

SAAA Business Plan

FY1718

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.

FY1718 Planning Statement

FY2017/2018 is considered to be one of SAAA's defining years with the principle goal of re-structuring and re-organising SAAA to prepare for a future SAAA that is efficient, offers more to its Members and is designed to meet the substantial changes to the Regulatory landscape that will occur in 2018. This drives the requirement for SAAA to deliver a highly professional and high standard of service to its Members that is guided by a comprehensive system of corporate governance.

The Number 1 priority is to develop and maintain the conditions and support to keep our Members and the general public safe. This is to be achieved by increasing the focus and support to the 4 operational areas of SAAA - being Safety, Training, Construction & Maintenance and Flying Operations.

Whilst the very heart and fabric of the SAAA community is founded on a collegial spirit with Members helping each other where they can on a volunteer basis, the organisation nevertheless requires an establishment technical support team to provide expert and consistent support to Members. However, the available surplus cash to fund establishment support staff - as a function of current membership numbers and subscription revenue net of base line administration and other background overheads - remains inadequate as we move into the FY2017/2018.

A number of cost efficiency initiatives and removal of cash leakage from redundant / poorly delivered services continue to be realised and these combined with other planned initiatives in FY2017/2018 that include enhancing the SAAA's offer to grow the membership, deriving fair returns from SAAA assets, full cost recovery from user pay services, combined with modest increases in Member subscription rates are intended to develop the additional cash surpluses necessary to fund the required establishment technical support team.

Plan Wise - Build Well - Fly Safe!

Core Business Areas

NC Sponsor:
Manager

Alternate

Support Co-ordinators:
Primary Alternate

Management

Corporate Governance
Business Planning
Financial

Tony White
John Smith
Andy George
Andy George
Tony White

-
-
Laurie Fitzgerald
-
-

Operations (Mission Statement Delivery)

Safety Management
Training
Construction & Maintenance
Flight Operations

Martin Daniell
Peter Leonard
Tony White
Gary Weeks
Peter Leonard
Martin Daniell
Tony White
Geoff Danes
Gary Weeks
-

-
-
Norm Edmunds
-
Bob Redman
Perry McNeil
-

Support

Membership
Events & PR
Technical & Industry Liaison
IT & Administration

-
Gary Weeks
Gary Weeks
Geoff Danes (NTM)
-
Peter Leonard (IT)
John Smith (Admin)

-
-
Brian Ham
-
-
-
Bruce Ingham
Darin McClean

Key Stakeholders

Internal

Members
TCs
APs

FSAs

Supporters

External

CASA

RRAus

AOPA

Other Member Orgs

General public

SAAA Business Plan

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Critical Success Factors, Prioritised Activities & Financial Summary

Critical Success Factors

- 1 Consolidate prior half-year initiatives to re-define and establish the core building blocks for effective management of SAAA business
- 2 Continue progress to 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:	Target:	Progress:
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Current / Immediate / Short Term Activities

3.06	Invest SAAA cash reserves with a low risk capital protection / stable cash yield strategy	IM	In place by end July 2017; capital growth protected; 5-7% net cash yield	On-Track
4.01	Re-define and re-build SAAA SMS framework founded on the four pillars of risk assessment (RRAv), occurrence reporting (OMS), Human Factors and Promotion	IM	Launch by end Oct 2017; feed-back closed loop system effective by end Dec 2017	On-Track
4.02	Develop and implement an enhanced safety promotion programme and network driving awareness and culture around all elements of the SMS	IM	Active and developing over period to October 2017; ongoing in step with new SMS launch	On-Track
4.03	Develop procedures, training packages and raise / promote awareness and use of OMS; leverage off RAAus training package	IM	Implemented by end July 2017; ongoing	Off-Track
5.05	Define a program of safety outcome focussed construction and maintenance related training events (techniques, skills etc) that can be rolled out nationally and part supported with CASA funding	IM	Training scopes defined and CASA funding applications submitted by Sept 2017 deadline	Off-Track
5.08	Develop and implement TC training course	IM	Launched and operational by end Sep 2017	Off-Track
6.01	Re-inforce the use of RRAv throughout the Planning, Build / Modify, and Flight Test Planning phases, and ensure complete and accurate reports delivered and lodged prior to a CoA inspection	IM	Increasing evidence of use and pre-CoA report lodgements	On-Track
7.01	Complete the SAAA Flight Training Safety Manual (FTSM)	IM	Ready for presentation to CASA by Dec 2017 along with supporting safety case	On-Track
8.02	Complete redevelopment of website and MRS (Member Records System)	IM	Upgrades operational by end Aug 2017; re-invigorated site and access to info for Members	On-Track
10.03	Complete exit from Narromine building leases at earliest practical opportunity	IM	Zero ongoing liability achieved by end Sept 2017	Hold

