



# **GLIDING FEDERATION OF AUSTRALIA**

**GFA BOARD MEETING – MAY 21, 22, 2022.**

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A Face-to-face meeting of the GFA Board was held in Melbourne (Best Western Airport Motel, Attwood) on Sat, Sun 21,22 May 2022, commencing at 9:00am AEDT.

## **MINUTES**

### **1 OPENING OF MEETING**

#### **1.1 PRESENT:**

##### **Regional representative members:**

Beryl Hartley (NSW)  
Viv Drew (Vic)  
Peter Brooks (SA/NT)  
Greg Beecroft (WA)  
Lisa Turner (Qld)  
Ryan Driscoll (Junior rep.)

##### **Executive members:**

Steve Pegler (President)  
Lindsay Mitchell (Vice President)  
Terry Cubley (Board Secretary and GFA Executive Officer)  
Chris Bowman (Treasurer)  
Anthony Smith (Chair of Airworthiness)  
Pat Barfield (Chair of Operations)  
Sarah Thompson (Chair of Marketing and Development)  
Drew McKinnie (Safety Manager)  
Jenny Thompson (Chair Soaring Development)

#### **1.2 APOLOGIES**

Richard Frawley (Chief Experience Officer) will be joining online later.

### **2 CONFIRMATION OF MINUTES FROM 28 APRIL 22**

**MOTION (22-05)-1:** *That the minutes of the GFA Board meeting of 28 Apr 2022 be accepted.*

***Moved: P. Brooks, Seconded: V. Drew. Carried***

#### **2.1 ADDITIONAL AGENDA ITEMS**

ASAC and FAI awards.

The board is asked to review these and propose nominations to Terry.

#### **2.2 TRACKERS**

Added to agenda under special projects (para 10.5 below).

### **3 CONFLICT OF INTEREST**

With respect to Para 11 below, WWGC appeal –Terry declared a conflict and would absent himself during those discussions.

Jenny, and Lisa felt they may have a conflict of interest. Other Board members were of the view there was no conflict of interest.

### **4 CORRESPONDENCE**

4.1. Letter received from Matt gage and Terry Cubley confirming that they were happy to accept the Board offer of having their appeal heard by an external panel, and advising that they have asked Paul Mathews to represent them.

4.2 Air Commodore Heap advised that he has suspended AAFC gliding ops at Warwick.. Several operational and maintenance Incident reports have been entered into the defence reporting system. GFA has received copies and loaded operational incidents into the SOAR system.

- A similar thing happened in 2019 at Bathurst (Operational pause) due to a large number of incident reports raised. After detailed investigations by Cadet Branch flying operations resumed.
- It is good to lodge incident reports but AAFC is risk adverse and will act if too many incidents occur. They advise that they don't require GFA help at this time.
- The AAFC operate as 3 sites (Bathurst, Warwick and Balaclava). But they operate somewhat independently from the GFA gliding operations.
- GFA regularly audits the AAFC operations.
- Drew recommended that we need to assert our need for involvement. We need more information from Dennis Medlow and then Russ Pyers (Commanding Officer Gliding Training School). Craig Heap (DG – Director General.) has been in the job for 12 months.
- We should seek a meeting with Air Commodore Heath. Face-2-face at high level is appropriate.

## 5 INTENTIONALLY BLANK (TO MATCH THE AGENDA HEADINGS SEQUENCE)

## 6 STRATEGIC PLAN 2021-24

This is one of the key focus discussion topics for this Board meeting. Strategic plans were formulated approx. 12 months ago. Many items identified in the plan have been actioned but with an ad hoc approach. We need a more disciplined and structured approach to ensure we achieve our strategic goals.

Jenny presented '*GFA Strategic Plan Summary 2021-24.pdf*' (accompanying these minutes).

- Re the regional boards using this as at regional board level.
- One of the main goals of ITP is to reduce membership churn. Identify clubs with high levels of churn.
- Need indicators to enable improvement before someone leaves.
- One of our key goals – come up with some measurements. Sharon could assist with developing a dash-board
- Andrew Simpson, has a good tracking tool
- Reporting – proposing a 6 monthly dashboard.
- Eg instructor age and resignations. Number of members attending instructor courses, and how old are they?
- Safety perception is a good one? Are people having fun? How do they interface with GFA? IT interface?
- We get a 25% response to surveys. Try to increase the response rate. Can the regions engage better with their members to encourage response to surveys?
- Need KPIs. Measure the level of interest in WeGlide?
- Should be published by Sarah, but who does the work? Sharon?



The Board adjourned briefly, splitting into four groups, each to brainstorm ideas for finding KPIs for two of the 8 strategic goals. Their determinations are listed below:

### 3 Create a Culture of Fellowship, Fun and Enjoyment

- This will be achieved by meeting the strategic intent of the other strategic goals.

### 7 Increase Participation in XC, Comp and High Performance Soaring

- Anthony's returns – number of hours flown?
- participation in WeGlide?
- Numbers of entries into competitions?
- Encourage clubs to run regattas. Provide a tool kit? Comp-kit? A Regatta Kit?

### 4. Develop and Manage Effective Systems for Members, Clubs and Regions

- Implement training programs and identify support required.
- Get feedback on club involvement in the region.
- Measure outputs from AW courses and instructor courses.
- Find the participation rates in these events.
- Dashboard – add on a rating of how effective the club systems vs GFA systems are? Accounting system, ops systems? Rate and promote good systems.
- GFA to recommend a suite of club software.

### 5. Build Club and Regional Capability and Sustainability

- Measure the number of AW people and instructors by age group and gender per club. Also membership type.
- Churn rate – try to look at the progression rate from solos to GPC etc. Is going Solo a club metric?
- Do we ask for XC kms from clubs?
- Track the age of Instructor Course participants.

### 1. Build and Promote an External Profile

- Competition involvement.
- Facebook likes, online engagements
- Affiliation report
- External stories that provide external exposure.
- Do more profiles, do more videos of events etc.

### 2. Develop a modern innovative sport

- Soaring development. Look at/monitor ITP. Compare clubs with and without ITP.
- OGN coverage.
- Trackers to modernise.
- Simulators – VR simulators vs training simulators.
- KPIs need to be managed by someone.

### 6. Build and Implement an Enhanced Safety Culture.

- What percentage of total reports are positive/preventive rather than reactive?
- IRIS – camel like aviation system. Clunkiness activity.
- How we interact with members? We need to ask 'do you feel safe'? 'What makes you feel unsafe'?

- We need a broader approach on how we do member surveys.
- We need a dialog with other aviation organisations.
- Can we identify high-potential accident events (near misses). These are fertile learning areas.
- What is the close out rate for investigations? Measure the closeout rate.
- Safety investigation debriefs.
- If we do have an incident, how do we get the message out about the lessons learned.

#### 8. Grow participation, Inclusiveness and Diversity.

- We should entice IENs (Incipient Empty Nesters) to gliding, because they are the population with time, money and the desire to glide.
- What prior experience do they have? If we can encourage more people to start gliding young, we will have more returning later in their life.
- Exit survey data. Click-rates, page traffic...stuff that is in existing IT that we can harvest....who's clicking and why?
- Because gliding offers benefits to other forms of aviation, we should encourage participation from other flying disciplines (hanggliders, RAAus etc).
- We need a national approach to scholarships and subsidies. A lot is done at club and regional level, which we don't harvest feedback or data.
- We should provide targeted courses for itinerants - travellers, grey nomads.

### 7 DEPARTMENT ACTIVITY REPORTS – SESSION 1

#### 7.1 BUDGET

- Chris presented a budget run down, Budget shows a loss of \$104k.
- Net loss of \$63k, Assets are \$2.4m, so the budget is OK.
- If clubs get more members can they get a bonus from that increase?
- Are the GFA sending their profits back down to members/clubs?
- Need to invest in member retention and reducing churn.
- We are going to be exposed to higher material costs.
- Which of our costs are independent of the number of members?
- Need to spend the money we've got in order to improve GFA.
- We have been receiving good membership payments lately.

#### 7.2 OPERATIONS

Pat presented a summary of operational activities and concerns. Refer to '*07b GFA Board Ops Department Report 2022-5-21.pdf*' that accompanies these minutes.

- Instructor training - 29 new instructors were trained last year => an annual refresh rate of 5%....is that ok?
- We anticipate a big drop-off in instructor numbers over next 5 years due to age.
- Post Covid-19, 6 clubs have not resumed operation.
- Canberra, Bathurst, Tasmania, GCV have had their Ops audits. LKPT is due soon.
- Operational Incident trends: a lot of procedural and proficiency lapses; cockpit checks not done; ground handling damage, in and outside of hangars; 20 airspace breaches (probably largely due to better surveillance of breaches); regular occurrences of heavy landings; 2 engine failures in self launchers; 6 ground loops; 2 landing accidents resulting in overshoots and A/C damage.
- Regulatory changes: Part 91 flight rules have changed (monitor CTAF or 126.7 below 5000'), Part 103 – disparate group of sport organisers trying to write it. Then CASA decided to change things after some progress.

