



**ROYAL
AERONAUTICAL
SOCIETY**
AUSTRALIAN DIVISION

Perth Branch Strategic Plan 2019-2029

V1.0 November 2019

Contents

1. Purpose	3
2. Background Statement.....	3
3. Development of the Strategic Plan	3
3.1. Our Vision.....	4
3.2. Our mission.....	4
3.3. Our Values	5
3.4. Who we Serve	5
4. Review of Current Operations.....	5
4.1. Strengths.....	5
4.2. Weaknesses	6
4.3. Opportunities.....	6
4.4. Threats.....	6
5. Recommendations for Future Directions	6
6. Implementation of Recommendations	7
6.1. SMART Objectives	7
6.2. Marketing and Communication Plan	8
6.3. People Development Plan (Leadership and Succession)	9
6.4. Operating Budget Estimates	9
6.5. Management Plan.....	9
6.6. Cool Aeronautics Plan.....	10
6.7. Continual Review.....	10
Schedule A: Development of Action Plan.....	11

PERTH BRANCH STRATEGIC PLAN – JULY 2019 to JULY 2029

1. Purpose

The purpose of this document is to set out the objectives of the Perth Branch within the context of the overall Royal Aeronautical Society, Australian Division, (**RAeS AD**) and to plan the next steps in order to achieve those goals. This plan considers the actions to be taken between 2019 and 2029. The document is a 'living' document, designed to encourage discussion and to assist in planning of the Perth Branch.

2. Background Statement

The Duke of Argyll, who was its President until 1895, founded the Society as the Aeronautical Society of Britain on 12 January 1866 with 65 members. The Society's interest was centred in balloons, kites, the flight of birds and research into the principles of flight. The first mention of an Australian division was in 1892 when Lawrence Hargrave was experimenting with cellular kites. He was made a Life Member in 1897 and gave his paper on Box Kites in 1899. All this was before 17 Dec 1903 when the Wright brothers arguably made the first powered flight. In 1918 its name became the Royal Aeronautical Society although its Royal Charter was granted later.

In 1919, after World War I, another body emerged in England of another aeronautical body known as the Institution of Aeronautical Engineers. Though there were members of both bodies' resident in Australia, it was the new body that set up an Australian Branch in 1921, based in Melbourne. The initiative centred on Captain P. Boach-Pierson who later became private secretary to Dame Nellie Melba. Branch membership extended to other parts of Australia, especially Sydney. In December 1924, inspired by a light aircraft corporation organised by the Royal Aero Club of NSW, a group of young engineering graduates from the University of Sydney held regular weekly seminars on aerodynamics and aircraft design during 1925. In the following year a part-time evening course at the University created such enthusiasm that a view was held to organise a learned body in Sydney. The modus operandi involved forming an NSW Division of the Australian Branch of the Institution of Aeronautical Engineers.

Today, the Perth Branch continues the work under the Australian Division of the Society. It is dedicated to facilitating, enhancing, and advancing aeronautical interests in Western Australia.

3. Development of the Strategic Plan

It is important to ensure that the Branch's Strategic Plan is consistent with the foundational documents, principles and rules of the broader Society, and its Australian Division. The Strategic Plan should therefore proceed based on sound design principles, commencing with an outline of the Branch's vision, mission and values, and building more specific recommendations upon these ideas.

3.1. Our Vision

To maintain our position as the leading membership body serving professionals and enthusiasts in the global, but particularly the Western Australian aerospace and aviation community.

