

THE GLIDING FEDERATION OF AUSTRALIA INC, TRADING AS GLIDING AUSTRALIA

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MANUAL OF STANDARD PROCEDURES
PART 5
SAFETY MANAGEMENT SYSTEM (SMS)

Version 0.1.4
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DOCUMENT NAVIGATION ICONS

To assist in navigation within this document, these symbols apply as follows:

-  > Gliding Australia,
-  > Regional Associations,
-  > Clubs and Members, and
-  > All Levels.

1 REVISION HISTORY

1.1 Amendment Procedures

Amendments will be promulgated by the Accountable Manager in conjunction with the Safety Manager and will be published online as a complete revised document. All nominated key position holders will be advised of approved published revisions. The Gliding Australia website online version will be the approved revision. Printed documents should be checked against the online revision to ensure the approved revision is used.

1.1 Original Document History

Version No 0.1.4

	Prepared	Approved	Control
Signed	A.R. McKinnie Safety Manager	Gliding Australia Board	Safety Manager
Date	07/11/2023	TBA	07/11/2023
Derivation	<p>New document baseline, total rewrite of Gliding Australia Safety Management System as a new Manual of Standard Procedures, to meet requirements for Gliding Australia approval as an ASAO under CASR Part 149. Supersedes all previous SMS documents.</p> <p>Developed with reference to CASA SMS Resource Kit 2nd Edition, CASA Form 1591 SMS Evaluation Guide and Template, Part 149 Manual of Standards, AS ISO 31000 Risk Management. References made to Gliding Australia Exposition, Gliding Australia Manual of Standard Procedures and supporting Manuals. Includes CASA feedback.</p>		
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CASA	64	TBA	

1.2 Record of Amendments

Version No

	Prepared	Approved	Control
Signed			
Date			
Précis of changes			
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Gliding Australia Feedback/Change Proposal Form

Document Title: (If for a manual or document to be changed, use the manual/document title)	Tracking Details (Office use only)	
	Number:	Date Received:
Name of person submitting change proposal:		
Email Address:	Phone:	Membership No:
What should be changed? (Include Section or Appendix reference if for a document. Attachments if required.)		
Why? Description and Reason for change: (Please include brief description and supporting comments as to why the change is needed, or the new initiative or the opportunity for change. Attachments if required.)		
Sources for supporting data or details that may assist the review: (Attachments if required.)		
Benefits (How will the proposed change, new initiative or opportunity benefit members or improve compliance or safety?)		
NOTE: Please ensure a clear description of the issue / opportunity has been given, supporting data if available has been identified and / or attached. This form may be sent to Gliding Australia by the following means: Email: returns@glidingaustralia.org Mail: Gliding Australia, C4/1-13 The Gateway, Broadmeadows, VIC 3047		


2 TABLE OF CONTENTS

1	REVISION HISTORY	3
1.1	AMENDMENT PROCEDURES	3
1.1	ORIGINAL DOCUMENT HISTORY	3
1.2	RECORD OF AMENDMENTS	3
2	TABLE OF CONTENTS	5
3	INTRODUCTION	8
4	GLIDING AUSTRALIA BOARD SAFETY POLICY COMMITMENT	9
5	SAFETY RISK MANAGEMENT	10
5.1	OVERVIEW	10
5.2	MEMBER GUIDANCE ON RISK MANAGEMENT PROCESS OPERATION	10
5.3	HAZARD AND RISK IDENTIFICATION	12
5.4	RISK ANALYSIS AND EVALUATION	12
5.5	RISK TREATMENT OR MITIGATION	15
5.6	MONITOR AND REVIEW	17
5.7	COMMUNICATE AND CONSULT	18
5.8	SIMPLIFIED ADAPTIVE RISK MANAGEMENT APPROACHES – COMMON SENSE	18
6	CONTEXT FOR ACHIEVING AN EFFECTIVE SMS	22
7	SAFETY POLICY AND OBJECTIVES	25
7.1	MANAGEMENT COMMITMENT AND RESPONSIBILITIES	25
7.2	ACHIEVEMENT OF SAFETY POLICY COMMITMENT	25
7.3	SAFETY OBJECTIVES	25
7.4	RISK BASIS	26
7.5	REGULATORY BASIS	27
7.6	CLUB BASIS	28
7.7	CULTURAL BASIS	28
7.8	AUDIT, COMMUNICATION AND EDUCATIVE BASIS	29
8	SAFETY ACCOUNTABILITY AND RESPONSIBILITIES	31
8.1	PRECEDENCE	31
8.2	POSITIONS AND RESPONSIBILITIES	31
8.2.1	<i>Accountable Manager (AM)</i>	31
8.2.2	<i>Safety Manager (SM)</i>	32
8.2.3	<i>Executive Manager Operations (EMO)</i>	33
8.2.4	<i>Executive Manager Airworthiness (EMA)</i>	33
8.2.5	<i>Chair Operations Panel (COP)</i>	33
8.2.6	<i>Chair Airworthiness Panel (CAP)</i>	34
8.2.7	<i>Chair Soaring Development Panel (CSDP)</i>	34
8.2.8	<i>Defence - Australian Air Force Cadets</i>	34
8.2.9	<i>Gliding Australia Safety Committee (SC)</i>	35
8.2.10	<i>Club President – Accountable Manager at Club Level</i>	37
8.2.11	<i>Club Safety Officer (CSO)</i>	37

	8.2.12 Competition Safety Officer (Comp SO)	38
8.3	APPOINTMENT OF KEY SAFETY PERSONNEL	38
8.4	THIRD PARTY CONTRACTORS AND SERVICE PROVIDERS	39
8.5	HUMAN FACTORS INTEGRATION	39
9	CLUB SAFETY PLAN / RISK ACTION PLANS	41
10	COORDINATION OF THE EMERGENCY RESPONSE PLAN	42
10.1	PREPAREDNESS	42
10.2	EMERGENCY RESPONSE	42
10.3	MONITORING AND REVIEWING ERPs	43
10.4	COMMUNICATING AND CONSULTING ERPs AND RISK ACTION PLANS	44
11	REPORTING SYSTEMS	45
11.1	JUST CULTURE AND REPORTING CULTURE	45
11.2	GLIDING AUSTRALIA INTERNAL REPORTING SYSTEM – SOAR AND SDRs	45
11.3	ATSB STATUTORY REPORTING REQUIREMENTS	47
11.4	REPORTING SYSTEMS AND PERFORMANCE MANAGEMENT REQUIREMENTS	48
12	SAFETY ASSURANCE	49
12.1	SAFETY PERFORMANCE MONITORING AND MEASURING	49
12.2	SAFETY INVESTIGATIONS	50
12.3	SAFETY AUDITS & INDEPENDENT SAFETY REVIEWS	50
12.4	CHANGE MANAGEMENT	51
12.5	CONTINUOUS IMPROVEMENT OF THE SAFETY SYSTEM	51
13	SAFETY PROMOTION	53
13.1	SAFETY TRAINING AND EDUCATION	53
13.2	SAFETY COMMUNICATION	53
13.3	SAFETY NETWORK	54
14	INTERFACE MANAGEMENT	56
14.1	NATIONAL LEVEL	56
14.2	CIVIL AVIATION SAFETY AUTHORITY (CASA)	56
14.3	AUSTRALIAN TRANSPORT SAFETY BUREAU (ATSB)	57
14.4	AIRSERVICES AUSTRALIA	57
14.5	DEPARTMENT OF DEFENCE	57
14.6	AIR SPORT AUSTRALIA CONFEDERATION (ASAC)	58
14.7	FEDERATION AÉRONAUTIQUE INTERNATIONALE (FAI)	58
14.8	OVERSEAS NATIONAL GLIDING AND SOARING ASSOCIATIONS	58
14.9	STATE AND TERRITORY CORONIAL AND CONSTABULARY AUTHORITIES	58
14.10	AIRLINES, RPT OPERATORS AND COMMERCIAL OPERATORS	59
14.11	FOREIGN NATIONAL AIRWORTHINESS AUTHORITIES	59
14.12	GLIDER AND SAILPLANE MANUFACTURERS, EQUIPMENT SUPPLIERS	59
14.13	AUTHORISED MAINTENANCE ORGANISATIONS (AMOs)	59
14.14	AERODROME OPERATORS, LOCAL COUNCILS	60
14.15	BUREAU OF METEOROLOGY	60

14.16	REGIONAL LEVEL	60
14.17	CLUB LEVEL	60
15	ABBREVIATIONS	62
16	APPENDICES – SUPPORTING DOCUMENTS	64
Figure 1 – AS ISO 31000 Risk Management Process		9
Figure 2 - Generic Bowtie Analysis Diagram		14
Figure 3 - Example Bowtie Analysis Summary Diagram for Mid Air Collision Risk		15
Figure 4 - Summary of Gliding Australia Risk Management Process		16
Figure 5 - Simple Low-Medium-High 3x3 Risk Scales		17
Figure 6 - Simple Risk-Benefit Assessment Example		17
Figure 7 - Threat and Error Management Overview		18
Figure 8 - Common Sense 101		18
Figure 9 - Gliding Australia Safety Management System Context		20
Figure 10 - Gliding Competition – Complex Logistics and Support, Enabling Fun and Safety		21
Figure 11 - AS ISO 31000 Risk Management		23
Figure 12 - Desired Positive Safety Culture		24
Figure 13 – CASR Part 149 Key Positions in Gliding Australia		26
Figure 14 - Gliding Australia Safety Committee, Layers and Roles of Key Positions		31
Figure 15 – A Stressful Accident Scenario Requires Disciplined Response and Investigation		37
Figure 16 - Gliding Australia Safety Assurance Approaches		42
Figure 17 - Key Interfaces and Relationships		45

3 INTRODUCTION

- 3.1.  The Gliding Federation of Australia Inc (GFA), trading as Gliding Australia, is a CASA Approved Self-administering Aviation Organisation (ASAO) under [Civil Aviation Safety Regulations 1998](#) (CASR) Part 149. All usage of the term Gliding Australia in this document means The Gliding Federation of Australia Inc.
- 3.2. Gliding Australia consists of a central organisation, supporting a federation of Regional Associations and gliding clubs. Gliding is both a competitive sport and amateur aviation pursuit.
- 3.3. Gliding Australia roles include providing a framework for safe gliding operations and airworthiness, specified in the Exposition and Manual of Standard Procedures (MOSP), including this MOSP Part 5 - Safety Management System (SMS) Manual.
- 3.4. This Safety Management System SMS enables compliance with CASR Part 149 and obligations to Regional Associations, clubs and members. Gliding Australia requires all affiliated clubs must have an SMS in place. Regional Associations focus is supporting clubs and members, enabling safety outcomes through governance, airworthiness, operations, and development activities.
- 3.5. This document addresses Gliding Australia's Safety Management System Policy Commitment, organisation, accountabilities, roles, safety relationships, safety risk management, safety assurance, safety promotion, change management and emergency response plan obligations.
- 3.6. SMS processes apply to management of change, through systematic change impact assessment processes, where risk mitigation strategies and change impacts are considered before implementation. It ensures that "new risks" from changes are managed with due care.
- 3.7. The following positions are designated CASR Part 149 Key Personnel:
- a. Key Person 1 – the individual holding the position of Chief Executive Officer (CEO) (Accountable Manager (AM)).
 - b. Key Person 2 – the individual holding the position of Safety Manager (SM).
 - c. Key Person 3 – the individual holding the position of Executive Manager Operations (EMO), performing day-to-day flying operations roles referred to in CASR Part 149.
 - d. Key Person 4 – the individual holding the position of Executive Manager Airworthiness (EMA), performing day-to-day airworthiness roles referred to in CASR Part 149.
- 3.8. The Gliding Australia Board is responsible for providing governance and setting policy and priorities, consistent with responsibilities for functions outlined in the Gliding Australia Part 149 Exposition. The Board is to ensure resources are provided so that the CEO can meet obligations as Accountable Manager. The Safety Manager supports and implements the safety governance framework and policies approved and published by the Board, under the CEO's direction.
- 3.9. Clubs are to assure safety policies and governance for their members, appropriate to their corporate obligations, constitutions, rules, and operational environment. Put simply, this Manual describes how we "do safety right" at National, Regional and Club levels.
- 3.10. This manual has been developed taking into consideration ICAO, the State Safety Program and CASA guidelines and will be reviewed annually by the Accountable Manager (CEO) and Safety Manager (SM). Significant changes require CASA approval under CASR Part 149.
- 3.11. **Convention.** To assist in navigation within this document, these symbols apply as follows:

 > Gliding Australia,  > Regional Associations,  > Clubs Members,  > All Levels.



4 GLIDING AUSTRALIA BOARD SAFETY POLICY COMMITMENT



The Gliding Federation of Australia Inc (GFA), trading as Gliding Australia, an Approved Self-Administering Aviation Organisation, supports clubs and members in pursuing safe, accessible, and enjoyable sporting aviation with a simple vision – **ONE TEAM – ONE SPORT – ONE GLIDING**.

Our purpose is to provide the safest practicable environment for all people to experience the thrill of gliding, provide opportunities and foster excellence in all areas of the sport whilst recognising our responsibility to the wider aviation community. We wish members to achieve lifelong enjoyment through development, inclusion, training and leadership.

This means doing the right things, to high standards, the right way. The right way means the safest practicable way, in a sporting aviation environment.

Commitment: We are genuinely committed to safety. We do not regard safety as an add-on, rather as an outcome of our collective activities, at national, regional and club levels. We achieve safety through our commitments to resourcing and doing the right things in airworthiness, training, operations, sporting events, administration, member care, all specialist aspects of our sport.

Culture: We wish to cultivate and embed a Positive Safety Culture in gliding activities, encouraging free and open reporting within a Just Culture, with open discussion of safety feedback to members and clubs. We encourage members to seek improvements and support high standards of airmanship, airworthiness, training, airborne and ground operations, personal behaviour, and positive example. We strive to communicate and share our best insights.

Key Factors: Gliding Australia gives highest priority to not harming members, other airspace users and the public, minimising fatal and serious injury accident rates, operating responsibly and safely in a multi-user aviation environment, and cultivating a Positive Safety Culture that encourages open reporting within a Just Culture.

Risk: Risk management principles and processes are intrinsic to specialist panel and club processes, developed over decades through hard-won experience with attention to professionalism in gliding operations and airworthiness. We strive to minimise risks associated with gliding operations to reasonable levels, so we can enjoy freedom to fly in shared airspace, whilst protecting the wellbeing of members, other airspace users and the public. We support using Threat and Error Management in mitigating risks. We share obligations to report and address hazards.

Emergencies: With the best will in the world, things can still go badly wrong. Gliding is an inherently dangerous recreational aviation activity, with obvious risks. We have responsibilities to plan for emergency events, to be best prepared to respond and minimise adverse consequences. We support emergency response planning at national and club levels, including supervisors at operational level. We offer regional and national level support to clubs facing emergencies and serious accidents, particularly in interactions with emergency services, CASA and ATSB, and in supporting their investigations.

Errors: It is vital to acknowledge the inevitability of human errors, that we all sometimes make mistakes. They should be openly admitted, with responses tailored to better prevention, stronger defences against adverse consequences. We must learn from mistakes, report, share insights, talk openly about how we can "do safety better".



Photo: Scott Lennon SL Composites

Policies and Processes: We are all bound by rules, regulations, standards and obligations to operate as responsible, risk aware aviation participants. We seek to simplify their application wherever possible. We provide online access to them, in the clearest manner possible. We expect members to know and understand them, appropriate to their respective roles and responsibilities. If we find rules and processes impede safety outcomes, we must raise those concerns to responsible officers and panels, preferably with proposed remedies. We strive to maintain freedom to fly and equitable access to airspace. Wilful rule violations and workarounds are contrary to Positive, Just Culture. We willingly support reporting processes.

Reporting: This means all members supporting a safety occurrence reporting and analysis system, that monitors trends and actions, provides safety awareness feedback and education to members. This in turn drives improved operational and airworthiness safety systems and processes, informed by occurrence investigations and member feedback. We acknowledge that occurrences may be driven by pilot and member errors, or design, maintenance and technology failures, sometimes exacerbated by external, systemic, organisational and cultural factors.

Reviews: We support and implement audits and independent safety reviews, ensuring risk mitigation actions are taken. We must continuously monitor and review our safety performance, adjusting our practices and controls. We encourage all members, clubs and Gliding Australia officials to exercise vigilance, counter complacency, support safety awareness, for our mutual benefit.


Priorities: Gliding Australia priorities for safety improvement, noting Australia's Aviation State Safety Program and SOAR reporting trends, are:
Aircraft / Glider Control, Aircraft / Glider Separation and Collision, Runway Events, Airframe Occurrences, and Terrain Collision / Hard Landing Events.

Doug Flockhart
CEO, Accountable Manager

Steve Pegler
Board Chair
16 October 2023

5 SAFETY RISK MANAGEMENT

5.1 Overview

- 5.1.1  To meet safety policy commitments, Gliding Australia applies Safety Risk Management principles and processes derived from AS ISO 31000:2018 *Risk Management Guidelines*. The definitions in this standard apply here.

Gliding Australia also recognises CASA definitions of Hazard, Safety and Safety Risk:

Hazard: A condition or object with potential to cause or contribute to an aircraft incident or accident.


Safety: The state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced and controlled to an acceptable level.

Safety Risk: The realisation of a Hazard.

Safety Risk Probability: The likelihood that a safety consequence or hazardous outcome will occur.

- 5.1.2 As an ASAO, Gliding Australia's risk management contributes to sporting aviation elements of the National Aviation Safety Plan that sets out Australian aviation safety goals.
- 5.1.3 Gliding and sport aviation activities have obvious safety risks. Section 6, describing the context for achieving an effective SMS, provides statements on Gliding Australia's risk appetite for various levels of aviation activity, clubs, pilots, maintainers, students, visitors, and service providers.
- 5.1.4 The Gliding Australia Policy Commitment at Section 4 highlights the Board's commitment to this SMS, including application of the risk management process, to reduce risks to acceptable levels. This Section described the risk management process in generic terms, that might apply to the Gliding Australia organisation nationally, or departmentally, or to a region's activities, or at competition or club level.

