

## RAAus Strategic Plan – Report against plan

Below is a copy of our current strategic plan, with comments in the far right column against each of the items in the plan. The plan started in late 2015 and is due for renewal in 2018.

Organisational - Governing	Progress Report
<p><b>Constitutional Reform</b></p> <p><b>We are currently operating with an outdated constitution which does not meet the needs of our association any more. This cornerstone document needs review and is the highest of our priorities in 2015.</b></p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Jan 15 – May 15: Consult with members and draft new constitution.</li> <li>• May 15 – Jun 15: Review draft constitution with professional advisers to ensure equality of members, fairness of treatment, legality of clauses, etc.</li> <li>• Jun 15 – Mar 16: Put draft up for consideration by members.</li> <li>• May 16: Vote on adoption of new constitution.</li> <li>• May 16 – Jun 16: transition the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Completed</li> <li>• Completed</li> <li>• Completed</li> <li>• Completed</li> </ul>
<p><b>Policy Development</b></p> <p>Our future success will be in having a robust policy framework. This framework will exist at two levels: one at the board level and the second at a management level. Policy development work is</p>	<p>Policy development is an ongoing exercise. During the course of the plan a raft of policies have been developed, including:</p>

ongoing with new and existing policies requiring review every 12 months.

New policy development will see a timetable of creating one new management policy per month taken from the policy bank and seeing policies developed in accordance with management priorities.

Board policies have been developed in accordance with the constitutional reform.

Focus has been on management policies in high risk and critical areas.

Phase two of our policy development is complete. Critical policies in place include:

Risk and Audit Committee Charter

Member Charter

Governance Policies

RAAus Risk Appetite

Emergency Response Plan

Complaint Handling and Disciplinary Procedures Manual

Administration Manual

Working with Vulnerable People

Anti-Bullying Policy

Safety Policy

Staff Disciplinary Policy

Staff Anti-Discrimination and Harassment Policy

Staff Grievance and Dispute Resolution Policy

Conflict of Interest Policy

Employment of Close Relatives Policy

Managing Threatening or Inappropriate Behaviour Policy

Management of Corporate Credit Cards Policy

Use of Resources Policy

Information Privacy Policy

Use of Information and Communication Technology Policy

Records Management Policy

		<p>Delegations Policy  Code of Professional Conduct Policy  Policy Development and Approval Policy  Major Document Review Policy  Working from Home Policy  Privacy Policy  Protecting Intellectual Property Trade Marks and Trade Secrets Policy  Risk Management Policy  Knowledge Base and Factsheet Development Policy  Corporate sponsorship  Change Management Policy  Life Membership Policy  Membership Eligibility  ERP-WHS Checklist for RAAus Office  Risk Management Framework  Accident Consultant Checklist  Accident Consultant Handbook  SMS Gap Analysis and Implementation Plan  OMS User Guide</p>
<p><b>Process Improvement</b></p>	<p>Coupled with our policy development will be a robust internal process improvement process</p> <ul style="list-style-type: none"> <li>• Jul 15 – Jun 16: Review and rewrite of the administration manual</li> <li>• Jan 16 – Jun 16: Organisational review. After implementation of our modernisation project. We will</li> </ul>	<p>The Administration Manual was completely re-written in March 2016 and reviewed in March 2017.</p> <p>Completed. This process included realigning of a number of operational positions, as well as creating a leaner workforce.</p>

undertake an organisational review to realign resources with our modern working environment

## Organisational - Management

### Safety Management

We will progressively deliver improved safety outcomes through a holistic approach to safety management adopting an open and fair reporting culture.

- July 15 – Dec 15: As part of our modernisation project we will deliver an occurrence management system to manage safety both at a granular level as well as management reporting level.
- Jan 16 – Dec 16: We will progressively implement our SMS
- July 15 – Jun 16: Working cooperatively with our members we will aim to ensure all occurrences involving our members and aircraft are captured, reported, reviewed and an outcome determined.
- Mar 16 – Jun 16: We will dedicate resources and focus on maintenance within our fleet and team of maintainers with a view to cultural and technical improvements across the organisation.

- Delivered in October 2015
- On Track. All major components developed. Implementation strategy is developed and the final components will be rolled out in first half of 2018.
- Completed. The OMS has shown an increase of 41% in the volume of reports since its inception.
- L1 rolled out
- Practical L1 rolling out in second half of 2018
- Benchmarking aircraft logbook audit completed 2017
- Follow up aircraft log book review planned for late 2018

	<ul style="list-style-type: none"> <li>Jan 17 – Dec 17: We will progressively roll out our SMS to third party contractors (schools).</li> </ul>	<ul style="list-style-type: none"> <li>Happening as part of our Professional Development Seminar Series with completion due 1 October 2018. All schools online by 1 April 2019.</li> </ul>
<p><b>Member Education</b></p>	<p>Educating our members is critical to our theme of making members central to everything we do. We care about our member’s safety and we will continue to develop an open and fair reporting culture to ensure we learn from their experiences and share this learning with all members.</p> <p>We will commit the necessary resources to deliver a raft of training solutions for our members in accordance with the following targets</p> <ul style="list-style-type: none"> <li>July 15 – Dec 15: Work with appropriate education partners to develop curriculum, learning materials, assessment tools and management reports</li> <li>Jan 16 – Jun 16: Commence roll out of training courses. Priority one training course is an L1 training course. Following successful delivery of this training course we will deliver three further courses including: L2, safety management and instructor training</li> <li>As part of this roll out we will also develop an evaluation program to ensure our training remains relevant and up to date.</li> </ul>	<p>We have developed an RAAus Learning Management System and platform and courses are being progressively added.</p> <p>Completed L1 digital roll out and practical assessment delivery. Delivered Normalisation of Deviance, Runway Loss of Control and daily inspections. The Training Working Group is developing further plans for 2018 and beyond.</p> <p>Learning and Development program is currently under review given staff changes.</p>

