

Strategic Plan

2016-2020



1. Overview

About the AAWHG

The Australian Aviation Wildlife Hazard Group (AAWHG) was formed as a result of a recommendation from the Australian Transport Safety Bureau (ATSB) Report 'The Hazards Posed to Aircraft by Birds'.

Since its beginnings in 2003, the group has continued its work in promoting awareness of aviation wildlife strikes. The group also aims to bring together both government and industry to support a national approach to this important aviation safety issue.

In July 2010, the Department of Infrastructure and Transport formally recognised the AAWHG under the Aviation Implementation Group as being a key player in the development of future aviation policy related to wildlife hazard management.

The AAWHG fulfils Australia's commitment to have a national bird strike committee as recommended by the International Civil Aviation Organization (ICAO) under Document 9137 Part 3, Bird control and reduction.

The Executive Committee, referred to herein as the "Executive" is responsible for the policy and procedural decisions of the AAWHG. Executive Committee members aim to minimise the administrative burden on the open membership.

Purpose of this Document

The purpose of this document is to meet the objectives as per the Charter. It is to be a five (5) year document spanning from 2016 to 2020 in outlook.

In developing the strategy, the Executive considered some of the key constraints and obstacles that it faces, including:

- Limited financial resources to implement actions;
- An Executive Committee of volunteers, with passion but also other paid employment;
- Limited succession planning for core roles within the Executive Committee;
- Tight economic conditions, which have impacted on event numbers and sponsorships;
- The need for a membership database which is more easily accessible and containing more comprehensive information; and
- The need to build better linkages between the AAWHG and industry partners.

2. 2016-2020 Strategy Overview

AAWHG Vision

A leading advocate of aviation wildlife risk mitigation

AAWHG Mission

To influence the aviation industry to achieve a measurable reduction in wildlife related incidents

AAWHG Strategic Goals

1. Advocacy
2. Government, Industry and the Community
3. Educating the Profession
4. Membership
5. Professional Development and Practice
6. Business Operations
7. Partnerships

AAWHG Objectives

1. Enhance industry and public awareness of aviation wildlife hazard management and the associated risk.
2. Promote industry best practice in aviation wildlife hazard management.
3. Provide a forum for stakeholders to discuss aviation wildlife hazard management and methods for reducing the associated risk.
4. Act as an information source for organisations and individuals with a vested interest in aviation wildlife hazard management.
5. Provide advice to the Australian Government with regard to aviation wildlife hazard management policy, safety regulation and guidance material.
6. Liaise with other aviation wildlife hazard bodies worldwide.
7. Monitor progress in research, regulations, procedures and the methods available to manage aviation wildlife risk.
8. Encourage the provision of Wildlife Hazard Management training and promote proficiency for all personnel engaged in aviation wildlife hazard management.
9. Encourage the continued monitoring and recording of wildlife activity and strikes which affect aviation safety.
10. Encourage the reporting of all wildlife hazards and wildlife strikes to the ATSB and related bodies.
11. Monitor and review both national and international regulations, standards and guidance material on aviation wildlife hazard management.

3. 2016-2020 AAWHG Strategy Implementation Plan

GOAL 1 ADVOCACY

Meets Objectives:

1. Enhance industry and public awareness of aviation wildlife hazard management and the associated risk.
2. Promote industry best practice in aviation wildlife hazard management.
3. Provide a forum for stakeholders to discuss aviation wildlife hazard management and methods for reducing the associated risk.

Action	2016	2017	2018	2019	2020
Provide industry leadership by developing Recommended Practices for good practice wildlife hazard management in Australia	The following RPs will be completed in 2016: RP 0.0 Terminology RP 1.2 Wildlife Identification RP 3.1 Passive (Pro-active) management	The following RPs will be completed in 2017: RP 1.1 Wildlife Monitoring RP 2.1 External reporting RP 3.2 Active Management RP 4.1 Wildlife Strike Minimisation	The following RPs will be completed in 2018: RP 1.4 Database Management RP 2.1.2 Wildlife Condition RP 3.2.2 Firearms – Effective Use	The following RPs will be completed in 2019: RP 2.2 Internal Reporting RP 5.3 Ground based personnel RP 5.4 General Public Awareness	The following RPs will be completed in 2020: RP 6.1 Performance measuring, Quality assurance, Change management
Be recognised as an advocate for good practice wildlife hazard management in Australia.	Commendations awarded to people and organisations who have demonstrated good practice in wildlife hazard management. Promote demonstrations of good practice in wildlife hazard management via mixed media	Major Award and Commendation Certificates awarded to people and organisations who have demonstrated good practice in wildlife hazard management. Promote demonstrations of good practice in wildlife hazard management via mixed media	Commendations awarded to people and organisations who have demonstrated good practice in wildlife hazard management. Promote demonstrations of good practice in wildlife hazard management via mixed media	Major Award and Commendation Certificates awarded to people and organisations who have demonstrated good practice in wildlife hazard management. Promote demonstrations of good practice in wildlife hazard management via mixed media	Commendations awarded to people and organisations who have demonstrated good practice in wildlife hazard management. Promote demonstrations of good practice in wildlife hazard management via mixed media

