

Hang Gliding Federation of Australia (HGFA)

Activity Plan

1 July 2009 – 31 December 2010

Aviation Safety Network

Background

This activity plan has been developed as the key planning tool for the continued development and implementation of the Hang Gliding Federation of Australia (HGFA) Integrated Risk and Safety Management program. This program predominately focuses on the implementation of industry level risk treatment strategies that were identified in the HGFA Industry Risk Profile (IRP).

One of the key activities that our organisation has committed to undertaking in the next year is the establishment of an industry based Safety Management System(SMS).

This document outlines how our organisation's involvement with the Aviation Safety Network (ASN) program will assist us in delivering on this commitment. Other Self Administration Organisations (SAOs) in the sport and recreation aviation industry are working collaboratively to achieve an overall cultural change, and the SASN program is one vehicle which has been designed to help us achieve this goal.

Objectives of ASN program

We all recognise that risk is inherent in the aviation industry and a proactive approach to the management of risk, both real and perceived is part of good corporate governance and safety oversight. The HGFA SMS is focused toward overcoming the known challenges associated with effective implementation of governance, risk management and safety management frameworks, systems and practices for Self Administration Organisations.

Priorities for next 12 months

Priority 1: Achieve the CASA Self Administration Performance Standards

CASA has developed ten performance standards that outline the expectation for all Self Administration Organisations. In order to achieve the performance standards outlined in the CASA Self Administration Performance Standards document, we are committed to achieving the following:

- i. Provide six-monthly reports to CASA on the industry profile and safety results
- ii. Prepare for an annual corporate audit by CASA
- iii. Establish and maintain ongoing interactions and engagement
- iv. Actively participate in the Sports Aviation Safety Forum and Network

Priority 2: Manage the Industry Risk Profile (IRP)

Our organisation is committed to proactively managing the IRP by implementing the risk treatment strategies nominated in the profile. The activities which will assist us in achieving this are:

- i. Review the Industry Risk Profile at the Board Meeting at a minimum twice a year
- ii. Provide assurance to CASA that the risk treatment strategies are being implemented and the risk reduced
- iii. Report to CASA on the progress of risk reduction efforts via the six monthly reports to CASA
- iv. Identify any new or emerging risks for the industry

Priority 3: HGFA areas of focus

Overall, the HGFA will be focusing on the fundamental development and implementation of their Safety Management System. This will include the implementation of an online reporting system.

Priority 4: Achieve activities outlined in the Deed of Agreement

1. Assess the HGFA Operations Manual against CASA Self Administration Performance Standard – hanggliders (the standard) and determine the extent of conformity of the HGFA manual with the standard. Provide CASA with a list of non conformances and a timetable for implementation to achieve conformance.
 - By 30 January 2010, provide a list of non-conformities regarding HGFA operations manual and the standard.
 - By 28 February 2010, provide to CASA for agreement a timetable to achieve conformity.
2. Manage the HGFA's Industry Risk Profile by implementing the risk treatment strategies nominated in the profile or develop acceptable alternate strategies. Advise CASA of the timetable for the implementation of these strategies. The HGFA Board is to regularly review the IRP. All HGFA board members and executive are to be familiar with the IRP and the roles and responsibilities for risk treatments.
 - By 30 September 2009, advise CASA how the HGFA board and management will oversight and manage the risk profile.
 - By 30 November 2009, provide to CASA for agreement the HGFA risk treatment implementation plan.
 - By 30 December 2009, establish the agreed risk profile oversight and management process within HGFA board and management practices.

