

THE GLIDING FEDERATION OF AUSTRALIA INC, TRADING AS GLIDING AUSTRALIA

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# MANUAL OF STANDARD PROCEDURES PART 1 ADMINISTRATION

Version 7, January 2024

DOCUMENT NO ADMIN 005

*All references to Gliding Australia in this document means The Gliding Federation of Australia Inc.*

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## REVISION RECORD

Prepared	Approved	Version	Date	Précis of Changes
M.Little	Board	1.0	12/10/2005	
J.Welsh	Board	2.0	27/11/2009	
T.Cubley	Board	3.0	30/04/2015	Complete revision and incorporation of Board Regulations
T.Cubley	Board	4.0	02/04/2017	Update membership category. Life membership
T.Cubley	Board	5.0	17/09/2017	Update membership category. Transfer items from Board Regulations
T.Cubley	Board	6.0 interim	20/01/2021	Update. Add Go Membership, New logo, Governance/Integrity
T.Cubley	Board	7.0	25 Jan 2024	Incorporate Part 149 requirements include Board decisions 2020-21

### 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.

## Gliding Australia Feedback/Change Proposal Form

<b>Document Title:</b> (If for a manual or document to be changed, use the manual/document title)	Tracking Details (Office use only)	
	Number:	Date Received:
<b>Name</b> of person submitting change proposal:		
<b>Email Address:</b>	<b>Phone:</b>	<b>Membership No:</b>
<b>What should be changed?</b> (Include Section or Appendix reference if for a document. Attachments if required.)		
<b>Why? Description and Reason for change:</b> (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.)		
<b>Sources</b> for supporting data or details that may assist the review: (Attachments if required.)		
<b>Benefits</b> (How will the proposed change, new initiative or opportunity benefit members or improve compliance or safety?)		
<b>NOTE:</b> 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: <a href="mailto:returns@glidingaustralia.org">returns@glidingaustralia.org</a> Mail: Gliding Australia, C4/1-13 The Gateway, Broadmeadows, VIC 3047		

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# 1. INTRODUCTION

The purpose of this document MOSP 1 is to explain the structure of Gliding Australia, describe the privileges and obligations of membership, reference the different documents that specify what we must do and give some information to members on how to influence the decisions of the organisation and participate in the management structure.

The Gliding Federation of Australia Inc (GFA) is an Incorporated Association registered in Victoria, and Trading as Gliding Australia. It is a Federation of members, with some 60 affiliated Clubs and five Regional Associations. It is a not-for-profit volunteer organisation which is well evolved and mature in its structure and processes.

Gliding Australia is a *Civil Aviation Safety Regulation (CASR) 1998*, Part 149 Approved Self-administering Aviation Organisation (ASAO), approved by the Civil Aviation Safety Authority (CASA), and has responsibilities to meet expectations of Part 149. Gliding Australia conducts and controls all aspects of the sport including the aircraft register. Members of Gliding Australia who fly in Australia are bound by all Gliding Australia Constitution, Exposition, and associated documentation.

Gliding in Australia is subject to the applicable civil aviation legislation and has wide responsibilities to the Regulatory Authorities for the proper conduct of gliding. Gliding Australia must impose certain basic rules and regulations and make recommendations which persons or organisations becoming members or being affiliated must agree to accept. Gliding Australia is a sporting organisation and is affiliated to the International Aviation Federation (FAI), the International Gliding Commission (IGC) and the Australian Sports Commission (ASC) through its membership of the Air Sports Australia Confederation (ASAC).

The Management of Gliding Australia is two-tiered, with a Board that sets policy, and an Executive implementing that policy either directly or through sub-committees or appointed officers.

Gliding clubs operate within a nationally consistent structure developed over the last 70 years to ensure safe and successful operations. The structure is based upon clear, identified roles and responsibilities as outlined in Gliding Australia Rules, the Manual of Standard Procedures and supporting manuals defining methods of compliance with the Part 149 requirements. Effective devolvment of accountability to each club, pilot and aircraft maintainer is the essence to safe and successful aviation in the distributed network of corporate entities that is Australian gliding.

Gliding Australia provides support and services to members and gliding operations in relation to training, coaching, safety, operational processes/systems, airworthiness, competitions, marketing, aerodrome configuration, airspace, avionics and more. This support is deployed via Gliding Australia Departments, Panels and Committees comprising Regional Officers (for Operations, Airworthiness, and Soaring Development,) within a collegiate system of club office holders. Final responsibility for successful, safe, and compliant administration of gliding in Australia rests with each and every Australian gliding member.

## 2. MISSION STATEMENT & OBJECTIVES

The Gliding Australia Mission Statement is to “Develop, promote and administer the sport and recreation of gliding and foster excellence in safe, accessible and enjoyable soaring”.

The Gliding Australia Primary Objectives are: -

- **Freedom to Fly:** To maintain and extend the freedom of members to fly.
- **Safety:** To foster a culture of safety and risk management.
- **Promote & Develop soaring as a sport and recreation:** To maximise participation and to promote and develop the sport and recreational aspects of gliding and soaring.
- **Promote a Culture of Excellence:** To foster excellence in all aspects of soaring including training, sport & performance flying, technical expertise, and international participation.
- **Services:** To provide management & administrative services to Members, Clubs & Regions in an efficient & cost-effective manner, whilst optimising voluntary effort.
- **Member Engagement and Support:** To improve member engagement and satisfaction through ensuring a culture of justice, inclusion and diversity improvement and adopting agreed behaviours that ensure membership growth.



## 3. CONTROLLING DOCUMENTS

### 3.1 Incorporation

The Gliding Federation of Australia Inc (GFA), trading as Gliding Australia, is an Incorporated Association registered in Victoria and subject to the Associations Incorporation Reform Act 2012. [see <http://www.consumer.vic.gov.au/>].

### 3.2 Legislative Authority

Gliding Australia is an Approved Self-administering Aviation Organisation (ASAO) under the Part 149 of *Civil Aviation Safety Regulations 1998* (CASR).

Responsibility for Operation and Airworthiness of all civil aircraft operating in Australia ultimately lies with the Australian Federal Government. The Civil Aviation Safety Authority (CASA) has been empowered by the federal government through the *Civil Aviation Act 1988* and regulates civil aviation operations in Australia via Civil Aviation Regulations (CARs) 1988 and the *Civil Aviation Safety Regulations (CASRs) 1998*.

The CARs are at: <https://www.legislation.gov.au/Series/F1997B00935>

The CASRs are at: <https://www.legislation.gov.au/Series/F1998B00220>

#### 3.2.1 Operations

The Part 149 Exposition, the Manual of Standard Procedures [Part 2](#) (Operations) and referenced supporting Manuals<sup>1</sup> outline the basic rules and procedures by which gliding operations are conducted in Australia. Organisations affiliated with Gliding Australia and individuals becoming members must agree to accept and operate within these rules.

#### 3.2.2 Airworthiness

The Part 149 Exposition, the Manual of Standard Procedures [Part 3](#) (Airworthiness) and referenced supporting Manuals outline the basic rules and procedures by which gliding airworthiness activities are conducted in Australia. Organisations affiliated with Gliding Australia and individuals becoming members must agree to accept and operate within these rules.