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Critical Success Factors, Prioritised Activities & Financial Summary

High Priority Activities

1.01	Complete development of identified policies & procedures	H	100% operational by end 2017	On-Track
6.02	Re-engage with TCs and APs - reinforce practice, approach, compliance and participation	H	Re-invigorated TC / AP team and adherence to all required procedures by end Dec 2017	On-Track
7.03	Develop and establish FSA network (replacing variously prior described roles of Pilot Advisors, Safety Pilots etc)	H	Gazetted and operational by Dec 2017	On-Track
7.05	Complete and bring to conclusion the required CASA approvals, exemptions etc for SAAA to deliver flight instruction and AFRs to SAAA Members in their Exp Cat aircraft	H	By early 2018	On-Track
8.03	Develop social media approaches to raise visibility and profile of SAAA, target a younger demographic and add another avenue to reach Members and improve engagement	H	Active program happening by end Sept 2017	Off-Track
9.02	Guide / advise on the ongoing development of systems, services and policies & procedures to best prepare SAAA for a transition to Pt 149	H	No substantial re-build of systems etc required to align with Pt 149	On-Track
9.04	Support approaches to CASA around securing flight ops and IFR equipment goals	H	Optimal pathway to achieving desired outcomes identified	On-Track
10.02	Establish "Document Controller" within the Admin Support Team	H	Complete by end Sept 2017	Off-Track
10.04	Complete process to rationalise scope of SAAA held insurance policies to ensure they adequately cover all Member formal and informal activities they may conduct under the SAAA banner	H	Established by end Sept 2017	On-track
10.09	Develop / implement plan to manage disbursement of Narromine assets; storage of moveable AirShow / Event assets; hosting of SAAA "symbolic HQ"	H	In good time prior to exit of buildings	Hold

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Critical Success Factors, Prioritised Activities & Financial Summary

Management

Corporate Governance

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

Assets:		Current Initiatives:		Current Issues:	
1	Rules (aka Constitution)	1	Completing the development of all identified policies & procedures	1	Slow progress to complete suite of policies & procedures
2	Part developed and operating suite of polices & procedures	2	-	2	Current corporate structure (Incorporated Association) may not best serve the future SAAA
3	Re-structured organisation	3	-	3	No appointed internal auditor(s)
4	-	4	-	4	-
5	-	5	-	5	-

Activities:		Priority:	Target:	Progress:
Task:				
1.01	Complete development of identified policies & procedures	H	100% operational by end 2017	On-Track
1.02	Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track
1.03	ERP - Review / enhance / bring into effective operation with appropriate education and allocation of responsibilities	M	By Dec 2017	-
1.04	Dissemination, education & monitoring of the introduction of all polilcies & procedures to ensure full operational use and practice	M	Ongoing until mid 2018 or until system establihsed and effective across organisation	On-Track
1.05	Internal business coaching & team mentoring	B	Always available to asisst any member	On-Track
1.06	Maintain a corporate calendar	B	Ongoing	Off-Track
1.07	Regularly apprise CASA of the key business and technical activities and initiatives ongoing within SAAA, and maintain advocacy and visibility of the various opportunities we seek to develop and mature with CASA	L	Ongoing	On-Track
1.08	Identify and migrate key SAAA operating data currently stored on TAS server to the new SAAA server and so ensure the data of SAAA is securely stored in a single location	L	By end September 2017; nil duplication	Off-track
1.09	Identify and appoint internal auditor(s) to deliver SAAA Internal Audit policy & procedure	L	By end Dec 2017	On-Track
1.10	Review alternative corporate structures that may better serve the SAAA, its Chapters and its Members. As required, develop a proposal / plan for change.	M	By end June 2018	-