- New training system is waiting for the current rules of the air.
- Part 61 proposes self-declaration of medical for GA licenses. If that happens, this will affect tug pilots. Should we contribute to this discussion? Tuggies can currently get the lower class 2 medical - we should let people know they can get it. Should we be monitoring tug pilots ages and medicals (another KPI)?
- There is a sting in the tail on medicals re the allowable exemptions where they will accept GPs advice on fitness. CASA wants to be able to override an exemption. There is a rear guard action from some of the medical organisations. They want to still be able to override the GP. May be better to not let them override and then appeal?
- 50% of our instructors are men over 65 years old. We need to encourage women and juniors to gliding and then instructing. Refer to a previous presentation from John Blackburn, who stated that the real opportunity for membership growth is 45 yo and over.
- We want to see people upgrading their instructor's ratings.
- Important with young people to get them flying XC and developing their skills before starting instructing.
- Screen people before they attend a course. Can't self nominate to become an instructor.
- Discussion about shared airspace with drones consultation - talk to the drone operators.
- Waiting for instrument from CASA about access to class A airspace.

### 7.3 SAFETY

(Refer to '07d SM Report May 2022.docx' that accompanies these minutes).

Drew provided a summary of Safety Management activities: including

- Occurrence Investigations
- MOSP part 5, airspace avionics
- Sporting Aviation meetings
- Part 149 input and review
- ITP rollout
- Addressing AW workshop practices and high altitude soaring safety

Planned future activities

- Further work on MOSP part 5, review of competition safety pack
- Planning a series of safety seminars.
- Guidance for clubs on changes to club SMSs.
- Reporting systems are a sore point: a lot of the data comes from Sales force, Go Membership etc, need to decide what change in functionality is needed. And what IT changes are needed to streamline data entry. Intelligent form design is needed. Preserve confidentiality, while meeting CASA requirements. Doing nothing is not an option.
- Wave soaring modules: Standardise module safety system content.
- Support for ITP: Drew wants the board to tackle head-on the frustration and resistance to adopting the ITP. We want to remove the lack of standardisation because it will worsen the standardisation problems. Drew wants unified support in adopting the ITP - it is necessary to maintain our safety record, which is necessary to maintain our freedom to fly.
- Need clubs and instructors to adopt the ITP by a certain date. Has been a massive effort since 2014-15, so don't want to see it fall by the wayside because of a lack of engagement.

The following motion was put:

**MOTION (22-05)-2:** *The board agrees to inform members of:*

- The strategic priority of improving training standardisation through ITP, to achieve better safety outcomes,*
- Our intent to assess options and plan improvements to safety reporting systems.*

**Moved: D. McKinnie, Seconded: S. Pegler. Carried**

## 8 DISCIPLINE, COMPLAINTS AND APPEALS PROCEDURES

Steve led a discussion on follow up actions required now that the new Discipline, Complaints & Appeals policy is in place.

- Ref ADMIN 0015. Para 8.1.1 (Complaints, Discipline and Appeals Procedure).
- Ops and AW appeals must be resolved within 21 days.
- Develop a list of 20 names we could draw on in the event of needing people to adjudicate appeals. Have a pool of people with a variety of skills who could be used for appeals.
- Need a mediator, an administrator who is an SME
- We need to develop guidelines for an appeals tribunal. Lisa volunteered to put guidelines together.)
- If we can't get independent people, then we can outsource the adjudicators.
- Drew wants to acknowledge the huge amount of work done to write Discipline, Complaints and Appeals procedure

## 9 PART 149 OVERVIEW OF PROGRESS AND SHORTFALLS

Anthony provided a summary of Part 149 implementation status:

Refer his report (Refer to *Annex A at the end of these minutes*).

- Management of change docs have been written by Peter John.
- The Board recommends that we keep change authorisations at upper level (EMO, EMA) as far as CASA is concerned.
- CASA requires compliance with standards for fatigue management of staff.
- Record keeping – how long do we keep records? Richard to advise.
- Compliance matrix – Part 149 folder, sub folder, derived from Manual of Standards.
- What are our real challenges? The red lights in the presentation in Annex A show them.

## 10 UPDATES ON CURRENT PROJECTS

### 10.1 IT

Richard presented on-line details of IT activities and plans:

(Refer to *IT report* that accompanies these minutes).

- Jenny – where are the flow charts of what we want GM to be able to do?
- Anthony....how much are we spending on Go Membership/JustGo?
- Lindsay – Just Go is spending 50-60k. Is it feasible to go back to Salesforce and ask if they can do what we want to happen? Salesforce will push that to a partner.....but we have to be clear about the scope of work that we want.
- Because we have a system working today, we're not working from scratch.
- Can we improve SOAR reports while still meeting CASA's requirements, and what is required to get there?
- If we put together what we want in one stand alone program, can Richard and Ian put something together?
- Go Membership is cheaper license, but transaction fees are higher.
- Sharon – the poor member experience with JustGo relates to credentials and shop.
- To assist Richard in identifying the the key IT elements that need improvement the Board agreed to appoint a Sub-Committee comprising Drew, Sarah, Chris and Jenny.

### 10.2 SIMULATORS

- Expressions of interest in accessing simulator plans from IGC (from India, China and Kenya).

- We have the plans and Alby James has got the wiring diagram, to be converted to modern computer format.
- Vague interest from a few clubs. GCV, Lake Keepit, Southern Cross have built one.
- Operators need to use it well and require instructors who know how to use
- The idea was that a club would buy a flat pack and assemble it to support its construction.
- It was decided that it is not GFA's remit to make and distribute simulators – it is better done by experts in the field.
- Cheap (\$1800 US) screen simulator stations are now available.
- The meeting decided that GFA will go back to IGC through Mandy and withdraw our offer to provide simulators.

### 10.3 ITP TRAINING

Pat presented the ITP implementation and associated activities: (Refer to 'GFA Board ITP Report 2022-5-21.pdf' that accompanies these minutes).

- ITP details are now available on the Gliding Australia website.
- Theory Lessons: PowerPoint presentations available, but later the plan is to move to a self paced format. Students have to answer theory module questions.
- Some Clubs are pushing back saying there's lot of extra work....but this mix of theory and practice leads to better instruction.
- Trainer rates progress through training with a 1 to 5 score, so that the next instructor can see where they're up to. This also makes training transferable to another club.
- There is a feedback form on the Gliding Australia website so changes can be made in the next print run – planned for each August.
- Roll-out training has commenced – 4 briefings/5 hours.
  - Part 1 – Why new system?
  - Part 2 – What's specifically changed?
  - Part 3 – Standardisation points – pre-solo.
  - Part 4 – Standardisation points - post solo. This was not previously well addressed.

Includes a Description of the log book layout.

- It works best for a full time course – Hunter Valley are running courses over 2 weekends.
- Urgent changes will have Ops directives, otherwise, they'll be saved for the update cycle.
- Club implementation will be monitored thru their FIRC's (Flight Instructor Refresher Course).
- The new system empowers the students to ask about what to expect next in their next lesson.
- Instructor training will include the Silver Coach training. There are 5 post solo units that require a Silver Coach rating.
- Most difficulty experienced in training "flying with other gliders". This indicates that the Silver Coach course is needed.
- After the initial roll-out, there will be updates on theory, then aerobatics, wave flying and other advanced elements.

### 10.4 ADS-B DEVICES

Chris has prepared a rebate form that clubs may use to apply for a loan for purchasing ADS-B EC devices until they are reimbursed by the department running the subsidy program.

### 10.5 TRACKING DEVICES

Jenny now has a contract (now at draft 4.1) with Nick and Todd for supply and support of competition trackers. Both parties are happy with the current contract draft so it is expected to soon be completed. Features of it are:



- \$50k budget, 60 trackers plus support, additional support is at \$50/hr. Will trial them at the QLD comps.
- User and Tech manual included in the deal.
- Tracker must be installed and must be on.
- No tracker no score.
- Scoring will be instantaneous.
- Pilots cannot see where other pilots are via their trackers, although some may be looking on their phones etc.
- Agreement can be reviewed annually.

