

## OUR VISION

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**S**afe, **A**ccessible, **F**un, **E**ducational aviation (SAFE Aviation)

## OUR MISSION

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Accessible, safe aviation for all by being an industry leader in developing sport and recreational aviation for the fun and education of our members

## OUR CORNERSTONES AND THEMES

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- **Members:** Our members are central to everything we do. We will encourage a safe, open and inclusive relationship with all of our members.
- **Promotion:** We will promote our brand as a leader in the sport aviation sector.
- **Alliances:** We will forge alliances based on mutual trust and respect with people and organisations internally and across the aviation industry.
- **Governance:** We will govern our organisation with a focus on safety, integrity, transparency and accountability.
- **Modernisation:** In continuing to use modern technologies to and modern techniques we will engage with our members at all levels.

The above strategic themes will allow us to be a lean and effective organisation with a commitment to safety, a strong performance based culture, a commitment to serving our customers, ability to generate additional revenues needed and a skill set to educate and inform the community at large. We will continue to adhere to our corporate values, which are:

- Safety above all else
- Integrity in all of our dealings and decisions
- Respect for others



- Self-responsibility
- Organisational Unity
- Professionalism
- Enthusiasm for our movement and
- Continuous Improvement.

We need to focus on the issues in front of us by working together in a mature and pragmatic way.

We are facing increased demand and expectation from our clients. We need to deliver high quality services centred on putting our members first. We are robust and resilient and we will face challenges in a united way and do everything we can to protect our members and our movement.

A number of issues will affect Recreational Aviation Australia in the coming two to five years. We have identified a number of these and they are described in the next section. In addressing these issues and operating a first class business we are all committed to the strategies and performance indicators outlined in this document.

Strategies were arrived at following a consultative process held between November 2014 and February 2015 involving staff, leaders, board members and stakeholders. Further review and refinement will take place in October 2015.



## STRATEGIC LANDSCAPE: 2015-2016 – The Year of Change

The following strategic issues have been identified by Recreational Aviation Australia as being critical to our ongoing success over the next year. Delivering the projects below will establish Recreational Aviation Australia as the pre-eminent member based aviation body in Australia and lay the ground work for future success.

### Organisational - Governing

#### Constitutional Reform

This item has been delivered

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.

#### Process:

- Jan 15 – May 15: Consult with members and draft new constitution.
- May 15 – Jun 15: Review draft constitution with professional advisers to ensure equality of members, fairness of treatment, legality of clauses, etc.
- Jun 15 – Mar 16: Put draft up for consideration by members.
- May 16: Vote on adoption of new constitution.
- May 16 – Jun 16: transition the organisation.

#### Policy Development

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 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 will be developed in accordance with the constitutional reform agenda.



## Process Improvement

Coupled with our policy development will be a robust internal process improvement process

- Jul 15 – Jun 16: Review and rewrite of the administration manual
- Jan 16 – Jun 16: Organisational review. After implementation of our modernisation project we will 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 17: 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.

### Member Education

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 a no blame culture to ensure we learn from their experiences and share this learning with all members.

We will commit the necessary resources to deliver a raft of training solutions for our members in accordance with the following targets

- July 15 – Dec 15: Work with appropriate education partners to develop curriculum, learning materials,



	<p>assessment tools and management reports</p> <ul style="list-style-type: none"> <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><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 – Aug 16: Progress the development of the necessary protocols to create endorsements for access to CTA by our members</li> <li>• Jul 15 – Aug 16: Progress the development of the necessary protocols to create endorsements for access to increased weight aircraft by our members</li> </ul>
<p><b>Influencing Others</b></p> <p><b>This item has been delivered</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 a 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> </ul>



	<ul style="list-style-type: none"> <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><b>Public Awareness</b></p> <p><b>This item has been delivered</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 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><b>Staff Education</b></p> <p><b>This item has been delivered</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><b>Greater Industry acceptance/Respect</b></p>	<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> </ul>



- Jul 15 – Jun 16: We will deliver a revision to our operations manual V7

## Regulatory

### Part 149 CASR

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.

### UAVs/Drones

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.