

# **National Aerospace NDT Board Business Plan August 2017**

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### **EXECUTIVE SUMMARY**

The National Aerospace NDT Board is an independent national aerospace organisation. It is chartered by the principal participants of the Australian aerospace industry, and recognised by the Civil Aviation Safety Authority to provide oversight and recognition of employer based NDT qualification and approval programs (written practice), in accordance with AS 3669.

The Board also acts as an expert reference point for industry and the Regulator in the practice of non-destructive testing (NDT) in the fabrication, maintenance and overhaul of aircraft structures, power plants, systems and components. This includes setting training and qualification standards for the introduction of new technologies which may not be covered by existing standards.

The business plan is framed for a not-for-profit organisation based on government funding and volunteer members, who contribute their time and resources to the activities of the Board.

Growth and expansion of the Board is not a business objective. Accordingly, the Board would only vary its size and scope of operation as may be required by future changes to the governing standards, regulations, or when resourced by stakeholders to do so.

The Board is responsible to the aerospace industry which has chartered it, and to CASA under the terms of the Grant Document

## **1 INTRODUCTION**

### **1.1 Name**

- The name is the National Aerospace NDT Board of Australia Inc.

### **1.2 Business Type**

- The NANDTB is a not-for-profit incorporated Board representing various sectors of the Australian aerospace industry. It is fully described in the Board's Management System. Members have expertise in NDT and related matters, and are elected to the Board by organisations participating in the Australian aerospace industry.

### **1.3 Objectives**

- The Board is the sole body in Australia which meets the description of a NANDTB in standard AS 3669. Given the small size of the industry it is very unlikely that there is sufficient expertise to form an alternate Board.
- The objectives if the Board are to:
  - Satisfy the requirement for a sustainable National Aerospace NDT Board.
  - Provide timely, accurate and impartial guidance on the implementation of AS 3669.
  - Promote and participate in the advancement of NDT as a profession.
  - Provide a system for the recognition of organizations providing NDT training and qualification examinations.
  - Provide a system for the recognition of NDT Level 3 personnel.
  - Provide a forum for discussion of matters of common interest to all NANDTB stakeholders.

### **1.4 Sustainability**

Sustainability of the Board depends on the continuing application of the training and qualification standards by the Regulator and industry which require a Board, the continuation of CASA support and the continuing willingness of members to devote their time to its activities.

## **2. MARKETING PLAN**

### **2.1 Environmental analysis**

Wide acceptance of European Standard EN 4179 introduced the concept of a NANDTB. The European Aviation Safety Authority (EASA) references such national boards in its compliance documents. A growing number of countries outside the European Union adopt and apply EASA or EASA type regulations which extends the formation and use of a NANDTB. CASA makes reference to AS3669 which describes a NANDTB.

The Australian NANDTB has a maturity in its organisation and operation comparable to other well established boards in Europe. Its geographical location gives rise to opportunities to extend its activities to support nearby smaller nations which may require the services which it can supply.

### **2.2 Product(s)/service(s)**

- Guidance on the interpretation and implementation of AS 3669, and a process for assessing compliance..
- Educate and promote NDT through its association with related organisations, participating in seminars and other events, and through information posted on its web site.
- Recognition of organizations providing NDT training and, or qualification examinations.
- Recognition of NDT Level 3 individuals.
- Maintains information exchange with industry and overseas organisations through membership of the European NANDTB Forum.

### **2.3 Customer demographics**

- Customers for NANDTB services are the Regulator (CASA), and the national and regional aerospace industry which uses NDT as part of aircraft and component maintenance or manufacture.

Other Jurisdictions are free to use the services of the Australian NANDTB.

Actual number of customers is not determined.

#### **2.4 Competition and competitive advantage**

- Locally there is no competitor to the NANDTB, however it would be expected that Regulators may permit aerospace organisations operating under Australian Regulations to use established NANDTBs of another country. The conditions and costs for their services are not known. These could be viable alternatives if the Australian NANDTB could not provide assistance which is both timely and of value to the customer.
- The NANDTB's competitive advantage would be its good relations with the Regulator, local expertise in its members, membership of the Forum of NANDTBs and a lack of alternatives.