3.2. Our mission

To deliver on our vision by:

- 3.2.1. Actively promote the Society's brand to leverage relationships. Examples include Perth Airport Proprietary Ltd (**PAPL**), airlines, travel and hospitality agencies and other related industries. This will enhance our reputation and grow our membership base.
- 3.2.2. Providing a positive influence and dynamic leadership derived from professional competence. Further, by operating as a leading Learning Organisation whereby all members are empowered with a sense of ownership and therefore feel part of the team. The objective is to enhance members' participation based on their willingness to make our branch a leading-edge example. We are strong advocates of life-long learning.
- 3.2.3. Dispensing impartial, authoritative, relevant and timely knowledge and information on a multi-channel basis.
- 3.2.4. Attracting future generations to the aeronautical professions (particularly tertiary students). Cool Aeronautics is an example of this.
- 3.2.5. Creating a broad appeal to attract a diverse and active membership base, both globally and at local branch level (Cool Aeronautics initiatives).
- 3.2.6. Engaging senior professionals from head office in London, Australian Divisional General Manager in the leadership and direction of the Society.
- 3.2.7. Utilising property assets to maximise the status of the Society and underpin revenue.
- 3.2.8. Following prudent financial management and maintenance of our charitable eminence.
- 3.2.9. Actively seek out new relationships with other industry professionals and travel industry groups and associations to achieve the goals above.

3.3. Our Values

The Branch wishes:

3.3.1.To be inclusive:

The Royal Aeronautical Society is the world's only multi-disciplinary professional body dedicated to the entire aerospace sector.

3.3.2.To be ethical:

Be ethical and honest with all parties with whom we engage.

3.3.3.To advocate life-long Learning:

Perceived value proposition (ROI) for members. What can we do better for the future to enhance the members' learning? This is a question that we should be continually asking ourselves.

3.3.4.To be eminent:

Maintaining and improving the Society's position as the eminent body for the representation of aeronautical innovation and as a disseminator of aeronautical knowledge.

3.4. Who we Serve

We serve an interest group of aspiring, active and retired aviation people. In doing so, we serve the interests of the Society, with a focus on the specific interests of Western Australian members.

4. Review of Current Operations

The development of the Strategic Plan is influenced by a review of the Branch's current operations. Below is an initial assessment of the strengths, weaknesses, opportunities and threats relevant to the Branch.

4.1. Strengths

4.1.1.RAeS is a respected and well-established brand

4.1.2.RAeS has existing connections with professional bodies

4.1.3.RAeS has an existing co-operative approach with both Edith Cowan and Curtin WA Universities

4.1.4.The direct London link as mentioned in 3.2.6.

4.1.5.The branch has links with Perth Airport and Engineers Australia, which provides access to eminent and experienced local representatives.

4.2. Weaknesses

- 4.2.1. Notwithstanding RAeS is a well established brand, it is not particularly well known to Perth industry
- 4.2.2. Most aviation innovation and industry leadership is centred on the Australian East Coast
- 4.2.3. Lack of aeronautical/aerospace education and professional development opportunities in WA

4.3. Opportunities

- 4.3.1. Engage more with corporate aviation, e.g. Perth Airport, QANTAS, Emirates and other airlines of blue-chip status.
- 4.3.2. International Eminent Speaker Programme is gaining awareness.
- 4.3.3. Significant recent Branch activity has led to positive feedback.
- 4.3.4. New members to the Branch bring different skillsets and connections to be explored.
- 4.3.5. As a smaller Branch we can operate with less formality and be more dynamic or innovative.
- 4.3.6. Technology is changing (e.g. digital platforms) which is allowing greater engagement and awareness, especially via the Australian Youth Aerospace Association (AYAA)
- 4.3.7. Aviation technology is also changing and bringing new players into the game.
- 4.3.8. Perth Branch can learn from the experiences of other Branches.
- 4.3.9. Engineers Australia connection can be enhanced and leveraged.
- 4.3.10. Being in WA means we are part of a close-knit aviation community.
- 4.3.11. Demonstrate positive results of efforts thus far, especially creating further opportunities for innovation such on-site tours, industry mentoring, annual industry eminent speaker programme, recognition by leading publications.

4.4. Threats

- 4.4.1. RAeS typically has an ageing membership.
- 4.4.2. Potential drift away from RAeS if not more inclusive and pro-active.
- 4.4.3. Greater demands on peoples' discretionary time potentially leading to less involvement.
- 4.4.4. Members' perception of less value or relevance.

5. Recommendations for Future Directions

Following on from the SWOT analysis above, the Branch considers the following general outputs should be adopted:

- 5.1. The Branch should develop a coherent strategy designed to leverage international relationships, enhance local connections and grow its membership.