Management

Business Planning

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

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:	Current Initiatives:	Current Issues:
1 New (end 2017) SAAA Business Planning system	1 -	1 National Council not operating with full complement of Councillors
2 Asset register (Narromine and Airshow Assets)	2 -	2 Insufficient attention and/or resources to effectively implement some areas of the
3 -	3 -	3 -
4 -	4 -	4 -
5 -	5 -	5 -

Activities:

Task:	Priority:	Target:	Progress:
2.01 Increase / maintain profile and team referencing to prevailing Business Plan	B	All NCs and key staff across their respective portfolios and tasks	-
2.02 Seek additional Councillors to re-build National Council to full and effective capacity	M	Full effective complement by end Sept 2017	Off-Track
2.03 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	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	-

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:

- 1 ZERO accounting package
- 2 Working capital ~\$100,000 - SAAA
- 3 Cash ~\$12000,000 - SAF
- 4 -
- 5 -

Current Initiatives:

- 1 Identification & removal of cash leakage from not required / redundant / inefficient services
- 2 Seeking a fair return from SAAA cash reserves to provide funding for technical support services
- 3 Re-alignment of Xero chart of accounts to new business / portfolio structures
- 4 -
- 5 -

Current Issues:

- 1 High (unreasonable) external financial auditor fees
- 2 Lack of seamless connection between SAAA subscription payments / online shop with Xero
- 3 Full cost recovery for Member services is likely not being achieved
- 4 -
- 5 -

Activities:

Task:	Priority:	Target:	Progress:
3.01 Complete re-alignment of SAAA chart of accounts	L	By 1st FY qtr financial reporting (end Sept 2017)	On-Track
3.02 -	-	-	-
3.03 Re-define a scope of work and budget for accountants contract services	L	By end Sept 2017	Hold
3.04 -	-	-	-
3.05 Review all expenditure on all core and non-core business activities and how / where they are delivered	M	All low hanging fruit opportunities captured by end Sept 2017	Done
3.06 Invest SAAA cash reserves with a low risk capital protection / stable cash yield strategy	IM	In place by end July 2017; capital growth protected; 5-7% net cash yield	On-Track
3.07 As part of the website / MRS redevelopment, ensure seamless (as far as practical) connection between on-line shop and on -ine Member subscription payment systems with the Xero accountng package	M	By end July 2017	On-Track
3.08 Negotiate current appointee terms / re-appoint alternate external financial auditor	M	By end Aug 2017	On-Track
3.09 Review current true tangible & intangible costs of delivering all Member services for items, such as, but not limited to, MPC / W&B courses, AP remuneration, CoA packs etc; determine revised pricing to ensure SAAA achieves full cost recovery	M	By end Dec 2017	-
3.10 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track

Operations (Mission Statement Delivery)

Safety Management

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

Goal:
 Ensure an effective Safety Management System exists to encourage improved safety outcomes and that adequate means to record, learn and enable safety outcome improvements resulting from all accidents, incidents & equipment defects is active throughout SAAA's membership.

