



## Board / Executive Meeting

APRIL 6/7 2019

### MINUTES

**Saturday 6<sup>th</sup> April**

#### **1. Opening and Those Present: 0830.**

##### **1.1. Present**

Peter Cesco, Lindsay Mitchell, Dave Shorter, Drew McKinnie, Jenny Thompson Mandy Temple, Andrew Simpson, Owen Jones, Chris Stephens, Brenton Swart, Viv Drew, Mitch Turner, Terry Cubley, Phil Henderson (VSA Alt) (Sat only)

Visitors: James Nugent (AJGC pres) (Sat only), David Collins (AJGC alt )

##### **1.2. Apologies: Bob Kilpatrick**

#### **2. Minutes Approval**

##### **2.1. Approval of the Minutes of the Board/Exec Meeting Nov 2018 and GTM Feb 2019**

Moved Jenny Thompson/Drew McKinnie: APPROVED

##### **2.2. Matters Arising.**

**Note the following items that require further progress. Any discussion to be deferred**

- a. Instructor age and diversity profile – need to increase number of AEI and instructors. Consider setting a target (40%) for people under 40yo to complete an instructors course? We have a significant shortage of young and female instructors. ACTION: Add to risk register. Add to Strategic Plan. Create a working group – Jenny and Drew and Mandy
- b. AOPA bus. With desktop simulators, using Condor. Add a membership equivalent to AEF membership for 12 months. Also send link to AEF data base. Send email with video from GUSS (purchase this), provide a link to magazine monthly. Consider a special membership. Under 18yo. Youth engagement, intro junior pilot, Mitch. Trial for 12 months. Evaluate effectiveness.
- c. Support Beryl Hartley purchase and preparation for a standalone marketing booth. Consider one for each region. Can be easily transported or replicated. \$2000 . **[see EO report]**.
- d. MPP: Update the MPP to more clearly show responsibility at the lowest level to resolve disputes. Also to align as much as possible with regional MPP. EO to draft a change in consultation with Board members. **[see EO report]**
- e. Review web page to attract members, support current members. Working party established - Sarah Thompson and Mitch Turner. Business case including Options/cost within one month.
- f. **GoMembership**. Introduce. **[see EO report]**
- g. Request funding from the Board not to exceed \$20,000 to engage a 21M design organisation to develop an approved repair to enable grounded K21 aircraft to return to service.
- h. In the absence of any other application the board granted funding to Maddog Composites for 2 Trainees. . **[see EO report]**

- i. *The development and finalisation of the GPTR and training manual modules lacks coordination. Exec support requested.* Require a working group face to face meeting re Ops/SDP and GPC
- j. Mitch and James Nugent trying to talk with AAFC re engagement. Drew to assist.
- k. Agreed that the Board should offer to purchase the GUSS video from DDSC (\$200?) and use to promote.
- l. AAFC: PEX payments. Continue to ask for evidence, ACTION EO [Have agreed to pay new invoice]
- m. Conduct Regional presidents meeting in Qld (planned for coming to Brisbane in new year) and SA.
- n. Evaluate current operational simulators to see if it suits the Ops document. Pat Barfield to be involved. Action Lindsay. NO Action yet.
- o. To follow up on a potential **school based gliding course**. Chris Stephens will discuss with Ian Grant
- p. *Agreed to increase clarity of GFA's organisational and governance structure, decision making processes and where appropriate simplify MOSP Part 1 by the use of illustrations.* Chris Stephens will report periodically at board meetings.
- q. GFA office to record grant applications and success. Will provide historical records for future reference. **Request clubs and regions to provide info to office. Mande-news.**
- r. *GFA should host a simulation forum where each project could present on their endeavour with the proceedings being published.* **ACTION:** Chris Stephens to develop a proposal for board consideration in 2019.

### 2.3 Decisions between meeting

- a. That we introduce GoMembership as soon as practical. **APPROVED**
- b. Hunter Valley GC loan application. **APPROVED**
- c. Board Regulations v7 approval 22/02/19. **APPROVED**
- d. Membership stats: Report twice per year, end of March and October. **APPROVED**
- e. **S2F: Unanimous approval to approve \$150K through to April 2020**

## 3. Correspondence

### 3.1. Inward

- a. Scout Jamboree payment received
- b. Insurance renewal
- c. Investment report
- d. Successful outcome CCSC report
- e. 2 Apr: VSA request assistance from GFA to implement just culture at MBGC

### 3.2 Outward

- a. CCSC. Support for Girls Air League flying
- b. 12 Feb 2019. Invoice to AAFC for 2000 memberships @ \$20
- c. 27 Mar: To Maddog composites requesting invoice for trainee subsidy for Grant Windle
- d. 3 Apr: Letter to MBGC re breach of MPP

## 4. 2019/20 Budget

### Review significant cost items for consideration in budget

1. **Agreed to bring budget to a deficit of \$150k which is a contribution to membership growth**
2. **Insurance renewal (see papers)**

Significant policies include

- BBL – insures members for liability of 3<sup>rd</sup> party property and personnel. Provides liability excess for glider policies., \$1000 excess on property claims. 6% premium increase. \$20k premium.

