

ONE TEAM

ONE SPORT

ONE GLIDING



STRATEGIC PLAN

2021 - 2024

Our Purpose

- To provide a safe environment for all people to experience the thrill of gliding, provide opportunities and foster excellence in all areas of the sport whilst recognizing our responsibility to the wider aviation community and achieve lifelong enjoyment through development, inclusion, training and leadership.

Our Vision

- Our vision will be realized through a broad participation balance to work constructively with members, clubs and state associations to foster good governance, compliance and opportunities to develop and grow gliding to be inclusive, welcoming and encouraging for people from ALL backgrounds.
- To create the opportunity for people to be able to participate safely in an exciting adventure sport and to be part of something special, worthwhile and unique.
- To expand the systems and programs we offer and develop structures that bring them to fruition.

Our Values

Respect

Leadership

Knowledge

Teamwork

Unity

Integrity

Inclusion

Forward

Gliding has a rich history which evolved over 100 years in line with developments in aviation. The sport is undertaken in all states and territories in Australia and is found in regional areas and in locations close to cities.

Gliding has evolved to provide a unique and wonderful sporting experience at community and elite levels.

Gliding provides the opportunity to be part of an aviation experience that may have seemed impossible or too expensive.

It allows people to participate in a club atmosphere and be part of a team as instructors, coaches, airworthiness operators, administrators and elite sportsmen and women.

Gliding is largely based on the goodwill of volunteers who turn up each weekend to facilitate the experience to the general public and advance the skills and expertise of those people who have obtained their Glider Pilot's Certificate and want to reach for the clouds and explore the vast distances of cross country flight.

The sport remains a popular and inexpensive form of aviation, however, we are very aware that the sporting and aviation world is changing fast, demanding we not only embrace change, but be at the forefront of change to continue and be successful into the future.

Community expectations have grown and what was acceptable in times gone by, such as club rooms at the back of hangars, sub-standard facilities or no facilities, are no longer acceptable. Clubs are under pressure to build better facilities to attract people to experience the sport.

Many volunteers are limited in their ability to contribute due to work arrangements and lifestyles which has forced the world of gliding to assess its offerings and ability to service new participants. Changing technology has again seen the need for new developments in bookings, administration and the equipment needed to access the sport and view the sport, such as apps, and live streaming on mobile phones or computer.

We also recognize the need to engage an older adult cohort who are more financially established and at a stage in their careers where they are able to enjoy time in the sport and commit to its development and longevity.

Gliding is a sport that has struggled to attract females and youth, whether by cultural or social aspects. With the advent of government strategies, and the focus on gender equality, gliding continues to target participation by females and young people.

Gliding Australia is excited that there are now more options and opportunities for these demographics to be involved in the sport of gliding with a pathway to flying enjoyment or a career in aviation.



Development of the Strategic Plan

The GFA has developed a high level strategy plan that will be supported by operational and work plans and budgets with clearly defined targets.

The deliverables contained in this plan will be structured in accordance with our resources and budget.

Some of the strategies are long term to be progressed over several years, and will also be incorporated into the next strategic plan.

The strategies are aligned with legislation and requirements of the Civil Aviation Safety Authority (CASA) which are mandatory for the safe implementation of the sport through specified standards for instructors, operations, airworthiness and coaching.

The Strategic Goals



Goal Partnerships

- ★ Gliding Australia
- ★ Regional Associations
- ★ Clubs and members

Build and Promote an External Profile

FOCUS AREAS

- Increase engagement and promotion of gliding to change perceptions and foster positive outcomes through increased multi-media promotion campaigns
- 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
- Build a sport profile suitable for seeking sponsorships, grants and marketing



Grow Participation, Inclusiveness and Diversity

FOCUS AREAS

- 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
- Develop and implement inclusion and diversity policies to grass roots level that reflect the diversity of the Australian population.
- Make all our clubs places where people feel welcome, included and able to progress their flying.
- Promote the benefits and importance of inclusive culture.



Gliding Australia



Regional Associations



Clubs and members

Increase Participation in Cross Country, Competition and High Performance Soaring

FOCUS AREAS

- Provide better learning experiences with clear progression pathways, with flexible learning.
- 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.
- Encourage establishment of regional training centres to provide Flying Start and Flying Further programs.
- Develop suitable member retention approaches in line with Gliding Australia programs and support.



Gliding Australia



Regional Associations



Clubs and members

Build and Implement an Enhanced Safety Culture

FOCUS AREAS

- Redevelop our safety management structure to encourage a healthy reporting and learning culture encompassing programs that foster a Just Culture of safety and risk management.
- Expand threat and error management education and improve incident reporting and investigation learnings to members to enhance better safety awareness.



Gliding Australia



Clubs and members

Develop a Modern, Innovative Sport

FOCUS AREAS

- Adapt or change the current structure of Gliding Australia to support innovation and change that meets members' needs.
- Adopt technological solutions in managing and promoting the sport.
- Provide innovative training solutions to regions and clubs.
- Develop advanced tracking technology for all competitions for visibility and extended audiences

Create a Culture of Fellowship, Fun and Enjoyment

FOCUS AREAS

- Develop and promote a culture of Natural Justice and Just Culture through education and club development.
- Promote and maintain Codes of Conduct and Member Protection policies and information to grass roots levels.
- 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.
- Promote the Fun triangle - a balance between Fun, Affordable and Safe – in promotions, clubs and advertising.



Gliding Australia



Regional Associations



Clubs and members

Develop and Manage Effective Systems for Members, Clubs and Regions

FOCUS AREAS

- Implement training programs that will provide clear and effective pathways for member progression through all aspects of gliding associated activities.
- 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.
- Improve member support IT system to ensure it provides effective and efficient services to members and with easy to navigate options.

Build Club and Regional Capability and Sustainability

FOCUS AREAS

- 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.
- Evaluate economies of scale and consistent delivery of services and courses for minimizing duplication of effort for clubs and regions.
- Integrate the member support officer role into the sport's organization.
- Clubs and Regions participate in a *One Team, One Sport, One Gliding*



IMPLEMENTATION ACTIONS

Marketing, Development & 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



**Develop a
Modern,
Innovative Sport**

**Build and
promote an
External
Profile**

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

**Create a Culture of
Fellowship, Fun and
Enjoyment**



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



**Grow
Participation,
Inclusiveness and
Diversity**

Competition Development

- Survey and identify issues and actions 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

**Increase
participation in
Competition and
high performance
soaring**



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

Increase participation in Competition and high performance soaring



Build Club and Regional Capability and Sustainability



Cross Country Training

- 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. Narromine 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)

**Build Club and
Regional
Capability and
Sustainability**



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

**Build and
Implement an
Enhanced Safety
Culture**



Organisation Structure

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

**Develop a
Modern,
Innovative Sport**



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

**Develop and Manage
Effective Systems for
Members, Clubs and
Regions**





Gliding Australia
<https://glidingaustralia.org/>