Assets:

- 1 RRAV 2016
- 2 CASA Approved MPC
- 3 OMS (Occurrence Management System)
- 4 CASA sponsored Safety related training fund
- 5 -

Current Initiatives:

- 1 Re-build/re-badging "old FSAP" to "Member support Program (MSP)
- 2 -
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 Ineffective FSAP and its use / enforcement
- 2 Inequitable approach to MPC delivery; limited MPC refresher program
- 3 Ineffective holistic SMS
- 4 RRAV and OMS penetration across Membership not fully developed / limited
- 5 Largely non-functioning SMS due to inadequate funding available to engage advisor support

Activities:

Task:	Priority:	Target:	Progress:
4.01 Re-define and re-build SAAA SMS framework founded on the four pillars of risk assessment (RRAV), occurrence reporting (OMS), Human Factors and Promotion	IM	Launch by end Oct 2017; feed-back closed loop system effective by end Dec 2017	On-Track
4.02 Develop and implement an enhanced safety promotion programme and network driving awareness and culture around all elements of the SMS	IM	Active and developing over period to October 2017; ongoing in step with new SMS launch	On-Track
4.03 Develop procedures, training packages and raise / promote awareness and use of OMS; leverage off RAAus training package	IM	Implemented by end July 2017; ongoing	Off-Track
4.04 Raise / promote awareness and use of RRAV across all phases of optional and mandated application	B	Ongoing	On-Track
4.05 Evaluate opportunities, costs, funding support etc to migrate RRAV to a web-based platform with seamless transfer of data into the MRS	L	By end Dec 2017	
4.06 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track
4.07 -	-	-	-
4.08 Complete process to re-build/re-badge "old FSAP" to Member Support Program (MSP); provide for current initiatives to deliver subject to CASA approvals flight opns training to Members	M	Launched by end August 2017; QBE onboard and recognising potential to reduce risks	On-Track
4.09 Technical advice delivered to support SMS - part time "Technical Advisor - Safety Management & Promotion" commencing as cash flows allow	B	Focussed, priorities, co-ordinated contribution	-
4.10 -	-	-	-

Operations (Mission Statement Delivery)

Training

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

Assets:	Current Initiatives:	Current Issues:
1 MPC	1 Develop and implement MPC refresher option	1 Inequitable approach to MPC delivery; insufficient marketing
2 W&B course	2 Re-write of MPC Manual	2 SAAA is not accessing funding available through CASA for safety outcome driven training
3 RRAV self-learning package	3 Part time Technical Advisor - Construction & Maintenance engaged	3 No TC Training Course materials exist or is operational
4 Metal work and other informal education materials	4 -	4 -
5 CASA sponsored Safety related training fund	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	M	Complete by end Aug 2017	Off-Track
5.02 Develop and formally launch MPC refresher option that is integrated with full MPC	M	Complete by end Aug 2017	Off-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	Off-Track
5.04 Complete re-write and launch new MPC Manual	M	Complete by August 2017	Off-Track
5.05 Define a program of safety outcome focussed construction and maintenance related training events (techniques, skills etc) that can be rolled out nationally and part supported with CASA funding	IM	Training scopes defined and CASA funding applications submitted by Sept 2017 deadline	Off-Track
5.06 Develop, roll out and deliver safety outcome focussed construction and maintenance related training events, take maximum advantage of available CASA funding support	M	Full scope operational by Dec 2017; scope & funding applns prepared for Jan 2018 round	-
5.07 Market all SAAA sponsored training activities	B	Progressive increase in Member participation; ongoing	-
5.08 Develop and implement TC training course	IM	Launched and operational by end Sep 2017	Off-Track
5.09 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server "Controlled Documents Centre"	On-Track
5.10 Technical advice delivered to support Training program - part time "Technical Advisor - Training" commencing as cash flows allow and supported to the maximum available extent with CASA safety program funding	B	Focussed, priorities, co-ordinated contribution	Done

Operations (Mission Statement Delivery)

Construction & Maintenance

NC Sponsor:		Support Co-ordinators:	
Manager	Alternate	Primary	Alternate
Tony White	Geoff Danes	Norm Edmunds	-