5.2 Member Guidance on Risk Management Process Operation

- 5.2.1  This guidance is intended to help all members affected by this SMS to understand the whole process and its intent, prior to addressing detailed process steps and tools, including simplified qualitative common-sense risk management approaches.

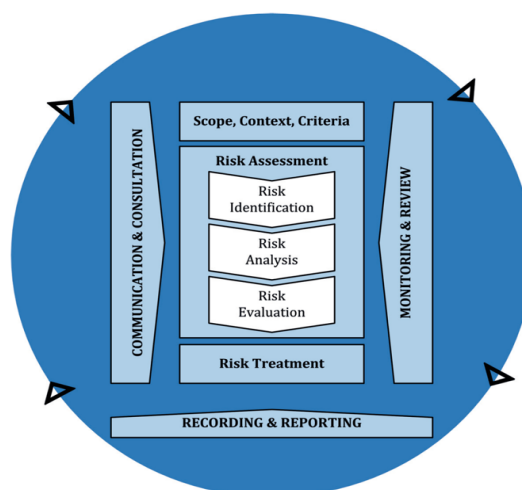


Figure 1 – AS ISO 31000 Risk Management Process

- 5.2.2 Gliding Australia's safety risk management process starts with defining the scope and context of risk management, as described above.

Note that the process is both strategic and operational.

- 5.2.3 Within this context, the risk assessment process begins with hazard and risk identification. Hazard and risk identification includes corporate and reputational risk, and those hazards associated with glider flight, other aviation participants and people or property on the ground.
- 5.2.4 Many classes of risks and hazards exist; consider those involving launch methods, ground operations, aerodromes, air traffic, environment, weather, hangars, facilities, airworthiness, ground equipment, clubhouse, fuels, chemicals, workshops, neighbours, visitors, organisational and human factors etc.
- 5.2.5 These may pose other risks to Gliding Australia as a national federated organisation, its status as an ASAO, or the viability of clubs and supporting organisations. Some of these risks are addressed at a national level. Many must be carefully analysed and managed at club and individual member levels.

Note that the process is analytical and action oriented.

- 5.2.6 The risk assessment then involves risk analysis for identified risks and hazards, in terms of likelihood and consequence.
- 5.2.7 Risk matrices are used to interpret likelihood and consequence to evaluate risk levels. These range from very low to extreme. This drives the priority for us to treat extreme, very high and high risks. Sometimes we need to accept some risks that have been evaluated as lower severity. Gliding is a sport with intrinsic risks; many are treated, some cannot be eliminated.
- 5.2.8 Risk treatment (or risk mitigation) must be prioritized against these risk levels. Gliding Australia, clubs and Associations have obligations to reduce risks to So Far As Is Reasonably Practicable, or SFAIRP.
- 5.2.9 Gliding Australia actively examines many options to treat or mitigate risks. Clubs routinely apply common-sense layers of risk mitigation in normal operations, airworthiness, aerodromes and club facilities, safeguarding members and public.

Simplified and qualitative approaches are applied to adaptive, common-sense risk management.

- 5.2.10 Risk treatment plans are robustly analysed to ensure that new risks of greater impact are not generated. Gliding Australia uses risk matrices to ensure that problems of second-order consequences that can be worse than the original risk do not materialise.

Note that the process is iterative.

- 5.2.11 Once risk treatment plans are developed, implementation follows with effective communications and consultation between affected participants, with monitoring, review, audit and feedback, supported by recording and reporting systems.


Note that the process is intended to protect people and organisational wellbeing.

- 5.2.12 Gliding Australia seeks to cultivate a positive safety culture, where risk awareness is high, dialogue is encouraged, and the risk management process is applied judiciously for everyone's benefit.
- 5.2.13 For example, daily safety briefings are conducted during competitions, with mandatory pilot attendance. Safety briefings are routinely conducted prior to club operations, with discussions of weather, environmental and operational risks.
- 5.2.14 Occurrence report summaries are published, and key operations and airworthiness safety issues discussed in safety seminars, to share insights and lessons learned.


Note that the following sections describe the detailed risk management process that would normally apply to complex hazards and risks, significant changes and high consequence and severity risk events.

- 5.2.15 Guidance on simplified, adaptive risk management approaches is also provided, for example as used in common-sense, routine operational situations.

5.3 Hazard and Risk Identification

- 5.3.1  Hazards and risks can be identified from a range of sources including, but not limited to:
- Brainstorming by experienced members and experts,
 - Gliding Australia, regional association and club officials,
 - Occurrence reports, incident and trend analysis,
 - Analysis of risk scenarios,
 - Safety walkarounds and spot checks, operational supervision,
 - Airworthiness and operational safety audits, independent safety reviews,
 - Investigations of accident causes and serious incidents,
 - Investigations into management, culture, behaviour, underpinning incidents,
 - Changes to processes, technology or aircraft,
 - New legislation or changes in legal interpretation.
- 5.3.2 Gliding Australia addresses risks beyond airborne operations and in-flight safety. The scope of risk identification addresses all aerodrome activities, facilities, airspace, ground handling, maintenance, airworthiness, workshops, public and member safety.
- 5.3.3 Any member, in any gliding setting, can raise awareness of emerging risks and hazards, through their peers, clubs, regional association and Gliding Australia officials. “Any person can stop a launch” is often cited on the flight line; the concept of reporting risks and hazards to ensure mutual safety is supported. This can be done by informal or formal means. Hazards and risks should be notified then dealt with at the most appropriate level of intervention, usually without escalation.
- 5.3.4 Risk assessment, analysis and evaluation should be performed as described under, to determine whether any escalation of serious or recurrent risks and hazards is warranted.

5.4 Risk Analysis and Evaluation

5.4.1  For the risks identified above, risk assessment includes risk analysis (likelihood and consequence ratings), then risk evaluation (risk levels and priorities). The matrices below are AS ISO 31000 compliant and are used for risk assessment at all levels. They apply to the Gliding Australia organisation nationally, and departmentally, and to a region’s activities, plus at competition or club level.

- Step 1:** Identify and accurately document the risk.
This is important. A clear risk description will counter vague or woolly assessments. (You may indeed identify several separate and related risks¹, each requiring assessment.)
Is it a material risk or conjecture?
Is it an isolated risk, or a broad e.g., aircraft type specific risk with club or national significance?
Is it a whole of organisation risk? Is it a risk affecting other airspace users?
- Step 2:** Identify the Consequence(s) of the risk event in Table 1.
Assess consequence first!
Consider current mitigation measures and assess the possible consequence for the worst realistic scenario.

¹ Example: A risk event might be initially defined as “Radio failure inflight”. That may be redefined as “Radio communications breakdown with non-glider traffic in CTAF area” and “Inadequate battery charging pre-flight”. Redefining the related risks can assist in more accurate assessment and better targeted mitigation measures.

Level	Consequence	Descriptor
5	Severe	Catastrophic (one or more fatalities, loss of aircraft, cessation or suspension of operations, financial loss to person or organisation endangering future activity)
4	Major	Major (extensive injuries or trauma to one or more persons, major aircraft damage or loss, interruption or suspension of operations, major financial loss to person or organisation impeding future activity)
3	Moderate	Moderate (medical treatment required, repair activity for damage, restriction of operations, high financial loss impacting on future activity)
2	Minor	Minor (first aid treatment at the workplace, minor damage able to be repaired, possible interruption or rescheduling of operations, tolerable financial loss with low impact on future activity)
1	Negligible	Insignificant (consequences easily resolved, no injuries, minimal aircraft availability impact, minimal operational impact, minimal financial loss, nil or insignificant impact on future activity)

Table 1 – Risk Consequence Ratings

c. **Step 3: Identify the Likelihood of that occurrence in either Table 2A or Table 2B.** Either five or six likelihood levels may be used. Five levels will normally suffice. A sixth level may be used for extremely rare events.

d. Consequence is assessed first, then likelihood (for the risk event resulting in that consequence level)! Consider current mitigation measures, to ascertain whether they effectively reduce the probability or likelihood of risk events, and realistically assess the likelihood of that risk occurring.

Level	Likelihood	Descriptor
5	Almost Certain	Imminent – is expected to occur in most circumstances
4	Likely	Once in the next month, will probably occur in most circumstances
3	Possible	Once in the next 12 months, might occur at some time
2	Unlikely	Once in the next 1 to 5 years, could occur at some time
1	Rare	Once in the next 5 to 10 years; may occur in exceptional circumstances

Table 2A – Risk Likelihood Ratings (Five Level)

Level	Likelihood	Descriptor
5	Almost Certain	Imminent – is expected to occur in most circumstances
4	Likely	Once in the next month, will probably occur in most circumstances
3	Possible	Once in the next 12 months, might occur at some time
2	Unlikely	Once in the next 1 to 5 years, could occur at some time
1	Rare	Once in the next 5 to 10 years; may occur in exceptional circumstances
0 *	Extremely Rare ²	Could only occur in specific conditions in exceptional circumstances *

Table 2B – Risk Likelihood Levels (Six Level)

² Level 0 Extremely Rare is an optional level, usually applied for 1:100000 or 1:1000000 risk probability events. Many organisations use a 1 to 5 Likelihood scale. CASA, Airservices Australia and ATSB sometimes apply 0 to 5 scales.

e. **Step 4: Determine the risk severity level** combining both Consequence and Likelihood using Tables 3 and 4 below.

f. Note the risk score colour coding, indicating risk severity level. These risk severity levels define the priority for risk mitigation or treatment. Note the language used here. *Risk severity* is different from *risk consequence*. Risk severity takes account of the likelihood of a particular risk consequence occurring.

			Consequence				
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Severe
Likelihood	5	Almost Certain	6	7	8	9	10
	4	Likely	5	6	7	8	9
	3	Possible	4	5	6	7	8
	2	Unlikely	3	4	5	6	7
	1	Rare	2	3	4	5	6
	0 *	Extremely Rare ³	1	2	3	4	5

Table 3– Risk Level Ratings⁴ determined by Consequence and Likelihood

g. The bottom row of Table 3 is not used if a Five Level likelihood scale is used, i.e., Table 2A.

h. The format in Table 3 is preferred. It does not matter if risk spreadsheets and matrices are “upside down”, with the likelihood scale inverted, or flipped left to right, provided the risk severity ratings are also shifted. The result is the same, the format is variable.

Index	Risk Severity Level	Action
> 7	Extreme Risk	Detailed treatment plan required, action needed, or activity stopped
6 to 7	High Risk	Needs priority attention, treatment plan and action as appropriate
4 to 5	Medium Risk	Needs attention and monitoring as appropriate
< 4	Low Risk	Manage by local level procedures, by club, pilot, maintainer, operator

Table 4– Risk Severity Levels


5.4.2 The level and urgency of action to be taken cannot be defined in a prescriptive fashion. Practicability of applying risk mitigations and controls must be considered, in the context of risk appetite for the organisation, impacts upon other airspace users, members and public. This Section described the risk management process in generic terms, that might apply to the Gliding Australia organisation nationally, or departmentally, or to a region's activities, or at competition or club level. Extreme and High risks require management or acceptance at Board or Accountable Manager level (e.g. Gliding Australia Board or CEO, Competition Director, Club President or CFI as appropriate). Risks at any level including Medium Risks may require specialist subject matter expertise, departmental or club officer management, with Accountable Manager oversight.

³ Risk Likelihood Level 0 is optional, for extremely rare events. Risk levels 1 to 5 are commonly used.

⁴ A 5 x 5 matrix may be used, omitting the Level 0 Likelihood row.

5.4.3 There is a legal principle and moral imperative to reduce risks to So Far As Is Reasonably Practicable (SFAIRP), a defensible level of intervention to limit risk exposure by preventive (reducing the likelihood of risk) or reactive means (reducing the consequences of risk). This is risk treatment, or mitigation.

5.5 Risk Treatment or Mitigation

5.5.1  Risk treatment measures are selected for extreme and high-risk levels, to reduce risks to SFAIRP. If risks at lower levels are accepted by the gliding organisation or club, this must be a conscious decision.

Note: Opportunity is the positive dimension of risk; some opportunities may be pursued with acceptance of some residual risk. The balance of risk and benefit must be considered; optimism bias should be guarded against, particularly in regard to second order consequences.

5.5.2 Risk treatment strategies may include:



- a. Avoidance or elimination of the risk source,
- b. Cancellation of activity,
- c. Make changes so that the risk is less likely to occur,
- d. Make changes so that the risk has less consequence,
- e. Make changes to who might be exposed to the risks,
- f. Sharing the risk,
- g. Accepting the risk.

5.5.3 Detailed risk treatments may, for example, require measures such as:

- a. removing or avoiding risks,
- b. engineering them out,
- c. not operating in certain circumstances,
- d. using training and education, communications and awareness-building channels,
- e. using approved standards and processes,
- f. applying checks and audits,
- g. using safety equipment and Personal Protective Equipment (PPE), or
- h. applying various administrative controls e.g., policies, limitations and directions.

5.5.4 For extreme and very high risks, layers of risk treatments may have to be applied.

5.5.5 Prior to applying risk treatments, it is critical to assess whether *new unintended consequences* or *alternative risks* might arise. Communication of risk exposure and risk mitigation strategies is essential. Monitoring of their effectiveness is also important. Section 8 also refers.

5.5.6   A technique called **Bow-Tie Analysis** may be usefully applied to assess aviation risk likelihood, consequence, severity and the effectiveness of layered risk treatments. This may be applied at National level for key risks and high consequence events, to assist in safety cases and interactions with external authorities. At club level, they might be usefully applied to local operational, maintenance, maintenance or community risks. Figure 2 below refers.

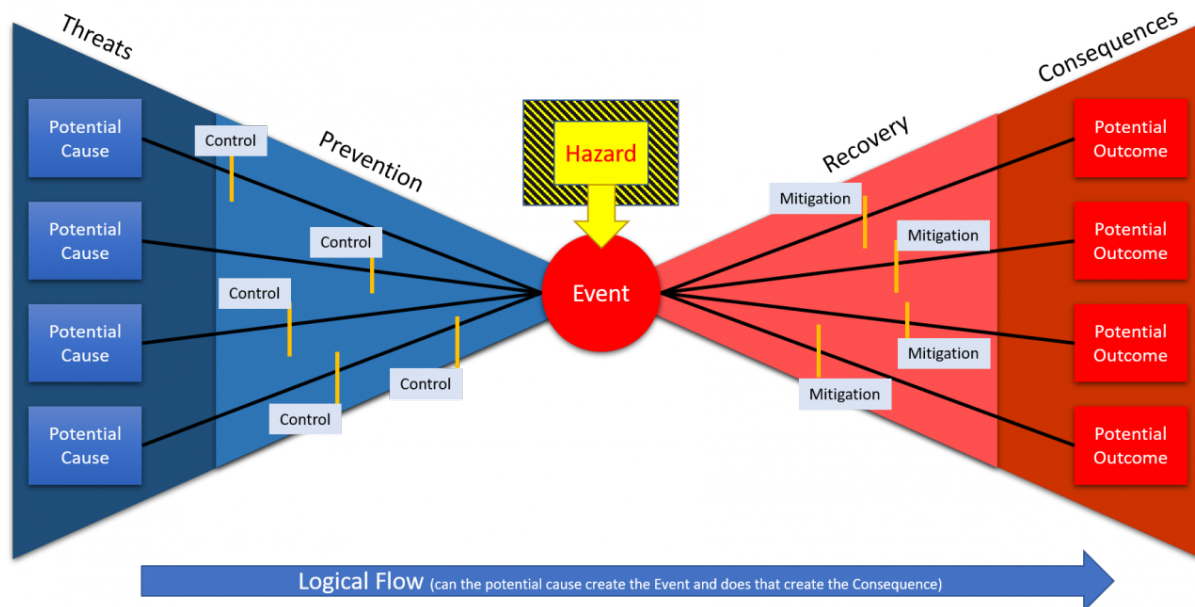


Figure 2 - Generic Bowtie Analysis Diagram

5.5.7 In bow-tie analysis, a risk event is at the centre. Factors driving the causes and probability of a risk event occurring are at the left side of Figure 2. Risk treatments or controls that reduce risk probability are introduced. These are called Upstream measures.

5.5.8 After a risk event occurs, certain factors may mitigate their effects, or affect severity of consequences or ability to recover. Risk mitigations may limit potential outcomes. These are depicted on the right side of Figure 2 and are called Downstream measures.

5.5.9 Failures in these controls and mitigations also need to be considered and acted upon. Layers of preventive and reactive measures to hazards and risk events can be assessed.

5.5.10 For example, an extremely serious risk event is a glider-to-glider collision. Potential causes might be poor lookout, glider design and canopy maintenance, gaggle flying, or flight in poor weather or smoke. Upstream controls to aid in prevention might include lookout training, high lookout standards for check flights, safety briefings, predictable thermal joining procedures, leaving thermals if other pilots demonstrate careless or aggressive flying, cleaning canopy pre-flight, wearing hats that do not impede lookout, and use of radio and FLARM for alerted see-and-avoid.

5.5.11 For this same risk event, downstream treatment responses may include a controllability check at altitude, landing in the nearest safe aerodrome or paddock, or using a parachute. At club or competition level, activating the ERP would be a prudent response.

5.5.12 Bowtie analysis can also assist members at national, competition and club levels to analyse how layers of risk controls and mitigations can tackle multiple hazards and risk events. A similar approach can also be applied to pursuit of attractive adventurous flying opportunities.

5.5.13 How much bowtie analysis should be done? It depends... Many well-governed organisations routinely monitor their Top Five Risks (and Opportunities).

