Technical & Industry Liaison

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Geoff Danes (NTM)	Vacant	TBC	TBC

Goal:
 Maintain and develop technical standards and practices that support SAAA corporate governance requirements & members needs, protects SAAA's and its members' privileges, and represent all issues to the regulator to achieve favourable outcomes for SAAA members

Assets:	Current Initiatives:	Current Issues:
1 MPC and AP exemptions / Owner maintenance instrument	1 Comment on Pt 149	1 Way forward to meet Pt 149 obligations unclear / ill-defined
2 -	2 Maintaining our privileges - MPC, AP and owner- maintenance instrument	2 Technical Officer position is vacant
3 -	3 Alternate medical classification	3 -
4 -	4 Seek to fill Technical Officer position	4 -
5 -	5 -	5 -

Activities:

Task:	Priority:	Target:	Progress:
9.01 Ensure that adequate systems, procedures and training exist and are enforced so that SAAA protects and maintains its current privileges	B	No privileges lost	On-Track
9.02 Develop a plan for SAAA to meet Pt 149 that blends with SAAA's systems and members' needs	L	Plan approved by June 2017	Hold
9.03 Plan / adjust as required SAAA's systems and corporate governance procedures to accommodate Pt 149 themes that capitalise on existing & developing assets are not overburdening	L	Plan approved by June 2017	Hold
9.04 Continue dialogue to develop an alternative medical classification with the Regulator	M	Achieved by Dec 2017	On-Track
9.05 Review the job description, funding / affordable means of engagement of the Technical Officer position(s); advertise and appoint	H	Appointment by end March 2017	On-Track
9.06 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
9.07 -	-	-	-
9.08 -	-	-	-
9.09 -	-	-	-
9.10 -	-	-	-

Support

IT & Administration

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Peter Leonard (IT)	John Smith (Admin)	Bruce Ingham	TBA

Goal:
 Maintain and enhance SAAA administrative support services that meet all corporate governance and member requirements in a cost effective and value for money manner

Assets:

- 1 Admin support contract
- 2 IT support contract
- 3 MEMNET software
- 4 Website, Facebook
- 5 -

Current Initiatives:

- 1 New website under construction / development
- 2 Monthly HQ/Chapetr comms
- 3 MEMNET development
- 4 -
- 5 -

Current Issues:

- 1 Website a mess - not a slick user friendly professional product
- 2 SAAA core documents not catalogued
- 3 Poor follow-up to member non-renewal events
- 4 Very limited member engagement to use available on-line systems for member records
- 5 Member record capture / feedback / access

Activities:

Task:	Priority:	Target:	Progress:
10.01 Address means to close the loop on feedback from members in a meaningful and structured way that allows data to be utilised for planning purposes, regulatory audit, and learning	L	Complete by end 2017	On-Track
10.02 Review and enhance as required the SAAA centralised training and education records, trainer qualifications and details, trainer competency monitoring / development etc system	M	Complete by June 2017	On-Track
10.03 Identify and catalogue all current / relevant SAAA documents along with operational status / custodian(s)	H	Initial for key known documents published by Feb 2017	Done
10.04 Develop and publish skills matrix	IM	By end Dec 2016	Off-Track
10.05 Review and develop options to leverage joint services / business with RAAUs and others	L	By Sept 2017	Hold
10.06 Maintain SAAA admin service / support capability	B	On budget / effective	On-Track
10.07 Maintain SAAA IT service / support capability	B	On budget / effective	On-Track
10.08 Ongoing development of MEMNET to service SAAA info requirements	M	Ease of access, visibility and record retrieval improved by end 2017	On-Track
10.09 Review SAAA HQ / Narromine locations and develop plans to ensure locations best meets SAAA member needs and proximity to highest concentration of membership	L	Review complete & recommendation approved by June 2017	On-Track
10.10 Check SAAA IP etc is properly trademarked / copyright protected and that it is enforced (note: Rogue Facebook account)	M	By May 2017	-

Support

Events & PR

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Grant Farrow	Gary Weeks	TBA	TBA

Goal:
 Maintain a portfolio of events (as principal organiser and/or participant) that engage with both members and the general public across all major centres / regions that offer value and interest to all.

Assets:

- 1 Commercial 25% interest in Ausfly
- 2 Invitations to attend Avalon and others shows
- 3 CASA Approved Fly-in AirShow Procedure (ref Langley Park)
- 4 Corporate insurance policy for SAAA and affiliated Chapter run events
- 5 -

Current Initiatives:

- 1 Poll active inviting comment around member interest in SAAA participation in AusFly / OzKosh
- 2 -
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 No published / formal plans - generally ad-hoc?
- 2 -
- 3 -
- 4 -
- 5 -

Activities:

Task:	Priority:	Target:	Progress:
11.01 Maintain a portfolio of events - flagship event(s) sponsored by NC; other events sponsored by Chapters and supported by country wide member participation	M	No major centre / region left out	-
11.02 Secure "flagship event" - ongoing Narromine (AusFly) or equivalent participation	H	Professional quality SAAA representation and profile	On-Track
11.03 Secure "flagship event" - ongoing Avalon or equivalent participation	H	Professional quality SAAA representation and profile	On-Track
11.04 Gather all discoverable documents pertinent to this portfolio and identify current / relevant dox and their status / custodian	M	By end Apr 2017	On-Track
11.05 Establish procedure for the management and compliance with CASA Approved AirShow Fly-in procedures for any SAAA and affiliated Chapter run events	M	By May 2017	-
11.06 Review scope of event insurance policy - ensure fitness for purpose	M	By May 2017	On-Track
11.07 -	-	-	-
11.08 -	-	-	-
11.09 -	-	-	-
11.10 -	-	-	-