CASA has issued Delegations and Authorities to certain individuals to perform airworthiness functions on behalf of CASA via a series of instruments of delegations. 'Named' Gliding Australia officers in possession of a valid instrument of delegation can perform certain functions with gliding airworthiness within Australia on behalf of CASA. These tasks include:

- Issue Type Acceptance Certificates (TAC)
- Issue, replace and remove Certificates of Airworthiness (C of A)
- Issue and remove Certificates of Registration (C of R)
- Design, implement and approve maintenance systems for the airworthiness of sailplanes operated in Australia
- Implement training systems and issue maintenance qualifications to Gliding Australia member for the conduct of sailplane airworthiness activities
- Implement a Design Approval (DA) process to support authorised engineers under the CASA Part 21M regulations to enable minor modifications, repairs schemes and replacement of components

For full details, see Manual of Standard Procedures Part 3 (Airworthiness).

#### 3.2.3 Safety

The CASR requires a Part 149 ASAO to maintain a Safety Management Systems, which includes a commitment from Gliding Australia to a safety policy, hazard identification and safety risk management, emergency response, safety accountabilities, reporting, audit and performance management which are described in [MOSP Part 5](#) SMS Manual. Detailed operational and airworthiness processes supporting

<sup>1</sup> These include the Gliding Australia Aerotowing Manual and Winch Launching Manual, Training Manuals, Powered Sailplane Manual, other procedural manuals defining detailed methods of operations, safety management and regulatory compliance.

SMS outcomes are described in [MOSP Part 2](#) Operations, [MOSP Part 3](#) Airworthiness and supporting manuals.

### 3.3 General Rules

The rules are many and varied, and copies of all documents are available through the Documents folder in the Gliding Australia web page, <https://glidingaustralia.org/>

#### 3.3.1 Gliding Australia Document Library

All approved published documents and forms can be found from the front page of the website, under the menu item Member Area - Documents.

#### 3.3.2 Gliding Australia Constitution (ADMN0001)

This document (see under Admin docs) lists the Objects and Rules of the Association. It also describes how the Organisation meets the Requirements of the Victorian Associations Incorporation Reform Act 2012.

#### 3.3.3 Manual of Standard Procedures

The Manuals of Standard Procedures (MOSP) comprises 6 parts, each with a specific focus. Their purpose is to provide every member and every club with a set of guidelines by which to work.

These manuals provide members and clubs with the necessary information required to operate safely, effectively, and as freely as any system can allow, given the complex and chiefly voluntary nature of our sport.

The document suite comprises 6 parts as follows:

ADMIN 005	MOSP Part 1 - Administration – This document. Approved by the Gliding Australia Board
OPS 002	MOSP Part 2 - Operations – Pilot training and safety standards: Approved by CASA
AIRW M01	MOSP Part 3 - Airworthiness – Aircraft maintenance, training, and standards; Approved by CASA
SDP 001	MOSP Part 4 - Soaring Development – FAI badges and Certificates, Records, Coaching, Competition. Approved by the Gliding Australia Board.
SMS 001	MOSP Part 5 - Safety Management System. Approved by CASA.
MND 001	MOSP Part 6 - Marketing & Development – Promoting and Developing and Marketing of the sport. [Not currently available].

Each department head is responsible for document control of their respective part of the Manual of Standard Procedures. The Gliding Australia CEO is responsible for MOSP Part 1, the Chair of the Operations Department is responsible for MOSP Part 2, the Chair of the Airworthiness Department is responsible for MOSP Part 3, the Chair of the Soaring Development Department is responsible for MOSP Part 4, the Safety Manager is responsible for MOSP Part 5, the Chair of the Marketing and Development Department is responsible for MOSP Part 6. The Gliding Australia Board approves all parts of the MOSP.

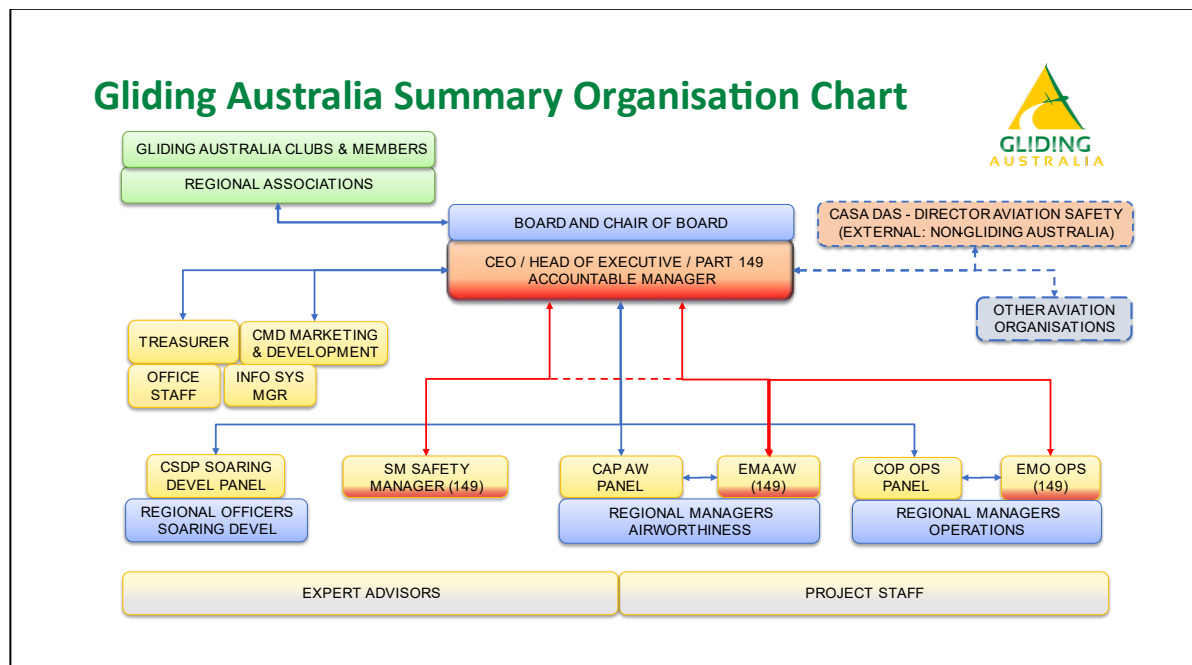
Changes to MOSP are managed in accordance with Change Management processes in ADMIN 0015 Change Management Manual.

## 4. MANAGEMENT STRUCTURE

Gliding Australia's corporate structure is an elected, voluntary group based on the need to comply with Gliding Australia's obligations as an incorporated body and to satisfy the requirements of CASR Subpart 149.195 and the organisational requirements of CASR Part 103 (when applicable).

Position descriptions and selection requirements for Part 149 Key Personnel and Gliding Australia Key Volunteer Personnel can be seen in the document Position Descriptions, available in the Document Library (ADMIN 0019).

Figure 1 Simplified Administrative Structure



### 4.1 The Gliding Australia Board

The Gliding Australia Board is appointed, exercises its powers, and performs its duties in accordance with the Gliding Australia constitution. The Board sets the strategic direction for the association and approves the Strategic Plan.

[See Gliding Australia website – Contact Us for names of current Board Members.]

The Board comprises the Chair of the Board; a representative from each of the 5 Regional Associations, CEO, a Junior representative, a Women's representative, the Treasurer, and the Secretary. The Safety Manager has direct access to the Board for safety critical issues. The Board may appoint other non-voting members to the Board and/or Executive for specific roles.

Any members of Gliding Australia may nominate for the position of Chair of the Board when nominations are called for, by email or letter to the Secretary which must be supported by two current Board members. Current members of the Board elect this position each year at the Board Meeting that follows the AGM.