5.5.14 For example, a high priority Operational Risk we must manage through sporting aviation elements of the National Aviation Safety Plan (in terms of potential consequences, loss of life) is Mid-Air Collision (MAC). Figure 3 below shows a summary of preventive defences against threats, as well as response defences against possible severe consequences. It is not exhaustive; many permutations of these circumstances can occur; plus other causal factors and changes can apply. As a top-level risk overview, though, this is a powerful tool.

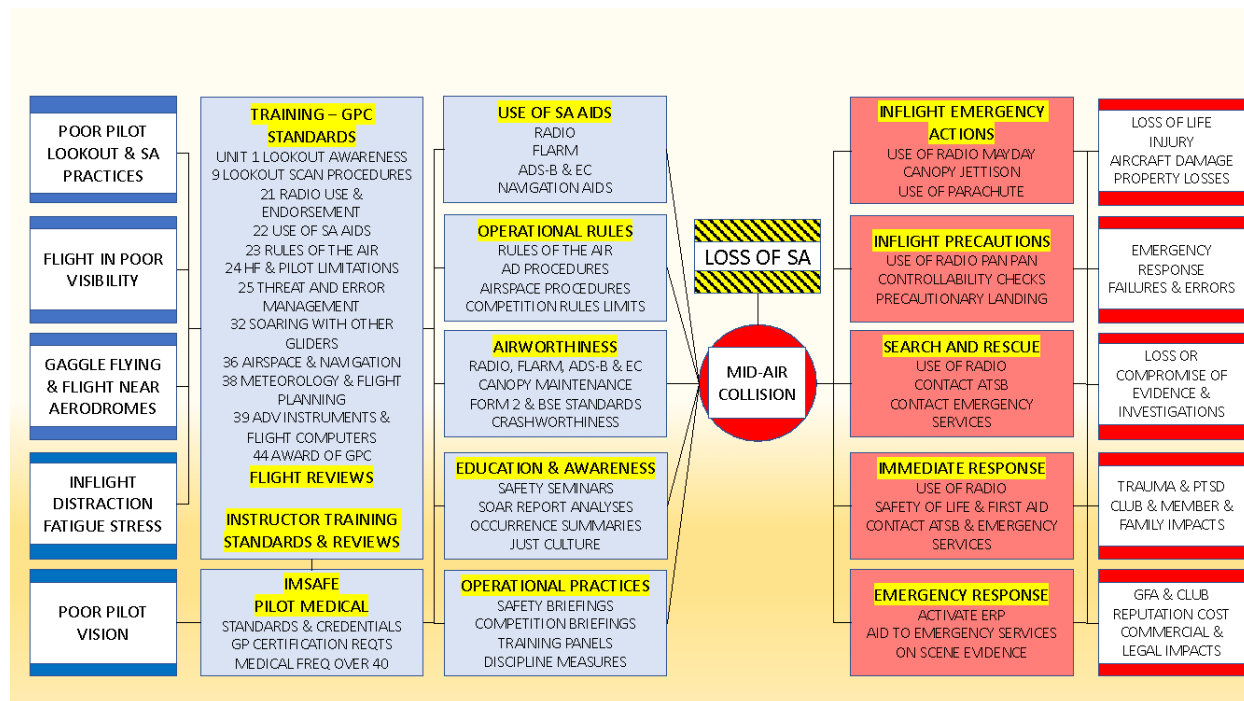


Figure 3 - Example Bowtie Analysis Summary Diagram for Mid Air Collision Risk

5.6 Monitor and Review

5.6.1 Hazards, risks, risk mitigation measures should be monitored to ensure changing circumstances do not alter priorities. Unintended consequences of risk controls and treatments should be reviewed.


5.6.2 The Gliding Australia Accountable Manager and Safety Manager should monitor and review risks periodically, as part of normal governance and management. Nationally, the CEO, SM, EMO and EMA perform these risk reviews. At Club level, Club Presidents, Club Safety Officers, CFIs and Maintenance Officers perform these risk reviews. Risk changes, mitigation progress and priorities should be important to decisions within any gliding organisation, a normal function of Safety Committees. Annual reviews are recommended.

5.6.3 Independent checks, “common-sense test” conversations, within a positive safety culture that encourages open dialogue at all levels, are essential, no matter the quality of the risk register and analysis. “Does this work properly? How should we do things differently?”

5.6.4 Risk reviews must be undertaken after serious accidents or significant occurrences, augmented by independent safety reviews or audits with a focus on continuous improvement. Reviews should assess the adequacy of preventive and response measures, the priority of

stronger risk mitigation measures. These may extend beyond operational and airworthiness risks and, for example, include organisational risks, cultural and human factors.

5.7 Communicate and Consult

5.7.1  Members should be risk aware, informed, engaged and consulted on hazards and Risk Action Plans. Gliding Australia uses safety advisory bulletins, seminars and forums as tools to educate, communicate and consult with members on risks and agreed mitigations. For maximum effect, communications should be tailored at club level to reach the widest audience of members.

5.7.2 Safety communications should not be confined to safety or administrative silos. Safety outcomes are essential to all aspects of operations, soaring development, airworthiness, management, culture, protection and treatment of members, relationships with suppliers and providers, aerodrome and ground operations, airspace access, integration with other airspace and aerodrome users, runways and landcare, council and community interactions, public access – so broad safety communications strategies are applicable, tailored to wide audiences.

5.7.3 Gliding Australia's positive safety culture should ensure that all members are involved in safety dialogue in routine activities. Feedback from occurrence reporting systems must be used constructively, supporting a Just Culture. Positive, respectful communications enhance this culture, improve awareness. Safety Bulletins and seminars must address contemporary risks and concerns, since authentic consultation supports better risk awareness and builds positive relationships.

RISK MANAGEMENT SUMMARY



Figure 4 - Summary of Gliding Australia Risk Management Process

5.8 Simplified Adaptive Risk Management Approaches – Common Sense


5.8.1  Common sense is highly valued! Process simplicity is preferred.

5.8.2 The AS 31000: 2018 standard is *not prescriptive* about the how risk likelihood, consequence and severity are defined. The definitions of these terms note that they can be described quantitatively (and analysed in detail) AND qualitatively (analysed more simply, or

relative to other risks). Similarly, the standard does not prescribe the required granularity of risk assessments and matrices. The *methodology and process discipline* are important.

5.8.3 The matrices at section 5.2.2 are based upon 5x5 scales of risk analysis, or 5x6 for events including very low probabilities. These are useful in technical environments applicable to many aviation settings. *Common sense* recognises that there are many situations in which *simplified risk management approaches* are required, where detailed 5x5/5x6 analysis is not necessary.

5.8.4 Many people in daily lives use 3x3 Low-Medium-High scales to assess common risk scenarios, *in their heads, without resort to paper*. This also applies to (non-significant) change management scenarios.

5.8.5  For example, in gliding operations from grass aerodromes, decisions about runway mowing on a given day are often made using on-the-spot assessments of weather, wind, grass length, moisture content, and equipment condition. Decisions may be taken not to mow very dry grass on a windy day above 33C, regardless of Fire Ban status. Long green grass may be mown safely on a hotter day, with due care. Maximum distance is maintained between gliders and mowing equipment, in all cases.

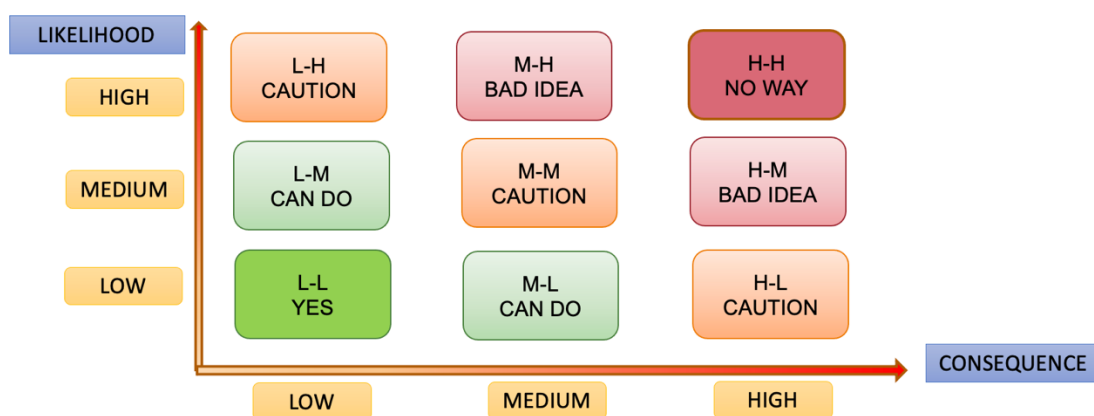




Figure 5 - Simple Low-Medium-High 3x3 Risk Scales

5.8.6  Similarly, complex risk analysis is not needed for common-sense, simple, low complexity decisions, where there is a clear risk-benefit judgement or change that can be made. For example, installing a ground VHF radio in an operations van, for ground crew use, does not require a detailed 5x5 risk assessment. The case for improved situational awareness for ground crews is self-evident. An assessment of consequential risks, e.g., operations van radio failure, might inform decisions about radio battery charging systems and battery backups or replacement intervals.

5.8.7  Another administrative example might be using new system to retain glider maintenance data and records in a gliding club. This may be for efficiency and safety reasons. Is a detailed 5x5 risk assessment required to institute this change? No. There is an obvious risk associated with data integrity and checking of electronic records entered in this new system, treatable with system testing and manual checks of uploaded data. The business process risk-benefit-check approach suffices.

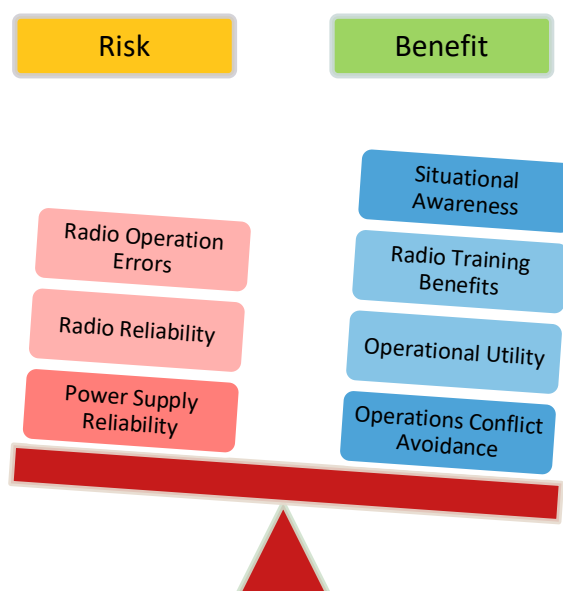



Figure 6 - Simple Risk-Benefit Assessment Example

5.8.8  Another approach is Threat and Error Management (TEM), *in both airborne and ground settings*. TEM may be informed by data but is essentially a pre-flight, pre-operation, pre-maintenance approach used to assess Threats (coming at you) and Errors (made by you or others) that result in undesired states or outcomes. This TEM process should not be encumbered by detailed analysis. Rather, the preferred simplified approach (in the right context) is to assess severity or consequence, foreshadow or apply preventive means or timely responses, appropriate to the evolving situation.

5.8.9 Gliding Australia supports the use of TEM, as trained in the GPC syllabus as an adaptive, real-time common-sense risk management tool, in appropriate routine situations.

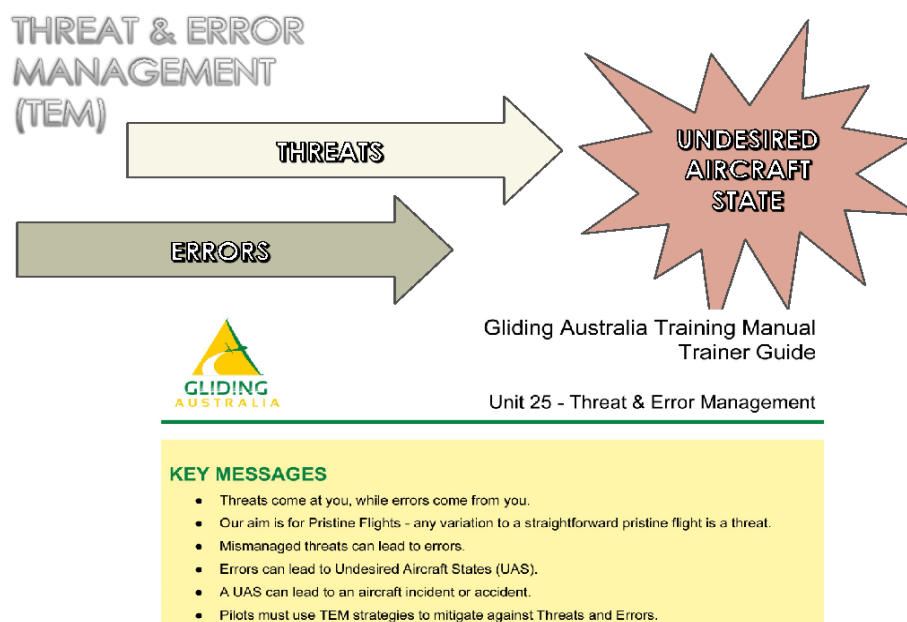


Figure 7 - Threat and Error Management Overview


5.8.10  For example, glider de-rigging planning needs to assess threats such as weather (e.g., wind gusts), people and vehicle movements nearby, high noise levels and distraction factors, lighting levels – plus error drivers such as fatigue, dehydration, lack of derigging process familiarity, use of wrong tools, hasty activity. TEM informs both preventive risk treatments (e.g., using checklists, shooing away distracting observers) and response strategies (using wing stands, enlisting additional people). In both ground and airborne settings, TEM informs safer risk treatment strategies, without more paperwork.



Figure 8 - Common Sense 101

5.8.11 *Common-sense in risk management is high value, to be encouraged and preserved.*



6 CONTEXT FOR ACHIEVING AN EFFECTIVE SMS





- 6.1  The Gliding Australia SMS operates effectively in the context of:
- a. Gliding Australia's obligations to manage gliding in Australia as the responsible ASAO, for a sporting aviation and recreational aviation pursuit, in shared airspace and a multi-user environment, supporting the needs of members,
 - b. Gliding Australia's obligations to support a safety management system inclusive of affiliated clubs, through key personnel, individuals, regional associations and office-bearers at all levels,
 - c. Protecting the safety, well-being and interests of members, other aviation participants and people and property on the ground, consistent with principles and processes in AS ISO 31000:2018 Risk Management Guidelines,
 - d. Developing and providing National standards that are adopted by all members and organisations, and contributing to sporting aviation elements of the Australian National Aviation Safety Plan,
 - e. Building a Positive Safety Culture.
- 6.2  This SMS is designed to support safe operations by clubs and members, as well as at national level. As an air sport recreational pursuit, some risks potentially impact upon all members, visitors and third parties, and therefore need to be managed at national organisational levels. Other risks are managed at club, Pilot-In-Command (PIC) and individual participant levels, depending on their roles, equipment used and location.
- 6.3 **Risk appetite** is managed at various levels for different participants:
- a. Flights by Glider Pilot Certificate (GPC) qualified participants, at elite and competitive performance flying levels, who can identify and control risks for themselves based upon experience, knowledge, highly developed skills, competence, and available information, in a multi-user aviation environment,
 - b. Flights by Glider Pilot Certificate (GPC) qualified participants, pursuing independent soaring operations and recreational flights, who can identify and control risks for themselves based upon experience, knowledge, highly developed skills, competence, and available information, in a multi-user aviation environment,
 - c. Flights by pilots who have not achieved a Glider Pilot Certificate (GPC) qualification, who are not approved for independent operations, and who are not yet competent to manage all risks for themselves. For these pilots, risks are mitigated through training and operational supervision at club level, through Duty Instructors and club officers. Their risks include those associated with flight training, local solo flights and monitored cross country flights. Participants may range from ab initio students through to pilots conducting limited cross country soaring flights.
 - d. Third party visitors and observers. High levels of protection are given at club and flight-line operational levels to ensure that risk is eliminated to SFAIRP.
 - e. Winch, autotow and aerotowing operations are conducted by qualified trained people, to approved standards, with safety checks and procedures for every launch.
 - f. Qualified participants and approved maintenance organisations, with qualified people performing airworthiness tasks including maintenance and design changes to approved standards and procedures, within a defined airworthiness framework appropriate for CASA registered aircraft and sailplanes, safe for all participants.
 - g. Contractors and Service Providers. Supplies and services are provided to approved standards by competent persons, in safest practicable environments, to ensure risk is eliminated to SFAIRP.




Figure 9 - Gliding Australia Safety Management System Context

6.4 Within this context the Gliding Australia SMS is intended to provide policies, processes and information to enable SMS operation at club and member level, meeting duty of care obligations (Figure 5 refers).

6.5  Gliding Australia's SMS requires that Board governance, Executive management, administration, airworthiness, operations, and soaring development must deliver safety outcomes within panels, as specified in the Exposition and Manuals to meet ASAO obligations to CASA. At a National level, the CEO, SM, EMO and EMA are Key Persons with specific responsibilities for the integrity of the SMS.

6.6  Each affiliated Club's SMS in turn enables the club, through its President and Club Safety Officer, to meet its duty of care to local members and participants. The SMS should not be

onerous; an ERP is essential, a Safety Policy commitment likewise, and any club-specific Safety Risk Action Plans should be practicable in the operating environment, for all aerodrome users.

6.7  Regional Associations are important enablers of safety culture, managing and conducting training courses, education seminars and awareness programs.

6.8 Regional Officers provide vital specialist training and build expertise, provide direct assistance and support to clubs, as well as conducting audits and independent safety reviews.

6.9 Regional Associations enhance safety outcomes through airworthiness, operations and soaring development activities for multiple clubs and members.

6.10 Regional Associations are often key supporters of camps, regattas, competitions and adventurous flying events, providing an environment where participants are well supported, enabling key people to focus on safety outcomes.