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 APs and TCs
- 2 AP Manual / TC Manual / MPC Training Package
- 3 Aircraft Construction Guide (Norm Edmunds)
- 4 Narromine P&E (limited)
- 5 -

Current Initiatives:

- 1 Growing the AP resources (per April 2017 new AP training)
- 2 Clarification of respective TC / AP roles and builder / owner responsibilities
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 Poor TC Inspection Report records / storage
- 2 RRAv not widely acknowledged as integral to "type select / build process" across membership
- 3 RRAv & its use in CoA issuance process IAW AP MoP may not be consistently applied
- 4 TC network and effectiveness not as strong as it could be
- 5 AP processes may not be consistent

Activities:

Task:	Priority:	Target:	Progress:
6.01 Re-inforce the use of RRAv throughout the Planning, Build / Modify, and Flight Test Planning phases, and ensure complete and accurate reports delivered and lodged prior to a CoA inspection	IM	Increasing evidence of use and pre-CoA report lodgements	On-Track
6.02 Re-engage with TCs and APs - reinforce practice, approach, compliance and participation	H	Re-invigorated TC / AP team and adherence to all required procedures by end Dec 2017	On-Track
6.03 Continue prior year initiatives to protect and grow our AP resource to ensure balanced availability nationally	L	New APs / current APs attend CASA courses early 2018	-
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	L	Re-engage w/ CASA by Dec 2018; direction understood by Apr 2018	-
6.05 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server "Controlled Documents Centre"	On-Track
6.06 Technical advice delivered to support Construction & Maintenance activities - part time "Technical Advisor - Construction & Maintenance" established with likely increasing contribution as cash flows allow	B	Focussed, priorities, co-ordinated contribution	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	-	Bob Redman	Perry McNeil

Goal:
 Establish a standard practice system for delivering type transition / re-currency training, AFRs and flight operations support to Members and so substantially enable the opportunity to improve safety outcomes.

Assets:

- 1 Many very experienced trainers and pilots amongst SAAA membership, many of who are also professionals in the business
- 2 Test flying handbook / test cards
- 3 -
- 4 -
- 5 -

Current Initiatives:

- 1 Flight Training Safety Manual at advanced stage of drafting
- 2 Prelim discns w/CASA to seek permissions for flgt instruction, AFRs & test flgt safety pilots
- 3 Discns w/CASA around a review of Exp Cat IFR equipemnt requirements well advanced
- 4 -
- 5 -

Current Issues:

- 1 Ad-hoc / informal and very limited transition training occuring across membership
- 2 No estbalished Flight Safety Advisor (FSA) protocols or manual
- 3 SAAA is not permitted to offer flight instruction and AFRs using its own experienced pilots
- 4 The law limits a safety pilot during Phase-1 (flight test) operations
- 5 Test flying handbook / test cards in need of update

Activities:

Task:	Priority:	Target:	Progress:
7.01 Complete the SAAA Flight Training Safety Manual (FTSM)	IM	Ready for presentation to CASA by Dec 2017 along with supporting safety case	On-Track
7.02 Gather a portfolio of type flight training manuals; leverage as far as possible off EAA, LOBO Oz, etc	L	Type manuals published being published and available to Members by Dec 2017	-
7.03 Develop and establish FSA network (replacing variously prior described roles of Pilot Advisors, Safety Pilots etc)	H	Gazetted and operational by Dec 2017	On-Track
7.04 Complete and bring to conclusion with CASA a revised standard for Exp Cat aircraft IFR equipment	M	By June 2018	On-track
7.05 Complete and bring to conclusion the required CASA approvals, exemptions etc for SAAA to deliver flight instruction and AFRs to SAAA Members in their Exp Cat aircraft	H	By early 2018	On-Track
7.06 Review / update test flying handbook and test cards	L	By mid 2018	-
7.07 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track
7.08 Technical advice delivered to support Flight Operations activities - part time "Technical Advisor - Flight Operations" commencing as cash flows allow	B	Focussed, priorities, co-ordinated contribution	-
7.09 -	-	-	-
7.10 -	-	-	-

Management

Membership

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

Goal:
SAAA is the organisation of choice for persons of all ages interested in building and flying their own aircraft.