#### **2.5 Price strategy**

- As a not-for-profit organisation, cost recovery is the basis for pricing of services. Where possible, the costs of operating the Board and providing its services would be accommodated through the support of the member's employers, CASA and from fees charged for services.

#### **2.6 Advertising and promotional strategy**

- There is a general lack of understanding and awareness of the NANDTB across much of the Australian aerospace industry. It is therefore important to be active in raising the profile and understanding of the Board within the aerospace industry..
- Options which would be used are; information and awareness circulated through CASA channels such as its web site, Safety Digest magazine, and its periodic maintenance and regulatory seminars; co-operating with the AINDT organised events which are compatible with the promotion of the NANDTB; specific events organised and delivered by the NANDTB; frequent updating of the NANDTB web site and linking it to as many affiliated sites as practicable; regular reports of the Board's activities in local NDT literature; inclusion as part of the syllabus for aerospace NDT training.

#### **2.7 S.W.O.T. Analysis**

##### **Strengths:**

Board members' experience  
Small industry to service  
Board members' commitment  
CASA support  
Employers' support  
Board's maturity

##### **Weaknesses:**

Personal priorities  
Volunteer membership  
Low profile of the Board  
Limited resources  
Limited potential membership pool  
Large and dispersed GA sector  
Financial vulnerability

##### **Threats:**

Unidentified risks  
Loss of membership  
Established industry norms and perceptions  
Loss of employer support  
Loss of CASA support

##### **Opportunities:**

Partnership with CASA  
Partnership with AINDT  
Recognition by other Regulators  
Education to raise safety standards  
International/Regional engagement

#### **2.8 Market research**

- No market research has been undertaken.

#### **2.9 Market targets**

- Given that the Board is not meant to produce a profit then the speculation of earning potential through provision of services is a moot point. At this time it is the awareness of the existence of the Board by the Australian and regional aerospace industry and its understanding of it, which will determine how much or how little its services are requested.

### **3. OPERATIONS PLAN**

#### **3.1 Business structure**

- The NANDTB is incorporated in the State of Victoria.
- Incorporation was chosen to give it legal entity status and facilitate its entry into agreements with affiliated organisations.
- The business name is the National Aerospace Non-Destructive Testing Board of Australia Incorporated, which may be abbreviated as NANDTB.
- The business name is registered through incorporation.
- The certificate of incorporation is shown in appendix A.

#### **3.2 Scope of operation**

- The NANDTB has an “employee base”, ie members, of up to fourteen. It services all of Australia, and elsewhere when requested. Expected turnover is about \$50k.

#### **3.3 Regulatory issues**

- Being incorporated, the NANDTB will comply with the requirements of the Associations Incorporation Act 1981 of Victoria.
- CASA Part 145 Regulation compliance document (AMC) mentions the NANDTB in terms of the standards. The requirements of a NANDTB as described in the standards will therefore need to be maintained.

#### **3.4 Insurance**

- The Board carries Business, Association Liability and Corporate Travel insurances Through NCA Insurance Services.

#### **3.5 Business premises**

- There are no premises as such. The business address for incorporation is;

C/- Australian Institute for NDT  
PO Box 52  
Parkville, Victoria 3052

#### **3.6 Production arrangements**

- The Chairman will receive requests for services either directly or through the secretary or other Board members. He will undertake the task himself or allocate it to a member or members he believes are best able to undertake it given their; expertise, availability, resources and absence of any conflict of interest.
- All dealings will be on the authority of the Chairman and any report or correspondence may only be made with the authority of the Chairman.
- The Board may co-opt non-members to assist with service provision if required.

#### **3.7 Distribution arrangements**

- Services may be supplied at the customer’s premises or from the member’s home or office.

#### **3.8 Credit terms**

- The terms of credit are as expressed in the Finance procedure NA-015

#### **3.9 Plant and equipment**

- NA .

#### **3.10 Quality control**

- An internal audit of the Board is conducted according to the terms of the CASA Grant Document, CASA and the guideline Procedure NA-017. More frequent audits may be at the direction of the Chairman. Customer feedback is also sought.

#### **3.11 Memberships and Affiliations**

- The NANDTB has a CASA Grant Document, is a full member of the European Forum of NANDTBs, and has a strategic alliance with the Australian Institute for NDT.