Tenure of the voting members of the Board is limited by the Constitution (a maximum of 5 years in any one position) to ensure on-going development of fresh approaches and ideas and to minimise the potential for burn out, but also to make allowance to retain corporate knowledge.

The Board makes or approves all Gliding Australia policy decisions and directs the Executive to implement them. The Board is bound by the Associations Incorporation Reform Act 2012 and the Gliding Australia Constitution and are obliged in law to ensure the business is solvent, trading in accordance with Gliding Australia's rules and regulations, and operating in accordance with its Manual of Standard Procedures (MOSP) in all regards.

Board Responsibilities include but are not limited to:

- Administration of Gliding Australia and corporate risk management

- Strategic Planning
- Appointment and monitoring of the Key Volunteer Personnel including Board Chair, Chair of the Operations Panel, Chair of the Airworthiness Panel, Safety Manager, Chair of Soaring Development Panel, Chair of Marketing and Development, the Treasurer.
- Appointment and monitoring of the Key Part 149 Personnel, including Chief Executive Officer (CEO), Safety Manager (SM), Executive Manager Operations (EMO), Executive Manager Airworthiness (EMA).
- Appointment and monitoring of the Association's Secretary who is responsible for the Association's annual return and financial statement to the Registrar, and records all correspondence directed to the Association.
- Ensuring the safe operation of Sailplanes registered by Gliding Australia on behalf of CASA and ensuring that they are operated in accordance with the relevant Civil Aviation Regulations and MOSPs.
- Ensuring that all appointees diligently carry out their duties in accordance with their respective Duty Statements and the Board's policy on Delegations.
- Member support
- Financial management

## 4.2 Management of Board Meetings

This information is in addition to the conditions specified in the Constitution S19 Board Meetings.

When a Board meeting is notified, all reports and agenda items should be forwarded to the CEO by a deadline of 10 days prior to the meeting date.

All agenda items should be accompanied by a briefing paper to enable effective discussion on the day of the meeting.

The final agenda, reports and papers will be electronically distributed by not later than 5 days prior to the meeting date. Any late or further urgent business will only be admitted with the express permission of the Board Chair.

Papers on confidential or delicate matters should be marked as "Board-in-Confidence".

The Board may appoint a minute secretary.

Communicating topics and decisions of the board is actioned by the CEO and/or his delegates in an appropriate timeframe.

Gliding Australia officers' reports should be distilled and published in the document library to allow members to appreciate the background to matters raised in the meetings.

Minutes of all Board meetings shall be published on the website as soon as possible after the meeting as "interim" - publication within 28 days being the normal practice. Minutes are to be confirmed at the next meeting. In the case of AGMs or EGMs this confirmation is the following financial year.

Gliding Australia members may, upon prior request, be admitted as observers to meetings of Gliding Australia committees, Board and Executive meetings, the cost to be borne by the member.

## 5. THE GLIDING AUSTRALIA EXECUTIVE

The implementation of the Gliding Australia strategic directions and policies is managed by the Gliding Australia Executive. The Executive comprises the heads of the various Technical Committees/Functions:

- Treasurer
- Chair of the Operations Panel (COP)
- Chair of the Airworthiness Panel (CAP)
- Chair of the Soaring Development Panel (CSDP)
- Chair of Marketing and Development (CMD)
- Manager of Information Systems (MIS)
- Safety Manager (SM)

The Executive manages the day-to-day business and implements the details of the broad policies as set out by the Board, either directly or through sub-committees or appointed national or regional officers.

Tenure of the voting members of the Executive is limited by the Gliding Australia Constitution (a maximum of 5 years in any one position) to ensure on-going development of fresh approaches and ideas and to minimise the potential for burn out, but also to make allowance to retain corporate knowledge.

The Executive is responsible for the proper and efficient running of the Gliding Australia Office (Secretariat) and the work of salaried and contract staff as authorised from time to time. The Secretariat and salaried staff execute the daily business of the Executive and Gliding Australia.

Appointment of Executive members. Heads of the Panels or Departments are elected by their respective peer groups (where applicable) and their position and those of any other Executive members are approved by the Annual General Meeting.

### 5.1 Executive Meetings

When an Executive meeting is notified, all departmental reports and agenda items should be forwarded by Executive members to the Chief Executive Officer by a deadline of 10 days prior to the meeting date. All agenda items should also be accompanied by a briefing paper to enable effective discussion on the day of the meeting. Papers on confidential or delicate matters can be marked as "Executive-in-Confidence". All "Executive-in-Confidence" papers shall be copied and forwarded to Board Members as "Board-in-Confidence" by the CEO.

The CEO will electronically redistribute the final agenda, reports, and papers by not later than five days prior to the meeting date. Any late or further urgent business will only be admitted with the express permission of the CEO.

Minutes of all Executive meetings shall be published on Gliding Australia website as soon as possible after the meeting as "interim", publication within 28 days being the normal practice.

Minutes are to be confirmed at the next meeting.

All correspondence to Clubs shall be copied to the relevant Regional Association by the CEO.

## 6. KEY PERSONNEL

Key personnel are roles defined as such in Part 149 and require approval from CASA when these roles are filled. ADMIN 0018 Positions Descriptions Manual refers. Further information on the safety functions and relationships of Key Personnel are in MOSP Part 5 SMS Manual Section 8.

### 6.1 Chief Executive Officer (CEO)

The CEO is a salaried employee of Gliding Australia, a member of the Board and manager of the Executive team. The CEO is the Accountable Manager for Gliding Australia.

The CEO manages the following portfolios:

- Human Resource Management
- Corporate Governance,
- Corporate Services
- Board Secretariat

Qualifications and experience are described in the document ADMIN 0019 "Position Descriptions".

### 6.2 Safety Manager (SM)

This position is filled by a volunteer member elected annually as described in the constitution. The maximum continuous tenure in the position is 5 years. The SM manages the safety management system (SMS), and oversees safety management training, safety compliance, incident and accident investigation and related disciplinary matters. The Safety Manager's duties and responsibilities are specified under Section 8.2.2 of MOSP 5 and in the document ADMIN 0019 "Position Descriptions".

### 6.3 Executive Manager Operations (EMO)

The EMO is a salaried employee of Gliding Australia and reports to the CEO and takes strategic priorities from Chair of the Operations Panel.

Qualifications and experience are described in the document ADMIN 0019 "Position Descriptions".

### 6.4 Executive Manager Airworthiness (EMA)

The EMA is a salaried employee of Gliding Australia and reports to the CEO and takes strategic priorities from the Chair of the Airworthiness Panel.

Qualifications and experience are described in the document ADMIN 0019 "Position Descriptions".

### 6.5 Vacancies With Key Personnel

Any vacancy with Key personnel will be filled as described in the Gliding Australia Exposition, the Recruiting Selection Policy and Procedures Manual [ADMIN 0016](#) and the Positions Description Manual [ADMIN 0019](#).

The Gliding Australia Board will maintain a record of suitable people who can fill any temporary vacancy of Key Personnel or who could be invited to apply to fill a permanent vacancy of that position. A temporary vacancy is an absence of up to ninety days.

The CEO position will be temporarily filled by the Chair of Operations or Chair of Airworthiness, or in extenuating circumstances by the Safety Manager subject to CASR 149.005 approval by CASA, with the Safety Manager duties transferred to another person to retain independence of safety functions.