## 11 WWGC APPEAL PROCESS

- Terry left the meeting.
- Steve led a brief discussion on the progress of Terry and Matt's appeals.
- Steve wants a resolution to the appeals process before telling members about the status. A new resolution procedure has been previously approved by the Board and has been offered and accepted by Matt and Terry. Matt and Terry have asked Paul Mathews to represent them, agreed that Paul has no conflict of interest.
- Steve wants to confirm that we will not try to handle it internally, as no one can be found to be part of the appeal panel who is truly unbiased and acceptable to all parties. We should source an external panel – ASAC to be asked to assist. This is a service ASAC could provide to its member associations.
- The ASAC Board is meeting on June 7 to consider a motion that will allow ASAC to provide an appeal service to member federations. Once approved we could request ASAC to act as the appeal tribunal. ASAC has experience across all sporting codes, so should be capable.

**MOTION (22-05)-3:** *The GA board will request ASAC to act on behalf of GA in hearing Terry Cubley and Matt Gauge's appeals with respect to the penalties applied by GA in relation to the Lake Keepit WWGC*

**Moved: S. Pegler, Seconded: V. Drew. Carried**  
(Lisa and Jenny abstained)

## SUNDAY MORNING 9:05am

## 12 CLUB DEVELOPMENT

Amanda VanderWal provided – remotely via Zoom - a presentation of the status of club development activities. Refer to 'Amanda Board Presentation.pptx' that accompanies these minutes.

- Some clubs are providing feedback on their success.
- \$80k (Warwick hangars and clubhouse) and \$20k grants have been successfully applied for.
- SAGA \$300k participation grant application from SA Govt – on hold due state election.
- Just now completed a simplified club health checklist – colour coded system.
- Completed some GA specific Position Descriptions and a Club Survey.
- Completed a COVID checklist.
- Provided a template for modernised club handbooks.
- Encourages better inter-club communication.
- Our most successful clubs are the mid-sized clubs.
- Some clubs have resistance to new ways and technologies – all it takes is a key person to have that resistance.
- From GA perspective – we are not promoting our new resources quickly enough.....Amanda needs to know what new motions/decisions have been made.

- New technology – eg, keyless locks.
- Beryl noted there was no mention of NSW clubs. Amanda said they are definitely the least engaged....eg Hunter Valley, Keepit are like Benalla in that they have large numbers, so feel they are OK.
- Beryl said NSW would like to make contact, so is best to go through the Regional Association to get introductions to clubs. Beryl and Sam are the best contacts for that.
- Amanda prioritises those who are actively wanting her help.
- Similarly with SAGA – best to reach the clubs thru the region meetings. Access to clubs could be assisted better facilitated through the regions.
- Jenny and Viv promote Amanda's activities, which is working. For other states, Amanda has no introductions.
- She doesn't get much response from little clubs. Typically talking to a club 3 or 4 times to get a response.
- Juniors - Ryan says he'd love to hear from Amanda.
- Greg – at each regional meeting Greg does mention Amanda's availability.
- The effectiveness of scholarships is debatable. Financial assistance is a drawcard, but is not sufficient for retention of members. 50% of the time the beneficiaries don't even fly out their scholarship.
- Better to direct funds to someone who shows interest, rather than advertising for a scholarship. Keepit has a fund they can dip into if a student can't finance where they want to go, ie financial assistance for motivated students who are struggling financially.
- Feedback has been received that students don't want to be mentored by their instructors – they can be seen as intimidating. They want mentors from their peer group.
- Amanda's role is not just to secure grants, it's strategic development. GA need to promote the successes of her work. Social media has a role to play in this – so some clubs can see what other clubs have achieved.
- Do we need a traffic light system for clubs engagement with Amanda? Some clubs don't even come to regional meetings.
- Key points:
  - Club introductions via regional meetings,
  - Build peer groups and
  - Promote the benefits of what Amanda has been doing.

### 13 MEMBERSHIP REPORT

Terry provided the following figures (refer to 'Membership Analysis Presentation May 2022.pptx' that accompanies these minutes): GA has 2,386 members, a number which has been dropping by about 100 members/year for the last 5 years. Air Force Cadets have cut back their members. Currently, 156 members are overdue to pay membership. Some clubs still offer 3 month membership for Courses

- Churn: - 60% of new members leave in the first year, then 60% of them the following year and so on.
- Who's churning? Can we do an exit survey? What do they say? Should we change the questions we ask in the survey?
- Remediation strategies that have a small effect can still be significant.
- We need strategies to make it harder to leave, easier to stay.
- ITP is good, targeted email had some success, but we need other strategies, eg to improve some of our communication strategies. Should we start a WhatsApp group or some electronic survey? Maybe a social media strategy?
- Members are not engaging with GFA – they relate directly to their club.
- Can Amanda start club social media strategy?? Can we engage her to look at this?

Conclusion: Sarah and Steve will chat to Amanda about developing a better Regional engagement strategy.

## 14 CONSTITUTIONAL REFORM

Steve presented the following details on the proposed constitutional reform (refer to 'Constitutional Reform.pptx' that accompanies these minutes), as proposed by the current draft of the constitution, and supported by the Regional Board Reps:

- Constitutional reform is required for the adoption of Part 149, and to instigate a separation of powers within the board (ie policy to be formulated by the Board, but implemented by the Executive).
- Also, there were questions about our compliance with current regulations, but on investigation this was found to be not as bad as we thought it was – 4 things only needed changing.
- There is some minor rearranging of the constitution, and correction of formatting and typos.
- We have adopted a minimalist approach to changing the constitution; there are many things that could be changed or improved, but this draft includes only those things necessary to achieve the above goals.

Major changes to the constitution (formerly Articles of Association) are:

- Currently GFA has 16 members on board – this will reduce this to a max of 11.
- Chairman of the Board will be selected exactly as how the current President is elected. No Vice President is proposed
- Introduction of a CEO.
- 5 regional representatives will be chosen by their respective regional associations as is current practice.
- There will also be a Women's Representative, and a Juniors' representative on the Board.

Jenny provided a WIG (Women in Gliding) presentation (included in 'Constitutional Reform.pptx') explaining the need for, and a democratic means for electing the Women's Representative to the Board. A similar process should be used for the Juniors' Representative.

Discussion on the Constitution was then as follows:

- Amanda alluded to stricter child safety vetting requirements from Government. Viv agreed to investigate and advise what our obligations are.
- How do we promote the new Constitution? FAQs?
- Implementation date? (this depends on Part 149 implementation progress)
- How do we get a CEO? What advertising is required?
- There will be a transition period – how do we manage that? We need a transition plan before start promoting the new constitution.
- We need a 'presentation template' for regional boards so that we're all sending the same message.
- Steve asked Board members to submit any final amendments to the draft constitution by Friday 27<sup>th</sup> May. These will be incorporated into the final document for approval by the Board.
- It was requested that we implement a voting tool to facilitate out-of-session voting.

## 15 DEPARTMENT ACTIVITY REPORTS – SESSION 2

### 15.1 AIRWORTHINESS

Anthony presented a summary of AW Dept activities and issues. Refer to '15a Airworthiness Board Report 21-22 May 2022.docx' that accompanies these minutes.

- AW meeting is scheduled with all the RTOAs in Melbourne two weeks.
- CAD wants to make an on-line searchable tool for finding existing repairs/mods.
- Schleicher has a reluctance to be transparent about publishing their repairs/fixes.
- It is a struggle to get modification approval. There are people who can do it – but it is a problem funding their expertise.

- CAD anticipates that ADS-B is going to be required for access to airspace at some time in the future.
- The problem with being a VH reg aircraft is that you need a TSO'd primary instruments (altimeter and ASI). So LX-Navs or similar can't be used as primary display instruments.

## 15.2 SOARING DEVELOPMENT

Jenny presented a summary of SD activities and issues. Refer to '15b Soaring Development Report for Board Meeting with Attach.pdf' that accompanies these minutes.

- Activity levels are down primarily due to rain experienced on the east coast.
- WeGlide competition has been effective.
- Harry Medlicott, who will be 90 years old this year will be competing in the 20m world championships with Allan Barnes in July this year.
- The purchase of competition trackers was further discussed (refer to para 10.5 above), resulting in the following motion being put:

**MOTION (22-05)-4:** *That we proceed with the trackers agreement with minor modifications to the details*

***Moved: Jenny Thompson, Seconded: D. McKinnie. Carried.***

## 15.3 MARKETING AND DEVELOPMENT

Sarah presented a summary of M&D activities and issues. Refer to '15c Marketing and Club Development Board Meeting.pdf' that accompanies these minutes.

- Refer also to GA website resources page  
<https://glidingaustralia.org/marketing/glidingaustralia.org/marketing/>

## 16 REGIONAL REPORTS

### 16.1 VSA REPORT.

Viv presented a summary of Victorian activities and issues. (Refer to '16 GA Board Report VSA May 2022.pdf' that accompanies these minutes).