Figure 10 - Gliding Competition – Complex Logistics and Support, Enabling Fun and Safety



7 SAFETY POLICY AND OBJECTIVES

7.1 Management Commitment and Responsibilities

7.1.1  The Safety Policy at Section 4, which underpins the SMS, is a clear statement from the Board of its commitment to ensuring that risks inherent in gliding are identified, and processes put in place to minimise these risks to SFAIRP.

7.1.2 The Board believes that the safety of employees, volunteer workers, gliding participants and public is an essential organisational value, fundamental to the success of gliding in Australia. Our goal is that no one gets hurt and everyone returns home safely every day.

7.1.3 The Board and key personnel are committed to minimising risk exposure and protecting the safety of members, other aviation participants, public and property on the ground through developing, resourcing and implementing its safety program.

7.1.4 Safety of people goes beyond physical safety. Gliding Australia seeks to ensure the wellbeing and protection of all members, including child protection, their freedom from discrimination or bullying, abuse or privacy breaches, their inclusion and equity, alcohol and drugs protection, anti-doping, and access to complaints and appeals processes. Gliding Australia publishes a range of policies and manuals supporting an integrity and member protection framework⁵.

7.1.5 Strong safety performance begins with the organisation and its leadership, yet it is driven by the collective behaviours of all gliding participants. Every participant's personal safety commitment can dramatically affect safety outcomes and carry consequences not only for themselves and other aviation participants as well as the community generally.


7.1.6 Safety Priorities, informed by the State Safety Program, and by SOAR Occurrence Reporting trends, and by emerging priority issues raised by the Board, are summarised in the Safety Policy Commitment at Section 4. Specialist Airworthiness and Operations departments in Gliding Australia may have supporting specialist safety priorities, addressing the priority occurrence categories. See Section 12 performance measures.

7.2 Achievement of Safety Policy Commitment

7.2.1  Translating the policy intent of the Safety Policy Commitment to reality for clubs and participants is done in five ways.

- a. First, by using sound risk management practices,
- b. Secondly, by adopting regulations and standards,
- c. Thirdly, by enabling club-based people to achieve safety outcomes,
- d. Fourthly, by developing and supporting a desired positive safety culture, and
- e. Fifthly, by educating, communicating, reviewing and auditing.

7.3 Safety Objectives

7.3.1  The Safety Policy Commitment is a high-level statement, that must enable achievement of safety objectives aligned with the CASA State Safety Program:

⁵ These manuals include: [ADMIN 0008](#) Member Protection Policy, [ADMIN 0021](#) Child Protection Policy, [ADMIN 0015](#) Complaints, Discipline and Appeals Policy and Procedures, [ADMIN 0022](#) Inclusion and Diversity Policy, [ADMIN 0014](#) National Gliding Integrity Framework, [ADMIN 0009](#) Anti-Doping Policy, [ADMIN 0023](#) Alcohol Drugs and Smoking Policy, [ADMIN 0007](#) Privacy Policy, [ADMIN 0020](#) Discrimination and Bullying Policy, and [ADMIN 0026](#) Social Media Policy. The Board may approve changes to these policies, and implement additional personal safety policies, to meet contemporary requirements.

SMS Component	Elements	Where Defined
Safety Policy and Objectives	Management Commitment	MOSP Part 5 SMS Section 4 Safety Policy Commitment and Section 7
	Safety Accountabilities and Responsibilities	MOSP Part 5 SMS Section 8 Safety Accountability and Responsibilities, also Position Descriptions Manual
	Appointment of Key safety personnel	MOSP Part 5 SMS Section 8 paras 8.2.1 to 8.2.4, also Recruitment and Selection Process Manual
	Coordination of Emergency Response Planning	MOSP Part 5 SMS Section 10, also ERP Templates
	SMS Documentation	MOSP Part 5 SMS including documents referenced at Section 13 Safety Bulletins ERP Templates MOSP Part 3 Airworthiness MOSP Part 2 Operations Annual Occurrence Summaries Online Safety Resources


7.3.2  ICAO and CASA identify priority accident categories as:

- a. LOC-I – Loss Of Control Inflight
- b. MAC – Mid Air Collisions
- c. RE – Runway Excursions
- d. RI – Runway Incursions.

7.3.3  Gliding Australia identifies priority accident categories in SOAR system as:

- a. Aircraft / Glider Control Events
- b. Aircraft / Glider Separation and Collision Events
- c. Runway Events
- d. Airframe Events
- e. Terrain Collision / Hard Landing Events

7.4 Risk Basis

7.3.1  The Safety Policy is a clear statement from the Board that commits Gliding Australia to ensuring that risks inherent in gliding are clearly identified and processes are put in place to minimise these risks to SFAIRP.

7.3.2 This commitment also places safety governance obligations on the Board, functional responsibilities on Executive members and employees performing safety functions. Gliding Australia's leadership and governance commitment includes upholding risk management principles, framework and processes.

7.3.3 In the context of managing risk, Gliding Australia recognises the primacy of AS ISO 31000:2018 *Risk Management Guidelines* as the primary reference for risk management

principles, framework and processes. The risk management matrices and tools described in this plan are derived from this standard.

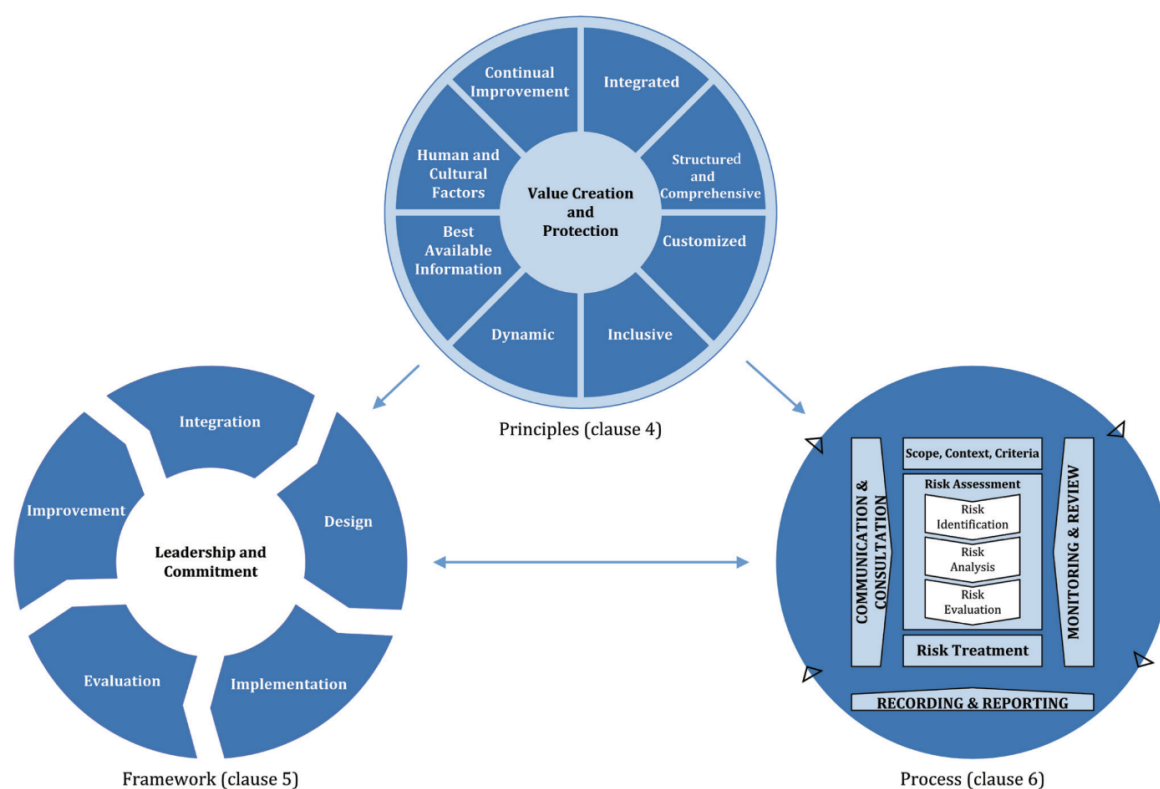



Figure 11 - AS ISO 31000 Risk Management

7.5 Regulatory Basis

7.4.1  Gliding Australia also recognises the primacy of Aviation legislation, as described in the Expositions, and Manuals, and the Regulations issued by CASA.

7.4.2 The Gliding Australia Manual of Standard Procedures (MOSP) has been developed over many years and reflects the mature processes and procedures proven to lessen the risk of participation in gliding. Gliding Australia members are required to comply with the MOSPs to ensure improved safety outcomes for themselves, other members and the public.

7.4.3 This SMS does not explicitly address Workplace Health and Safety (WHS) legislation, regulations and standards that may apply in the jurisdictions within which clubs operate. Companies and Incorporated Associations obligations may also vary between states and territories. Each club is responsible for those dimensions of their regulatory compliance.

7.4.4 Gliding Australia manages WHS for employees operating in head offices and approved locations.


7.4.5 Australian Air Force Cadets (AAFC) and Defence persons operating in AAFC club environments may also be subject to specific Defence legislation and regulations, outside the scope of this SMS.

7.4.6 Gliding Australia members reporting on aircraft accidents must also comply with the statutory reporting requirements of the Transport Safety Investigation Act 2003. The EMO is the primary official Gliding Australia point of contact with CASA, ATSB and Police.


7.4.7 Gliding Australia's SMS and risk management practices contribute to sporting aviation elements of the CASA-managed Australian National Aviation Safety Plan, and in turn, the


Australian Aviation State Safety Programme. Gliding Australia works and consults with CASA and other aviation industry bodies to develop viable approaches to managing risks.

7.6 Club Basis

7.5.1  Each club or gliding operation is required to evaluate risks specific to their own circumstances, and to develop club processes and procedures to mitigate these risks.

7.5.2 These may take several forms; they may be included in a Club Safety Plan and/or Aerodrome Operations Manual, or in an Aerodrome User Group Safety Plan, Joint Operations Plan or Operations Manual. Risk Registers may be included in these plans or manuals, to enhance understanding of agreed risk mitigation measures. Their fitness for purpose may be reviewed in Audits and Independent Safety Reviews.

7.5.3  Each club and gliding operation are required to have an Emergency Response Plan, which gives advice and direction to members on what to do in case of an accident or other emergency, including relevant contact information.


7.5.4  The Club President (Club Accountable Manager under OH&S/WHS legislation) is required to sign a commitment to a Club Safety Plan or Aerodrome Operations Manual, ensuring that agreed safety plans and risk mitigations are complied with, and ensuring clear communication to members on issues and incidents to improve safety outcomes.

7.5.5 Club CFIs, Training Panel Chairs and non-training Club Operations Managers have safety responsibilities specified in [MOSP Part 2](#) Sections 9.1 (and 9.2 for AAFC Clubs). Club Airworthiness Administration Officers (Maintenance Officers) have responsibilities specified in MOSP Part 3 AIRW-M12 Airworthiness Officers Duty Statements.

7.5.6 Documents alone do not drive safety outcomes. Members, pilots, people assisting in club operations are normally well motivated to do things safely, to enjoy their sport in a safe environment, and to operate safe and airworthy sailplanes and support equipment. A positive safety culture, shared by all members, with high standards recognised and actively supported, provides more robust defences against mishaps.

7.5.7 Good role models and good leadership sets the tone for achieving safety commitments. Within clubs, clear separation of Committee management and Training Panel operational safety roles is also important.

7.7 Cultural Basis

7.6.1  A Positive Safety Culture is one that encourages open reporting within a Just Culture. A Just Culture accepts the inevitability of human error and assigns no blame for unintended errors. It does not punish unsafe acts if there is no intent to breach standards or procedures. It also deals fairly with deliberate violations. It does not condone deliberate breaches or violations.

7.6.2 A Just Culture does not mean there are no remedial actions arising from unintended unsafe acts. It requires understanding of causal factors, including gaps in training or knowledge, lapses in proficiency or currency, awareness of procedures. Remedial training, education, awareness and consolidation is not punishment; rather it is appropriate action to prevent recurrence. Unintended unsafe acts may also have airworthiness, equipment or environmental causes that require remedial actions or precautionary measures.

7.6.3 A Just Culture must therefore be supported by open reporting and disclosure, informing objective investigations and analysis of causal factors.

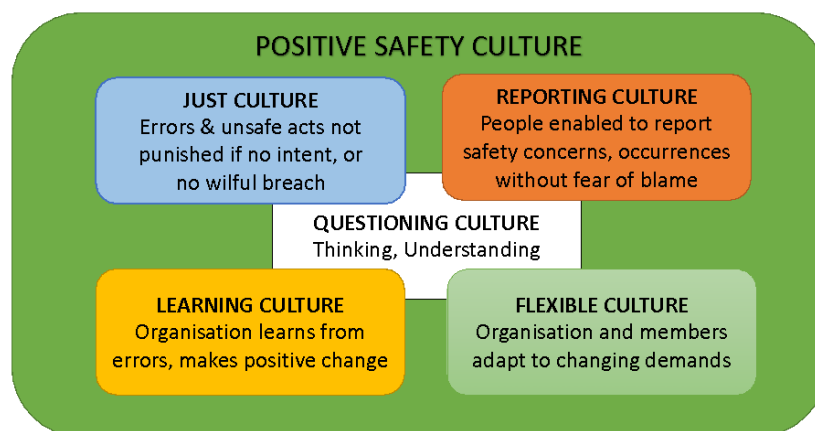



Figure 12 - Desired Positive Safety Culture

7.6.4  These Positive Safety Culture elements are mutually reinforcing. Gliding Australia's safety culture embraces the elements of Reporting, Learning, and Flexibility.

7.6.5 Reporting Culture underpins open disclosure of errors, omissions, and occurrences, and fosters sharing of occurrence data and expertise to allow analysis and possible remedial actions.

7.6.6 Learning Culture fosters positive changes based on insights from disclosure, analysis and suggestions. Its Flexible Culture fosters adaptability and responsiveness to changing demands.

7.6.7 All these elements are supported by respectful dialogue and relationships embodied in an open, Questioning Culture, that is risk aware, open to opportunity, and seeking to understand why and how people, systems and processes might make errors or alternatively make gliding safer and more enjoyable.


7.6.8 The desired Positive Safety Culture requires initiative to develop, and vigilance to maintain, where errors, lapses and shortfalls are detected.

7.6.9 For example, club Committees and Training Panels "set the tone" of leadership, standards and attention to shortfalls. Operations and Airworthiness Safety Audits are not intended to be "Clipboard Warrior" impositions, rather opportunities for Independent Safety Review, sharing of lessons from other clubs, with constructive suggestions for improvement.


7.6.10 Shortfalls or delays in incident and accident reporting must be resolutely corrected, not for punishment, but for remediation of causes and sharing of experiences and insights.

7.6.11 Procedural fairness and natural justice, respect for a Just Culture, must underpin behaviour by all members, at all levels.

7.8 Audit, Communication and Educative Basis

7.7.1  Continuous improvements in safety require vigilance, monitoring and audit systems to measure safety performance, effective feedback and remedial responses, augmented by

member education and training. These are underpinned by layers of communications to ensure the right people get safety-critical information, that awareness is built on important issues.

7.7.2  Safety-critical information can be prioritised as “Must know”, “Should know” and “Could know”. [Safety Bulletins](#), [occurrence summaries](#) and [compendiums](#), [airworthiness investigation reports](#) and [airworthiness alerts](#) are communicated to ensure focus on priority areas for safety improvements. These reinforce the desired positive culture.


7.7.3 Scheduled safety audits, augmented by spot checks and issues-based audits, are conducted as part of an overall Gliding Australia surveillance system. Clubs, competitions, and maintenance organisations may be subjected to audits and independent safety reviews, as defined in MOSP Parts 2 and 3. Chairs of Operations and Airworthiness panels are responsible for management of specialist audits and nomination of appropriately experienced and trained auditors, as described at Section 11.

7.7.4 Safety awareness, education, training and communications are described at Section 12.



8 SAFETY ACCOUNTABILITY AND RESPONSIBILITIES

8.1 Precedence

8.1.1  Part 149 requires that this SMS include descriptions of key positions, responsibilities and accountabilities, and appointment processes. **The authoritative Gliding Australia references for key position requirements, responsibilities and selection processes are [ADMIN 0016 Recruitment and Selection Policy](#), plus [ADMIN 0019 Position Descriptions](#).** Some specialist requirements are also specified in the Exposition and MOSP Parts 1-4. The Board is accountable for the integrity of safety governance and appointment of qualified people to

The following sections describe the overall safety responsibilities of Part 149 key positions, so that members can understand accountabilities, functional relationships, and interactions within the SMS. [ADMIN 0019 Position Descriptions](#) refer.

key positions.

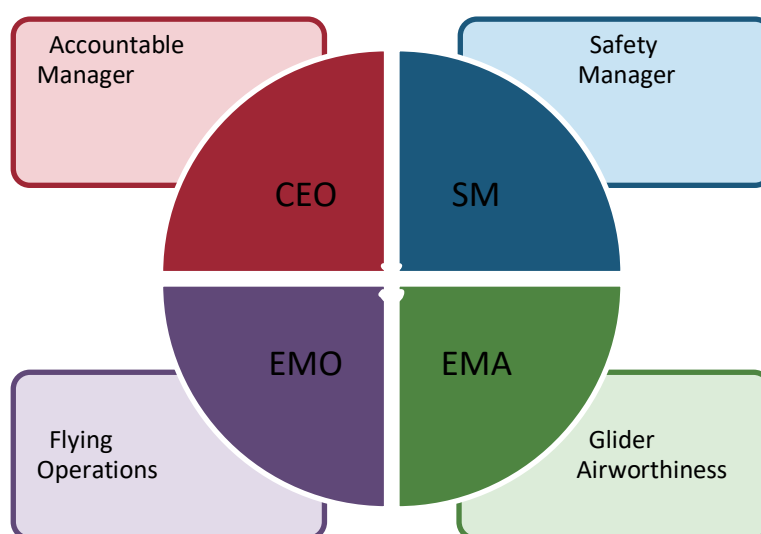



Figure 13 – CASR Part 149 Key Positions in Gliding Australia

8.2 Positions and Responsibilities

8.2.1 Accountable Manager (AM)

8.2.1.1  The Accountable Manager is the Chief Executive Officer (CEO) of the Gliding Federation of Australia Inc., who runs the day-to-day affairs of Gliding Australia.