The Safety Manager position will be temporarily filled by a member who is a current or previous RMO or RMA, or a Level 3 Instructor with SMS and SOAR experience. In unforeseen circumstances, with specific approval, the CEO could perform this role. Where a member is temporarily filling the position, they will be briefed by the CEO.

The RMOs are a panel of members who can temporarily fill the EMO position. The RMAs are a panel of members who can temporarily fill the EMA position. Both the RMOs and RMAs are listed on the Gliding Australia website. When an RMA or RMO temporarily fills the EMA / EMO position, they will be briefed by the CAP / COP respectively.

As described in the Exposition, Gliding Australia must inform CASA of vacancies or absences of key positions beyond 35 days, within prescribed time limits. If the position has been temporarily filled for 90 days or longer, Gliding Australia will inform CASA of plans for continuation of temporary filling or replacement of the incumbent.

## **6.6 Other Personnel**

Other personnel are appointed based on a business and organisational need in accordance with the Gliding Australia Recruitment and Selection Policy and Procedures Manual. The Gliding Australia Recruitment and Selection Policy has regard for mandatory qualifications (if any) and the skills required that are published in the relevant position descriptions.

These other personnel are not Key Personnel.

### **6.6.1 Chair of the Gliding Australia Board**

The position of Chair of the Board is voluntary and leads the Board.

The Chair is elected annually by the incoming Gliding Australia Board members following the Annual General meeting. The maximum continuous term in the position is 5 years.

The chair is required to oversee the implementation of strategy approved by the Board and ensure that the Association's structure, finances, and processes meet the strategic, regulatory compliance and cultural needs of the Association.

The Chair's duties and responsibilities are specified in the document ADMIN 0019 "Position Descriptions".

## **7. COMMITTEES**

### **7.1 Safety Committee (SC)**

The SC is chaired by the Safety Manager (SM). The Safety Manager is the key person for the purposes of CASR Part 149.220 and CASR Subpart 149 E. Through the SC, the SM together with the Chair of the Operations Panel, Chair of the Airworthiness Panel, EMO, and EMA manage operational and continuing airworthiness compliance matters. The SC may be convened as a stand-alone committee, or as part of Board, Executive and Specialist Panel meetings as appropriate to the safety issues being managed.

Further SC information is at MOSP 5 SMS Manual.

### **7.2 Committees and Subcommittees**

Committees and Subcommittees such as Risk and Audit are convened on a needs basis.

For example, the Disciplinary Committee is convened as required to deal with matters that arise under Rule 11 of the Constitution – Complaints, Discipline and Appeals.

Terms of reference for committees are described in the relevant MOSPs.



## 8. GLIDING AUSTRALIA DEPARTMENTS

Gliding Australia has primary departments with administration and management coming via the Board, the CEO, the Executive, and the Secretariat, with the Gliding Australia Chair/CEO being an Ex Officio member of each of these departments.

### 8.1 Finance

- Treasurer (an Executive member)
- Finance Officer (paid employee)
- Investment committee chair

### 8.2 Airworthiness

This technical panel provides subject matter expertise on policy and sets standards for sailplane certification, and continuing airworthiness related matters referred to in Exposition Part 3 and 4 – Technical (Continuing Airworthiness). The Airworthiness Panel consists of:

- Chair of the Airworthiness Panel (CAP) (an Executive member). The CAP is responsible for assuring airworthiness functions specified in Gliding Australia MOSP Part 3, providing strategic priorities and advice to the Executive Manager Airworthiness with subject matter expertise.
- 2 x Deputy Chairs of the Airworthiness Department (DCAP)
- Executive Manager Airworthiness (EMA) (paid employee). The EMA is a key personnel position holder under Part 149.
- Registration secretary (paid employee)
- Regional Managers Airworthiness (RMAs). The RMAs provide advice and feedback from the regions to the EMA.

Full explanation of the Airworthiness Panel is contained within MOSP 3.

### 8.3 Operations

This panel provides subject matter expertise on policy, standards, and procedures for sailplane operations, flying training and airspace-related matters referred to in Exposition Part 2 – Operations. The panel consists of:

- Chair of the Operations Panel (COP) (an Executive member). The COP is responsible for assuring operations functions specified in Gliding Australia MOSP Part 2, providing strategic priorities and advice to the Executive Manager Operations (EMO).
- Executive Manager, Operations (EMO) (paid employee). The EMO is a key personnel position holder under Part 149.
- Regional Managers, Operations (RMO). The RMOs provide advice and feedback from the regions to the EMO.
- Airspace Airfields and Avionics committee

Full explanation of the Operations Panel is contained within MOSP 2.

### 8.4 Soaring Development

This panel develops policy, standards, and procedures for Sporting aspects of our sport, including badges and Certificates, soaring skills, Coaching, Competitions and Records. This panel consists of:

- Chair of the Soaring Development Panel (CSDP) (an Executive member)
- National Coaching Director
- Soaring Development Managers (SDMs)
- Chair National Competition Committee
- International Teams Manager
- IGC representative
- FAI Certificates, badges, and records
- Sports Trophies Officer

See MOSP 4 for details.

## 8.5 Marketing & Development

This department is made up of various disciplines managing communications, website, newsletters, member engagement, external events, marketing materials, etc. The panel consists of:

- Chair of Marketing & Development (CMD) (an Executive member).
- Gliding Australia magazine editor
- Specialist Marketing and Promotions representatives

The marketing and development of our sport relies on every member's involvement and efforts. No amount of money and planning at National and Regional level, develops the sport if the clubs and individual members do not actively support the emphasis.

## 8.6 Governance/Integrity

- Chair of Board
- CEO (Accountable Manager)
- Secretary
- Treasurer
- Member Protection Information Officer (as appropriate)

Governance and integrity obligations are a primary focus of the Gliding Australia Board, usually handled within Board meetings. Board-In-Confidence or Executive-In-Confidence issues may, in some cases, require select sub-committee support.

## 8.7 Information Systems

- Manager Information Systems (an Executive member)
- IT Admin staff member (paid employee)
- Co-opted volunteer specialists

## 9. GLIDING AUSTRALIA SECRETARIAT

The Secretariat assists with administration and secretarial support on all routine matters for Gliding Australia Officers, Clubs, and members. Its principal function is to reduce the administrative burden which falls on honorary members of Gliding Australia and to optimise the efficiency and effectiveness of the many Gliding Australia volunteer officers. It is seen as essential that as much routine work as possible should be carried out by office staff. Hours of work for the office are approved by the Chief Executive Officer.

### 9.1 Functions

The role of the Secretariat is to handle all Gliding Australia secretarial business, correspondence, duplicating and distribution, supply of forms, supply of information to clubs, Regional Associations and Gliding Australia Officers. Duties include:

- control all Secretarial records.
- administer the Membership system with all relevant details.
- administer the aircraft register and aircraft database in accordance with relevant delegations from CASA.
- produce and distribute a range of Publications, Manuals, MOSP, Airworthiness notices, Minutes etc by electronic means and via paper on request.
- correctly collect, process, and disburse member's fees, insurance premiums, airworthiness fees and all other financial transactions which regularly occur in the course of Gliding Australia business.
- operate the Gliding Australia on-line 'shop'.
- provide member support and respond to queries in relation to the administration of the sport.

## 10. MEMBERSHIP OF GLIDING AUSTRALIA

Anyone wishing to fly a glider in Australia must be a member of Gliding Australia.

