

Gliding Australia Strategic Plan 2021-2024

one team - one sport - one gliding



The Goals Explained

Build and promote an External Profile	<p>Increase engagement and promotion of gliding to change perceptions and foster positive outcomes through increased multi-media promotion campaigns.</p> <p>Improve engagement with local communities, state sporting regulatory bodies, Sport Australia, Air Sport Australia Confederation (ASAC) and other aviation sport bodies and engage with CASA to demonstrate a mature organisation whilst retaining the freedoms of the sport.</p> <p>Build a sport profile suitable for seeking sponsorships, grants and marketing.</p>	
Grow Participation, Inclusiveness and Diversity	<p>Make gliding a sport that is seen to, and does provide the best opportunities for ALL to access and enjoy pathways to flying training, adventure flying, competitions and aviation careers.</p> <p>Develop and implement inclusion and diversity policies to grass roots level that reflect the diversity of the Australian population.</p> <p>Make all our clubs places where people feel welcome, included and able to progress their flying.</p> <p>Promote the benefits and importance of inclusive culture.</p>	  
Increase participation in Cross-Country, Competition and high performance soaring	<p>Provide better learning experiences with clear progression pathways, with flexible learning.</p> <p>Increase female retention by providing resources to clubs on how to make their gliding clubs welcoming and enjoyable places to be for women and girls.</p> <p>Encourage establishment of regional training centres to provide Flying Start and Flying Further programs.</p> <p>Develop suitable member retention approaches in line with Gliding Australia programs and support.</p>	  
Build and Implement an Enhanced Safety Culture	<p>Redevelop our safety management structure so that it will encourage a healthy reporting and learning culture encompassing programs that foster a Just Culture of safety and risk management.</p> <p>Expand threat and error management education and improve incident reporting and investigation learnings to members to enhance better safety awareness.</p>	 
Develop a Modern, Innovative Sport	<p>Adapt or change the current structure of Gliding Australia to support innovation and change that meets members' needs.</p> <p>Adopt technological solutions in managing and promoting the sport.</p> <p>Provide innovative training solutions in regions and clubs.</p> <p>Develop advanced tracking technology for all competitions for visibility and extended audiences</p>	
Create a Culture of Fellowship, Fun and Enjoyment	<p>Develop and promote a culture of Natural Justice and Just Culture through education and club development.</p> <p>Promote and maintain Codes of Conduct and Member Protection policies and information to grass roots levels.</p> <p>Identify the values, attitudes, and beliefs that we want to act as the basis of the sport's culture and integrate them into foundation programs for new and existing members.</p> <p>Promote the Fun triangle - a balance between Fun, Affordable and Safe – in promotions, clubs and advertising.</p>	  
Develop and Manage Effective Systems for Members, Clubs and Regions	<p>Implement training programs that will provide clear and effective pathways for member progression through all aspects of gliding associated activities.</p> <p>Identify the level of centralised support required in order to meet member expectations regarding service and cost and build support systems to meet these needs.</p> <p>Improve member support IT system to ensure it provides effective and efficient services to members and with easy to navigate options.</p>	
Build Club and Regional Capability and Sustainability	<p>Develop, build and provide governance policies and systems that will be used across the regions and clubs, including a central point for regions and clubs to access templates and resource kits.</p> <p>Evaluate economies of scale and consistent delivery of services and courses for minimizing duplication of effort for clubs and regions.</p> <p>Integrate the member support officer role into the sport's organization.</p> <p>Clubs and Regions participate in a One Team, One Sport, One Gliding</p>	 
 Gliding Australia	 Regional Associations	 Clubs and members

Implementation Actions

Marketing, Development and Retention

- Identify, target and trial relevant markets - returning pilots, aviation interested; friend of pilots.
- Build marketing collateral we can take to businesses - specifically Australian team and high profile pilots.
- Make resource kit for regions and clubs e.g. banners, flyers, etc.
- Define the sport profile with particular focus on targeted membership cohorts to facilitate recruitment and retention.
- Modernise technologies for visible media profile and accessibility to mainstream.
- Promote gliding tracking for competitions to non-gliding aviation pilots and bodies.
- Regions and clubs to engage with their local community and state sporting regulatory bodies.
- Encourage clubs to seek feedback from new members (say after 6 months) and leaving members.
- Develop a questionnaire template that is used at various times of a member's journey.
- Regional portable promotional simulators with associated IT (videos, brochures, courses, club locations etc) for promotion. Make simulator development available for clubs and regions.