8.2.1.2 Ultimately the Board sets policy and has overall governance responsibility for the performance and supervision of the Safety Management System. The CEO as AM must work closely with the Board Chair on strategy, resources, and the integrity of safety governance.

8.2.1.3 In the context of safety, the CEO will:


- a. Implement and promote safety management policies required by CASR Part 149,
- b. Oversee SMS implementation and performance to requirements,

- c. Have day-to-day control of financial and human resources required for proper implementation of an effective SMS,
- d. Cultivate awareness of safety policy, standards, and positive safety culture of Gliding Australia, and
- e. Ensure that a suitably qualified individual is appointed or elected to the Safety Manager position.

8.2.1.4 This accountability recognises that the CEO is the senior salaried officer in Gliding Australia, a Federation comprising Regional Associations and Clubs, mainly run by volunteers.

8.2.1.5 The CEO oversees the implementation of essential functions by key personnel, consistent with the Board's strategic direction. (The Board Chair must ensure sufficient resources are approved by the Board to enable the CEO to meet these AM responsibilities.) [MOSP Part 1 Administration](#) and the Gliding Australia Constitution refer.

8.2.2 Safety Manager (SM)

8.2.2.1  The Safety Manager (SM) is appointed by the Board as a member of the Executive and reports directly to the Accountable Manager (AM). The SM must ensure that the CEO, as AM, is kept properly informed on safety matters. Detailed position and selection requirements for the SM are at [ADMIN 0019](#) Position Descriptions.


8.2.2.2 The SM is not the sole person responsible for safety; they are responsible for SMS development, administration, and facilitation, including but not limited to:

- a. Providing direct advice to the AM (CEO), Executive and Board on any strategic, safety and risk issues affecting Gliding Australia's ability to achieve safety outcomes and comply with SMS policy and requirements,
- b. Ensuring that systems, processes, and data needed for an effective SMS are established, implemented, and maintained,
- c. Ensuring the SMS is reviewed, outcomes measured and reported, and continuously improved,
- d. Liaising as necessary with the EMO and COP on matters relating to flying operations standards and safety, with EMA and CAP on airworthiness, CSDP on competitions and performance flying, and CEO on workplace safety and governance,
- e. Providing safety briefings and resources to the CEO, Gliding Australia safety committees, members, staff or contractors,
- f. Promoting safety awareness and a positive safety culture, including a just culture,
- g. Assisting operations and airworthiness panels in ensuring that incident and accident investigations are undertaken and reported,
- h. Supporting, developing, promoting and improving reporting systems, providing identification and management of hazards, risk and occurrence analysis and feedback of safety advice to clubs and members,
- i. Developing and maintaining safety documentation, issuing Safety Bulletins,
- j. Maintaining the MOSP Part 5 SMS Emergency Response Plan (ERP), including templates for ERP planning and implementation at club level, competitions and events,
- k. Maintaining an effective relationship with Defence on AAFC safety issues,

- I. Performing safety and risk assessments on change management proposals, preparing and reviewing Exposition or Document Change Form (ECF) Applications to CASA for significant changes as defined in the Exposition. .

8.2.2.3 To avoid any conflict of interest, and enhance independence of advice, the SM should not have a dual role, that is, they should not simultaneously hold other positions in the Board or Executive.


8.2.3 Executive Manager Operations (EMO)

8.2.3.1  The Executive Manager Operations (EMO) is the day-to-day manager of operations, training, investigation, safety reporting and emergency response functions, and is the primary Gliding Australia point of contact with CASA, ATSB and emergency authorities.

8.2.3.2 EMO roles and responsibilities are as defined in the Exposition, ADMIN 0019 Position Descriptions and in [MOSP Part 2 Operations](#) Section 9.4.3. The EMO position is designated by CASA as the Flying Operations Key Person under CASR Part 149.

8.2.3.3 The EMO also assists the SM in operations aspects of safety and risk assessments on Gliding Australia change management proposals.

8.2.4 Executive Manager Airworthiness (EMA)


8.2.4.1  In the context of safety, the Executive Manager Airworthiness (EMA) is the day-to-day manager of airworthiness, including airworthiness training, investigation, safety and defect reporting and technical emergency response functions, and is the day-to-day Gliding Australia point of contact with CASA on continuing airworthiness and aircraft registration issues.

8.2.4.2 EMA roles and responsibilities are as defined in the Exposition, [ADMIN 0019](#) Position Descriptions and in [MOSP Part 3 Airworthiness](#). The EMA position is designated by CASA as the Aircraft Maintenance Key Person under CASR Part 149.

8.2.4.3 The EMA also assists the SM in airworthiness aspects of safety and risk assessments on change management proposals.

The following sections describe the overall safety responsibilities of other Executive positions and Defence positions, which are non-key positions in Part 149, so that members can understand accountabilities, functional relationships, and interactions within the SMS. [ADMIN 0019](#) Position Descriptions refer.


8.2.5 Chair Operations Panel (COP)

8.2.5.1  The Chair of Operations Panel is an appointed member of the Executive, ratified by the Board, responsible in a safety context for:

- a. Directing the Gliding Australia Operations Panel in developing policies, guidance documents and processes to enable implementation of rules
- b. Supporting the Executive Manager Operations with developing, and assuring operations, safety and training functions specified in [MOSP Part 2 Operations](#) Section 9.4,
- c. Assisting in coordinating operational emergency response and liaising with external authorities and CFIs as appropriate,


- d. Supporting Regional Managers Operations, who in turn support clubs and members in their operations, safety and training functions,
- e. Coordinating with Defence authorities on Australian Air Force Cadets (AAFC) compliance with operations and training systems and processes, with Defence responsible for compliance with Defence aviation safety and duty of care obligations.

8.2.6 Chair Airworthiness Panel (CAP)

8.2.6.1  The Chair of Airworthiness Panel is an appointed member of the Executive, ratified by the Board, responsible in a safety context for:

- a. Directing the Gliding Australia Airworthiness Panel, in developing policies, guidance documents and processes to enable implementation of airworthiness rules,
- b. Supporting the Executive Manager Airworthiness developing, and assuring airworthiness functions specified in MOSP Part 3,
- c. Assuring technical safety aspects of emergency response,
- d. Supporting Regional Technical Officers who in turn support clubs and members in their airworthiness safety functions.
- e. Coordinating with Defence authorities on Australian Air Force Cadets (AAFC) compliance with airworthiness systems and processes, with Defence responsible for compliance with Defence airworthiness safety and duty of care obligations.


8.2.7 Chair Soaring Development Panel (CSDP)

8.2.7.1  The Chair of Soaring Development Panel (CSDP) manages gliding competitions, performance flying, and developmental activities. These activities are conducted subject to the Operations and Airworthiness rules and regulations. In operations and airworthiness safety matters, the CSDP will liaise with the COP and CAP, as well as the SM.

8.2.7.2 CSDP operates within the safety requirements set in the Exposition, [Manual of Standard Procedures Part 2 \(Operations\)](#) and [Part 3 \(Airworthiness\)](#). For example, Competition Safety Officer functions are defined in [MOSP Part 2 \(Operations\)](#), and glider weight and balance checks, including water ballast systems in accordance with [MOSP Part 3 \(Airworthiness\)](#).

8.2.7.3 CSDP contributes to the Board, Executive and Safety Committee on matters that include, but are not limited to, performance flying, post solo development initiatives, improved application of existing and new technology, and human factors affecting soaring performance.

8.2.8 Defence - Australian Air Force Cadets

8.2.8.1  The Defence officer responsible for Australian Air Force Cadets (AAFC) is responsible to Chief of Air Force (CAF) for compliance with Defence airworthiness, aviation safety and duty of care requirements for Cadets and ADF staff and contractors, and any other Commonwealth legislative or policy requirements on Defence, for operations involving gliding and Australian Air Force Cadets (AAFC) and Defence personnel.

8.2.8.2 Defence operates AAFC gliders and clubs within Gliding Australia regulations, policies, systems, and procedures, as appropriate for operation of VH-registered gliders in Australia.

8.2.8.3 Defence signs a Letter of Agreement with Gliding Australia, which defines how Defence complies with Gliding Australia requirements, policies, systems and policies, and the lines of communication and collaboration supporting these arrangements. This includes direct liaison between the Gliding Australia Safety Manager (SM) and the RAAF Group Aviation Safety Officer (GASO).

8.2.8.4 Gliding Australia is NOT responsible for any (non-GFA) internal AAFC or Defence non-compliance with their own Commonwealth legislation and policies for safety or duty of care.

The following section describes the Part 149 requirements for Safety Committee governance, so that members can understand accountabilities, functional relationships, and interactions within the SMS.

8.2.9 Gliding Australia Safety Committee (SC)

8.2.9.1  The Gliding Australia Safety Committee (SC) comprises Part 149 Key Persons:

- a. Safety Manager (SM), who is the Safety Committee Convenor and Chair,
- b. Chief Executive Officer (CEO), as AM,
- c. Executive Manager Airworthiness (EMA),
- d. Executive Manager Operations (EMO),

8.2.9.2 The SC also comprises other Board and Executive panel members, through which safety outcomes are achieved:

- a. Chair of the Board, who has responsibility for governance of Gliding Australia,
- b. Chair of Airworthiness Panel (CAP),
- c. Chair of Operations Panel (COP),
- d. Chair of the Soaring Development Panel (CSDP)
- e. Invited advisors⁶ as required to address contemporary risks, hazards and safety issues and their resolution.

8.2.9.3 Meetings of the SC may often coincide with Board, Executive and Panel meetings, as appropriate to the scope of issues to be addressed. SC issues will be addressed at all Executive meetings (at least quarterly); at annual Panel meetings, and at least twice annually in Board meetings. The Safety Policy Commitment will be reviewed at least annually.

8.2.9.4 The SM is a member of the Executive, with a focus on assurance of the integrity of specialist panel safety activities, plus management and execution of safety functions.

8.2.9.5 The SM may also attend any Board meeting to refer any safety related governance, strategy, priority setting, reporting and safety performance issues. Whole of enterprise safety risks may also be reviewed.

8.2.9.6 The SM may attend panel meetings in a similar advisory capacity, e.g. Operations and Airworthiness Panels, Competition safety workshops.

8.2.9.7 The SC may also meet as a stand-alone committee.

⁶ Invited advisors might include Defence staff on AAFC-specific issues, ICT and administrative support, subject matter experts, regional or club officers, other airspace users, other aviation organisations on high priority issues. The Chair of the Safety Committee may seek advice from within or outside Gliding Australia.

8.2.9.8 Safety outcomes are intrinsic to Board, Executive and specialist panel functions, so a layered approach is preferred. This model is depicted below in Figure 14.



Figure 14 - Gliding Australia Safety Committee, Layers and Roles of Key Positions

8.2.9.9 The roles of the SC include, but are not limited to:


- a. Making recommendations⁷ concerning safety policy, strategic plans, priorities and objectives,
- b. Defining safety performance indicators and setting safety performance goals or targets,
- c. Reviewing safety trends, risk indicators, top level risks, performance and outcomes,
- d. Assessing efficacy of safety governance, informing changes in strategy and priority,
- e. Assessing lessons and systemic issues arising from serious accidents,
- f. Assigning resources and working groups to priority activities,
- g. Supporting safety education, training, and awareness promotion activities, and
- h. Reviewing MOSP Part 5 Safety Management System Manual.

8.2.9.10 The SM should keep the Board and Executive informed of safety issues and decisions considered by SC members in other forums. Decisions taken by the SC, Board, Executive and specialist panel meetings or forums on risk and safety issues should be recorded in formal minutes or statements of outcomes.

⁷ The Safety Committee's decisions do not obviate responsibilities for decisions by Key Persons in the Exposition.

The following sections describe safety responsibilities of Club Officers, which are non-key positions in Part 149, so that members can understand accountabilities, functional relationships, and interactions within the SMS.

8.2.10 Club President – Accountable Manager at Club Level

8.2.10.1  The Club Accountable Manager in each club is the Club President, who is responsible for ensuring club governance and administration, including compliance with the SMS, plus applicable WHS and duty of care legislation in their jurisdiction. The AM must ensure that suitably qualified and experienced club officers perform to approved standards, in operations, training, airworthiness and general safety.


8.2.10.2 Overall responsibility for a Club's operational safety and training standards rests with the Club's Level 2 and 3 Instructors acting under the leadership of a Chief Flying Instructor (CFI). In non-training clubs, a Club Operations Manager ensures operational safety standards are maintained. [MOSP Part 2 Operations](#) Section 9.1 refers⁸.

8.2.10.3 The Club President may also be assisted by the Club's Airworthiness Administration Officer (or Maintenance Officer), with airworthiness safety responsibilities defined in [AIRW-M12](#) Airworthiness Officers Duty Statements.

8.2.10.4 The Club President must ensure a Club Emergency Response Plan (ERP) is developed and communicated. This plan should be based on the ERP template at Appendix 1 and must be signed by the Club President. This plan should be tailored to local requirements, e.g., Council, Aerodrome User Groups, environmental, so clear accountability relationships with other involved parties are important.

8.2.10.5 A Club Safety Officer (CSO) (or Club Safety Manager (CSM)) should also be appointed to assist the Club President and Club Committee in meeting safety obligations. In the event a CSO (or CSM) is not appointed, the Club President must retain those personal obligations.

8.2.11 Club Safety Officer (CSO)

8.2.11.1  The Club Safety Officer (or Club Safety Manager) is the nominated club officer responsible for managing the Club Safety Plan, developing, and managing the club Emergency Response Plan, and assisting the Club President⁹, and the CFI or Club Operations Manager in operations safety integrity.

8.2.11.2 When a Club hosts a competition, the Competition Director and Competition Safety Officer should be involved.

8.2.11.3 The CSO must ensure that the club Emergency Response Plan and its attachments, based on the ERP template at Appendix 1, are maintained and kept current. Changes in club officers, contact details, and club safety policies should be reflected in updates.

8.2.11.4 Feedback on the club's Safety Management Plan and ERP should be provided to the Club President, CFI or Club Operations Manager, Competition Directors and any operations or airworthiness safety auditors.

8.2.11.5 The CSO may also assist and advise the CFI or Club Operations Manager in meeting their safety obligations in [MOSP Part 2](#) Section 9.1. They may advise other club officers involved

⁸ [MOSP Part 2 Operations](#) Section 9.2 defines additional requirements for AAFC clubs.

⁹ In very small clubs, where a volunteer Club Safety Officer cannot be appointed, the President as Accountable Manager must also be responsible for managing the Club Safety Plan and Emergency Response Plan.


in safety sensitive tasks including glider maintenance, ground handling, facilities, airfield upkeep, refuelling systems, winch systems, tug upkeep, towropes, hazardous materials, chemicals, and ground vehicles, etc.

8.2.11.6 The CSO will conduct hazard and risk assessments and develop risk treatment plans in cooperation with the club's CFI or Club Operations Manager and Maintenance Coordinator.

8.2.11.7 The CSO is a member of the club's safety team that will routinely liaise with other aerodrome users and provide advice to Club Management Committees. Careful oversight of arrangements made through Councils, refuelling agents, airfield support staff, and Aerodrome User Groups on multi-user aerodromes is required. Safety of visitors and members of the public must also be considered. Additional roles might include safety education and training, safety culture development.

8.2.11.7 These enabling roles should not, however, obviate other club officers from their accountabilities specified in the Exposition, MOSP and Manuals.

8.2.12 Competition Safety Officer (Comp SO)


8.2.12.1  Chair Operations Panel requires that International, National, Regional Competitions and Regattas have Competition Safety Managers appointed and ratified by the RMO. [MOSP Part 2 Operations](#) Sections 8.1.18 and 9.3.4 refer.

8.2.12.2 [MOSP Part 4 Soaring Development](#) Sections 5.2.5 also refers. [SDP 016](#) provides an approved Generic Competition Risk Assessment, which the Comp SO should review and tailor in conjunction with the Contest Director, host club's President and host Club Safety Officer.


8.2.12.3 The [Competition Safety Briefing Pack](#) should be used for Comp SO guidance and reference by competing pilots. A participative approach should be applied to daily competition safety briefings, including competing pilots as well as competition organisers, stewards and host club members.

8.2.12.4 A Competition Emergency Response Plan (ERP) [template](#) is provided for use in competitions, regattas, camps and events where numerous participants may be flying, in challenging environments, including long distances remote from the host aerodrome. The Comp SO should work closely with the Contest Director or host club CFI to gather required information and coordinate emergency response actions.

8.3 Appointment of Key Safety Personnel

8.3.1  National Level - Recruitment and selection of key personnel will be conducted in accordance with the requirements and principles described in [ADMIN0016](#) Recruitment and Selection Policy, subject to specialist requirements specified in the MOSP and ADMIN0018 Position Descriptions. Those key persons are:

- a. CEO - Accountable Manager (AM)
- b. Safety Manager (SM)
- c. Executive Manager Operations
- d. Executive Manager Airworthiness


8.3.2  Club Level - Recruitment and selection of key personnel within a Club will be conducted in accordance with the Club's Constitution or similar document. Those key persons are:


- a. Club President - Accountable Manager for WHS
- b. Club Safety Officer (CSO)
- c. CFI or Club Operations Manager


- d. Club Airworthiness Administration Officer or Maintenance Officer.


The following sections describe Part 149 requirements for appointment of key personnel and third-party contractors and service providers, so that members can understand accountabilities, functional relationships, and interactions within the SMS.