### 16.2 NSW REPORT

Beryl presented a summary of NSW activities and issues. (Refer to '16 NSW Report May22.docx' that accompanies these minutes).

### 16.3 SAGA REPORT

Peter presented a summary of SA/NT activities and issues. (Refer to '16 SAGA Board Report.pdf' that accompanies these minutes).

### 16.4 WAGA REPORT

Greg presented a summary of WA activities and issues. (Refer to '16 WAGA Board Report 19 May 22.pdf' that accompanies these minutes).

E-tug issues. Very divisive issue with, as a result, some members leaving their club. Have to manage divisive issues well. Don't make controversial decisions unless you have very strong support.

### 16.5 QLD REPORT

Lisa provided the following summary of QLD activities and issues.

- It's been raining a lot.
- We've got no money.
- AW course next July.
- State comps coming up.
- Can't get clubs to attend regional meetings.
- There's been a FIRC course.

- Funds received from Gliding Aust. membership subscriptions has gone to junior scholarships.
- Jenny is trying to get recognition from Rec Sport for sponsorship.
- All the clubs are down on revenue. Many flying days were lost in November.
- Refresher course for AW – 57 members turned up.
- \$700 received for Silver Coaching day.
- Instructor Training course to be planned.

## **16.6 JUNIORS REPORT**

Ryan provided the following summary of junior activities and issues.

- Had a Junior instructor course in 2019, driven by Justin Couch. There is much interest in doing it again.
- Next instructor course - need Level 3 instructors.
- Joey Glide – Junior Nationals is in December at YKPT. Also have U18's attending Joeyglide.
- Winching Course coming up.
- XC Coaching – a decentralised coaching program.
- Trying to build a community despite being spread all over the place.
- Junior membership is a revolving door as max age is 25.
- Juniors just want to go flying and do things that can support that. No intimidating instructors.
- Child protection – spreading out across the regions from Integrity Sports Australia.
- In general there is disinterest in asking for anything from GFA.
- Need to look at talent identification.

## **17 OTHER BUSINESS**

There was a conversation about how can we get more women into gliding? What is it that's keeping them away?

- Social issues
- Financial issues
- Technical issues
- Facilities
- Peer groups

## **18 NEXT MEETING**

TBA

## **19 MEETING CONCLUSION**

The meeting finished at 15:00 AEST, Sunday 22/5/22.

# Gliding Australia Strategic Plan 2021-2024

one team - one sport - one gliding



# The Goals Explained

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

# Implementation Actions

## Marketing, Development and Retention

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

## Club Development

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

## Integrity

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

## Competition Development

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

## Training

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

## Cross Country Development

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

## Safety Management

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

## Organisation Structure

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

## Member Systems

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



<b>For Board Meeting:</b>	21/22 May 2022		
<b>Department/Project Name:</b>	Operations Department		
<b>Prepared by:</b>	Patrick Barfield	<b>Date:</b>	20/5/22

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## Operations Update

### Overview

- *Training System Rollout*
- *Instructor Training*
- *Ops Status Audits*
- *Operational incident trends*
- *Regulatory changes*

### Training System Update

- *Covered under separate ITP briefing*

### Instructor Training

- *Instructor Courses held in past 13 months:*
  - *March 2021 in Narromine with 8 students*
  - *March 2021 in QLD with 8 students*
  - *May 2021 in SA with 3 students*
  - *April 2022 in Bunyan with 6 students*
  - *April 2022 in Bathurst with 4 students*
- *Following GPC Training System rollout, next task is to produce a competency-based instructor training syllabus*

### Operational Status Audits

- *6 clubs inactive post-COVID*
  - *Sydney Gliding*
  - *SOAR Narromine*
  - *Murray Valley Soaring Club*
  - *Outback Soaring*
  - *Mangalore Gliding Club*
  - *Southern Riverina Gliding Club*
- *Some OSAs were delayed due to COVID. 6 OSAs are overdue:*
  - *Temora Gliding Club*
  - *Lake Keepit Soaring Club*
  - *Canberra Gliding Club*
  - *Bathurst Soaring Club*
  - *Gliding Club of Victoria*
  - *Soaring Club of Tasmania*

### Operational incident trends

- *Post-COVID procedural lapses*
  - *Daily inspections*
  - *Rigging*
  - *Cockpit checks*
  - *Wheel up landings*
  - *Airbrakes open on tow*



## **GLIDING AUSTRALIA**

### **BOARD REPORT**

- *Ground handling damage*
  - *Airspace breaches x 20*
  - *Heavy landings x 5*
  - *Ground loops x 6*
  - *Engine failures in SLGs x 2*
  - *Overshoot landing area accidents x 2*

#### **Regulatory changes**

- *Part 91 rules in place since December 2021*
  - *Part 103 rules*
-

<b>For Board Meeting:</b>	May 2022		
<b>Department/Project Name:</b>	Safety Management – Activities and Progress		
<b>Prepared by:</b>	Drew McKinnie	<b>Date:</b>	18 May 2022

## Introduction

This Report summarises key activities and progress by the Gliding Australia Safety Manager (SM). It is aligned to objectives in the Strategic Plan and Safety Policy Commitment. The Board is asked to assign high priority to achieving safety outcomes through Standardisation in implementing the ITP. The Board is asked to agree an initial activity to scope and plan improvements to occurrence, defect and safety reporting systems.

## Update

The pace and extent of SM activity has been high, driven by high priority Occurrence Investigations, MOSP Part 5 Safety Management System development, Part 149 progress, supporting the rollout of the Integrated Training System, airspace and avionics issues, and dealing with emerging safety issues.

Further meetings with CASA on SMS and Part 149, with regions and clubs on SMS changes affecting clubs, safety seminars, and guidance for both Competition and Club Safety Officers will be high priority for the remainder of 2022.

## Key Information

### Summary of Activities Feb – May 2022

- Occurrence Investigations
  - Missing M10 Bolt Propellor Hub
  - TMG Tail Boom Fracture Flutter
  - Assistance to EMO on investigations,
  - Assistance to CAD COP on remedial actions
- MOSP Part 5 SMS Development, online meetings with CASA
- ASAC AGM and Sporting Aviation Industry Forum, meetings with SAOs and CASA
- Part 149 Progress, reviews and changes to Manuals, assistance to CAD
- Airspace and Avionics
  - Changes to High Altitude Wave Soaring Areas Safety Case
  - ADS-B EC FLARM proposals
  - RPA use of airspace
- Integrated Training System Rollout
  - Assisting COP RMO NSW Instructor Courses
  - Liaison with Clubs on ITS, Pilot and Trainer Guides
  - STANDARDISATION and SAFETY outcomes are linked! – PRIORITY ISSUE
- Emerging Safety Issues
  - AW and workshop practice, safety observers
  - High altitude soaring safety

### Planned Activities Jun – Dec 2022

- MOSP Part 5 SMS Approval, CASA meetings

- Simplified guidance to Club and Competition Safety Officers, roles, responsibilities
- Safety seminars with Ops AW and SD, regional visits, opportunities for interactions with Club Presidents and Club Safety Officers, education on new SMS MOSP Part 5, templates for clubs
- Assess options and plan improvements to Reporting Systems, Defect reporting, feedback to originators and members, simplified inputs, better analysis. NOTE dependent on IT Improvements, inputs from all Departments. NOTE principles of protecting Confidentiality of reporting. NOTE reporting obligations to CASA and ATSB. NOTE Probable large Project with phased implementation, likely resource impacts.
- New Training Modules for Wave Soaring WS1 High Altitude O2 HF and Soaring Safety, WS2 Wave Soaring High Altitude Techniques, WS3 Wave Soaring XC Techniques
- Update on SD Competition Safety Packs, Standardisation of safety critical presentation content, maximum pilot / competitor participation
- Support ITP, STANDARDISATION and SAFETY as PRIORITY
- Gliding Australia Safety Network database, expert talent pool to assist across club boundaries
- Implement KPIs and MOEs for Safety activities and outcomes

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#### **Progressing Strategic Plan items:**

Planned SM activities link to the Strategic Plan as follows:

- **Build and Implement an Enhanced Safety Culture:**
  - Redevelop our safety management structure so that it will encourage a healthy reporting and learning culture encompassing programs that foster a Just Culture of safety and risk management.
- **Develop and Manage Effective Systems for Members, Clubs and Regions**
  - Identify the level of centralised support required in order to meet member expectations regarding service and cost and build support systems to meet these needs.
- **Build Club and Regional Capability and Sustainability**
  - Develop, build and provide governance policies and systems that will be used across the regions and clubs, including a central point for regions and clubs to access templates and resource kits.
- **Actively pursue our Freedom to Fly**

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#### **Decisions required**

I recommend the Gliding Australia Board **agree the strategic priority of achieving safety outcomes through Standardisation, supporting the ITP as a vehicle for better standards in pilot training and development, including AW practices and SD activities.**

I recommend the Gliding Australia Board **agree the strategic priority of assessing options and planning improvements to occurrence, defect and safety reporting systems.** This will have many implications in IT, resourcing and processes across departments.