To be a member it is a requirement to:

- Be a member of an affiliated Gliding Club and its affiliated Regional Association
- Agree to abide by the rules of the organisation
- Pay the prescribed Gliding Australia membership fee

### 10.1 Types of Membership (ADMIN 0012)

Gliding Australia has a range of membership categories available to members who meet the criteria.

- Membership categories includes Flying Members and Non-flying Members.
- Flying Members have voting rights and must be a member of an affiliated gliding club and its Regional Association.
- Flying members are required to be aged at least 15 years and must also hold an approved medical certificate if they are to fly as Pilot In Command. Approved Certificates are detailed in MOSP2. The relevant medical forms can be found under Operations Forms in the Document Library:

Options include:

- They have made the self-declaration of physical fitness,
- They have been examined by a legally qualified Australian registered medical practitioner in accordance with the 'Austroads standards',
- They hold an appropriate and valid CASA Civil Aviation Medical Certificate.

### 10.2 Junior Members

A discount flying membership is provided. A junior:

- Must be younger than 26yo.
- Has voting rights.
- Is required to be a Member of an affiliated gliding club and its Regional Association.
- Must hold an approved medical certificate if they are to fly as Pilot In Command.

### 10.3 Youth Group Member

A Junior member who is also a member of an approved youth organisation.

- Australian Air Force Cadets (AAFC)
- Australian Air League (AAL).
- Other approved organisations such as University clubs.

This entitles them to receive a Discounted Junior Membership fee.

The youth organisation provides management of the membership process.

The cadet member must provide evidence of their membership of the relevant youth organisation.

### 10.4 Australian Air Force Cadets

The Australian Air Force Cadets (AAFC) is a youth-oriented organisation that is administered and actively supported by the Royal Australian Air Force. AAFC gliding activities use Air Force facilities. AAFC gliding operations and maintenance are carried out to Gliding Australia requirements.

AAFC specific procedures are detailed in the Memorandum of Understanding approved by Gliding Australia and Cadets Branch–Air Force (CB-AF),

#### 10.4.1 National Manager Flying Training Operations and Standards (Gliding)

The AAFC National Head of Operations (Gliding) (HOO-G) is an AAFC appointed person and must, by virtue of the appointment be a uniformed AAFC Officer of Cadets. The (HOO-G) appointee must be an

active Level 2 (or higher) Instructor and will be referred to the EMO Gliding Australia for ratification prior to appointment.

The (HOO-G) is responsible to Cadets Branch–Air Force (CB-AF), the Commander AAFC and the Director of Aviation Operations AAFC for the Operational Airworthiness of Air Force gliders and the delivery of the cadet gliding experience nationally in accordance with Defence Airworthiness requirements, AAFC Manual of Aviation Operations, Gliding Australia MOSP and the AAFC (HOO-G) position description.

The (HOO-G) is the Cadets Branch–Air Force and AAFC delegate to the Gliding Australia Operations Panel.

#### 10.4.2 Line of Responsibility

The (HOO-G) is responsible to the Director of Aviation Operations AAFC in accordance with Air Force Airworthiness requirements, the AAFC command structure, and the Gliding Australia EMO for the day-to-day running of AAFC operational gliding activities. The Chairman of the Operations Panel and the Director General Cadets Air Force, will liaise in ensuring respective oversight obligations and accountabilities are satisfied.

The (HOO-G) may nominate an AAFC approved Gliding Australia Level 3 Instructor to act on his/her behalf in the various duties which are required to be performed periodically in the AAFC. The Level 3 instructor need not be an AAFC uniformed staff member. A Level 3 Instructor so selected is responsible to the (HOO-G) for the conduct of delegated AAFC duties and will have the same status as the (HOO-G) when acting on his/her behalf.

Such an appointment must be ratified by the Gliding Australia EMO and the Director of Aviation Operations AAFC prior to commencing duties.

### 10.5 Life Membership

Life membership is the highest recognition provided by Gliding Australia. Life membership is awarded to members who have excelled in their contribution to gliding nationally over many years, such contribution would be regarded as having provided significant ongoing benefit to the federation. It is not recognition for long service, or special one-off activity, or contribution to a single club or organisation. Life members are listed on the Gliding Australia web page under Member Area.

The life member does not have to pay Gliding Australia or Regional Association membership fees. Life members should maintain their contact details. If a Life member wishes to continue flying, they still need to maintain their medical and Flight Review status and club membership.

The original citation states:

For Exceptional Service to the Gliding Australia

*Awarded to members after years of endeavour both on the field and off the field, often across a range of expertise. The award is honorary.*

*This elite group of Gliding Australia members have extended to gliding nationally, the benefit of their time and energy in an unstinting dedication to our sport.*

*The award recognises these qualities and is only issued after careful consideration and having high regard to those previous recipients and the fundamental criteria of national benefit to gliding, which may also extend to international efforts.*

Members or Clubs or Regional committees may nominate an individual for life membership by emailing a detailed nomination to the Secretary, outlining the reasons for the nomination, and including the ongoing benefit provided by that member's service to the sport. Nominations should be submitted by the end of May.

It is suggested that this nomination is confidential and not revealed to the member in case the nomination is not successful. Very few Life Memberships have been awarded as the criteria for the award are quite strict.

The Secretary will provide details to the Gliding Australia Board who will consider all evidence provided and decide on the nomination.

If awarded, this will be announced at the Gliding Australia AGM or awards event and the members name then recorded in the minutes of that AGM and added to the life members honour board in the Gliding Australia office and the list on the web page. The member will receive a framed certificate.

### **10.5.1 Rescinding of Life Membership:**

In extreme situations, where a Life Member has acted in contravention of Complaints, Discipline and Appeals Policy and Procedures the Board on being provided with evidence of this contravention may decide to rescind the Life Membership status of the member. This decision requires a 75% vote of Board members.

The Board should then follow the remainder of Complaints, Discipline and Appeals Policy and Procedures in relation to notification, confirmation, and appeal.

On withdrawal of the Life Membership, the person's name will be removed from the respective lists and honour board and a statement that Life Membership has been withdrawn will be placed in the minutes of the Board meeting.

## **10.6 Joining Gliding Australia**

Gliding Australia membership is purchased online via "the membership system, available through the Gliding Australia webpage. For details on the membership system see Section 13 of this document.

Flying members are required to nominate which gliding club they have joined before their Gliding Australia membership is approved and provide an approved medical document prior to flying solo.

## **10.7 Gliding Australia Fees**

Fees are updated and set by the Gliding Australia Board prior to the commencement of the new financial year and can be found in the Gliding Australia document library under admin docs. ADMIN0012.

The Regional Association fee, where included, is included in the membership fee. Gliding Australia will forward this directly to the Regional Association.

### **10.7.1 Membership Renewal**

A renewal notice will be sent by email when the membership is set to expire. Renewal is performed through the online membership system. The type of membership can be changed, and payment options can be selected as listed in the renewal notice.

The membership fee must be paid no later than 1 month following the date of expiry.

Upon expiration of this period and the required payment has not been made, or if the payment fails for any reason, then it is not permissible to fly as pilot in command or receive instruction, or exercise privileges of any authorisation/credential/rating. A member may re-apply for reinstatement of expired authorisations once the membership fee has been paid.

### **10.7.2 Gliding Australia Magazine**

Financial members of Gliding Australia will be sent a link to the online Quarterly "Gliding Australia" magazine. The magazine can also be viewed on the web page – look under Member Area/ Magazine.