8.4 Third Party Contractors and Service Providers

8.4.1  The provision of services supporting flying operations, training, hire and reward activities may involve third party service providers and contractors.


8.4.2  For supplies or services at national level, Gliding Australia will consider the third party's previous safety record and commitments to safety policies and applicable standards prior to entering into new agreements. This factor will be given equal weight with other considerations e.g. price, quality, performance, schedule.

8.4.3  Gliding Australia and Clubs will inform third parties of responsibilities arising from this SMS, therefore they may share this document in electronic or hard copy format in full or in part. Other safety information in Gliding Australia manuals etc may be shared to ensure informed participation and support.

8.4.4  Club Presidents and Club Safety Officers should implement safeguards to ensure that local third-party contractors, service providers, and suppliers, implement and observe appropriate safety practices and standards. This should include oversight of support arrangements made through Councils, refuelling agents, airfield support staff, and Aerodrome User Groups on multi-user aerodromes. Public safety obligations must be considered.

8.4.5 Clubs and gliding organisations, as incorporated bodies, are responsible for their own governance, reporting, contracting obligations and legal relationships with other contractors and service providers, including safety issues.

8.5 Human Factors Integration

8.5.1  This SMS recognises the fallibility of people; we all make mistakes, human error is inevitable, so must be anticipated in the design of organisations, appointment of key persons, definition and communication of roles and responsibilities, development of governance and reporting mechanisms.

8.5.2 This SMS seeks to clarify accountability, responsibility, safety committees and the relationship between club and Gliding Australia systems, who does what, and why.

8.5.3 One of the strengths of Gliding Australia is its club-based systems and processes, with intrinsic operational and airworthiness supervision of collaborative volunteer activities.

8.5.4 Gliding Australia places high value on involving members and staff, engaging with peer groups and tapping into their diverse expertise. Regional officers supporting national operations, airworthiness, soaring development, training and safety functions are substantially selected by their peers, ratified by regional associations and the Board. Regional officers are supported by highly qualified and experienced volunteers, performing airworthiness and operations safety audit functions.

8.5.5 Procedural fairness and member protection are also primary Board commitments, embodied in the [ADMIN 0014](#) National Gliding Integrity Framework, [ADMIN 0008](#) Member

Protection Policy, [ADMIN 0015](#) Complaints Discipline and Appeals Policy and Procedures and supporting Manuals.


8.5.6 At club operational levels, human factors are a key element of safety briefings, operational safety and training. Considerable effort is applied throughout the gliding movement in improving standardisation of training, embedding safe airmanship and airworthiness practices, understanding human factors limitations and threat and error management.

8.5.6 Occurrence investigations, in particularly those conducted in support of Coronial authorities, ATSB and Defence, or serious operational or airworthiness incidents resulting in injury or damage, will normally include detailed consideration of human factors, systemic and organisational factors. Investigation outcomes may inform seminars and discussions on Threat and Error Management and Human Factors training in operations and airworthiness.

8.5.7 [Safety Bulletins](#) are issued by the SM on contemporary safety issues including human factors awareness, hazards and mitigations. These are designed to be used as educative resources at club level. Safety Bulletins are published online, along with a [Human Factors resources library](#), for ongoing reference. Safety seminars, CFIs and Presidents meetings normally include presentations about these bulletins and related occurrence trends.



9 CLUB SAFETY PLAN / RISK ACTION PLANS


9.1  Best practice in aviation safety and corporate governance is for each Club to have a Club Safety Plan and a Risk Action Plan appropriate to the size of the club, its physical and climatic environment, launch methods, operating environment, operating locations, and any key hazardous activities undertaken.

9.2 Risk assessments and risk action plans may take several forms; they may be embedded in a Club Safety Plan or Aerodrome Operations Manual as appropriate, or in an Aerodrome User Group Safety Plan or Operations Manual in multi-user environments.

9.3 The risk assessment process is as defined at Section 5 of this SMS, based on AS ISO 31000:2018 *Risk Management Guidelines*, and guidance below on Emergency Response Plans (Section 10) and Safety Risk Management.


9.4 Best practice also includes clubs conducting internal hazard assessments and safety walkarounds, or external operations or airworthiness audits at regular intervals, or after significant occurrences revealing organisational errors. These will inform the content of a Club Safety Plan or Risk Action Plan.

9.5 Templates for guidance are provided online by Gliding Australia, in the [Safety Documents](#) section of the Gliding Australia website and at Appendix 2 to this SMS. The Gliding Australia SM may assist in reviewing draft plans. Clubs are encouraged to share their plans with the Gliding Australia SM and their Regional Associations.

9.6  Important: The Club AM (President) must sign a club commitment to members, ensuring that agreed safety plans and risk mitigations are complied with, and ensuring clear communication to members on issues and incidents to improve safety outcomes.

9.7 The Club AM, assisted by Club Safety Officer, will maintain a Club Safety Plan or Aerodrome Operations Manual, appropriate to their operational risk environment and local jurisdiction.

9.8 The Club Safety Plan and Risk Action Plans also provide useful elements supporting the club's or local aerodrome's Emergency Response Plan, or ERP.


9.9  Important: The Club AM (President) must sign a club Emergency Response Plan, as outlined in Section 10 below, as required by Gliding Australia for club affiliation and minimum standards of safety preparedness for major occurrences. An online template is also provided in [Safety Documents ERP](#) section of the Gliding Australia website, and at Appendix 1 to this SMS.


9.10 Additional templates are provided [online](#) for clubs hosting events, regattas and competitions.



10 COORDINATION OF THE EMERGENCY RESPONSE PLAN

10.1 Preparedness

10.1.1  Gliding Australia maintains a master Emergency Response Plan (ERP) template for clubs, plus a National organisational ERP supported by a Critical Incident Communications Plan. The Executive Manager Operations (EMO) is the Gliding Australia primary point of contact with CASA, ATSB and emergency response authorities¹⁰. The EMO also coordinates the provision of operational and airworthiness expertise and investigation support to Police and Coronial authorities in the event of fatal or serious accident, or when asked to do so by the respective state authority. Regional Associations and club officers may be called upon to provide emergency response support.

10.1.2  Each club or gliding operation is required to have an Emergency Response Plan, which gives advice to members on what to do in case of an accident or other emergency, including relevant contact information. *A club ERP is a mandatory requirement*, linked to club affiliation that will be examined as part of programmed Club Operational Safety and Airworthiness Audits.



10.1.3 Appendix 1 to this SMS provides a Gliding Australia Club ERP Template, providing tabular flowchart guidance on appropriate steps, contacts and essential information for emergency response. The ERP describes response priorities, roles, communication protocols, key contact data, data collection templates, with essential information to minimise adverse consequences of accidents or emergencies.

10.1.4 Tailored versions of the Club Template are also provided for [Competitions](#), regattas and events, for use by host club CFIs, Competition Directors and Competition Safety Officers.

10.1.5 Appendix 3 provides guidance on preparation for managing difficult media issues in the event of an accident, via Operations Advice Notice [OAN 03/12\(1\)](#) The Media and Gliding Accidents, Revision 1. Gliding Australia may assist clubs in Critical Incident Communications responses, coordinated by the SM.

10.1.6. Club and National ERPs are to be reviewed after major accidents, by CSOs and Club Presidents, and CEO and SM, with advice from response staff, airworthiness and operations specialists.

10.2 Emergency Response

10.2.1   The Emergency Response Plan (ERP) will be activated in the event of a major occurrence. It must ensure preparedness for responding to an adverse event occurring, including but not limited to:

- a. The safety of first responders; and
- b. Orderly and efficient transition from normal to emergency operations; and delegation and assignment of emergency responsibilities; and
- c. Authorisation by key personnel for actions contained in the plan; and
- d. Coordination of efforts to cope with the emergency; and

¹⁰ For emergencies and occurrences involving AAFC clubs or Defence assets or personnel, EMO may coordinate with DG CADETS AF and Defence authorities in accordance with the GFA-Defence Letter of Agreement.

- e. Planned and coordinated actions to ensure the risks attributable to a major safety event can be managed and minimised.

10.2.2 The ERP Template form at Appendix 1 is available on the Gliding Australia website, [Safety Documents](#). Every Club must develop, maintain and update their own ERP version. For multi-user aerodromes, it might be within an Aerodrome ERP.

10.2.3 Every club must ensure the Club President, CFI or Club Operations Manager, CSO or CSM have a reference copy in hard copy or electronic form.

10.2.4 Every club must have at least one hard copy readily accessible at operational control positions on the aerodrome. This is to enable access to the plan, independent of any power source, in any location.

10.2.5 The primary reference is [MOSP Part 2 \(Operations\)](#) – Section 21, Accidents, Serious Incidents and Incidents. Response and investigation procedures for CFIs are available online in Safety Documents, including [OPS 0012](#) Gliding Related Accident Procedures, the [Field Guide to Human Error Investigations](#), and [Guidance for CFIs and CSOs](#).

10.2.6 Emergency response is often complicated by the presence of media, public witnesses, and proliferation of electronic communications on social media. Operations Advice Notice [OAN No 03/12](#) (Revision 1) dated 6 July 2022 'The Media and Gliding Accidents' provides useful preparatory and response guidance, with strategies for delaying media interactions whilst attending to immediate emergency response priorities, controlling media on-scene, and making statements to media. This OAN is also at Appendix 3 to this SMS.


10.2.7 The CSO must assist the AM and Club Committee, with support from CFI or Club Operations Manager and Club Airworthiness Administration Officer, to review the ERP on an annual basis. Contact information must be always kept current.

10.2.8 As part of external operations safety audits, the RMO should verify the validity of the info on the ERP and assess club members familiarity with ERP processes.




Figure 15 – A Stressful Accident Scenario Requires Disciplined Response and Investigation

10.3 Monitoring and Reviewing ERPs

- 10.3.1  Risks and the effectiveness of ERP risk mitigation measures are monitored to ensure changing circumstances do not alter priorities.

10.3.2 ERP Reviews are undertaken after significant occurrences, and external audits with a focus on continuous improvement, better preparedness and guidance for on-scene members. Reviews must be undertaken at club, regional and national levels, with inputs from club members, regional officers and national executive as appropriate. EMO, EMA and supporting Regional Managers are responsible for appointment of qualified Operations and Airworthiness Safety Auditors, in accordance with MOSP Parts 2 and 3 respectively.

10.4 Communicating and Consulting ERPs and Risk Action Plans

10.4.1  Risk Action Plans, safety advisory bulletins, seminars, webinars and electronic forums are used as tools to educate, communicate and consult with members on risks and agreed mitigations. For maximum effect, communication is tailored to engage the widest audience of members. Written communications may be combined with presentations and electronic communications for safety seminars, competition briefings, operations and airworthiness panels, CFI meetings, Presidents meetings, webinars and industry safety briefings.


10.4.2 Gliding Australia's positive Safety Culture ensures communications will happen continuously, embedded in routine activities, be the subject of hangar chat and member dialogue. Recording and reporting systems are used constructively, supporting a Just Culture.

10.4.3 Occurrence and accident investigations and feedback may provide valuable insights into the effectiveness of Risk Action Plans and ERPs, particularly preparedness and response issues. These should be shared widely through seminars and webinars, and through club committees, panels and competition or event organisers.



11 REPORTING SYSTEMS

11.1 Just Culture and Reporting Culture

11.1.1  Gliding Australia embraces the principles of a Just Culture, which assigns no blame for unintended errors, and does not punish unsafe acts if there is no intent to breach standards or procedures.

11.1.2 Section 7 above highlights the desired Positive Safety Culture, comprising Just, Reporting, Questioning, Flexible and Learning Cultures.


11.1.3 Gliding Australia encourages members and affiliated organisations to actively participate in the safety reporting system and supports a Reporting Culture.


11.1.4 Deliberate breaches and violations should be managed carefully and objectively, with both safety and procedural fairness having primacy¹¹. In most cases these should be dealt with at club level, directly between affected parties; escalations and appeals are also recognised. Balanced considerations should give weight to collective safety impacts, as well as individual impacts.

11.1.5 When unsafe acts occur through unintentional error, remedial actions may still be required to address training, educational, procedural awareness, skills, equipment and airworthiness issues. Such remedies must not be seen as punishments, rather as preventive actions to minimise risks of recurrence.

11.1.6 When unsafe acts occur through wilful breach or violations¹², Just Culture does not condone these. It requires an understanding of the nature of the breach, the preconditions leading to unsafe attitudes, and resolute actions to maintain standards and discipline. Members respect for operational and airworthiness authorities, standards and collective safety obligations must be maintained for a Just Culture to operate effectively.

11.2 Gliding Australia Internal Reporting System – SOAR and SDRs

11.2.1  The Safety Occurrence and Accident Reporting (SOAR) system is the primary method of reporting operational occurrences with safety implications, including near misses, minor accidents and accidents causing damage or injury.

11.2.2  SOAR is a *confidential reporting system*, with restricted distribution. SOAR Reporting is therefore made by members through their members portal on the Gliding Australia website, via personal login at <https://GAus.justgo.com/> then by selecting SOAR Reports from their menu.

11.2.3 Some incidents and accidents are classed as Immediately Notifiable to EMO emo@glidingaustralia.org or on 0414 476 051, who will notify ATSB and CASA. These include accidents causing death or injury or serious damage, missing aircraft, or air proximity events. Contact the EMO if in any doubt.


¹¹ [ADMIN 0015](#) Complaints Discipline and Appeals Policy and Procedures Manual defines disciplinary systems and processes, including principles for fair decision making and natural justice. [ADMIN 0008](#) Member Protection Policy describes codes of conduct for members and officials, consequences of breaches and responsibilities for resolution.

¹² [MOSP Part 2 Operations](#) describes the operational compliance management and safety obligations of CFIs. Ratings and privileges can be suspended or withdrawn for deliberate breaches. Collective safety impacts of individual behaviour, errors, decisions and actions may be considered.



11.2.4 Reporting guidelines and instructions on report compilation are available online in [Operations Documents](#). AAFC club members may also be required to submit operational and WHS reports via Defence systems.

11.2.5 Members are encouraged to submit reports on occurrences online via their personal membership portal as described above. Instructors and CFIs, if requested, will assist members to submit SOAR reports. Club CFIs and Training Panel Chairs routinely receive SOAR reports for their club, and advise members of investigations and responses to occurrences, including risk mitigation measures.

11.2.6 Club officers including the AM (President), CSO or CSM, CFI or Club Operations Manager, Tugmaster, or Competition Safety Officers and Stewards may direct members to submit SOAR reports.

11.2.7  Sailplane Defect Reports (SDRs) are to be used for airworthiness reports, including glider defects and service difficulty reports, for problems related to design, maintenance, defects and technical risk mitigation. The preferred method of submitting SDRs is via the SOAR system. [MOSP Part 3 Airworthiness](#) Section 12 refers. SDR forms [AIRW-F015](#) are also found in Airworthiness Forms.

11.2.8 SDRs must be submitted for any airworthiness occurrences or maintenance activities resulting in death or serious injury. Further SDRs beyond initial notification might be required following technical airworthiness investigations.

11.2.9   Gliding Australia operations and airworthiness officers at national and regional levels can assist members with reporting obligations and follow-up investigations.


11.2.10 Operations and Airworthiness Safety Auditors, Regional Managers Operations and Regional Technical Officers will routinely check on club reporting practices and may raise Corrective Actions on unreported occurrences or unresolved responses.

11.2.11 Non-reporting patterns might be due to low activity, or high safety performance, or they might indicate a negative reporting culture where occurrence reporting is discouraged or suppressed. Negative reasons may lead to adverse audit observations or Corrective Action Requirements. In serious cases, it may lead to action against individual persons on non-compliances or violations, disciplinary responses, withdrawal of ratings or operational privileges. The Safety Manager will notify the AM (CEO) and Board in serious cases.


11.2.12 Open reporting culture promotes sharing insights from occurrences and investigations.

11.2.12 Gliding Australia publishes de-identified [Occurrence Summaries](#) accessible to all members in [Gliding Australia magazine](#) and in the Operations section of Documents in the members portal. Information sharing on occurrences is encouraged in Training Panels and Safety Seminars. SM educational and communication activities are described at Section 12 below.

11.2.13 Feedback to members submitting reports should normally be provided through the club CFI (for operational SOAR reports) and Maintenance Officer (for airworthiness SOAR reports and SDRs.) EMO and EMA should ensure regular feedback is provided, with assistance from Regional officers as required.

Note:  Gliding Australia's SOAR Reporting System requires considerable effort to maintain and resides in an evolving Information and Communications Technology (ICT) environment. Continuous improvement and improved functionality is sought. Changes in detailed data entry, analysis and automated feedback functionality may occur, and will be reflected in changes to instructions on SOAR report compilation in [Operations Documents](#). Suggestions for system improvement can be made using the Document Change Proposal Form at the front of this SMS Manual.

11.3 ATSB Statutory Reporting Requirements

11.3.1  Members must also comply with mandatory statutory reporting requirements of the Transport Safety Investigation Act 2003 for notifiable incidents, including:

- a. Accidents causing death or serious injury
- b. Accidents causing destruction or serious damage to aircraft
- c. Missing aircraft, SAR procedures activated
- d. Serious incidents and near misses, near collisions, air proximity events.

11.3.2 SOAR reports provide this capability. The Gliding Australia EMO is the primary point of contact with CASA, ATSB and emergency authorities, and will assist with forwarding reports. Contact emo@glidingaustralia.org or on 0414 476 051.

11.3.3 Mandatory Reports can be submitted directly by members to ATSB via <https://www.atsb.gov.au/mandatory/asair-form/>


11.3.4 ATSB also maintains a voluntary and confidential reporting system, for non-mandated incidents, called REPCON. https://www.atsb.gov.au/voluntary/repcon_aviation refers.