<p><b>Endorsements</b></p>	<p>To ensure we maintain the privileges of our members and to combat the erosion that Part 61 (RPL) may have. We will vigorously pursue a number of endorsements for our members</p> <ul style="list-style-type: none"> <li>• Jul 15 – Oct 15: Development of the ultra light pilot certificate</li> <li>• Jul 15 – Jun 16: Progress the development of the necessary protocols to create endorsements for access to CTA by our members</li> <li>• Jul 15 – Jun 16: Progress the development of the necessary protocols to create endorsements for access to increased weight aircraft by our members</li> </ul>	<p>Under development as part of our 2018 Segmentation Strategy</p> <p>Delivered to CASA in October 2017</p> <p>Delivered to CASA in October 2017</p> <p>Work is continuing with CASA to progress these endorsements with high level in principle support already received from the DAS and a range of stakeholders.</p> <p>Focus for 2018 is MTOW with a target of 760kgs. CASA has also tied any endorsement changes to Part 149 and RAAus meeting its requirements.</p>
<p><b>Influencing Others</b></p>	<p>We all believe we have a unique opportunity to influence others and we are committed to using our time at Recreational Aviation Australia and our interactions with other community members to ensure we deliver positive, truthful statements about the work of Recreational Aviation Australia. Every interaction is an opportunity to influence. We don't judge people, we influence them.</p>	

	<ul style="list-style-type: none"> <li>• Jul 15 – Jun 16: We will influence our members by regular attendance at fly ins and air shows. We plan on attending 12 events per annum</li> <li>• Jul 15 – Jun 16: We will host two events to showcase Recreational Aviation Australia, our members and supporters</li> <li>• Jul 15 – Jun 16: We will host a joint sport aviation conference</li> <li>• Jul 15 – Jun 16: We will deliver professional development training for members</li> <li>• Jul 15 – Jun 16: We will host a RSO conference</li> <li>• Jul 15 – Jun 16: We will host a CFI conference</li> <li>• Jul 15 – Jun 16: We will meet with and engage with key stakeholders including CASA, ATSB and Airservices</li> </ul>	<p>Delivered.</p> <p>Delivered.</p> <p>Completed in October 2015. Discussions continue as part of the annual CASA Sport Forum. Delivered.</p> <p>Completed in October 2015.</p> <p>Completed in October 2015 and October 2016. PDP2018 is in place and being rolled out between March and June 2018</p> <p>Ongoing meetings continue</p>
<p><b>Public Awareness</b></p>	<p>By increasing the awareness of the public through a range of channels (personal interaction with Recreational Aviation Australia, attendance at fly-ins, social media) we will be able to</p>	

	<p>continue to grow our movement. Issues are often more far reaching than day-to-day flying and we should attempt to educate the community on other core issues such as airmanship, maintenance, risk assessment, hazard mitigation, and incident reporting.</p> <ul style="list-style-type: none"> <li>• Jul 15 – Jun 16: Social media: We will have a following of more than 10,000 people</li> <li>• Jul 15 – Jun 16: Social media: We will post positive stories about Recreational Aviation Australia on our social media platforms twice a week</li> <li>• Jul 15 – Jun 16: Traditional media: we will exploit opportunities to promote Recreational Aviation Australia to the general public as opportunities arise.</li> </ul>	<p>Achieved, followers exceed 11 000</p> <p>Delivered and ongoing.</p> <p>Occurs when opportunities arise. We also regularly contribute positive stories to aviation media in general.</p>
<p><b>Staff Education</b></p>	<p>Only through a well educated staff can we hope to improve our skills and improve outcomes for members. We are committed to providing staff with relevant training in line with their roles and responsibilities.</p> <ul style="list-style-type: none"> <li>• Jul 15 – Jun 16: All staff will attend four development training sessions with the focus being on customer service, communication, leadership development and technical skilling</li> <li>• Jul 15 – Jun 16: Key staff and volunteers will have access to ATSB based training as the opportunities arise.</li> </ul>	<p>Completed major projects and training in 2015, ongoing training continued in 2016 and 2017 which has included project management, finance, conflict resolution, accident report writing, accident investigations, risk analysis, safety management and leadership.</p> <p>All key staff trained and qualified.</p>



<b>Greater Industry acceptance/Respect</b>	<p>Review and enhance our operations and technical information to provide our members, stakeholders and the industry as a whole with the confidence they require in operating aircraft registered with us</p> <ul style="list-style-type: none"> <li>• Jul 15 – Dec 15: We will deliver a new technical manual</li> <li>• Jul 15 – Jun 16: We will deliver a revision to our operations manual V7</li> </ul>	<p>Delivered</p> <p>Delivered</p>
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<b>Regulatory</b>		
<b>Part 149 CASR</b>	<p>The introduction of this part will change the landscape for sport aviation in Australia. We need to be agile enough to ensure we are ready for the introduction of this watershed.</p>	<p>Commenced work on our Part 149 preparedness. All policy development is being written with a view to Part 149.</p> <p>Focus for 2018 will be the development of our Exposition.</p>
<b>UAVs/Drones</b>	<p>We will undertake a review of this sector of aviation with a view to informing ourselves as to what role Recreational Aviation Australia could play.</p>	<p>Undertook an external review of this space and recommend not to take any action in this space at this stage.</p>