3. Review and update the HGFA operations manual to put in place governance structures that will satisfy CASA that the HGFA board has the authority to implement organisational change to have HGFA conform to the Standard.
 - By 30 October 2009, review the HGFA's current capability against the Standard and identify gaps regarding organisational competence and operational control arrangements.
 - By November 2009 develop an action plan for each identified gap and submit to CASA for agreement. This is to nominate tasks, timelines and person responsible for ensuring completion of the tasks.
 - By 30 December 2009 provide CASA with a revised operations manual for CASA acceptance.
 - By 30 April 2010, implement agreed actions or processes.
4. Establish centralised processes that ensure the HGFA board has access to information to allow oversight of and accountability for surveillance, enforcement and safety assurance data and information.
 - By 30 December 2009 in conjunction with (3) above develop an action plan for each identified gap and submit to CASA for agreement. This is to nominate tasks, timelines and person responsible for ensuring completion of the tasks.
 - By 30 June 2010, implement agreed actions or processes.
5. Appoint an Accountable Manager as set out in the Standard.
 - By 30 September 2009, identify an Accountable Manager and forward this nomination to CASA for agreement.
 - By 30 October 2009, appoint the agreed Accountable Manager.
6. Establish a formal Memorandum of Understanding with Recreational Aviation Australia for the management and oversight of weight shift aircraft.
 - By 30 September 2009, submit to CASA for agreement, a proposed Memorandum of Understanding with Recreational Aviation Australia for the management and oversight of weight shift aircraft.
 - By 30 December 2009, implement agreed actions or processes required under the Memorandum of Understanding.
 - By 30 April 2010, review implemented activities or processes for effectiveness.

Key Activities – ASN Programmed Activities

A number of key activities provided by the ASN program are scheduled activities which we attend or participate in. We see these activities as providing the foundation of our SMS and risk management activities for the year – and provide

us with a vehicle for maintaining momentum and growth of our program. The following ASN programmed activities include:

- Development and use of an Annual Activity Plan (2010)
- Annual brief to Board of Directors
- Involvement in the annual Aviation Safety Forum
- Participation in the ASN Representative training (every six months)
- Conduct an annual SMS presentation to member conference
- Conduct monthly ASN team meeting
- Participate in monthly ASN Executive Network Connect sessions
- Bi-monthly safety promotion package (posters, newsletters)
- Receive and utilise tools and resource release and utilisation
- Involvement with the special support activities provided through the ASN 'Network Connect' Program

The ASN team is committed to completing the development and introduction phases of the industry SMS. In the next twelve months the key focus will be upon enhancing safety and risk practices through the implementation of a tailored and purpose built SMS framework.

The diagram below depicts the elements of our SMS that provide the structured approach to shaping the culture and environment for our member activities.



In summary, this activity plan outlines the objectives, activities, resources and responsibilities for the coming year in relation to risk management and safety management activities for HGFA.

This document is designed to be a living document which will be updated regularly and used by the Board of Directors, Executive Committees and ASN Team to track and monitor progress.

The primary goal in the next twelve months is to develop a SMS that provides an enhanced safety governance structure for our industry. This in turn will provide a platform for greater transparency for the oversight of safety and risk in the industry.

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Consultation with:

- Rob Woodward, President, HGFA
- Kimberley Turner, CEO, Aerosafe Risk Management
- Heather Fitzpatrick, Risk Advisor, Aerosafe Risk Management
- Donna Steele-Smith, CASA