Club Development

- Promote Club Development Officer role and ongoing availability for providing assistance with funding applications by regions and clubs.
- Develop feedback mechanism for lapsed or leaving members.
- Encourage clubs to hold social events, camps away from the club and increase family participation.
- Encourage clubs to minimise flight waiting times for trainees (utilising a booking system at clubs).
- Pathways to help pilots transition to regattas and competitions.
- Evaluate formats that are more fun for pilots (handicapping and tasking, social gathering and fun).
- Encourage and promote new ideas.
- Utilise a club portal on the club's website.
- Regional aid and support for interclub events and relationships.
- Promote the *#lendahand* program for clubs.

Integrity

- Toolkits provided to clubs on how to include diversity and integrity and education programs within clubs and examples of positive change.
- Implement National policies into Clubs and Regions.
- Establish a National approach for YouthGlide program with guidelines, camps, and policies for all regions.
- Review of the *YesGirlsGlide* National program as for above YouthGlide.
- Promote Pathways to gliding for 40-60 year age group.
- Empower and support clubs to diversify their membership base. Provide a list of features or guidelines and posters which make clubs more attractive to a diverse membership.
- Encourage and incentivise regions to identify instructors from a diverse background.
- Provide information to clubs on how to improve their facilities, facilities management and resource kits and where to get money/grants etc - physically more welcoming; improving behaviours.

Competition Development

- Survey and identify issues and action from the competition survey.
- Establish a formal range of competition systems to cater for what pilots want and ensure the 'fun' can be attributed at any level of competition.
- Implement an effective modern online competition for Australia that encourages members, rewards achievements and allows for automatic online submission of badges and records.

Training

- Establish Regional training centres to provide Flying Start and Flying Further programs; liaise and encourage smaller clubs to use - trial ITP on Regional basis (resource issues resolved in part).
- Encourage clubs and regions to run instructor courses regularly.
- Develop the Instructor Course Syllabus and coaching.
- Regions and clubs to adopt the new training program with assistance from Ops and SDP.
- Encourage clubs to run full time (one week or two week) courses. Some clubs do one per month.
- Regions to consider a band of travelling instructors (paid or volunteer) for training ab-initio students or for training instructors.
- Develop a guide for clubs and members on the pathways beyond Solo and GPC, including video and interviews etc.
- Develop online theory training, including videos, self-paced training etc.
- Audit the implementation of the updated training system.

Cross Country Development

- Encourage clubs to run regattas and provide a toolkit for clubs to be able to easily run them; encourage dual flying.
- Regional cross country weeks and local competitions e.g. Narramine Cup, BSS local flying competition for post-solo pilots.
- Regions to become better involved for helping with resources.
- Formalise mentoring programs to establish a talent identification and coaching program - register of program participants; involve coaches and encourage them to help with regattas.
- Establish a competition portal where competition information can be accessed and processes available to avoid duplication of effort.
- Investigate options for tracking technology with a central portal.
- Encourage regions to adopt OGN (currently used in WA, NSW, QLD, VIC, SA).

Safety Management

- Develop education material to encourage members and clubs to report all incidents no matter how small.
- Reinforce "no blame" safety reporting.
- Encourage clubs to have a safety management plan (provide GFA template eg. use the WA template).
- Close the loop for incident reporting and defect reporting. Feedback and trends to be implemented and publicised to members.
- Re-implement Safety education - webinars, safety seminars, incident summaries.

Organisation Structure

- Evaluate whether the Incorporated Association structure is suitable for sport.
- Research Federated structure options.

Member Systems

- Conduct review of IT systems (Go Membership, Salesforce, MYOB) and implement an improved member experience.
- Increase the use of Webinars, online training, videos, self paced learning.
- Defragment how to find regions and clubs etc - All regional associations websites and AJGC and YouthGlide directed via the GA website (either on the site, or linked to).
- Improve the Badge claim system to improve useability.
- Optimise the on-line store to provide an improved user experience.
- Provide "one page" guides for difficult issues in an "easy to find" location.
- Identify clubs who have online booking systems and share that information with other clubs.