- HKL. \$10Million public liability cover.
- Officers & directors,
- Contingent liability – \$10 Million

**That GFA retain policies as quoted. Dave Shorter/Drew McKinnie CARRIED**  
President to research with other aviation groups to discuss insurance options.

### **3. *Gliding Museum contribution:***

- Need the expertise in training for wood/fabric repair.
- GFA to contribute to marketing courses and course management. Advertise availability of courses
- Clubs and regions can support individuals to attend courses
- Museum to charge for participation on courses to offset loss of GFA funding?

**Agreed to contribute \$5,000 plus management support**

### **4. *WIG Contribution: \$5000. Is there a better model?***

- Regions to support
- Allocate money to women instructor courses?
- Seek Grants

**Agreed not to fund WIG weeks**

### **5. *GFA Membership card***

Members could purchase a full card for say \$30  
When machine fails, don't replace

**Agreed: No further cards to be issued**

### **6. *WWGC budget contribution re marketing (see wwgc report)***

- Specific promotion activities may be supported subject to application
- WWGC required not to make a loss. GFA not able to cover any loss

**\$5000 committed for marketing support**

### **7. *S2F budget expectations (see S2F report)***

*Sell GPTR to each new member.*  
*600 sold to 19 clubs. Many clubs not using it.*  
*Promote the use of GPTR*  
*Include a pathway into logbook – ACTION MT*

**Agreed to promote and make available for members. Sell for \$10/15, includes GPTR and log book. Currently \$17 for both. Check cost.**

### **7. *Gliding Australia***

Retain hard copy.

**Agreed to Reduce publication to 4 editions per year rather than 6 per year**  
EO to review timing of the magazines

### **8. *AGAA/M&D items***

Agreed to maintain \$6000 payment to continue involvement. Plus \$4k extra  
Needs to become part of the overall marketing strategy  
AJGC has potential to support by having junior instructors attend.  
Who contacts the people who attend the bus?

## **9. M&D – Develop GFA Brand**

Establish group – Sarah Thompson plus others to establish brand and strategy  
Meeting 5-6 people. Diverse group. Include Juniors  
Keep budget as is.

## **10. AMO trainees - # and timing:**

A continuing issue – losing qualified people

### **Agreed not to offer in 2019/20**

Consider approval for qualified members to conduct \$10k commercial work per year? To enable people to move into the AMO field. ACTION CAD

## **11. National Soaring Development Manager staffing (\$110,000 + \$20,000?)**

- Provide Standardised resources
- Complete Instructor and Training manual – Ops and Soaring. Need someone to write it for review by collaborative group
- S2F clubs are waiting for it

**Agreed to employ/contract 2 years, full time equivalent. \$110k per year**

**Plus \$20,000 for on-line training resources**

- Contract
- Jenny Thompson to Manage
- Seek grant money?
- Seek Bequests?

## **12. ITC fund – a new model**

- SDP to manage team funding based on request to the GFA budget.
- Utilise the ITC fund for SDP projects in some cases.
- Recently spending has been an average of \$30k pa,
- Seek other sources of funding.

**Agreed**

**Fundamental change of policy re Team funding and ITC.**

**Develop a detailed policy. ACTION CSDP**

**NSD Manager costs to come from ITC fund**

## **13. GoMembership implementation**

**Agreed to implement Go Membership**

- Reduce number of Salesforce licences.
- Determine what used for and could it be done differently?
- Identify alternate ways to save on some IT costs. Eg. Zoom, Blue jeans, Google Review

## **14. AJGC funding - \$10 per member; Instructor training support**

- Create a Junior line item in accounts
- Consider Clubs/region cover costs for staff. Host clubs wave glider hire costs. Regions support say \$500 on successful completion?
- Run courses at other sites – Boonah. Camden
- Removes barriers to attendance. Semester breaks (July)
- Consider approach to young ex-members - to re-engage
- Make this an Annual course

**Agreed to continue funding AJGC membership - \$10 per member**

**Agreed to support AJGC Instructors Course (JoeyTeach) \$17-22,000**

## **15. Instructor Training**

Need more Instructors course, women's courses. Across regional boundaries

Target 2 courses per year per region. Target women and juniors and younger people

## **16. Simulator - funding requirements.**

- On site in BM by July/Aug
- Ian Curtin will finalise plans for construction
- Training syllabus – adopt GCV syllabus?
- GFA owned.
- MOU – GFA GGC, Museum, VSA

**Agreed to provide an Extra \$5000 for completing prototype**

## **17. Web development funding requirements MAYBE**

Need to modify, focus on promotion site and also doc search

Put google search into the website?