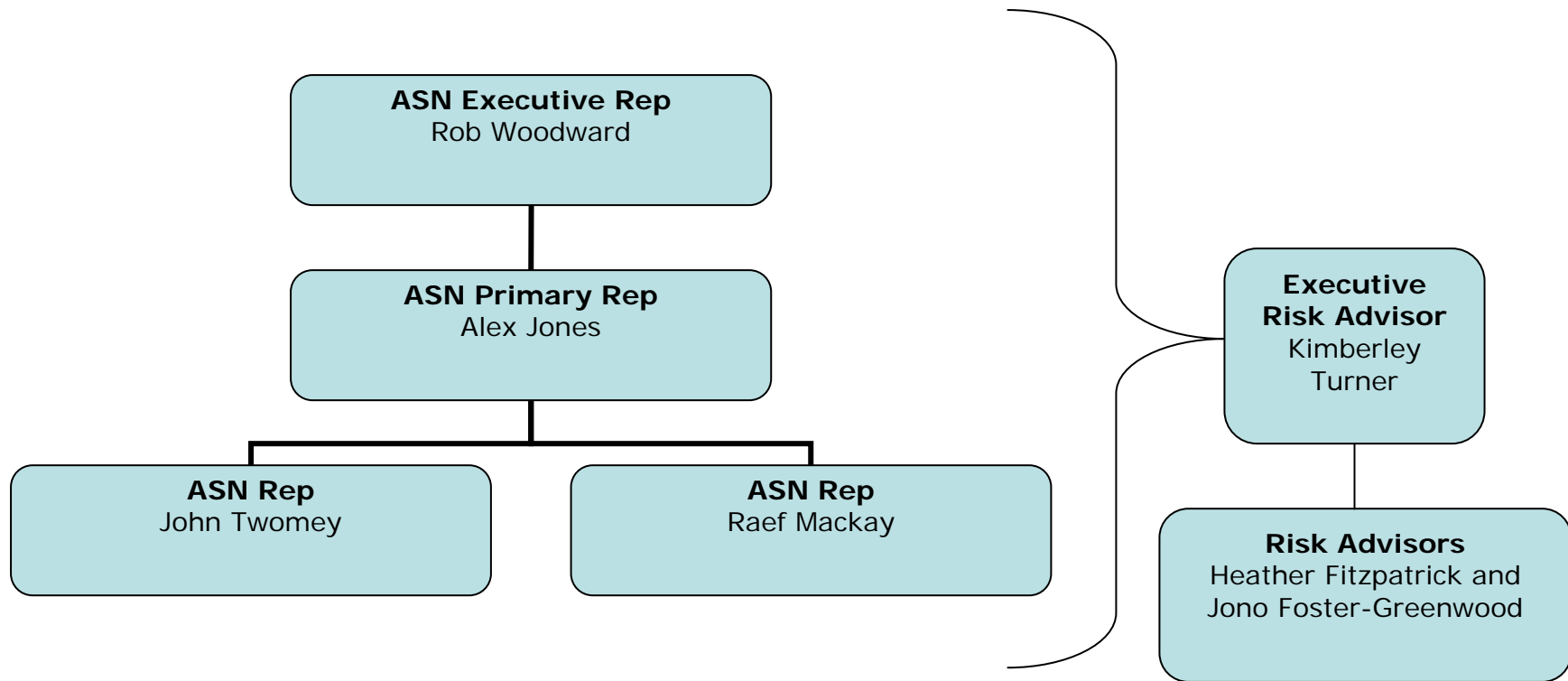
Approved by: Rob Woodward, President, HGFA

Date:

Version Control

Version	Date	Authorised Name
1.0	15 th December 2009	Heather Fitzpatrick

Annex A
Activity Plan 2010
ASN Team Organisational Chart



Annex B
Activity Plan
Oct 09 – Dec 10

Annual SASN Activity Plan
Schedule of Activities

Activity Number	Activity	Details	Allocated to	Date
PRE-OCTOBER 2009				
1	Industry Risk Profile (IRP) Release	Distribution of organisations IRP	SAO, CASA	30 th June 2009
2	IRP Review meeting with CASA	Aerosafe to facilitate IRP review meeting between SAO and CASA.	SAO, CASA and Aerosafe	23 rd March 2009
3	Aviation Safety Forum	The ASN Executive Group, CEO and senior staff from CASA receive training, share practices and discuss performance of SAO's	President & Senior Exec	8 th July 2009
4	ASN Programme Commencement	The official commencement to ongoing support, advice and assistance from the ASN commences.	ASN team and Greg Vaughn	23 rd September 2009
5	Deed Activity 2	Advise CASA how the HGFA board and management will oversight and manage the risk profile.	TBA	By 30 th September 2009
6	Deed Activity 5	identify an Accountable Manager and forward this nomination to CASA for agreement.	TBA	By 30 th September 2009