Dialogue on priorities and potential efficiencies will be welcomed.

Opportunities to collaborate with Ops AW SD in regional visits will be welcomed.



# A Year Ago

## Three Primary Areas of Pain Identified

Badge Claims  
Credentials  
Shop (Membership)

## Overall

Functionally ok, but  
hard to use

We are unfortunately, a complex business.  
This has serious implications when it comes to IT

# The Options Then

1. Live with it

2. Remediate

3. Replace

# Current

Does Salesforce Service the needs of the GFA business users

YES

Does JustGo Service the needs of the GFA Member users

It's OK..



# What Has Been Done

Within Allocated Budget

## Salesforce

- Fast response to business requests
- UI/UX improvements
- Added Aircraft Transponder Code
- Implemented Multi Factor Authentication
- Nintex upgrade (3 years overdue)
- Removed duplicate work efforts
- Investigated applications to replace SOAR
- Investigation to reduce storage costs
- General business support, minor bugs fixes
- Data quality improvements
- Investigated potential cost savings
- Investigations on using SFDC to replace JG

## Just Go

- Fast response to business requests
- Reviewed RevSport membership solution
- Improved JustGo shop experience**
  - New button and layout
  - Improved instructions
  - Reduced complexity
- Improved Membership Purchase Journey**
  - Tailored questions for each membership,
  - Highlight club and medical requirements
- Improved Credential process**
  - Improved layouts
  - Standardised information analysis
- Improved Automated emails from JustGo**
  - Removed workload from office staff
- Improved JustGo reporting**
  - Office Staff are very happy now with this

# Next Year

## Salesforce

BAU support

Look at potential SFDC replacement

Equivalent functionality and UX is a minimum

After Part 149 is complete is suggested

Since I implemented Salesforce more than 10 years ago now, it has been a highly effective, reliable and consistent enabler and asset in the business. As a SaaS platform is near 100% available, and continually upgraded

## Just Go

BAU support

Implement roadmap feature when released

- Replace more old GFA function

Evaluate Shop Replacement

Like every successful SaaS platform, to remain relevant and prevent replacement, it must show continuous innovation and improvement. This is now accelerating after a bit of a slow start.

# Calls for JG Replacement

Most members got to JG just 2 or 3 times a year, it is a very low use environment...which by the way is good

## A few things

- 1) Formal complaints received by the responsible executives, has fallen to near zero
- 2) Member have not yet experienced the many improvements made yet
- 3) JG's roadmap will enable more improvements to be made
- 4) Member support required by the office staff is 98+% to those with low digital literacy
- 5) No one is either not joining, or leaving because of any JG shortcomings
- 6) Transaction fees are higher than optimal

Even without even taking into account all the new platform costs. It will cost in total economic impact, >\$75,000 to migrate to any new system

If we do that, then it must be done correctly. What we have had now, is because of shortcuts

<b>For Board Meeting:</b>	20-21 May 2022		
<b>Department/Project Name:</b>	ITP – Ops and Soaring Development		
<b>Prepared by:</b>	Jenny Thompson & Pat Barfield	<b>Date:</b>	20 May 2022

### **Update**

The bulk of the work for the GPC Syllabus, course notes, Trainer logbook, Theory Lessons is completed and published. The exception to this is a more long term project to adapt the Powerpoint theory lessons to online training.

There has been some resistance to the program due mainly to the difficulty of implementing change, and some people's unwillingness to change. In essence, the program is just an enhancement of an already good training program. The changes have been in adding competency standards, providing some theory in the program (previously was self-directed using Australian Gliding Knowledge etc).

The initial rollout strategy was to present the material by Zoom to L3s, SDM, RMOs and CFIs but this has now changed to be face to face presentations with the same material, giving people more interaction and ability to ask questions directly. Some introductory face to face sessions have been presented in NSW, Victoria and Qld which have been received mostly favourably. Thereafter, the CFIs will roll it out to their panels, and the SDMs to their coaches.

Further ITP rollout presentations are planned to L3 instructors, CFIs and SDMs in SA in early June, NSW in early July and QLD in late July.

Instructor training will now include Silver Coach training as standard in most cases.

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### **Proposals for Consideration**

Nil

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### **Decisions required**

Nil

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### **Progress with Strategic Plan items**

This GPC initiative has been a long-term project requiring a lot of persistence and departments working together. Once rolled out fully, it will go a long way to improving training consistency and quality, and hence arrest some churn of pilots. There is further work to do as follows including but not limited to:

- *Document Instructor training courses*
- *Gold Coaching program*
- *Specialist training such as aerobatics and wave flying etc.*



# GLIDING AUSTRALIA

## National Club Development

VanderWal Sports  
Consultancy

# Most Common Support to Clubs

Grant notification

Grant Writing Assistance

Strategic Planning

Club Surveys and reviews

State notifications of courses, webinars, resources  
etc

General queries

# Most Engaged Clubs/States

QLD Clubs – due to more face-to-face contact in past

VIC Clubs/VSA – initial mid sized clubs on S2F

On request from Viv, I spoke to nearly all Vic Clubs via phone .... Since then, I have built relationships with additional clubs who have since been successful in grants

SAGA – ongoing communication

TAS Club

WA Club





# Club Development Wins

One club has secured over \$80,000 of grants

One club secured \$20,000 grant

2- 4 Clubs returning for second round of strategic planning

2 more clubs about to commence strategic planning

One club secured \$5000 for a female participation program

Once club secured \$5000 for a website development

SAGA were applying for a \$300,000.00 participation grant  
(grant is currently on hold)

Created a simplified Club Health Check (colour coded)



# Club Development Wins

Created more detailed specific topic Club Health Checklists  
(colour coded)

GA specific position descriptions

GA specific Club Survey

COVID checklists

Participating clubs using Club Handbooks

More interclub communication/support/assistance

# Roadblocks

Clubs/States that do not feel threatened by membership/\$

Time delays with volunteers getting to actionable items

Changing committees (e.g. Warwick)

Resistance to new ways/technologies

Not promoting our new resources enough

Communication –not aware of new courses/requirements in GA for clubs

# Suggestions Moving Forward

Weekly club “Tip”

Webinars ever 2 months on topics most relevant

Open communication lines with GA to Club Development

Improve promotional aspects of Club Development Resources

Greater engagement with State Sporting  
Organisations/Clubs/Club Development

State Organisations to recommend clubs for strategic planning  
and implementation