**Strong support to change web site. Up to \$10k**

## **18. Staff salary review**

**Exec to review potential cost savings in salaries.**

**Agreed No wage increase this year**

- Consider removing some responsibilities?
- Reduce staff hours?
- Reduce Soar report workload

## **19. GFA Fees review (see GFA fees paper)**

**Agreed a 12% increase in membership fee to \$320**

**Agreed to remove 3 month membership – Dave/Jenny CARRIED**

[NOTE: This decision was reversed on 24/4 – 3 month membership retained]

## **20. Part 149 transition costs**

- Almost autonomous
- Set up cost - \$150k set up, \$50k pa
- Need a full time person to set up for AW and Ops
- Check UK experience and NZ experience
- Stage our process, slow implementation initially
- Identify a future quality manager
- No expected cost impact for 2019/20, maybe some labour from EMO

**Agreed to adopt Part 149.**

**Exec authorised to proceed with Part 149 preparation to develop a comprehensive business plan by April**

**2020.** Drew McKinnie/Andrew Simpson. CARRIED. Consider in May department meetings

## **21. Grants**

- Consider Compliance funding grants
- John Styles was good
- Marketing, SDP, Branding,
- Sports Community input

**22. Any other high value financial aspects (over say 5k).**

**\$12k for more AW training budget – from Form 2 pack income**

**Support for Jacques/Todd Data logger/tracker proposal:**

- SDP will review and advise Board

**AAFC**

- Diamond aircraft purchased (AEF)

## **5. *Budget review and finalisation***

**Fee increases due CASA funding reduction and insurance increases (accident)**

- Reduce Magazine to quarterly.
- 5% overall reduction in budget lines by department
- Budget v4 be adopted Dave/Chris. CARRIED
- That Board directs Exec to find a 5% reduction in aggregate budget 2019/20 (a target) Dave/Chris

## **6 *Policy for ITC fund***

**That Administration of the ITC fund be changed to the following and renamed Sporting Development Fund. Jenny Thompson/Peter Cesco. CARRIED. Unanimous**

**SPORTING DEVELOPMENT FUND** (formally known as the ITC Fund).

The Board recognises the inspirational benefits and example of supporting its international pilots and encourages excellence in the sport. In an environment of declining membership the viability, participation and longevity of the sport is being challenged.

The Board has resolved that in the current environment it is more appropriate to make broader use of the ITC fund by directing some funds to coaching and development of pilots, whilst still maintaining contributions to international competitors.

This fund will continue to be maintained and used to support and develop pilots from cross country to elite competition.

With the declining membership and the decrease in financial viability, the contribution from GFA general funds will cease. Investment earnings on the funds invested will continue to be apportioned to the fund. The requirement that the Fund remains at or above current levels is removed.

Management of the fund shall be the responsibility of the Soaring Development Panel. Spending from the Fund shall be used for Soaring Development at the recommendation of the Chair of Soaring Development Panel to the Executive.

## **7. *Strategic plan review***

Consider alternative GFA Organisational structure and Regional structure

HGFA get the big clubs to do the regional role

Regional light – officers and someone to apply for grants

**ACTION: Exec members & Board to provide deliverables to EO by end May**

## **8. Project reports–**

### **a. WWGC,**

Concerns about management of the championships AT Lake Keepit. Mandy is the CD and has the required expertise. Mgt group is required to defer to Mandy's decisions. Need assurances re budget  
Letter from Board to reinforce the need.  
Board approved a move to Narromine if necessary.  
[This issue appears to be resolved now]

## **9 Items from Reports**

### **a. Executive Officer**

**Approve Strategic Plan: Moved Lindsay/Viv CARRIED**

**MPP update. Review any Regional specific policies/procedures.**

- Emphasise Just Culture and its meaning.
- Reference dispute settlement organisations in each regions

### **b. Soaring to the Future S2F**

Consider offering Glider Pilot Training Record and Pilot Log Book to all new members to encourage utilisation of the GPTR.