Activity Number	Activity	Details	Allocated to	Date
7	Deed Activity 6	Submit to CASA for agreement, a proposed Memorandum of Understanding with Recreational Aviation Australia for the management and oversight of weight shift aircraft.	TBA	By 30 th September 2009
OCTOBER 2009				
8	ASN Program Induction	As new members of the ASN, Aerosafe provides an overview of the program and will set up access to resources and confirm organisation details	Aerosafe ASN Team	6 th October 2009
9	ASN Rep Training (Course 1) Safety Management Systems (SMS)	Every six months, a three day training course is conducted for the ASN representative Group.	Kimberley Turner, Heather Fitzpatrick	19 th -21 st October 2009 (ACT)
10	Toolbox Release 1: SMS Framework document	The SMS Framework is released this month. Additional resources (resource kit) will also be released during training.	Aerosafe ASN Team	19 th October 2009
11	Deed Activity 3	Review the HGFA's current capability against the Standard and identify gaps regarding organisational competence and operational control arrangements.	TBA	By 30 th October 2009
12	Deed Activity 5	Appoint the agreed Accountable Manager.	TBA	By 30 th October 2009
NOVEMBER 2009				
13	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	30 th November 2009

Activity Number	Activity	Details	Allocated to	Date
14	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
15	Deed Activity 2	Provide to CASA for agreement the HGFA risk treatment implementation plan.	TBA	By 30 th November 2009
16	Deed Activity 3	Develop an action plan for each identified gap and submit to CASA for agreement. This is to nominate tasks, timelines and person responsible for ensuring completion of the tasks.	TBA	By 30 th November 2009
DECEMBER 2009				
17	Annual Activity Plans	A key planning document, outlining the framework of activities, priorities and resources is created. Used monthly it provides a formal approach to proactively manage risk	Aerosafe ASN Team	16 th December 2009
18	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	15 th December 2009
19	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive Webinar, a one-hour education webinar is held for the board members from all SAO's	SAO Board and ASN team	17 th December 2009, from 6-7pm (EST)
20	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component.	ASN Executive Group	21 st December 2009
21	Toolbox Release 2	Tools and resources are delivered in electronic, hard copy and online format	Aerosafe ASN Team	TBA

Activity Number	Activity	Details	Allocated to	Date
22	Deed Activity 2	Establish the agreed risk profile oversight and management process within HGFA board and management practices.	TBA	By 30 th December 2009
23	Deed Activity 3	Provide CASA with a revised operations manual for CASA acceptance.	TBA	By 30 th December 2009
24	Deed Activity 4	In conjunction with (3) above develop an action plan for each identified gap and submit to CASA for agreement. This is to nominate tasks, timelines and person responsible for ensuring completion of the tasks.	TBA	By 30 th December 2009
25	Deed Activity 6	Implement agreed actions or processes required under the Memorandum of Understanding.	TBA	By 30 December 2009
JANUARY 2010				
26	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	20 th January 2010
27	ASN Exec Webinar: Network Connect	An online presentation takes place between like minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	25 th January 2010
28	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	28 th January 2010, from 6-7pm (EST)
29	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month

Activity Number	Activity	Details	Allocated to	Date
30	Deed Activity 1	Provide a list of non-conformities regarding HGFA operations manual and the standard.	TBA	By 30 th January 2010
FEBRUARY 2010				
31	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	10 th February 2009
32	ASN Exec Webinar: Network Connect	An online presentation takes place between like minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	15 th February 2010
33	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	22 nd February 2010, from 6-7pm (EST)
34	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
35	Deed Activity 1	Provide to CASA for agreement a timetable to achieve conformity.	TBA	By 28 th February 2010
MARCH 2010				
36	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	10 th March 2010
37	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	15 th March 2010

Activity Number	Activity	Details	Allocated to	Date
38	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	22 nd March 2009 From 6-7pm (EST)
39	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
40	Toolbox Release 3	Tools and resources are delivered in electronic, hard copy and online format	Aerosafe ASN Team	TBA
41	IRP review	Review the Industry Risk Profile during board meeting for any revisions, including new or emerging risks	SAO Board	30 th March 2010
APRIL 2010				
42	ASN Rep Training (Course 2)	Every six months, a three day training course is conducted for the ASN representative Group	To be confirmed	14 th -16 th April 2010
43	ASN Rep Team Planning Session <i>Note: there is an opportunity to have a face to face planning session with reps at the training course. To be scheduled as required.</i>	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	14 th April 2010
44	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	19 th April 2010