New technologies – Process PA, keyless locks etc



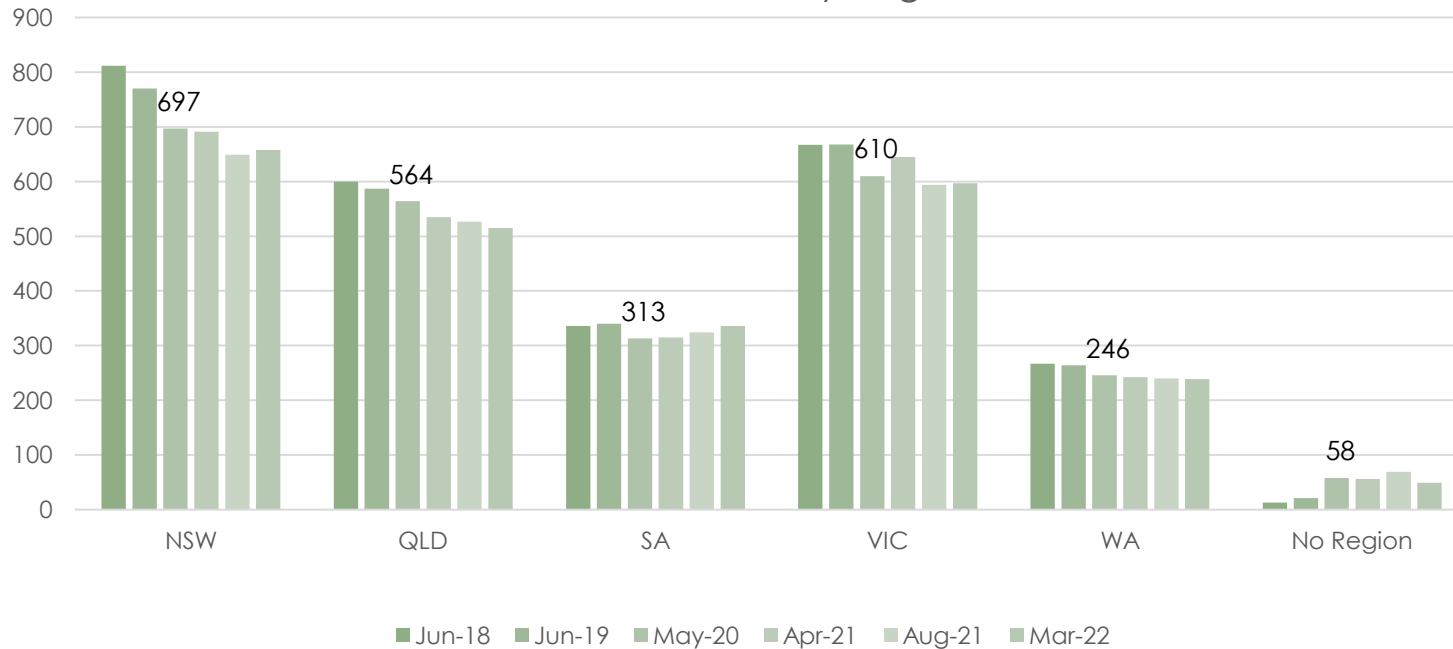


# GLIDING MEMBERSHIP ANALYSIS

May 2022

	Jun-18 (SF)	Jun-19 (SF)	May-20	April 2021	August 2021	May 2022
Total Members	2,695	2,650	2,488	2,484	2,403	2,386
Flying	1,982	1,937	1,817	1,837	1,760	1,709
Junior	262	251	209	262	273	254
AAFC Squadrons	201	174	135	81	79	89
Other	250	288	327	304	291	334
International						0

Total Members by Region



Junior – Student, Junior

Flying – Adult

AAFC Squadrons – All members who primary club is an AAFC squadron

Other – Family members, Tow Pilot, RO/RH, Non-flying associate/active

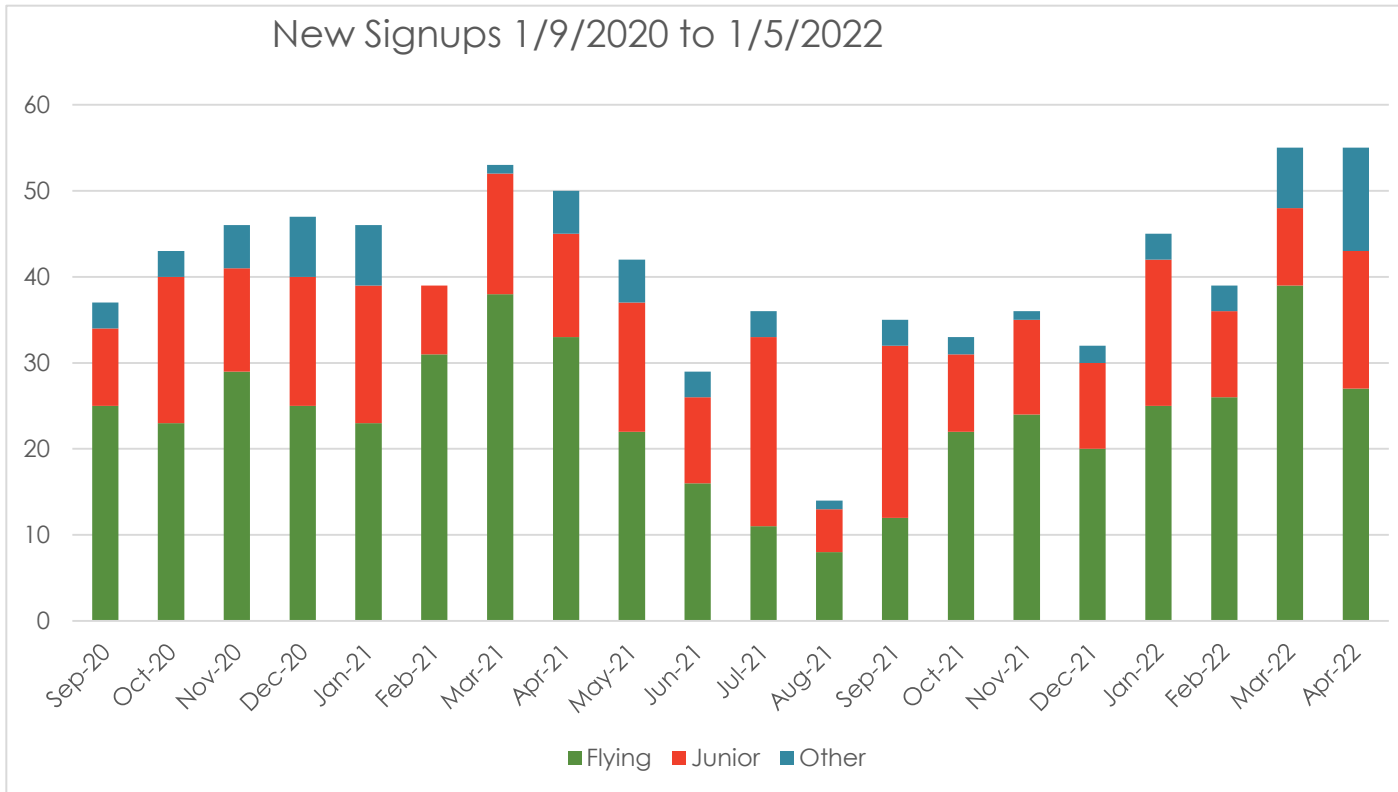
## Point in time analysis

Overall membership has dropped since August by 17 members.

Slight increase in NSW, SA.

Members now must select a club on sign up and renewal, so a drop of 20 in the “No Region” might have caused the increases in the region.

	Sept 20 to August 21	Sept 21 to April 22
New Signups	482	321
Returning Members	133 (21%)	135 (30%)
Total	615	456



## New members

110 new members in the last 2 months.

3-month memberships for courses are popular. E.g. NT Soaring.

International memberships starting to be bought.

Expect up kick in June from Air cadet registrations.

## August 2021 members – status now

Expiry date	Renewed	Churned	% churn	Total
Aug-21	158	42	21%	202
Sep-21	162	62	28%	224
Oct-21	106	50	32%	156
Nov-21	82	38	32%	120
Dec-21	110	45	29%	155
Jan-22	131	40	23%	171
Feb-22	95	44	32%	139
Mar-22	416	71	15%	487
Apr-22	104	73	41%	177
May-22				160
Jun-22				139
Jul-22				148
Long membership	122	3		125

*Long memberships include life members, GFA Family Membership*

## Churn

Most Mar 22 member kept their same membership only 16 members downgraded to non-flying.

Extra contact made by the office to members who haven't paid.

- 2 weeks after 31/3 expiry, high profile members were phoned.

- Any instructor or Form 2 Kit purchaser who hadn't renewed were emailed.

- Clubs presidents emailed with instructions on how to see their expired club members.

- Winback email going at 3 months post expiry. Got 8% of Sept to Nov members back.

Last April we were predicting 26% Flying Adult churn, this has dropped to 19%

Flying Juniors has dropped from 67% to 62%

April 22, will improve once the late payers pay.

<b>For Board Meeting:</b>	20-21 May 2022		
<b>Department/Project Name:</b>	Soaring Development		
<b>Prepared by:</b>	Jenny Thompson	<b>Date:</b>	18 May 2022

### **National Competition Committee (NCC)**

The new NCC is very well managed by Lumpy Paterson. The National competition calendar is being settled now for the 22-23 Season. The NCC is working through the findings of the Competition Survey held last year.

The NCC roles have never been documented and this documentation of their roles, responsibilities and the overall functioning of the NCC is a work in progress.

### **WeGlide Online competition**

WeGlide has been running the Ingo Renner Cup since October last year, as well as the National League. It is very popular and well-managed. We pay around \$6000 p.a. but this is worthwhile:

- The service is good and they respond to our requests and changes promptly
- The members like it
- The low level of volunteers available in Australia means it's a job we don't have to do

### **National Tracking and Scoring Programme**

This project has been slowly bubbling away for 18 months now. After we provided a draft agreement, the team who developed (and continue to develop it) rejected our agreement. We asked them to develop a suitable agreement and earlier this month we received a new draft. It is complex and legalistic. Draft #4 is nearly agreed between the parties and will be executed within weeks.

### **2021-22 Nationals**

Two National Competitions were held at Benalla and at Narromine in January and March respectively. Attendance was moderate and pilots were still affected by Covid, weather, and after lockdowns, spending time with holidays and family commitments. Nevertheless they were relatively successful.