11.3.5 The following reportable safety concerns regarding the safety of aircraft operations are examples of what may be reported under REPCON. The list is not exhaustive:

- a. an incident or circumstance that affects or might affect the safety of aircraft operations;
 - b. a procedure, practice or condition that a reasonable person would consider endangers, or, if not corrected, would endanger, the safety of air navigation or aircraft operations, for example:
 - (i) poor training, behaviour or attitude displayed by an aircraft operator, airport operator or air traffic control service provider; or
 - (ii) insufficient qualifications or experience of employees of the aircraft operator, airport operator or air traffic control service provider; or
 - (iii) scheduling or rostering that contributes to the fatigue of employees of the aircraft operator, airport operator or air traffic control service provider; or
 - (iv) an aircraft operator, airport operator or air traffic control service provider bypassing safety procedures because of operational or commercial pressures; or
 - (v) inadequate airport facilities for safe operations; or
 - (vi) unsafe passenger, baggage or cargo management; or
 - (vii) inadequate traffic or weather information;
- c. any other matter that affects or might affect the safety of or aircraft operations not reportable under a mandatory reporting scheme.

11.3.6 For incidents involving other (non-gliding) aircraft and organisations, consideration should be given to direct communications with those operators on reportable issues and safety concerns. Incident reports can be enhanced through disclosure of fresh information on other parties' accounts and intended responses.

11.4 Reporting Systems and Performance Management Requirements

11.4.1  Each quarter, EMO provides CASA with statutory reports of Gliding Australia data on membership, aircraft, accidents and incidents.

11.4.2 The SM, in consultation with CEO, EMO and EMA, is to monitor occurrence data trends, to inform SC consideration of safety performance metrics and priorities for remedial actions or risk responses. Operations and Airworthiness Panels should regularly analyse trends and determine specialist panel response priorities.

11.4.3 Annual occurrence summary data is to be made available to members, with SOAR occurrence statistics analysed against a taxonomy that includes:


- a. numbers of occurrences, by region, in various categories
- b. injury level - fatal, serious injury, non-serious injury, no injury
- c. damage level – write-off, substantial, minor, nil
- d. phase of flight
- e. type of flight
- f. occurrence levels – operational, technical, consequential events, environmental, airspace, and subordinate sub-levels.

11.4.4 Further information on Safety Performance Measurement and Monitoring is at Section 12.



12 SAFETY ASSURANCE

12.1 Safety Performance Monitoring and Measuring

12.1.1  Gliding Australia monitors safety performance including activity on safety priorities in the Safety Policy Commitment at Section 4 by reviewing internal and external data, including:


- a. Member feedback, including Club Presidents, CFIs and Safety Officers,
- b. Member surveys,
- c. Hazard logs and safety cases,
- d. Occurrence reports and trend analyses (see Section 11.4 above),
- e. Feedback from Annual Operations and Airworthiness Panels on occurrence data and significant investigations,
- f. Safety audit findings, issues from operations, airworthiness and competition managers,
- g. Technical advice from Foreign Airworthiness Authorities, Sailplane manufacturers,
- h. Feedback from Overseas Gliding and Soaring Associations,
- i. Feedback from industry and technical working groups,
- j. CASA safety bulletins and ATSB investigation reports,
- k. Insurance industry risk and policy cost trend data,
- l. Relevant legal and coronial findings.

12.1.2  Gliding Australia SM reports to the CEO at all Executive meetings on achievement of goals and priority responses. The SM and CEO provide feedback on performance measures to the Board at least twice per year. The CEO oversees operations and airworthiness departmental performance in audits, occurrence investigations and resolution of specialist safety issues. The Board sets KPIs and Targets to meet the Gliding Australia Strategic Plan. The Board also approves formal biennial members surveys addressing safety performance as well as other indicators of membership satisfaction on strategic performance issues.

12.1.3 Safety performance objectives include:

- a. Biennial national member surveys,
- b. Annual national operations and airworthiness panel reviews of occurrence data and investigations,
- c. 95% achievement of reportable accident or incident timescales to CASA and ATSB,
- d. 90% completion of operational and airworthiness audit safety corrective actions within three months,
- e. Occurrence feedback to members in every issue of Gliding Australia magazine online, at least five issues per annum,
- f. Analysis of at least twelve occurrences annually, including initiating investigations on 100% of any occurrences involving death or serious injury or airframe destruction.

12.2 Safety Investigations

12.2.1  SM, EMO and EMA as key personnel are authorised to initiate safety investigations for any serious operational or airworthiness occurrences. They may draw upon the expertise of persons outside clubs (subject matter experts) to assess causal issues and make safety recommendations. [MOSP Part 2 Operations](#) Section 21 and [MOSP Part 3](#) Section 12 refer.


12.2.2 The purpose of a safety investigation is to understand the causes and implement corrective action, not to apportion blame to individual(s).

12.2.3 Corrective Action Requirements may then be assigned for remediation of risks.

12.2.4 Where there are significant findings affecting the gliding community, the safety investigations are to be developed and reported in a manner allowing broader dissemination and communication, with appropriate focus on broad preventive and corrective strategies and insights.

12.2.5 Electronic records of all operational safety investigations are retained by EMO, and electronic records of all airworthiness safety investigations are retained by EMA on the Gliding Australia electronic filing system in accordance with document management procedures. [MOSP Part 1 Administration](#) refers.

12.3 Safety Audits & Independent Safety Reviews

12.3.1  EMO and EMA manage a system of routine club operational and airworthiness safety audits and independent safety reviews. Regional Managers Operations and Regional Managers Airworthiness, assisted by qualified instructors and airworthiness officers, manage and conduct these.

12.3.2 EMO and EMA, in consultation with Regional Officers, approve the appointment and qualification of auditors. Trainee auditors may understudy lead auditors to gain requisite experience and knowledge. For both operations and airworthiness audits, lead auditors must meet the following requirements:

- a. appointment as a Level 3 instructor or Flight Examiner (Sailplane) by EMO for operations audits, or as an airworthiness inspector or Regional Technical Officer by EMA for airworthiness audits;
- b. be fully conversant with audit requirements, checklists, corrective action procedures defined in MOSP Part 2 Operations or Part 3 Airworthiness, and supporting auditor guidance;
- c. be fully conversant with Gliding Australia's Safety Management Systems requirements, including SOAR and SDR occurrence reporting systems, risk management practices, emergency response, and safety responsibilities of key persons in clubs;
- d. demonstrable high levels of experience and expertise in operations or airworthiness practices, oversight and management;
- e. underpinning non-technical skills in communications, analysis, report compilation and interpersonal skills.

12.3.3 Audits are conducted to approved checklists. [MOSP Part 3](#) Airworthiness, AIRW-M13V2 Annex A Airworthiness Auditors Guide, [MOSP Part 2](#) Operations and Appendix 4 Operations Safety Audit refer.

12.3.4 Corrective Actions may be assigned, for remediation of risks. COP and CAP are to monitor closure of open Corrective Actions and must advise SM and the CEO of any resource

shortfalls or impediments to closure. In serious cases, failure of a Club or AMO to resolve open corrective actions might result in suspension of operations or maintenance activities.


12.3.5 Audits or Independent Safety Reviews may be arranged outside scheduled intervals when risk concerns are notified to EMA, COP, EMA, CAP or SM. Spot checks, safety audits or reviews may be performed at any club, regatta, competition or event by RMOs, RMAs or SM or their delegates. Subject matter experts may be assigned to perform specialist audits and reviews.

12.3.6 EMO and EMA are responsible for oversight and management of specialist operations and airworthiness audits and independent safety reviews, the selection of suitably qualified and trained auditors and reviewers, plus closure of corrective actions and application of appropriate standards.

12.3.7 The SM should provide assurance to the Accountable Manager (CEO), with advice from EMO and EMA, on the integrity of those safety audit processes. The SM should review the overall efficacy and integrity of audit systems and provide training assistance and educative support.

12.3.8 The SM brings issues of ASAO performance in audit and ISR systems to the Annual Operations and Airworthiness Panels. The EMO and EMA also review audit compliance performance annually, with remedial actions assigned to Regional Managers. The SM may recommend changes in safety reviews and auditing processes, documents, forms, checklists, training and mentoring. Reviews of operational and airworthiness audit management systems should be conducted by the SM in alternate years.

12.4 Change Management


12.4.1  ADMIN 0028 Change Management Manual describes a formal systematic process to assess changes which may impact identified hazards, so that risk mitigation strategies are accounted for before change implementation, ensuring “new risks” resulting from changes are managed to an acceptable level.

12.4.2 The SM is the day-to-day manager of the change review processes, particularly for significant changes requiring CASA approval.

12.4.3 A change requiring CASA approval is defined at ADMIN 0028 Change Management Manual Section 3.

12.4.4 The SM may conduct independent risk assessments and raise safety concerns via the SC, Executive and Board meetings, and panels.

12.5 Continuous Improvement of the Safety System


12.5.1  Risks and treatment measures in this SMS are monitored to ensure changing circumstances do not alter priorities or adversely impact Gliding Australia's risk appetite and safety policy commitment. The SM has an ongoing role to consult with industry and CASA on any changes in sporting aviation elements of the Australian State Safety Programme and National Aviation Safety Plan, including gliding risk elements.

12.5.2 Operations and Airworthiness Panel inputs and suggestions are important to continuous improvement of Gliding Australia safety systems, including responses to operational changes (e.g., airspace change proposals, changes to standards and rules) and evolving airworthiness and technical requirements (e.g., new systems, technologies, standards, materials).

12.5.3 Section 11.2 above describes how improvements to the SOAR and SDR reporting systems, ICT environment and feedback processes will be pursued. Section 11.4 also addresses potential improvements in safety performance measures arising from occurrence data analysis.

12.5.4 Sections 10.3 and 10.4 above describes how improvements to Emergency Response Plans and processes will be pursued.

12.5.3 The Gliding Australia Executive and Board are also involved in many improvements affecting member wellbeing and protection, data management, ICT systems and member interfaces, training and awareness, administration, member surveys and supporting positive safety culture.

12.5.4  The SM is to review safety management aspects of the Gliding Australia Strategic Plan at least annually. The SM, as Chair of the Safety Committee, will review this SMS at least annually, informed by the CEO, EMO, EMA, Board, Executive panel heads, club member feedback and safety performance measures described above.

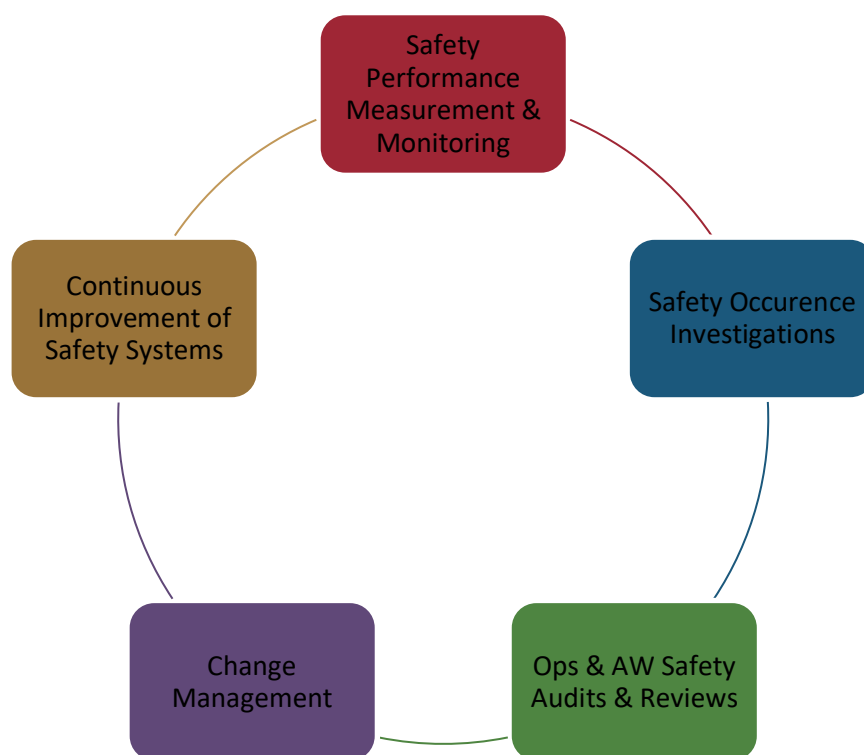



Figure 16 - Gliding Australia Safety Assurance Approaches



13 SAFETY PROMOTION

13.1 Safety Training and Education

13.1.1  The SM is to develop and maintain education and training resources, ensuring that safety priority issues are included. The SM will seek budget provisions and resources through CEO and Board.

13.1.2 The SM may utilise [Safety Networks](#) of subject matter experts and safety-experienced talent to assist in training and education and providing expert safety advice requested by clubs and members. Expert support may be utilized in reviewing Safety Plans, ERPs, and safety communications resources.

13.1.3 ADMIN 0019 Position Descriptions Manual defines the qualifications and experience for Key Persons, which include requisite technical and non-technical expertise including safety and risk management appropriate for those positions.


13.1.4 [MOSP Part 2 Operations](#) and [MOSP Part 3 Airworthiness](#) define the systems required to assure the safety of gliding operations and airworthiness activities. EMO and EMA are the Key Persons responsible for day-to-day management of operations and airworthiness systems; their qualifications, training and experience in panel functions, systems and processes delivering safety outcomes is a key selection requirement.

13.1.5 COP and CAP are required to ensure that appropriate SMS and SOAR training and education is provided to operations and airworthiness regional officers, with SM assistance as required.

13.1.6 COP and CAP are also responsible for managing compliance with minimum requirements for training for members holding operations and airworthiness endorsements, credentials and ratings defined in [MOSP Part 2 Operations](#) and [MOSP Part 3 Airworthiness](#).

13.1.7 SM may assist in training and education in the application of this MOSP Part 5 SMS, supporting systems and procedures (e.g., occurrence reporting, accident investigations, risk management, emergency response planning, safety case development).

13.2 Safety Communication

13.2.1  The SM also manages safety awareness programs and safety communication campaigns, in conjunction with Executive panel heads.


13.2.2 The SM manages electronic communication tools to keep members, clubs and office bearers up to date with priority risks, occurrences, safety trends, and changes to the SMS. The SM must be mindful of what safety critical advisory and educative material must be communicated, and how, augmenting directive and guidance material from other panels. Some safety communication must be awareness-building, to generate required conversations in clubs and competitions.


13.2.3 The SM should work closely with the Board and Executive (through the CEO) to allocate appropriate resources and expertise to assist in safety communications and associated ICT support, to ensure members are reached by multichannel means.

13.2.4 Safety communication channels may include but are not limited to:

- a. [Safety Bulletins](#),
- b. Gliding Australia [Website](#),
- c. Gliding Australia [Magazine](#),


- d. [Operations Safety Bulletins](#), [Operations Advice Notices](#) and [Operations Directives](#),
- e. [Airworthiness Directives](#), [Airworthiness Notices](#),
- f. CFI and Presidents Bulletins, by email,
- g. [Safety seminars](#), in personal or online meetings,
- h. Safety presentations in regional meetings, operations and airworthiness panels
- i. Online workshops, webinars and [YouTube](#),
- j. [Posters](#) or Safety Guide publications,
- k. [Occurrence Summaries](#).

13.2.4  Safety communication is a key element of club operations and management. Many clubs have websites, online forums, chat rooms, pilots' nights and regular panel and committee meetings where key safety issues and educative briefings are conducted. Safety briefings are conducted by duty crew before all club operations. CSMs are encouraged to use the above resources. Clubs may request Gliding Australia support in improving safety awareness, through regional associations.

13.2.5  Safety-critical information distribution should be prioritised, cognisant of risks and member needs, as "Must know", "Should know" or "Could know". All levels of Gliding Australia, Regional Association and Club management should be wary of safety-critical information being trapped in "silos" or by bureaucratic barriers. The CEO, EMO, EMA, SM and supporting Safety Network are key conduits for information distribution, if in doubt.



13.3 Safety Network

13.2.1  The SM should be supported by a wide network of volunteer members with specialist expertise, to aid in resolution of emergent safety issues, and to support clubs. The SM will maintain contact and skills data for a [safety network](#) of experts and members willing to provide volunteer expertise and support to clubs and members. Put simply, this is a safety talent pool.

13.2.2 This network should supplement the safety expertise of National and Regional gliding operations and airworthiness officers providing panel and club support. Clubs may seek safety network advice and support through their regional associations and the SM. The SM utilises the formal network of club CFIs, Presidents, Club Safety Officers, Maintenance Officers, AMOs, and Regional Officers.

13.2.3 The SM may, for example, tap into the expertise of:

- a. aeromedical specialists, medical practitioners and occupational therapists on fitness to fly and human factors aspects,
- b. operations and instrumentation specialists on human factors and cockpit design issues,
- c. engineers and mechanics on winch support and design safety,
- d. air traffic controllers on airspace access and safety,

- e. land care and pest control experts on aerodrome and chemical safety issues,
- f. meteorologists, avionics experts and competition pilots on task setting guidelines,
- g. SAR and SES volunteers on emergency response,
- h. graphics experts and media specialists for safety posters and diagrams,
- i. data analysts and software experts on safety data aggregation and analysis,
- j. risk management specialists on safety case development and reviews.


13.2.4 The SM will also work with other Executive members and staff, to make best use of specialist expertise, and to ensure effective interfaces and relationships with external authorities involved in gliding safety.

13.2.5 Volunteer members of the Safety Network should normally act as advisors. In some high priority circumstances, they might form part of formal working groups or Panel sub-committees, acting with the authority of lead Executive members. The KISS principle and common sense apply; they will operate, advise and assist with minimum bureaucracy.



14 INTERFACE MANAGEMENT

14.1 National Level

14.1.1  Gliding Australia has many formal and informal relationships supporting achievement of safety outcomes. Key Persons and panel office bearers maintain relationships to manage regulatory compliance, resolve safety critical issues, identify hazards and mitigate risks, report occurrences, respond to emergencies and investigations, promote safety awareness, share information, and maintain healthy links with aviation sector and communities.