GOAL 2 GOVERNMENT, INDUSTRY AND THE COMMUNITY

Meets Objectives:

1. Enhance industry and public awareness of aviation wildlife hazard management and the associated risk.
2. Provide advice to the Australian Government with regard to aviation wildlife hazard management policy, safety regulation and guidance material.
3. Encourage the continued monitoring and recording of wildlife activity and strikes which affect aviation safety
4. Encourage the reporting of all wildlife hazards and wildlife strikes to the ATSB and related bodies

Action	2016	2017	2018	2019	2020
Actively engage government, industry and the community in the adoption of good practice wildlife hazard management	Department of Infrastructure to update on the NASAG guidelines	Department of Infrastructure to update on the NASAG guidelines	Department of Infrastructure to update on the NASAG guidelines	Department of Infrastructure to update on the NASAG guidelines	Department of Infrastructure to update on the NASAG guidelines
Create an easy avenue for government, industry and the community to access the skills, expertise and knowledge of AAWHG members	Contact details for AAWHG Executive are maintained up to date on the AAWHG web page Wildlife Hazard Management Consultants and Contractors are listed on the AAWHG web page.	Contact details for AAWHG Executive are maintained up to date on the AAWHG web page Wildlife Hazard Management Consultants and Contractors are listed on the AAWHG web page.	Contact details for AAWHG Executive are maintained up to date on the AAWHG web page Wildlife Hazard Management Consultants and Contractors are listed on the AAWHG web page.	Contact details for AAWHG Executive are maintained up to date on the AAWHG web page Wildlife Hazard Management Consultants and Contractors are listed on the AAWHG web page.	Contact details for AAWHG Executive are maintained up to date on the AAWHG web page Wildlife Hazard Management Consultants and Contractors are listed on the AAWHG web page.

GOAL 3 EDUCATING THE PROFESSION

Meets Objective:

1. Provide a forum for stakeholders to discuss aviation wildlife hazard management and methods for reducing the associated risk.

Action	2016	2017	2018	2019	2020
Provide regular forums for industry stakeholders to discuss aviation wildlife hazard management and methods for reducing the associated risk	Industry based event or AAWHG Forum 6 monthly newsletter Develop a Facebook page	AAWHG Forum 6 monthly newsletter	Industry based event or AAWHG Forum 6 monthly newsletter	AAWHG Forum 6 monthly newsletter	Industry based event or AAWHG Forum 6 monthly newsletter

GOAL 4 MEMBERSHIP

Meets Objective:

1. Act as an information source for organisations and individuals with a vested interest in aviation wildlife hazard management.

Action	2016	2017	2018	2019	2020
Provide a consistent value proposition for AAWHG members	Keep industry forums and events accessible and affordable Maintain and improve the membership database to ensure it is easily accessible and contains comprehensive information	Keep industry forums and events accessible and affordable	Keep industry forums and events accessible and affordable	Keep industry forums and events accessible and affordable	Keep industry forums and events accessible and affordable
Understand what AAWHG members want (as a basis for improving the value proposition of membership of the AAWHG)	Undertake annual survey at the AAWHG Forum or industry event	Undertake annual survey at the AAWHG Forum or industry event	Undertake annual survey at the AAWHG Forum or industry event	Undertake annual survey at the AAWHG Forum or industry event	Undertake annual survey at the AAWHG Forum or industry event
Broaden the AAWHG membership to ensure it is representative of the Australian aviation industry as a whole	Develop a Communications Plan RAAA Executive to promote the AAWHG to its members and sponsors Work with the AAA Wildlife Working Group to promote the AAWHG to airport operators	Maintain a database of all past and potential members and sponsors	Maintain a database of all past and potential members and sponsors	Maintain a database of all past and potential members and sponsors	Maintain a database of all past and potential members and sponsors
Better engage with international bird strike committees	Contribute to international bird strike committees via disseminating information and educational forums/materials	Contribute to international bird strike committees via disseminating information and educational forums/materials	Contribute to international bird strike committees via disseminating information and educational forums/materials	Contribute to international bird strike committees via disseminating information and educational forums/materials	Contribute to international bird strike committees via disseminating information and educational forums/materials

GOAL 5 PROFESSIONAL DEVELOPMENT AND PRACTICE

Meets Objectives:

1. Monitor progress in research, regulations, procedures and the methods available to manage aviation wildlife risk.
2. Encourage the provision of Wildlife Hazard Management training and promote proficiency for all personnel engaged in aviation wildlife hazard management.
3. Monitor and review both national and international regulations, standards and guidance material on aviation wildlife hazard management.