- 5.2. The Branch should embrace the use of digital platforms (e.g. Eventbrite) and channels to investigate and promulgate relevant knowledge and information with members and new audiences in order to create an engaged community of aerospace and aviation professionals. The Branch should evolve a plan to ensure the continuity and contribution of our library and archive in the modern era.
- 5.3. The Branch should improve its profile and capability to deliver independent, authoritative and timely knowledge and information.
- 5.4. The Branch should generate plans for more assertive and professional exploitation of alternative revenue streams, and generally seek to enhance its professional standing.
- 5.5. The Branch should be pro-active and take the lead in exploring other areas of growth of the Society such as liaison with our partners, Engineers Australia. The International Eminent Speaker Programme (as one such example given the Society is a technical arm of Engineers Australia). Members should be encouraged to explore possible relationships with potential parties or allies, in consultation with the Branch Chairman.
- 5.6. The Branch should reinforce the importance of an active 'leadership and succession' policy to attract high calibre individuals to stand for our Branch committee, and the Australian Divisional Council.
- 5.7. The Branch needs to explore new avenues to increase our outreach and engagement profile to convert the large number of younger members into paying members: capture, or re-capture, a 'lost generation' in the middle age bracket, market ourselves to a broader type of membership.
- 5.8. The Branch should follow a financial strategy, which will support our overall strategic objectives by providing funding for capital improvements, increasing our reserves to safeguard our future and reduce any long-term liabilities.
- 5.9. The Branch should aspire to be more inclusive with, and representative of, industry and to continually keep abreast of the nature and composition of the industry, including investigating the effects of new technologies.
- 5.10. The Branch should regularly conduct and review the SWOT analysis and utilise the outcomes to inform decision making.

6. Implementation of Recommendations

This section details the plans of the Branch to be implemented as a result of the recommendation set out in the previous section.

6.1. SMART Objectives

The Branch has utilised 'SMART' Objectives to guide the development and implementation of the Recommendations. That is, plans should be designed and implemented to be:

- 6.1.1. **Specific:** Work should be targeted for specific audiences, particularly students and lost 'middle' members who can mingle and learn together.
- 6.1.2. **Measurable:** Work towards objectives that are measurable and actually measured/monitored. The Branch should seek to gather and use basic data. For example, the Branch should develop and use questionnaires for feedback from events.
- 6.1.3. **Achievable:** Goals should be achievable and actionable. This favours a synergistic approach where delegated responsibilities are actioned.
- 6.1.4. **Realistic:** Proper planning enables realistic goals. Actions should be taken towards achieving the stated goals of the Branch. What do we want to achieve? For example, 120 members in Perth. A rationalised approach should be taken to target that number.
- 6.1.5. **Timeframe:** January 2020 - July 2029, with the finer details of each aspect to be planned out in terms of Short, Medium, and Long-Term objectives (to be determined via an Action Plan - see Schedule A).

6.2. Marketing and Communication Plan

The Branch proposes to ensure ongoing marketing via communication utilising the following avenues/methodologies:

- 6.2.1. Aerospace International magazine.
- 6.2.2. The Aerospace Professional magazine.
- 6.2.3. Our website.
- 6.2.4. Digital Platforms, such as Eventbrite/Facebook, Mail Chimp where we advertise our various functions.
- 6.2.5. Leverage Corporate Sponsors and Partners such as Perth Airport Pty Ltd and other industry bodies.
- 6.2.6. Traveltalk magazine (WA) advertising.
- 6.2.7. Directly through engagement with other professional bodies and universities.

In terms of events, and as an important element of our work and our marketing generally, we will plan and facilitate six presentations per annum that aim to be:

- 6.2.8. Interesting
- 6.2.9. Engaging
- 6.2.10. Educational and authoritative
- 6.2.11. Topical

6.2.12. Timely

6.2.13. Relevant and beneficial to our membership

6.3. People Development Plan (Leadership and Succession)

Besides being a key safeguard for unexpected circumstances, succession planning is also an excellent professional development opportunity for high performing people, especially the younger cohort. The process allows them to learn and grow with the organisation as they train for future roles.