Management

Revenue

NC Sponsor:		Support Co-ordinators:		Goal: Derive sufficient revenue from membership subscriptions, special member services and third party services to support SAAA's Mission Statement
Manager Grant Farrow	Alternate Gary Weeks	Primary TBA	Alternate TBA	

Assets:		Current Initiatives:		Current Issues:	
1	Member subscriptions	1	-	1	SAAA offering does not or is perceived to not offer value or interest
2	MPC course fees	2	-	2	-
3	CASA Safety Initiative funding	3	-	3	-
4	-	4	-	4	-
5	-	5	-	5	-

Activities:		Priority:	Target:	Progress:
Task:				
1	Ensure organisational plans/actions exist to maintain / protect current membership levels	IM	No further reduction from Q2 2017 levels	On-Track
2	Ensure organisational plans/actions exist to attract the return of recently resigned members	H	100 members returned per year beginning Q1 2017	On-Track
3	Ensure organisational plans/actions exist to attract new members and in particular growing a younger membership	M	Build new members at rate of 100 per year beginning FY1718	On-Track
4	Ensure organisational plans/actions exist to protect access to CASA funding	H	Funding levels maintained at minimum	On-Track
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-

SAAA Business Plan

FY1617 2nd half

Definitions / Guide

The Top Level Business functions:

Management

The Core Business Areas (CBAs or functions) to oversee the Business, including:

Provide leadership, strategy, direction and support

Ensure that the business is funded and is solvent

Ensure good corporate governance

Ensure regulatory and statutory compliance

Typical **Management** CBAs would include: Corporate Governance; Business Planning; Financial

Operations

The CBAs (or functions) that **absolutely align with the Business Mission Statement**. All other CBAs (or functions) must either be Management or Support

Support

All other CBAs (functions) required to deliver / support the Business and which could be delivered by either internal or outsourced services

Typical **Support** CBAs would include: HR; OH&S; Environmental; IT; Admin; Public Affairs etc

Core Business Area (CBA) Goals

NC Sponsors must own their respective CBA Goal

Must accord with SAAA Mission Statement

Must accord with good business practice

Assets

People

Plant and equipment

Documents, manuals etc

Software

Leases

Agreements to provide / receive services

Etc

Current Initiatives:

Ongoing active non-routine initiatives/tasks at FY end or at time of a business Plan update/revision

Current Issues:

Known substantive issues at FY end or at time of a business Plan update/revision

Task Descriptions

Succinct description of tasks designed to meet the CBA goal, maximise use of assets and address substantive current/prevaling issues

Task Priorities

IM = Immediate	The task is business critical and if not already in-hand at the time of a Business Plan issue/revision, action needs to be resourced and commence as soon as the task is approved
H = High Priority	A task that must be given priority of resources, second only to Immediate category tasks, and is planned to be commenced within 3 months of of current date. Tasks can legitimately be elevated to "Immediate Priority" if resources available and the task becomes urgent.
M = Medium Priority	A task that is not business critical at the time of planning; should be progressed as and when resources are available and has a commencement date > 3 months ahead of current date. It follows that if a task is denoted "Medium priority" and that task's planned commencement date becomes within 3 months of current date, the task priority elevates to "High Priority" - or the planned start date must be deferred.
L = Low Priority	A task that offers opportunity to deliver an improved business result; generally low grade efficiency type initiative, or is more exploratory in nature; and has a planned commencement date >6 months from the current date. It follows that if a task is denoted "Low priority" and that task's planned commencement date becomes within 6 months of current date, the task priority elevates to "Medium Priority" - or the planned start date must be deferred.
B = Background	A routine "background" business task / activity that is considered a base line business need.

Targets

Should always include a time frame, and if relevant a financial or numerical target

Progress

-	A task that has not commenced beyond planning
Hold	A task that has progressed but which is paused due to other priorities / awaiting input from other tasks / activities
On-Track	Essentially no issues, on budget, on schedule - or better
Off-Track	There are issues (lack of resources, blocks, ill-conceived etc) or over budget or behind schedule
Done	Task completed and off radar

Task Priorities / Progress

Generally speaking:

A task that is designated "Immediate" should be active until completed, and only under exceptional circumstances should such a task be "on Hold"
A task that is designated "High Priority" would generally be active, or at worst "Off-Track" (for example - delayed due resource constraints, or other); would only be designated "Hold" if not resourced / approved / scheduled to commence until a later date
A medium priority task may or not be active depending on planned timing / resources, but may from time to time be placed "on hold" (due resources, higher priority tasks, or other reasons); may be moved to a higher priority if so approved

Change in priority:

On basis of an ideal limit of 10 "Immediate" and 5 "High Priority" tasks, then no more 5 yet to be completed items in each "IM" or "H" category should be considered excepting exceptional circumstances
BUT - as tasks are completed, then other tasks can be upgraded in priority as agreed from time to time