### **c. Airworthiness**

### **d. Operations**

Glider Pilot Licence: Feedback that it is not being recognized – should we continue?  
Drew has reached 5 year limit. Potentially Patrick Barfield will take over as COP  
Board NOTED THE REPORT

### **e. Marketing and Development**

### **f. Soaring Development**

OLC issues  
Changes to SDP committee members  
ITC funding

### **g. Finance**

Dave Shorter has come to the end of his 5-year term  
Does not have a replacement treasurer

**Investment committee** – see report. Dave happy to remain as Chair of the investment group

### **h. Safety Management System**

- Improve the structure for safety management
- Defer discussion. Peter to develop a paper – comments invited.
- Qld does not have a Regional Safety advisor.
- Stuart has reached 5 year limit. Benefit of an overlap with replacement
- The Board expressed appreciation for the work done by Stuart

### **i. Regional reports**

- Review documents re Expectations of a Board/Exec member
- Update and compile relevant documents

**NSWGA**

**QGA**  
**SAGA**

Request for support re airspace at Gawler. Being addressed.  
Can sports community assist with getting accepted as a sports body?

**VSA**

- Request advice on transfer of Simulator. **Action item:** GFA agreed to the MOU in the name of GFA. GGC and BMGCM need to cover the cost of the room set up. GFA owns the simulator but the BM clubs can use. GFA want a launch with the GFA AGM in August 2019.
- Planning for Avalon airshow 2020. Consider if to engage an Event management company to manage this in 2020. AGAA bus will be there.
- Recommend MPIO officer for GFA – utilize regional officers
- Proposed changes to processing SOAR reports
- Concerns with maintaining women representation. 40% women on board

**WAGA**

Concerns with achieving women representation  
Owen leaving also

**Junior Gliding**

Regional junior programs. Regional reps appointed.  
Running one junior event per year in each state

## 10. Meeting Performance Self-Assessment

**Decision Making:** opportunity to discuss and review. Budget decisions were positive. Need to be aware of second order consequences of decisions. Good discussions

**Timeliness of Reports:** treasurer report requires a delay of meeting by 1 week.

**Things that went well.** Dave and James added value. Respectful interaction. Business cases presented.

**Things that could be done better.** Introduce a review of situational awareness – what are other countries doing? Eg, BGA junior gliding centre. Change visuals of Budget for improved clarity and understanding. More details re salaries and potential changes. Concern about future spend demands. Strategic plans flowing into the budget. Individual research comparison with other countries and organisations.

**Top 10 risks** – SP and budget needs to reflect this

## 11. 2019/20 meeting schedule

	Exec	Board
April	Exec/Board meeting. 6/7 April Melb	
May	Department meetings	
June	Tue SP GTM	Thu SP GTM
July 2018	GTM Tue 10 Jul	GTM Thu 18 Jul
August	24/25 Aug AGM/Board/Exec . Simulator launch. Member forum (Venue BM)	
September		
October	Board meeting 26/27 Oct: (Venue Camden clubrooms) 70 year anniversary GFA	
November		
December		
January 2019		
February	GTM Tue	GTM Thu
March		



## **12. Meeting Closure**

**The Gliding Federation of Australia Inc**  
**Operating Budget 2019-20**

**INCOME**

CASA Grant	85,000	
Membership	703,930	
Airworthiness	186,700	
Soaring Development	5,450	
Sales of stock	19,000	
Gliding Australia	7,100	
Sundries	14,000	
<b>Total Income</b>		<b>1,013,180</b>

**EXPENSES**

Executive/Admin	152,050	
Office Staff	179,500	
Office Building	13,100	
Accounting and Bank Fees	18,550	
Insurances	217,400	
Gliding Australia Magazine	52,800	
IT and Software	60,450	
Airworthiness	123,300	
Operations	135,700	
Soaring Development	27,170	
Marketing and Development	17,000	
S2F (Soaring to the Future)	140,000	
Special Projects		
Glider Simulator	5,000	
Nat. Soaring Dev.Prgm	130,000	
Jnr Instr. Training	22,000	
Website	6,000	
Marketing Branding	10,000	
Gliding Museum	5,000	
<b>Total special Projects</b>	<b>178,000</b>	
<b>Total Expenses</b>		<b>1,330,220</b>

**OPERATING PROFIT** **-317,040**

Plus Other Income	
Investments	60,000
Transfer from ITC Fund Reserve	130,000
Less Other Expenses	
Investment Earnings to ITC Fund	-21,500

**NET PROFIT/LOSS** **-148,540**

**CASHFLOW (Includes ITC Reserve Fund)** **-275,540**