Diversification is a huge benefit to having a succession planning strategy in place. By bringing new employees into the fold, we can develop their unique perspectives and experiences into the decision-making process as well. This will help us evolve. Additionally, succession planning helps to provide stability, boost morale, and avoid potentially costly extended vacancies.

Methodology: Look at both the performance and potential of current members. Ensure that our personnel have good environmental support of the society.

The Chairman in his/her leadership role will allocate members for specific roles based on their strengths and contacts. For example, Webmaster and Cool Aeronautics representatives. The treasurer is the principal accountant. Our legal co-ordinator representative is a practicing Lawyer.

With a growing membership base, we need more Committee members, e.g. nine. Therefore, the additional two are sought and gained to our current cohort. These would assist Cool Aeronautics and the Chairman to look more carefully at the membership growth and value proposition for members.

6.4. Operating Budget Estimates

Beginning of each year, estimate typical annual costs, corporate sponsorship and identify other revenue sources. The Treasurer in consultation with the Branch Chairman should develop a detailed estimate and allocate funding to work of the Branch.

6.5. Management Plan

The Branch Committee meets six times per annum and plans activities based on membership feedback, budget constraints and relevance of information. We share activities based on personal strengths and attributes. As of November, 2019 the current committee consists of the following positions:-

Chairman (C)
Vice Chairman (VC)
Honorary Secretary (HS)
Honorary Treasurer (HT)
Legal Co-ordinator (LC)
Membership Manager (MM)
Events Co-ordinator (EC)
Webmaster (W)

Cool Aeronautics STEM Champion/Representative (CAR)

We are required to hold an Annual General Meeting once per annum, as we are an Incorporated Society.

6.6. Cool Aeronautics Plan

This initiative is important to allow for youth to become involved in the RAeS. A high school programme of five including Kent St, Greenwood, Morley, Melville and Trinity College will be visited each year. Our engagement with the Australian Youth Aerospace Association is imperative as we support them and develop initiatives to feed the younger generation with ideas for engagement in the broader aviation industry and learning platforms.

Women in aviation is an excellent example whereby they are supported and encouraged via presentations given by experienced practitioners. These are typically conducted at university campuses.

6.7. Continual Review

It is important to measure and review the work of the Branch, and its progress towards stated goals. This process should be part of the day-to-day work of the Branch, utilising available feedback to guide and refine its work.

Furthermore, the Branch proposes that the Committee undertake an annual, formal review of Branch activities, and produce the review as part of its annual reporting. The formal review should take account of the following factors as measurements of success:

- 6.7.1. Has the Branch grown in number year on year?
- 6.7.2. Has the Committee grown in number year on year?
- 6.7.3. How many events has the Branch facilitated or hosted during the year?
- 6.7.4. What level of feedback is being obtained by the Branch? What is the nature of the feedback?
- 6.7.5. Has the feedback received by the Branch been actioned or used by the Branch?
- 6.7.6. What level of funding has the Branch received in the year? What level of expenditure has occurred?
- 6.7.7. What are the notable achievements of the Branch for the year?
- 6.7.8. What level of engagement with existing and new representative and professional bodies has occurred during the year?
- 6.7.9. What level of engagement with industry has occurred during the year?
- 6.7.10. Generally, is the Branch on track to meet its goals, and do the timelines involved need to be adjusted? Should the goals be revisited?

Schedule A: Development of Action Plan

The Branch proposes to undertake its work according to the following Action Plan, by which specific tasks consistent with the overall Recommendations and the Implementation set out above are identified and allocated to Committee members. These tasks will be identified within short-term (1 – 2 years), medium-term (2 – 5 years) and long-term (5 – 10 years) brackets. The Action Plan will be separately developed and agreed by the Branch Committee and published in early 2020.

The Action Plan will be annexed to this Strategic Plan once adopted, and it will be subject to review and update as required by the Strategic Plan.