#### **3.12 Communications**

- Communications of the Board are described in NANDTB procedure NA-009.

## **4 ORGANISATION PLAN**

### **4.1 Organisational structure**

• The Board operates with a Not-for –Profit management system. It is limited to a maximum of fourteen members, at least six of whom are to be current NDT Level 3. However, all members shall have relevant technical aerospace background or knowledge. The executive positions which are elected from the ordinary members of the Board, are the Chairman, Deputy Chairman and Secretary-Treasurer. The Chairman's position is restricted to a Level 3 qualified person.

### **4.2 Skills required**

• Chairman:

Qualified NDT Level 3 recognised by the Board

Experience in NDT and the aerospace industry.

Leadership qualities

Good understanding of CASA Regulations

Good understanding of the applicable NDT standards

Good communication and negotiation skills.

Business or project management skills.

Computer literacy

• Deputy Chairman:

Same as Chairman except need not be a recognised Level 3.

• Secretary - Treasurer:

Good organisational and communication skills.

Business or project management skills.

Computer literacy

## **5. FINANCE PLAN**

### **5.1 Financial strategy**

• Board members are supported by their respective employers. Services provided by members to the Board which incur a cost not met by the member's employer may be sought from the Board in accordance with Procedure NA-015.

• Funding is provided through a grant from the Civil Aviation Safety Authority, and may also be accepted from industry or other stakeholders under agreed terms

\* Fees for services may be charged by the Board.

### **5.2 Establishment Costs**

Initial insurance premiums (list)

Advertising and promotion

Registration/licenses (list)

Initial workers compensation

Other

### **5.3 Operating Costs**

Bank charges

Insurance

Web site support

Motor vehicle expenses

Postage,

Stationery

Transport/courier costs

Travel

Other

## **Appendix A – Executive Resumes**

### **Chairman: Colin Hockings**

#### Career chronology

1971-1974: Aircraft Maintenance Engineer Qantas  
1974-2003: NDT Supervisor Qantas  
1979-1980: NDT Supervisor Malaysian Airlines  
2003- Present Responsible NDT Level 3 UT, PT, ET, RT, MT  
2003-2013: Quality Manager Specialised Services Qantas  
2011-2012: Project Manager Qantas CASR Part 145 transition  
2013-Present: Aero Compliance Consultancy

#### Training and qualifications:

Aircraft Maintenance Engineer  
NDT Level 2 ET, UT, PT, MT, RT, TT  
NANDTB Level 3 ET, UT, PT, MT, RT, TT  
Radiation Safety Officer NSW & Queensland  
Master Degree in Safety Science (UNSW)  
NATA Laboratory Assessor & ISO 9001 auditor

### **Deputy Chairman: Ron Quirk**

#### Career chronology

2004 – Present: Helitech NDT/Offsite Manager  
2003-2004: Helitech NDT Controller and Responsible level 3  
1997-2003: Helitech NDT Technician/Aircraft Maintenance Engineer  
1996-1997: Charrak Air Flight Engineer L-188  
1993-1996: Self-employed  
1991-1993: Linkwell Pty Ltd NDT Manager  
1971-1991: RAAF: Aircraft Fitter, NDT Technician, Flight Engineer

#### Training & Qualifications

Aircraft Maintenance Engineer  
Aircraft Flight Engineer  
NDT Level 2 ET, UT, PT, MT, RT  
NANDTB Level 3 recognition ET, UT, PT, MT, RT  
Cert IV Workplace Training and Assessment

### **Secretary: Frank Simmer**

#### Career chronology

Present- 2013: Responsible NDT Level 3- Qantas, Qantas Link & Jetstar  
Present- 2010: NDT Supervisor- Qantas Sydney.  
1989 to 2010: NDT Inspector Qantas Engineering)  
1985 to 1989: Aircraft Maintenance Engineer

#### Training & Qualifications

Aircraft Maintenance Engineer certificate  
NDT Level 2 ET, UT, PT, MT, RT, TT  
NANDTB Level 3 ET, UT, PT, MT, RT, TT  
Cert IV Frontline Management  
Cert III Logistics Operations  
Safety & Lead auditor