Assets:

- 1 AirSport
- 2 QBE Aviation Insurance discount scheme; Forex scheme; freight scheme
- 3 Chapter structure / Chapter Handbook
- 4 Comradery and technical support
- 5 Member Skills Matrix

Current Initiatives:

- 1 Revelopment of website and MRS (Member Records System)
- 2 Member comms via tele-conferences & routine Newsletters & Member Alerts / Bulletins
- 3 -
- 4 -
- 5 -

Current Issues:

- 1 The value of many benefits and privilages are perhaps "forgotten" - such as the MPC and AP
- 2 Ageing membership
- 3 Not taking advantage of social media to build Membership / improve Member engagement
- 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 Continue and deepen Member engagement in the scheduled President-Chapter-Member tele-conferences, and prosecute an active plan for NCs to meet Chapter groups whenever / wherever practical	B	Effective dialogue / feedback / participation demonstrated to satisfaction of Members	On-Track
8.02 Complete redevelopment of website and MRS (Member Records System)	IM	Upgrades operational by end Aug 2017; re-invigorated site and access to info for Members	On-Track
8.03 Develop social media approaches to raise visibility and profile of SAAA, target a younger demographic and add another avenue to reach Members and improve engagement	H	Active program happening by end Sept 2017	Off-Track
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	B	Members benefits presented and highly visible at all times	On-Track
8.05 -	-	-	-
8.06 Work with QBE, in conjunction with re-framing the Member Support Program (MSP), to deliver competitive insurance propositions to SAAA Members	M	Concluded by end Dec 2017	On-Track
8.07 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server "Controlled Documents Centre"	On-Track
8.08 -	-	-	-
8.09 -	-	-	-
8.10 -	-	-	-

Support

Technical & Industry Liaison

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

Goal:
 Monitor and guide technical standards & practices that support SAAA corporate governance requirements & members needs, protect SAAA's & its members' privileges, and maintain advocacy with Regulator on initiatives to improve conditions for Members to maximise their enjoyment of sport aviation & improve safety outcomes

Assets:

- 1 MPC, W&B & AP exemptions / Owner maintenance instruments
- 2 -
- 3 -
- 4 -
- 5 -

Current Initiatives:

- 1 Maintaining a watch on Pt 149 implications & positioning of organisation to transition
- 2 Maintaining our privileges - MPC, AP and owner-maintenance instruments
- 3 Advocating for alternate fit for purpose Aviation Medical classification
- 4 Support approaches to CASA around securing flight ops and IFR equipment goals
- 5 Expand scope of aircraft categories eligible to operate within SAAA structure

Current Issues:

- 1 Way forward to meet Pt 149 obligations unclear / ill-defined
- 2 Inadequate funds available to engage advisor to handle Tech & Ind Liaison related activities
- 3 -
- 4 -
- 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 Guide / advise on the ongoing development of systems, services and policies & procedures to best prepare SAAA for a transition to Pt 149	H	No substantial re-build of systems etc required to align with Pt 149	On-Track
9.03 Continue dialogue to develop an alternative medical classification with the Regulator	M	No opportunities missed to deliver advocacy in this respect until a change is achieved	On-Track
9.04 Support approaches to CASA around securing flight ops and IFR equipment goals	H	Optimal pathway to achieving desired outcomes identified	On-Track
9.05 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track
9.06 Progress opportunities and conclude basis / approvals with the Regulator to allow other aircraft categories, such as "modified production types, to operate within the SAAA environment	M	By end 2017	On-Track
9.07 Engagement with CASA at various forums, committees, attend audits etc	B	-	On-Track
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	Darin McClean