### **International Competitions 2022**

We have some pilots competing in overseas competitions for the first time in a few years, due to Covid cancellations:

1. James Nugent and Ryan Driscoll will be representing Australia in the Standard Class at the Junior World Comps at Tábor, Czech republic 30 Jul – 13 Aug 2022.
2. Allan Barnes and Harry Medlicott will be representing Australia at Szeged, Hungary in the the WGC 37th World Championships 24th July to 5th August, 2022.

It has been disappointing that these pilots and team captains receive GFA funding to help defray costs of competing (which is enormously personally expensive) but have not provided the International Team Manager (Andrew Maddocks) with promotional information so we can use this to promote gliding. In future, funding will be tied to commitments that are listed in the International



Teams Manual and future funding would be reduced or not supplied if they cannot meet commitments made by GFA.

### **Coaching**

Due to poor weather and Covid, there has been little in the way of coaching activity. However, the Head Coach and myself are very involved in the ITP and its rollout programme ongoing.

We are in negotiations with G Dale, world renowned coach, to produce the next phase of coaching materials for coaching beyond Silver Coach.

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### **Proposals for Consideration**

Nil

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### **Decisions required**

Board decision on the Tracking Project, deferred until a formal agreement is made between GFA and the Supplier (Innovact, Nick Gilbert and Tod Sandercock). Draft 4 of the Agreement is attached for the Board's consideration. In summary, the cost of the Trackers to GFA for rental and support services is \$17000 for 60 units and support in the first year, then \$9600 annually.

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### **Progress with Strategic Plan items**

A face-to-face meeting of the SDP will be held in June 2022. Apart from general updates and progress on routine items, the meeting will address the Gliding Australia strategic plan, future budgets and programmes and possible restructure of roles. My term as the Chair ends at the 2022 AGM and to date no successor has been found.

<b>For Board Meeting:</b>	21-22 May 2022		
<b>Department/Project Name:</b>	Marketing and Club Development		
<b>Prepared by:</b>	Sarah Thompson	<b>Date:</b>	19 <sup>th</sup> May 2022

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## Updates

### Club Development Update

Update from Amanda to be provided separately in presentation Sunday.

### Regional Websites

Regions to be brought under Gliding Australia Website hosting and template offering standardization and support.

- Gliding Victoria – now complete
- Gliding QLD – scheduled to be complete by September

### Email Comms

Regular newsletters sent to:

- SAGA Member Newsletter (comms Bernard Eckey)
- Gliding Vic Tas Newsletter (comms from Viv Drew)
- Gliding QLD event announcements

Available for other regions on request if required.

### Airshows

As per previous discussions we have committed to Avalon, and are able to offer support and resources to volunteers wanting to attend Airshows. The past 2 years have been a write-off for events.

- **Feb-Mar 2023 Avalon Airshow** – Gliding Australia has committed a space and we have a team of volunteers. This has been on/off twice now due to COVID, and organisers are now ready for action. We have verbally confirmed our attendance. More planning/information to come closer to event.
- **August 2023 - Pacific Airshow** - Gold Coast - will be biggest in Southern hemisphere. Official dates for the airshow will be announced in August 2022. For review and assessment if it's worth attendance.
- **Other** – as required for clubs / regions attending events supporting with brochures/banners etc. E.g. Central Coast Soaring recently attended Air Show – they were self sufficient but used Gliding Australia Marketing material (Extraordinary Freedom etc.)
- **ANZAC Weekend Airshow** – Free attendance provided by PACE Advertising

### **Promotional Materials**

Promotional materials are available publicised to clubs to download - these are promoted by Amanda and some clubs make good use but needs more promotion & feedback. Gliding Australia stickers have been provided to GFA office and are sent out with all logbooks purchased.

### **ITP**

- Posters, document change system, and branding and marketing support ongoing.
- [Website updated](#) for quick access to new material

### **Narromine 2023 World Gliding**

- Logo and branding determined, website developed and handed over to webmaster.
- Developing major sponsorship agreement with MicroAir.
- Further discussions to be held RE marketing plan

### **Gliding Australia Team Promotions**

- Awaiting bios/profiles from team members for press releases and promotion

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## **Key Information**

### **Gliding Australia Website**

It is up to the Departments to provide up to date information to me so the website can give to date information. The major complaint about the website is the Documents – presentation, search, and organisation. This is separate to the actual website and should be reviewed under IT department.

### **Interaction with the Executive**

Amanda needs more input from the Departments to take to the clubs. She is a good direct interface and can assist us in promotion of ITP etc.

### **Communications**

Members get comms from many places and we need to offer consistent and professional looking communications - general emails, Launch points, the magazine, the Forum, social media. For member engagement we need to provide consistent comms, but not “spammy” and utilize for consistent messaging. We also have other comms e.g. press releases. Need to have more formal communications outline. See page 3 for comms overview.

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## **Progress with Strategic Plan items**

To be discussed further in the Strategy Session. The Marketing and Development “department” needs responsibilities defined for various activities seem to broadly rest with M&D but needs definition.

Communication Method	What	Audience	Frequency	Who
<b>Launch Points / Regional Newsletters</b> Regular news informing members	<ul style="list-style-type: none"> <li>Short updates from departments</li> <li>Event promotion</li> <li>Job ads</li> <li>Change in procedures from gliding Australia</li> <li>Surveys</li> <li>Members engagement (e.g. competitions)</li> <li>Positive news stories</li> </ul>	Members	monthly	M&D / Regions
<b>Facebook &amp; Instagram</b> News and updates as required	<ul style="list-style-type: none"> <li>Highlights from news</li> <li>Sharing positive news from other clubs</li> <li>Events</li> <li>Members engagement (e.g. competitions)</li> </ul>	Some members, followers, and potential members	1-2 times per week or as required	M&D & other admins
<b>YouTube</b> Videos for news and promotion	<ul style="list-style-type: none"> <li>News</li> <li>Training videos and AW videos</li> <li>Promotional videos</li> </ul>	Some members, followers, potential members	As required	Sean
<b>Website – Blogs</b> Regular news informing members	<ul style="list-style-type: none"> <li>Extended news stories</li> </ul>	Members, and potential members	Timed with Launch Points	M&D
<b>Forums</b> Moderated, member run	<ul style="list-style-type: none"> <li>Additional place to promote events</li> <li>Additional place to share news and get feedback</li> </ul>	Some members	As required	
<b>Direct Email</b> Emails from President, EO, Department Heads	<ul style="list-style-type: none"> <li>Specific news e.g. <ul style="list-style-type: none"> <li>AW update for glider owners</li> <li>President announcement</li> <li>from COP and EMO to RMOs, club CFIs and flying members with Ops Directives (ODs), Operations Advice Notices (OANs) and other operational correspondence</li> </ul> </li> </ul>	Members in a particular group	As required	M&D / Others
<b>Magazine</b> Magazine electronic	<ul style="list-style-type: none"> <li>News from clubs, members, comps, etc.</li> <li>Classifieds</li> </ul>	Some members	Quarterly	Sean
<b>Webinars</b> New – to be used for education and training	<ul style="list-style-type: none"> <li>training and education of members</li> <li>Long term can be used for promotion e.g. to power</li> </ul>	Some members	As required	Departments
<b>Website</b> Resource for information & promotions	<ul style="list-style-type: none"> <li>Up to date pages for members to look up events and information such as Calendar, Documents</li> <li>Information about the sport</li> </ul>	Members and Potential Members	As required	M&D
<b>Press releases</b>	<ul style="list-style-type: none"> <li>Newsworthy stories – Australian team successes, club achievements, etc.</li> </ul>	Global	As required	M&D

<b>For Board Meeting:</b>	2022		
<b>Department/Project Name:</b>	Victorian Soaring Association		
<b>Prepared by:</b>	Vivienne Drew	<b>Date:</b>	18/05/2022

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### Update

1. Continued regular newsletters to Victorian glider pilots
2. Updates on government sporting compliance legislation and invitations to state government webinars and events.
3. With the recent addition of Beaufort Gliding Club, there are now 4 Accredited Youth Glide Centres in Victoria.
4. 1 x Form 2 Airworthiness course schedule to be held at Benalla in September 2022.
5. FIRC training x 1 at Bacchus Marsh in April with 5 new Lv 1 instructors assessed and approved.
6. The first YesGirlsGlide mini camp was held at Benalla in January 2022 and another is scheduled for September at Grampians Soaring Club at Ararat.
7. Approval by Sport & Recreation Victoria of the Change Our Game Community Activation Grants Program to Beaufort Gliding Club for \$5,000 for their women's program. The work on the grant was assisted most ably by Amanda Vanderwal.