### **10.7.3 Voting rights**

All Flying members (adult and junior) and life members are entitled to attend and vote at the Annual General Meeting of Gliding Australia, or any Extraordinary General Meetings. Members will receive notification of these meetings to their advised email address. If members are unable to attend the meeting either in person or electronically, they may appoint a Proxy (see web page/ documents/ admin forms).

### **10.7.4 Member Rights and Responsibilities**

Gliding Australia operates on the principles of a Just Culture and of Procedural Fairness.

Gliding Australia is committed to provide an environment which is free from harassment and abuse for everyone, which promotes respectful and positive behaviour and values, and which is safe for children.

There are series of Integrity documents available on the web page, document library that explain our commitment to these principles and explain how members can respond if they feel these principles are not being demonstrated. These include:

- a. Code of Conduct Policy ADMIN0002
- b. Privacy Policy ADMIN0007
- c. Member Protection Policy ADMIN0008
- d. Complaints, Disputes and Discipline policy ADMIN0015
- e. Discrimination and Harassment Policy ADMIN0020
- f. Safeguarding Children and Young People Policy ADMIN0021
- g. Inclusion & Diversity Policy ADMIN0022
- h. Improper Use of Drugs and Medicine Policy ADMIN 0023
- i. Social Media and Online Platforms Policy ADMIN0026
- j. Competition Manipulation and Sport Gambling Policy ADMIN0031
- k. Alcohol and Smoking Policy ADMIN0033
- l. Gender Inclusive Language Policy ADMIN0024

## 10.8 Discipline

Members who breach the rules of Gliding Australia may be subject to actions according to Gliding Australia Complaints, Disputes and Discipline Policy [ADMIN 0015](#).

- a. Breaches of civil aviation legislation and/or Gliding Australia's Part 149 obligations may result in cancellation of membership, certificates, and ratings. In accordance with the requirements of Part 149.425(2), MOSP 2 Operations and MOSP 3 Airworthiness. Gliding Australia will report to CASA in writing any activities of authorisation holders that contravene the requirements of the Exposition and decisions of the Gliding Australia Committee that results in the cancellation of membership, a pilot certificate (however named), ratings, endorsements, approvals or authorisations in accordance with the Complaints, Disputes and Discipline policy ADMIN0015.

## 11. GLIDING CLUBS

All flying members are required to be a member of an affiliated Gliding Club. Some members join a number of gliding clubs in order to benefit from the range of services provided. When members pay their membership to Gliding Australia, they must nominate which one club is their primary club.

Gliding Clubs are usually Incorporated Associations with their own rules and committee of management. Clubs are bound by the Act under which they operate in each Region/State which can vary. At the very least they must have a minimum number of members to remain registered (usually 3 or 4).

Gliding Australia's management and operational systems rely on clubs to provide support to members and to deliver the training and services developed by Gliding Australia.

Clubs may elect to be listed as non-training clubs which means that they cannot train student pilots, or conduct Flight Reviews, or conduct Air Experience flights.

### 11.1 Club Affiliation

Clubs must be affiliated with Gliding Australia and one Regional Association.

Affiliated clubs and organisations must comply with

- The relevant Associations Incorporation Act for their State.
- The Gliding Australia Operational Regulations, which incorporates any valid Civil Aviation Order and Civil Aviation Regulation.
- The Gliding Australia Constitution, MOSP, and Board Determinations as recorded in Board minutes.

The Gliding Australia affiliation requires clubs to update contact details of club officials, to confirm which Regional Association they are a member of, to update their Safety Management Plan and to have a current Operations and Airworthiness audit.

Failure to meet these requirements may result in club affiliation being suspended or cancelled. If the club loses affiliation, then members of that club are no longer permitted to fly as Pilot in Command.

### 11.2 Club Safety Management Plan

Each club is required to have a Safety Management Plan, which identifies hazards and risks and agreed procedures to prevent these. See MOSP 5. Clubs are required to participate in the reporting process to share knowledge across the movement, and various audit requirements (operations, airworthiness, safety, etc) to remain affiliated.

### 11.3 Forming a Gliding Club






Advice on forming a new gliding club is available by contacting the Gliding Australia office during normal business hours.



## 12. REGIONAL ASSOCIATIONS

(Also refer to the Constitution for information on Regional Associations)

The Regional Associations are a key component of the gliding organisational structure. In order to support gliding across the country, Gliding Australia gliding clubs are grouped into regions. The five regions are as follows:

Region Name	Trading as	Locations
New South Wales		comprising the geographical area of the State of NSW and the Australian Capital Territory
Queensland		comprising the geographical area of the State of Queensland and northern NSW
South Australia/NT		comprising the geographical area of the State of South Australia and the Northern Territory
Victoria/Tas		comprising the geographical area of the States of Victoria and Tasmania
Western Australia		comprising the geographical area of the State of Western Australia

Each region is managed by only one Regional Association. The Regional Associations are a key component of the gliding management chain. They are Incorporated Associations in their own right. They also operate not for profit, and hold operating funds separate to Gliding Australia funds. Their structures vary from Region to Region.

Each Regional Association is an Association of member Clubs.

Regional Associations receive a membership fee from each member of their affiliated clubs, collected and forwarded by the Gliding Australia office.

Clubs can nominate to belong to any one region where elements of common interest exist such as geography, proximity, service delivery, support, etc.

Regional Associations provide clubs in their region with administrative, operational, technical, sporting, promotional, financial, and other support services. Details of services that the Regional Associations have committed to provide to members can be seen in the “Regional Statement of Expectations” (see Admin Docs via the Gliding Australia web page). Primarily they coordinate a range of regional activities, including:

- Instructor training

- Airworthiness courses
- Coaching programs
- Competitions
- Promotional activities and resources
- Safety Management
- Direct support for clubs

A new gliding club must approach their selected Regional Association and gain affiliation concurrently with submitting affiliation to Gliding Australia.

A gliding club may request to change their affiliation to another Region. If the new region accepts the club, then it must advise the Secretary of any such change,

The Regional Association Constitution/Rules must be approved by the Gliding Australia Board to ensure no conflict with Gliding Australia Constitution, MOSP, and policies. These Regional Association rules must define the management structure, which should include a balance of representation from member clubs.

Regional Associations must meet at least once a year to elect their Officers for the next year and bring any matters of importance to the meeting for consideration and action. Between these meetings each club has its views and position on matters affecting them put by their delegates or agents.

The Regional Association must elect from its members at an Annual General Meeting, two representatives to Gliding Australia, one of whom will be the Gliding Australia Board member, the other will be the Alternate.

Most of the State Governments will only provide funding to a Sport through a Regional Association, who has a responsibility to source relevant funding to support their members.

## 12.1 Regional Officers

Each Regional Association is required to nominate Regional Officers with responsibilities for

- Operations
- Airworthiness
- Soaring Development
- Airfields, Airspace, Avionics

Position Descriptions outline the qualifications, experience, roles, and responsibilities for these roles. Gliding Australia Regional Officers are appointed by the Gliding Australia Board upon recommendation of the relevant Department Head working in consultation with the Regional Association, using the following process:

1. The relevant peer group within the region identifies and elects a suitable candidate. (see relevant MOSP for details of the peer group)
2. Gliding Australia Department Head and Regional Association agree the candidate with either having right of veto.

The time limit for each position is 5 years unless with 2/3 board approval.

If there is no appointment, it is referred to the Regional Association and Department

Regional Associations are required to assist in coordinating the efforts of each of the Regional Officers and provide them with administrative support.