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

Assets:

- 1 Admin support contract
- 2 IT support contract
- 3 Catalogue of the Functional Tasks of the SAAA
- 4 -
- 5 -

Current Initiatives:

- 1 Building policies & procedures to clarify / increase efficiency of all admin and IT support
- 2 Greater focus being on facilitating new member introduction to systems, contacts & support
- 3 Exit Narromine building leases
- 4 -
- 5 -

Current Issues:

- 1 Scope of Admin Support contract defined services needs to be re-aligned to SAAA of today
- 2 IP protection may not be adequate; note "rogue Facebook account"
- 3
- 4
- 5

Activities:

Task:	Priority:	Target:	Progress:
10.01 Review / re-define scope of Admin support contract services	M	Complete by end Sept 2017	On-Track
10.02 Establish "Document Controller" within the Admin Support Team	H	Complete by end Sept 2017	Off-Track
10.03 Complete exit from Narromine building leases at earliest practical opportunity	IM	Zero ongoing liability achieved by end Sept 2017	Hold
10.04 Complete process to rationalise scope of SAAA held insurance policies to ensure they adequately cover all Member formal and informal activities they may conduct under the SAAA banner	H	Established by end Sept 2017	On-track
10.05 Review and explore options to leverage joint services / business with RAAus and / or others	L	By end 2018	Hold
10.06 Maintain SAAA admin service / support capability and all other net business activity support costs not explicitly noted elsewhere in this plan	B	On budget / effective	On-Track
10.07 Maintain SAAA IT service / support capability (website, MRS, server, email systems etc)	B	On budget / effective	On-Track
10.08 Maintain portfolio of insurance poliicies	B	On budget / effective	On-track
10.09 Develop / implement plan to manage disbursement of Narromine assets; storage of moveable AirShow / Event assets; hosting of SAAA "symbolic HQ"	H	In good time prior to exit of buildings	Hold
10.10 Check SAAA IP etc is properly trademarked / copyright protected and that it is enforced (note: Rogue Facebook account)	M	By end Dec 2018	-

Support

Events & PR

NC Sponsor:		Support Co-ordinators:		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.
Manager	Alternate	Primary	Alternate	
-	Gary Weeks	Brian Ham	-	

Assets:		Current Initiatives:		Current Issues:	
1	Commercial 3% interest in Air Venture Australia (currently Narromine)	1	-	1	No published / formal plans - generally ad-hoc
2	Invitations to attend Avalon and others shows	2	-	2	-
3	CASA Approved Fly-in AirShow Procedure (ref Langley Park)	3	-	3	-
4	Corporate insurance policy for SAAA and affiliated Chapter run events	4	-	4	-
5	-	5	-	5	-

Activities:

Task:	Priority:	Target:	Progress:
11.01 Facilitate / steer / support a portfolio of events - flagship event(s) sponsored by NC; other events sponsored by Chapters and supported by country wide Member participation	B	No major centre / region left out	Off-Track
11.02 Secure and deliver "flagship event" - ongoing Air Venture Australia or equivalent participation	B	Professional quality SAAA representation and profile	On-Track
11.03 Secure deliver "flagship event" - ongoing Avalon or equivalent participation	B	Professional quality SAAA representation and profile	-
11.04 Encourage Chapters, individually or in groups, to run "informal open days" to show case SAAA - encourage new Members / build public relations	M	10 such events nationally over FY1718	Off-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 end Dec 2017	-
11.06 Review scope of event insurance policy - ensure fitness for purpose	M	By end Sept 2017	-
11.07 Ensure accurate / current / required controlled documents relating to this portfolio are available in the SAAA Server "Controlled Document Centre"	B	No absent or non-current documents exist on the SAAA Server"Controlled Documents Centre"	On-Track
11.08 -	-	-	-
11.09 -	-	-	-
11.10 -	-	-	-

SAAA Business Plan

FY1718

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/prevailing 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 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