Action	2016	2017	2018	2019	2020
To be an organisation that supports and oversees the professional practice of aviation wildlife hazard management practitioners	Advertise training courses and industry forums available on the AAWHG website	Advertise training courses and industry forums available on the AAWHG website	Advertise training courses and industry forums available on the AAWHG website	Advertise training courses and industry forums available on the AAWHG website	Advertise training courses and industry forums available on the AAWHG website

GOAL 6 BUSINESS OPERATIONS

Meets Objectives:

(All)

Action	2016	2017	2018	2019	2020
Define who we are and what we do, and what we don't do	<p>Annually review and assign office bearer roles of the Executive</p> <p>Establish a succession plan for office bearer Executive roles</p> <p>Annually review AAWHG Charter and Strategic Plan</p>	<p>Annually review and assign office bearer roles of the Executive</p> <p>Review and maintain succession plan for office bearer Executive roles</p> <p>Annually review AAWHG Charter and Strategic Plan</p>	<p>Annually review and assign office bearer roles of the Executive</p> <p>Review and maintain succession plan for office bearer Executive roles</p> <p>Annually review AAWHG Charter and Strategic Plan</p>	<p>Annually review and assign office bearer roles of the Executive</p> <p>Review and maintain succession plan for office bearer Executive roles</p> <p>Annually review AAWHG Charter and Strategic Plan</p>	<p>Annually review and assign office bearer roles of the Executive</p> <p>Review and maintain succession plan for office bearer Executive roles</p> <p>Annually review AAWHG Charter and Strategic Plan</p>
Maintain and diversify the AAWHG's income streams to ensure the long term sustainability of hosting annual forums	Confirm the group's financial arrangements (i.e. bank account, ABN etc)	<p>Promote the AAWHG Forum via mixed media (i.e. Aviation Australia magazine, various e-newsletters etc)</p> <p>Engage sponsors from industry groups (i.e. AAA, RAAA etc)</p>		<p>Promote the AAWHG Forum via mixed media (i.e. Aviation Australia magazine, various e-newsletters etc)</p> <p>Engage sponsors from industry groups (i.e. AAA, RAAA etc)</p>	

GOAL 7 PARTNERSHIPS

Meets objectives:

1. Provide a forum for stakeholders to discuss aviation wildlife hazard management and methods for reducing the associated risk.
2. Act as an information source for organisations and individuals with a vested interest in aviation wildlife hazard management.
3. Liaise with other aviation wildlife hazard bodies worldwide.

Action	2016	2017	2018	2019	2020
Build collaborative relationships with other aviation industry partners to share knowledge and resources	<p>Review Executive membership to ensure all of Industry is involved in Group.</p> <p>Share web links to other National Committees.</p> <p>Share WBA and other National Committee tweets and feeds</p> <p>Executive Committee members to represent the AAWHG at Forums, AAA and RAAA Conferences, Airline/Airport safety days and other events highlighting wildlife risk mitigation.</p>	<p>Review Executive membership to ensure all of Industry is involved in Group.</p> <p>Share web links to other National Committees.</p> <p>Share WBA and other National Committee tweets and feeds</p> <p>Executive Committee members to represent the AAWHG at Forums, AAA and RAAA Conferences, Airline/Airport safety days and other events highlighting wildlife risk mitigation.</p>	<p>Review Executive membership to ensure all of Industry is involved in Group.</p> <p>Share web links to other National Committees.</p> <p>Share WBA and other National Committee tweets and feeds</p> <p>Executive Committee members to represent the AAWHG at Forums, AAA and RAAA Conferences, Airline/Airport safety days and other events highlighting wildlife risk mitigation.</p>	<p>Review Executive membership to ensure all of Industry is involved in Group.</p> <p>Share web links to other National Committees.</p> <p>Share WBA and other National Committee tweets and feeds.</p> <p>Executive Committee members to represent the AAWHG at Forums, AAA and RAAA Conferences, Airline/Airport safety days and other events highlighting wildlife risk mitigation.</p>	<p>Review Executive membership to ensure all of Industry is involved in Group.</p> <p>Share web links to other National Committees.</p> <p>Share WBA and other National Committee tweets and feeds.</p> <p>Executive Committee members to represent the AAWHG at Forums, AAA and RAAA Conferences, Airline/Airport safety days and other events highlighting wildlife risk mitigation.</p>

4 Strategic Planning Process



- Review of AAWHG Charter
- Review of membership statistics
- Review of AAWHG activities and successes

- Member survey is undertaken at annual forum
- Members identify key questions for the strategy to answer
- Members provide ideas/solutions for key strategic questions

- Executive Committee strategy meeting is held (Refer Appendix 1)
- Executive Committee develop final draft Strategic Plan

- Final Draft developed and circulated to Executive Committee for review
- Executive Committee endorsement

Appendix 1 – Strategic Planning Day Agenda

Date: 1 October 2015

Venue: Brisbane CASA office

Attendees: AAWHG Executive Committee Members

Purpose: To develop a strategic plan for the AAWHG for the next five (5) years

Agenda:

1. Identify the purpose for developing the Strategic Plan
2. Identify key constraints and obstacles faced by the AAWHG
3. Determine the AAWHG's Vision
4. Determine the AAWHG's Mission
5. Review AAWHG Objectives
6. Establish Strategic Goals
7. Develop an Implementation Plan for each Strategic Goal