These Gliding Australia Regional Officers are required to work in consultation with and report to the Regional Associations as well as their respective Department Heads. They should provide clubs with all the necessary support within the scope of their role.

## **13. MEMBERSHIP SYSTEM**

Gliding Australia will maintain a membership management system.

### **13.1 Members**

When joining Gliding Australia new members register online and then login using their membership number and are required to set a password.

There are a series of documents that explain how to perform a range of tasks on the system. These are available in the document library under Administration.

### **13.2 Clubs**

Club Administrators have access to the club's section of the membership system. They can update club details such as office bearers and results of audits.

There are a series of reports available which the club can download and use.

### **13.3 Board, Executive and Regional officers**

These various officers have access to a range of reports to support their roles. Additional access can be arranged on request from the Department or Executive

## 14. FINANCE

### 14.1 Annual Budget

Gliding Australia's annual budget is summarised under the following broad headings:

- Administration
- Operations
- Airworthiness
- Sports
- Marketing & Development
- Governance/Integrity
- Safety
- Other – IT, Sales etc

Within these areas, the budget is divided into an appropriate chart of accounts for income and expenditure.

Preparation of the annual budget is primarily the responsibility of the Executive through the Treasurer. The Treasurer ensures that the budget is prepared in time for incorporation in the Board papers prepared for the Board Meeting prior to the new financial year.

It is a matter of policy that Gliding Australia shall recoup costs from identifiable areas of expenditure.

The Annual budget is subject to approval by Board. Each Board meeting briefly reviews progress of income and expenditure against the budget. The final budget being set prior to the new financial year whereupon the membership fees and other income sources are set for the forthcoming year.

### 14.2 Payments

All payments to the Gliding Australia are via Credit or Debit card.

Cash and Cheque are not accepted.

### 14.3 Reimbursing Membership Expenditure

Gliding Australia holds the basic premise that Officers accruing legitimate costs in the pursuit of their obligations and work for Gliding Australia shall be reimbursed for these out-of-pocket expenses. All officers of Gliding Australia involved in expenditure of funds are required to provide appropriate receipts and lodge a claim on a payment requisition form to the Secretariat. The claim should show the amount and type of expenditure and what work incurred that cost.

Officers should refer to ADMIN011 Gliding Australia Expense Guidelines for details of expenses that can be claimed. (Look under admin docs). Use the Expense claim form F002 (Look under admin forms).

Officers are encouraged to maintain expenditure within the limits of the approved budget for an item, however it is recognised that on occasion, unforeseen circumstances may occur which force additional work and therefore cost which should be claimed.

The staff at the Secretariat ensures all expenditure and income is recorded in the accounts of Gliding Australia and attributed to the appropriate officer's expenses.

Gliding Australia Funding is provided for Regional Officers or their delegates on official Gliding Australia business. If it is Regional Association business, then the funding is provided by the Regional Association and the participants of the event.

As a matter of policy, Gliding Australia does not contribute to appeals, community projects/charities, such as the Victorian Bushfire or Queensland Flood appeals on behalf of members, considering that donation to charities as a member's personal choice.

### 14.4 Gliding Australia Club Loan Fund

\$500,000 in total is made available from Gliding Australia financial reserves to support development loans to Gliding Clubs affiliated with Gliding Australia and a Regional Association. The loan scheme will be

publicised within Australia to all affiliated clubs and Regional Associations giving the terms and conditions of the loans available.

The Gliding Australia Executive is empowered to consider, reject, or approve applications for loans from Clubs up to a maximum of \$100,000 per loan or such other amount as agreed by the Board.

Loans can be approved for purchase of gliders and other assets as approved by the Board.

- The maximum loan to valuation ratio will be 65%
- The maximum loan term will be 5 years.
- Interest rate will be set at RBA cash rate plus 2.5% and will vary in response to variations in the RBA cash rate.
- All loans will be secured against nominated assets of the club or association concerned.
- Repayments will be on a regular monthly schedule set out in the loan agreement.
- All costs associated with drawing up a loan agreement and securing the assets will be borne by the borrower.
- All applications for loans must be submitted through the Regional Association and must include a business plan to service the loan, cash flow predictions and the last audited financial year report.

## 14.5 Financial Year and Audit

Gliding Australia financial year is stipulated in the Gliding Australia Constitution.

The Treasurer is responsible for ensuring that the accounts are submitted for audit at the end of the financial year and the Board is responsible for signing off on this at its AGM.

The annual statement of finances is submitted to Consumer Affairs Victoria by the Secretary after each AGM and to CASA as part of Gliding Australia /CASA Deed of Agreement.

## 14.6 Gliding Australia Fees

It is the responsibility of the Board to set the level of the various fees and charges issued by Gliding Australia. Such fees and charges are set in accordance with the requirements of the Annual budget as ratified by the Board. A summary of each change is available on the web site.

FAI fees shall not be included in the cost of FAI badges which shall continue to be priced at cost as determined by the Executive. Any surplus shall go to general revenue. Any one flight that attracts multiple claims to be charged as determined by the Board.

Entry fees for pilots from West Australia and Northern Territory to compete in any National Championships which are held in the Eastern and Southern States are paid for by the Soaring Development budget.

A Historical Aircraft Category shall be introduced carrying a concessionary Airworthiness Administration Fee compatible with the low demands they make upon Gliding Australia airworthiness system and based upon a list of eligible aircraft to be prepared and maintained by the Vintage Glider Association and approved by the Executive.

## 14.7 International Teams Funding

To encourage the success of Australian pilots who compete in international events, Gliding Australia has a process of funding support as described in MOSP 4.

## 15. GLIDING AUSTRALIA COMMUNICATIONS

### 15.1 Gliding Australia Website

Gliding Australia's major instrument of communication is the Gliding Australia website <http://www.glidingaustralia.org>" <http://www.glidingaustralia.org>

All Departments have a presence on the website, with contact details and all relevant policies, processes documents and manuals provided in the Document Library (which can be downloaded free of charge).

### 15.2 Gliding Australia Magazine

Gliding Australia operates a quarterly magazine which is managed by the Gliding Australia magazine editor. Operating costs and expenses are paid from membership subscriptions. The magazine is a major instrument of communication between Gliding Australia and its members, disseminating Official Administrative matters, Sport, Airworthiness, Operational and Development notices, and advice. It is also a forum for members to have their say, share their experiences, and also carries advertising. All financial members receive a link to the electronic magazine every three months, and a pdf copy is available via the Gliding Australia web page under member Area.

Lodgement of material for any issue is by email to the magazine editor or to [returns@glidingaustralia.org](mailto:returns@glidingaustralia.org) . Large files and photographs can be uploaded at [www.glidingaustralia.org/ga](http://www.glidingaustralia.org/ga)

### 15.3 Launch Points

A regular email newsletter is distributed to all members and provides short Gliding Australia news items and notification of upcoming events.

### 15.4 Gliding Australia emails

Members receive emails from the Executive to advise of important information and news from the Board and Executive. Notices of AGM and EGM are also distributed in this manner.

### 15.5 Gliding Australia Forum

This is an informal way for members to share information and ideas. All members are invited to register to this chat group and can unsubscribe if they no longer wish to participate. It is moderated.

### 15.6 Social Media

There are a number of Facebook, Instagram (and other) pages for Gliding Australia and for specific focus groups (Junior soaring, Australian Gliding Team, for example).