14.1.2 Key safety relationships and interfaces include, and are not limited to, the following agencies. These are summarised below in Figure 9. (Principal points of contact are in parentheses.)

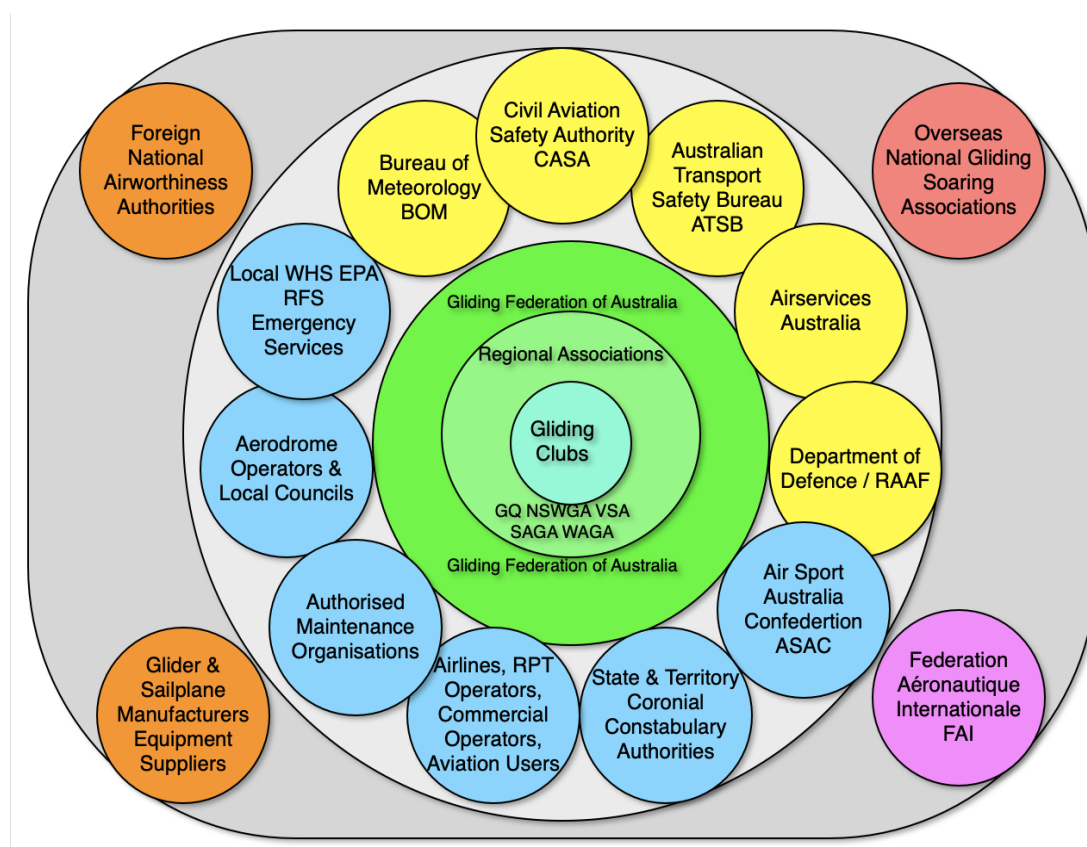



Figure 17 - Key Interfaces and Relationships

14.2 Civil Aviation Safety Authority (CASA)

14.2.1  The relationship between CASA and Gliding Australia is that of the Regulator to a CASA Approved Self-administering Aviation Organisation (ASAO), given effect through legal regulations, CASR Part 149, the Exposition and supporting regulations and manuals.

14.2.2 Four key persons, namely the CEO (Accountable Manager), EMO (Flying Operations), EMA (Airworthiness) and SM (Safety Manager) are accountable for key functions described in the Exposition and effective relationships with CASA counterparts. This relationship is intended to achieve aviation safety outcomes, whilst allowing glider pilots freedom to fly in multi-user airspace, in airworthy VH-registered gliders, sailplanes and powered sailplanes.

14.2.3 CASA- Gliding Australia interfaces are both formal and informal, encompassing regulatory compliance and reporting, audit and performance management, participation in technical committees and industry forums, consultations on airspace design and access, regulatory changes, safety education and awareness. Many peer-to-peer relationships are maintained to resolve issues in operations, airworthiness, safety and regulatory domains.


14.2.4 EMO is the nominated primary point of contact with CASA for day-to-day issues, reporting, emergency, and serious occurrence response. CASA may audit Gliding Australia's systems and processes.

14.2.5 The CEO as Accountable Manager regularly reviews risks, issues and processes associated with Gliding Australia - CASA relationships and interfaces.

14.2.6 The SM also works with CASA on Gliding Australia inputs to the National Aviation Safety Plan, priority safety outcomes and educational programs.

(EMO, EMA, CEO, SM, CAP, COP, AAAO)

14.3 Australian Transport Safety Bureau (ATSB)


14.3.1  Gliding Australia has important relationships with [ATSB](#), meeting regulatory obligations for reporting of aviation safety occurrences. For serious occurrences, Gliding Australia provides specialist gliding expertise and reports to assist ATSB in investigations.

14.3.2 Gliding Australia also monitors ATSB Investigation Reports and educative products for safety lessons learned. Safety education and awareness is enhanced by data exchange, data and trend analysis.

14.3.3 EMO is the nominated primary point of contact with ATSB for day-to-day issues, reporting, emergency, and serious occurrence response.

(EMO, EMA, CEO, SM, CAP, COP)

14.4 Airservices Australia


14.4.1  Gliding Australia works with [Airservices Australia](#) (and CASA Office of Airspace Regulation) on airspace regulation and airspace change proposals, safety cases, aviation charts, industry forums, safety education and awareness. Safety issues may affect operations, airspace clearances, NOTAMs, radio and avionics airworthiness aspects.

14.4.2 Competitions, camps, regattas, high altitude soaring aspects may require formal notifications or letters of agreement.

14.4.3 Airservices Australia issues a large suite of Aeronautical Information Publications ([AIP](#)) used by glider pilots and clubs. Many of these impact on operational safety, navigation, radio procedures and glider pilots' ability to access shared airspace. Changes to these may require formal consultation or feedback. AAAO has routine contact with Airservices Australia as it is intrinsic to the Airspace Aerodromes Avionics portfolio.

(EMO, AAAO, CEO, SM, COP)

14.5 Department of Defence

14.5.1  Gliding Australia maintains formal relationships with the Department of [Defence](#) through Director General Cadets – Air Force, representing the Chief of Air Force on Australian Air Force Cadet ([AAFC](#)) gliding matters, as per a Letter of Agreement co-signed by the Accountable Manager. This agreement is regularly reviewed, which may be amended from time to time by Defence and Gliding Australia. A copy of the current agreement is held by the CEO and EMO.

14.5.2 This agreement gives authority to the organisational principles, functional relationships, points of contact, Gliding Australia participation in Defence Airworthiness Boards, ADF safety investigations, management and audit of AAFC Clubs, occurrence reporting, hazard identification, risk management, and ongoing dialogue on operations, airworthiness and Military airspace access.

14.5.3 ADF Gliding Airworthiness Boards are an essential element of both aviation safety risk management and enterprise risk management; Board findings and corrective actions are measures of the effectiveness of this strategic relationship. Section 8.1.2.8 above also refers.

14.5.4 EMO is the day-to-day routine point of contact on AAFC operations issues. SM is the point of contact with the AAFC General Aviation Safety Officer (GASO).

(EMO, EMA, COP, CAP, AAAO, SM, CEO)

14.6 Air Sport Australia Confederation (ASAC)


14.6.1  Gliding Australia is a member of Air Sport Australia Confederation ([ASAC](#)), which represents Australia in the Federation Aéronautique Internationale. ASAC is the recognised National Airsport Control authority.

14.6.2 Gliding Australia officers support ASAC in sporting aviation representation on air sport events, competitions, adjudications, rules, regulatory and safety issues, airspace access, standards development, technical committees, international committees, and aviation industry collaboration. ASAC is an important participant in CASA committees and working groups.

14.6.3 ASAC is also recognised as an independent authority for the purpose of external appeals and tribunals on air sports issues, as per [ADMIN0015](#) Complaints Discipline Appeals Manual.


(EMO, EMA, AAAO, COP, CAP, CSDP, SM, CEO)

14.7 Federation Aéronautique Internationale (FAI)

14.7.1  Gliding Australia, in concert with ASAC, participates in several [FAI](#) activities in sporting competition, sporting records, FAI badges, competition rules, technical standards and technology development, information exchange. Much of this work is through formal membership of International Scientific and Technical Soaring Organisation ([OSTIV](#)), International Gliding Commission ([IGC](#)) and specialist committees. Gliding Australia panels monitor safety developments through these forums and information exchange channels.


(CEO, EO, CSDP, CAP, COP)

14.8 Overseas National Gliding and Soaring Associations

14.8.1  Gliding Australia maintains peer to peer relationships with members of overseas national gliding and soaring associations, facilitating information exchange on regulatory, safety, technology development, standards, education, competition, training and airworthiness issues. These relationships enable more rapid response on emergent safety issues, e.g., safety occurrences, responses to airworthiness defects, repair methods, training system changes.

(CEO, CAP, COP, CSDP, EMO, EMA, SM)


14.9 State and Territory Coronial and Constabulary Authorities

14.9.1  Formal and informal letters of agreement document Gliding Australia roles and interfaces with Police and Coronial Authorities in coronial investigations associated with gliding

operations. investigation reports sometimes inform these police investigations and coronial hearings. Outcomes of these hearings inform Gliding Australia governance.

(EMO, COP, EMA, CAP, SM, CEO)


14.10 Airlines, RPT Operators and Commercial Operators

14.10.1  Relationships with airlines, RPT operators and smaller commercial operators are managed at several levels. Gliding Australia seeks ongoing involvement in industry safety forums and conferences, technical committees and aviation consultative groups.

14.10.2 Gliding Australia provides advice of significant gliding activity (camps, regattas, competitions, midweek operations) to aid in situational awareness and conflict avoidance. (At club level, CFIs often maintain dialogue with operators in their area, adopt communications and operational protocols to improve safety.)

(EMO, CEO, CAP, COP, SM, CFIs)


14.11 Foreign National Airworthiness Authorities

14.11.1  Gliding Australia maintains relationships with foreign National Airworthiness Authorities responsible for glider type approval and design certification, airworthiness certification and continuing airworthiness instructions through airworthiness directives, and promulgation of certification maintenance requirements.

14.11.2 These overseas authorities administer continuing airworthiness instructions, so Gliding Australia maintains relationships to monitor changes and airworthiness safety impacts. [MOSP Part 3 Airworthiness](#) processes apply. Interfaces may include contribution to technical committees and advisory bodies. Emergent safety issues may result in changes to design standards and approved technical practices. CAP and EMA may occasionally issue Airworthiness Directives or Airworthiness Notices in response to issues not yet resolved by overseas authorities.

(EMA, CAP)


14.12 Glider and Sailplane Manufacturers, Equipment Suppliers

14.12.1  Numerous relationships are maintained with international and local manufacturers, suppliers and agents, associated with glider and sailplane manufacture, repair and maintenance, continuing airworthiness, design changes, software upkeep and technical standards. Airworthiness safety is a primary focus. [MOSP Part 3 Airworthiness](#) processes apply.

14.12.2 Emergent safety issues may result in manufacturers issuing Technical Notices and design standard changes, Flight Manual and Maintenance Manual changes. Usually this will be done in close consultation with Foreign National Airworthiness Authorities. CAP and EMA may issue Airworthiness Directives or Airworthiness Notices in response to such issues.


(EMA, CAP)

14.13 Authorised Maintenance Organisations (AMOs)

14.13.1  Some commercial organisations provide authorised glider and sailplane maintenance and airworthiness services, and towing aircraft towing and release systems support, within the airworthiness system defined in [MOSP Part 3 Airworthiness](#). Gliding Australia monitors and audits AMO airworthiness safety performance, and places high value on AMO feedback on airworthiness safety, improvements to standards, processes and documentation.


(EMA, CAP)

14.14 Aerodrome Operators, Local Councils

14.14.1  Occasional support is provided to clubs and regional associations in liaison with Aerodrome Operators and Local Councils in resolution of operational and safety problems, aerodrome standards and interoperability issues with other aviation organisations. (In most cases, CFIs are the primary point of contact with aerodrome operators and local councils, to establish arrangements to improve safety.)


(EMO, RMO, AAAO, CFIs)

14.15 Bureau of Meteorology

14.15.1  Gliding Australia participates in [Bureau of Meteorology](#) (BOM) working groups on changes to aviation meteorology products and services. This includes advice on type and periodicity of data required to ensure safe gliding operations. Gliding Australia experience also contributes to a national body of knowledge on aviation meteorology hazards and forecasting accuracy, contributing to aviation safety.

(COP, AAAO, SM)


14.16 Regional Level

14.16.1  Regional Associations include regional managers and officers supporting operations, airworthiness, soaring development, airspace aerodromes and avionics issues. These regional managers and officers perform responsibilities defined in [MOSP Part 2 Operations](#), [MOSP Part 3 Airworthiness](#), [MOSP Part 4 Soaring Development](#), and [MOSP Part 1 Administration](#), including defined audit and oversight functions.

14.16.2 Gliding Australia specialist managers are responsible for regional officers' activities, safety outcomes, monitoring standards, reporting and feedback.

14.16.3 Regional managers may assist clubs in resolving safety issues and maintaining relationships with authorities, councils, aerodrome operators and other aviation users. They have an important enabling role, in support of both Club and National levels.

14.17 Club Level

14.17.1  Gliding Australia recognises that important safety outcomes are achieved at club level, by committees, chief operations officers and training panels, and by individual pilots and airworthiness officers.

14.17.1 Clubs must be affiliated with Gliding Australia and members of Regional Associations in accordance with [MOSP Part 1 Administration](#). Operational responsibilities at Club level are at [MOSP Part 2 Operations](#). Airworthiness Responsibilities at Club level are at [MOSP Part 3 Airworthiness](#). Club Safety Officers are required to implement Club level SMS in accordance with this MOSP Part 5.

14.17.3 These responsibilities require effective interfaces with local authorities, in the context of their environment, formal relationships and regulatory compliance obligations. These may include:

- a. Aerodrome Operators and Aerodrome User Groups
- b. Local Air Traffic Control Authorities
- c. Airlines, RPT Operators, Commercial Operators operating in the area
- d. Other aviation users, sporting aviation operators

- e. Local Councils, Community Groups
- f. Local Emergency Authorities, including Rural Fire Services, State/Territory Emergency Services
- g. Authorised Maintenance Organisations and Equipment Suppliers
- h. Aerodrome maintenance organisations, contractors, land care suppliers
- i. Towplane Maintenance LAMEs, AMOs
- j. Winch and Vehicle support organisations and suppliers
- k. Fuel Suppliers and Fuelling Equipment Providers
- l. Environment Protection Authorities
- m. Local WHS Authorities.

14.17.4 Club Accountable Managers and Club Safety Officers are advised to review their interfaces with these organisations regularly, assess their risk exposure and risk mitigation performance, and maintain records of key agreements and formal points of contact.

14.17.5 Club Safety Officers are encouraged to share insights and examples with other clubs, Regional Associations and Gliding Australia.

14.17.6 Healthy and effective relationships with these external agencies on safety issues are a strong indicator of a positive club safety culture. Simplicity and clarity in management responsibilities and relationships is preferred; unnecessary complexity and bureaucracy may divert effort from achieving safe outcomes.

14.17.7 Club officers should guard against complacency with these relationships, avoid “boiling frogs”, and seek Regional or National assistance if risk issues cannot be resolved in timely fashion. Audits and Independent Safety Reviews may be constructively used to highlight problems and resolution strategies.



15 ABBREVIATIONS

AAAO	Airspace Aerodromes Avionics Officer
AAFC	Australian Air Force Cadets
AIP	Aeronautical Information Publications
ALOS	Acceptable Level Of Safety
AM	Accountable Manager
AMO	Authorised Maintenance Organisation
ASAC	Air Sport Australia Confederation
ASAO	Approved Self-Administering Aviation Organisation
AS ISO	Australian/New Zealand Standard
ATSB	Australian Transport Safety Bureau
CAP	Chair Airworthiness Panel
CAF	Chief of Air Force
CAM	Club Accountable Manager (Club President)
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations
CEO	Chief Executive Officer
CFI	Chief Flying Instructor
CoA	Commonwealth of Australia
COP	Chair Operations Panel
Comp SO	Competition Safety Officer
CSDP	Chair Soaring Development Panel
CSM	Club Safety Manager
CSO	Club Safety Officer
DCN	Document Change Notice
DG CADETS-AF	Director General Cadets – Air Force
EMA	Executive Manager Airworthiness
EMO	Executive Manager Operations
ERP	Emergency Response Plan

FAI	Federation Aéronautique Internationale
GASO	Group Aviation Safety Officer (RAAF AAFC)
GFA	The Gliding Federation of Australia Incorporated (Gliding Australia)
HF	Human Factors
ICT	Information and Communications Technology
IGC	International Gliding Commission
LAME	Licensed Aircraft Maintenance Engineer
MEMS	Maintenance Error Management System
MOSP	Manual of Standard Procedures
OSTIV	International Scientific and Technical Soaring Organisation
RAAF	Royal Australian Air Force
RPT	Regular Public Transport
SC	Safety Committee
SDR	System Deficiency Report
SFAIRP	So Far As Is Reasonably Practicable
SM	Safety Manager
SME	Subject Matter Expert
SMS	Safety Management System
SO	Safety Officer
SOAR	Safety Occurrence and Accident Reporting
TEM	Threat and Error Management
WHS	Workplace Health and Safety



16 APPENDICES – SUPPORTING DOCUMENTS

Appendix 1: Gliding Australia Club Emergency Response Plan Template

Appendix 2: Gliding Australia Safety Risk Register Template

Appendix 3: Operations Advice Notice OAN 03/12(1) revised July 2022