Activity Number	Activity	Details	Allocated to	Date
45	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	26 th April 2010 From 6-7pm (EST)
46	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
47	Deed Activity 3	Implement agreed actions or processes.	TBA	By 30 th April 2010
48	Deed Activity 6	Review implemented activities or processes for effectiveness.	TBA	By 30 th April 2010
MAY 2010				
47	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	12 th May 2010
48	ASN Exec Webinar: Network Connect	An online presentation takes place between like minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	17 th May 2010
49	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	24 th May 2010 From 6-7pm (EST)
50	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month

Activity Number	Activity	Details	Allocated to	Date
JUNE 2010				
51	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	9 th June 2010
52	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	14 th June 2010
53	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	21 st June 2010 From 6-7pm (EST)
54	Six monthly report for CASA	Provide industry profile and safety results to comply with CASA Self Administration Performance Standards. This should include a progress report on risk reduction efforts	Reporting template	30 th June 2010
55	Toolbox Release 4	Tools and resources are delivered in electronic, hard copy and online format	Aerosafe ASN Team	TBA
56	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
57	Deed Activity 4	Implement agreed actions or processes.	TBA	By 30 th June 2010
July 2010				
57	Aviation Safety Forum	The ASN Executive Group, CEO and senior staff from CASA receive training, share practices and discuss performance of SAO's	ASN Executive Group	6 th July 2010

Activity Number	Activity	Details	Allocated to	Date
58	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	14 th July 2010
59	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	19 th July 2010
60	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	26 th July 2010 From 6-7pm (EST)
61	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
August 2010				
62	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	11 th August 2010
63	ASN Exec Webinar: Network Connect	An online presentation takes place between like minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	16th August 2010
64	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	23 rd August 2010 From 6-7pm (EST)
September 2010				
65	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	15 th September 2010

Activity Number	Activity	Details	Allocated to	Date
66	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	20th September 2010
67	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	27 th September 2010 From 6-7pm (EST)
68	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month.
69	Toolbox Release 5	Tools and resources are delivered in electronic, hard copy and online form	Aerosafe ASN Team	TBA
70	IRP Review	Review the Industry Risk Profile during board meeting for any revisions, including new or emerging risks	SAO Board	By 30 th September 2010
October 2010				
71	ASN Rep Training Course 3	<i>Canberra</i> Venture Risk Management Planning course 3 in ASN Rep professional development program.	ASN Reps, Canberra training venue	6 th – 8 th October 2010
72	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	13 th October 2010
73	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	18th October 2010

Activity Number	Activity	Details	Allocated to	Date
74	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	25 th October 2010, from 6-7pm (EST)
75	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
November 2010				
76	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	9 th or 10 th November 2010
77	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	15 th November 2010
78	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	22 nd November 2010, from 6-7pm (EST)
79	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month
December 2010				
80	ASN Rep Team Planning Session	Implementation efforts are tracked on a monthly basis and provides an opportunity to raise issues	Risk Advisor, ASN Reps	14 th or 15 th December 2010
81	ASN Exec Webinar: Network Connect	An online presentation takes place between like-minded organisations to 'share and compare' using the ASN Network Connect component	ASN Executive Group	20 th December 2010

Activity Number	Activity	Details	Allocated to	Date
82	Board Network Connect Webinar Education Session	Every month on the same Monday as the Executive webinar, a one-hour education webinar is held for the Board members from all SAO's	SAO Board and ASN team	27 th December 2010 From 6-7pm (EST)
83	Six monthly report for CASA	Provide industry profile and safety results to comply with CASA Self Administration Performance Standards. This should include a progress report on risk reduction efforts	ASN Exec Rep	30 th December 2010
84	ASN Safety Promotion Package	Safety Promotion Package (poster and newsletter)	Aerosafe ASN Team	Last week of the month