### 15.7 Regional and National Communications

Each club is represented at its Regional Association level and each Region has a representative at National (Board) level. Decisions made at each level need a clear and efficient mechanism for information distribution. Communication to members is via email, website, and phone.

Upon a request, Gliding Australia Board or Executive shall make available one or more of their number to attend a Regional Association meeting and wherever possible, this should be combined with some other Regional Association event, such as courses or AGM.

## 16. INSURANCE

Gliding Australia spends over \$200,000pa to help protect members against the unforeseen. In addition, Clubs may hold liability insurance policies, and individual glider policies are taken by owners to indemnify against liability claims and protect their glider asset. In summary:

**Broad Based Liability (BBL)** - \$1,000,000 coverage for all members, affiliated clubs, and regional associations. First policy for injury and property liability claims. Insured with HDI Global Speciality SE through Gliding Australia's broker Aviation Insurance. Excess \$2500. (This is a liability policy and only covers property damage if liability is established.) Policy paid for by Gliding Australia.

**Individual Glider (and Tug) Policies** – Clubs/Individual owners insured. Liability limit at purchaser's discretion. In the Australian market HDI Global and QBE insure this risk. Glider hull insurance for glider damage is covered by this type of insurance. Policies paid for by glider owners.

**Hangar Keepers Liability Scheme (HKL)** - \$10mill (option to \$20mill) Club responsibility. Broad coverage for Club airfield risks. Gliding Australia has a group policy with discounted premium cost. Policies paid for by Clubs.

**Gliding Australia Administration Liability Policy** - \$10mill cover for Gliding Australia and State regional associations. Policy paid for by Gliding Australia.

**Contingent Liability Policy** - \$10mill "backup" cover for Inspectors, Instructors, Coaches in respect of training and certification activities only. Policy paid for by Gliding Australia.

**Associations Liability** – \$2mill Gliding Australia and State regional associations. Directors & Officers insurance, Professional Indemnity, Reimbursement of Wrongful Acts claims, Fidelity Insurance and Taxation Investigation Cover. Policy paid for by Gliding Australia.

**Accident and Health policies**. Sickness and Injury protection for Gliding Australia and Regional Office bearers. Policies paid for by Gliding Australia.

**Fire & General** – for Gliding Australia Building and Contents.

**Liability policies** – Directors, Officers, Employees of the "Insured" are included in insurance cover, whilst acting in the course of their duties.

**Associations liability policy** – Directors, Officers, Committee members of the "Insured" or others acting on behalf of the Association at the direction of the Board or Directors are included in insurance cover.

Details of Gliding Australia Insurance Policies are available on Website in Documents.

## 17. RELATIONSHIPS WITH OTHER ORGANISATIONS

Gliding Australia has connections with a range of national and international organisations.

- Federation Aeronautique International (FAI)
- Air Sport Australia Confederation (ASAC)
- International Gliding Commission (IGC)
- Sport Australia [formerly Australian Sports Commission]
- Organisation Scientific Technical International Vol a Vel (OSTIV)

Representatives also attend meetings of CASA – SASAO, S&RAS and RASF.

The Board appoints or changes representation at these organisations as needed.



## 18. STRATEGIC PLANNING

### 18.1 General

Gliding Australia has a Strategic Plan which is a 3-5 year outlook, setting out the immediate objectives to which budgeted amounts can be reasonably apportioned and it anticipates the direction the members wish the association to go.

See ADMIN016 and ADMIN017 Gliding Australia Strategic Plan

It is recognised as important that the process of establishing and updating the Strategic Plan each year should be public involving National, Regional and Club input sought from as wide a group as possible.

Strategic planning is one of the processes used to ensure Gliding Australia stays viable and true to its own purposes as defined in the constitution. Sound strategic planning processes, operating in conjunction with risk management processes, will identify and deal with problems before they become a threat.

### 18.2 Planning Process

1. The Board shall establish the Gliding Australia Strategic Plan to provide direction.
2. The Plan shall include measurable goals and the Executive is responsible to achieve those goals and report on progress.
3. The Executive shall determine how to implement that strategy and incorporate the cascading actions in the plan.
4. The Board shall monitor that progress.
5. The Board shall advise strategic changes as necessary for the Executive to implement.
6. The Strategic Plan shall be updated and maintained annually.

### 18.3 Purpose of the Plan

Strategic planning provides a framework for improved decision making and informs the Budget process:

- It provides a basis for consideration of future consequences for current decisions.
- It builds relationships between committees, officers, and members by understanding a coherent common message.
- It allows the direction to be challenged and therefore gives a clearer picture of the direction and purpose.
- It enables the organisation to be accountable to the members.
- It provides a tool to thoroughly examine what the organisation is doing and why.
- The process should be transparent and publicly accessible for input and involvement.

### 18.4 Regional Involvement

Strategic planning is not solely a National function. The Strategic Plan has components that related to Regional and Club goals and actions. Each Regional Association and clubs should have similar documents which complement the Gliding Australia plan and provide more local and relevant detail to that region. Regional Associations and clubs use their plan for similar purposes and draw on a combination of their own funds and that of the State government purse for approved projects within the total plan.

### 18.5 Member Involvement

Members and clubs are directed to their Regional Association and the Gliding Australia web site for copies of each document to assist in the preparation of their own plans and to participate in the overall objectives of our sport and its development.

## 19. GLIDING AUSTRALIA AWARDS

The following prestigious awards are considered by the Board annually:

- W.P. Iggulden Award – For outstanding service to Administration.
- Harry Ryan Award – For outstanding service to Airworthiness.
- Bob Muller Award – For the most outstanding contribution to the promotion or publicity of gliding in the past year.
- Wallington Award – For outstanding service to Sports.
- Hoinville Award – For outstanding service to gliding in the area of operations or sporting achievement.

Award nominations and recommendations for the award are called for and processed by the Gliding Australia Awards & Trophies Officer each year then forwarded to the CEO for approval by the Board.

An award need not be presented if there are no suitable applicants in any year.

## 20. GLIDING AUSTRALIA SCHOLARSHIPS

Scholarships (e.g., Royal Australian Navy Gliding Association - RANGA) are available from time to time through Gliding Australia and are advertised, called for nominations, and processed by the Gliding Australia Trophies and Awards Officer, then forwarded to the Executive through the CEO for final selection. Details on scholarships are available on the Website.

## 21. GLOSSARY OF TERMS USED IN THIS MANUAL

CAO	Civil Aviation Order, a functional document enabling practical use to be made of a Civil Aviation Regulation.
CAP	Chair of the Gliding Australia Airworthiness Panel.
CAR	Civil Aviation Regulations 1988. A statutory aviation regulation of the Commonwealth of Australia.
CASA	Civil Aviation Safety Authority.
CASR	Civil Aviation Safety Regulations 1998. A statutory aviation regulation of the Commonwealth of Australia.
COP	Chair of the Gliding Australia Operations Panel.
EMA	Executive Manager Airworthiness.
EMO	Executive Manager Operations
FAI	Federation Aeronautique Internationale.
GFA	The Gliding Federation of Australia Inc. trading as Gliding Australia
MOSP	Manual of Standard Procedures 1-6 (this document is MOSP 1).
RMO	Regional Manager, Operations.
RMA	Regional Manager, Airworthiness.
SM	Safety Manager
SMS	Safety Management System. A system for the management of safety within Gliding Australia, including the organisational structure, responsibilities, procedures, processes, and provisions for the implementation of gliding safety policies by Gliding Australia.