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### Key Information

Despite the Omicron Covid virus, the following events were completed:

- VSA State Championships
- JoeyGlide 2022 Australian Junior Nationals & Junior Coaching
- Horsham Coaching Week
- Horsham Week competition

The new [VSA website](#) is completed has been launched and is also accessible through the GFA website.

Four (4) YouthGlide scholarships and three (3) YesGirlsGlide scholarships were awarded on 6th January 2022.

No face-to-face meetings have occurred for the VSA in two years.

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### Proposals for Consideration

N/A

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### Decisions required

N/A

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**Progress with VSA Strategic Plan items based on Strong Clubs, Strong Participation and Safe Environment**

- Continuation of the YesGirlsGlide Mini Series 2 weekends.
- Ongoing Airworthiness courses.
- Ongoing Instructor training and refresher training.
- Continue to promote and expand the Accredited YouthGlide Centres program.
- Expand the Junior and Women's Scholarships to further flight training and development by introduction of scheduled scholarship applications.
- Continue education and communication on Governance and Integrity in relation to Member Protection, Fair Play Code and Sports Integrity Australia/Play by the Rules information and continue communication via the VSA newsletter on all sporting code requirements and governance issues.
- Continue to sponsor and promote gliding competitions and support clubs to hold events and competitions in Victoria throughout 2022.
- Future and ongoing coaching and competition support.

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**Risk Assessment**

The current President and Treasurer not seeking re-election. A new Treasurer has been found and succession planning ongoing for the President's role.

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**Summary**

VSA / Gliding VicTas has a strong program ongoing for 2022-23 with a strong financial position due to various government grants.

Our weakest position is the inability to source suitable replacements for committee positions which will affect our funding with the State Government. The malaise in volunteering is disappointing but not unexpected.



## **GLIDING AUSTRALIA**

### **BOARD REPORT**

<b>For Board Meeting:</b>	21 and 22 May 2022		
<b>Department/Project Name:</b>	Western Australian Gliding Association		
<b>Prepared by:</b>	Greg Beecroft	<b>Date:</b>	19 May 22

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#### **Update**

##### **ITP Rollout:**

BSS adopted the new system early as several BSS instructors were key contributors to the ITP development. It has proved effective at getting a high percentage new members into post solo training and beyond.

A key element to the success has been the CFI closely tracking and encouraging the progress of all members through to GPC. Various measures were taken to remove road-blocks and allow smooth progress.

Many instructors have put in the effort required to become familiar with the new ITP whereas others, although not resistant, are making slower progress.

NGC and GCWA were slow to adopt the ITP but are now rolling it out. NGC sought direction from Chris Thorp before adopting it.

##### **Events:**

Gliding activities in WA have continued as usual throughout the past year.

These included State Comps (well attended with around 25 entrants), Carter Cup (around 20 entrants), Women in Gliding (training camp, visits to clubs and public open days) and a Form 2 course.

Various club events have included Flying Start, Flying Further, Flying Faster and instructor training courses and club comps, camps and regattas.

##### **Tow plane conversion to E-Tug:**

Conversion to E-Tug has been considered by both NGC and GCWA over the past couple of years, creating controversy in both clubs. NGC decided to stay with a conventional engine whereas GCWA opted for a conversion to E-Tug. The converted tug is now undergoing proof flying at Benalla following many delays.

##### **Succession Planning:**

I am retiring as the WA board representative at the next WAGA AGM in August. A replacement (Sally Crawcour) has volunteered to take the roll subject to approval at our AGM. Other WAGA roles have been discussed within the WAGA committee and some are retiring.

### **Facilities:**

BSS secured a federal govt regional development grant for a workshop and training facility (40% of \$175k). The total cost will be over \$200k. The Australian Sports Foundation funding system was used to raise over \$80,000 from members' tax deductible donations. The workshop (18m x 16m) is almost complete and the training facility (27m x 8.4m plus veranda) construction has begun.



### **Key Information**

Travel restrictions due to Covid have increased our membership slightly.

Where adopted the ITP is improving member retention.

### **Proposals for Consideration**

None.

### **Decisions required**

None.

### **Progress with WAGA Strategic Plan items**

This has not been specifically addressed but has been discussed with the WAGA committee.

### **Risk Assessment**

Club risk management plans have been discussed at the WAGA committee. The template or guide being developed by Drew will be helpful to get further focus on this issue.

### **Summary**

Clubs in WA remain strong and will improve with the continued rollout of the ITP.





# **GLIDING FEDERATION OF AUSTRALIA**

## **SAGA Report** **GFA Board Meeting 21/22 May 22**

### **1 NEW SAGA WEBSITE**

[www.sagliding.org.au](http://www.sagliding.org.au) is up and running.

### **2 NEW RTO**

David Pietsch has kindly offered to take on the role of deputy RTO Airworthiness.

### **3 GRANT APPLICATION FOR EQUIPMENT**

A grant application for equipment upgrades (with the help of Amanda van der Wahl) has been successful for \$ 3000. It means that SAGA can now consider the acquisition of altimeter calibration equipment and add it to our equipment list for hiring by clubs and individual pilots.

### **4 GOVERNANCE DOCS**

James Hobson (SAGA vice president) is currently updating our child protection policy, to be published on our website, for member clubs to integrate the into their own child protection policy.

### **5 STATE COMPS**

The trophies for the winners – Matthew Scutter and Sid Nankivell – were awarded at a dinner in the ASC clubrooms at Gawler on 29 February.

Comp plans for next year are underway.

### **6 SUBSIDY FOR COACHING WEEK PARTICIPANTS**

A subsidy for participant's travel expenses to and from Waikerie coaching week has been provided.

### **7 FLYING IN THE FLINDERS RANGES**

7.1 Several clubs have been availing themselves of the ridge soaring and wave flying opportunities available at the Arkapeena strip in the Flinders ranges.

A document with relevant information for commercial operators and gliding clubs has been prepared to improve comms and procedures, to be published on the SAGA website. It contains contact details of scenic flight operators in the area.

## **8 ANNUAL SAGA AWARDS**

### **8.1 News and Mail Trophy – “Best flight of the year”**

Peter Temple for his flight of 1313 km (1238 points) from Gawler. This is the longest glider flight ever in South Australia, so he was also awarded the Advertiser Cup for the “Longest flight originating in SA”

### **8.2 Kevin Sedgeman Trophy.**

“Best 3 flights in SA/NT by an SA/NT pilot flying a glider up to and including Club Class” winner was Alex Wallis

### **8.3 Fred Foord Trophy**

For services to the gliding community: Tom Leech

## **9. OPEN GLIDER NETWORK (OGN)**

The OGN is already fully operational at Waikerie and Gawler. The BGC and the AUGC have advised that they are in the final stages of implementation. So flights of all FLARM equipped gliders in the central part of SA can be followed on a smartphone via [glidertracker.de](https://glidertracker.de).

## **14. SAGA REGATTA**

The 2021 SAGA regatta was successfully hosted by the AUGC at Stonefield. As this event is to be held at a different club each year.

## **10. PRESIDENTS TROPHY**

The “Come & Get It” trophy is moving again. Late last year it found a new home at Gawler after Peter Temple collected it from Stonefield. Recently Sam Woods and Marco Lau picked it up from Gawler, and it is back at Stonefield again.

## **12. AIRWORTHINESS REFRESHER COURSE**

An AW refresher course was held at Waikerie for inspectors and AW rating holders.

## **13. TREASURER VACANCY**

After 7 years in the role of SAGA treasurer Andrew Horton has advised that he is intending to step down at the next SAGA AGM.

## **15 NT SOARING VS ASGC**

Sadly, there is currently some interclub friction between NT Soaring and Alice Springs Gliding Club with respect to sharing resources and leasing hangars. Bernard Eckey is on the case.

## **New South Wales Gliding Report**

### **Committee:**

The introduction of Zoom meeting has opened the opportunity for increased participation of member clubs in the management of the association business. Two years ago a decision was made by the existing few committee members to rewrite the constitution and to set up a program for all clubs and Regional Managers to participate in the meetings.

As the association moved to fund increasing operations within the region the Regional Managers were asked to set a works program and budget to be organised and funded through the NSW Sport Department.

This has proved to be very successful. Member clubs were requested to nominate a member to be the reporting identity to attend and report to each meeting.

The constitution was developed by Beryl Hartley, Mike Cleaver, Graeme Martin and Samuel Peto and was accepted in the 2021 AGM. The secretary Samuel Peto is a vibrant and busy person and has successfully encouraged increased participation and recording of the regular meetings.

### **Operations:**

The NSW region is addressing the replacement of the older stream of instructors. It is clear the our region will have a large number of older instructors ceasing to operate within the next few years.

Accordingly funds were obtained to recruit and train new trainers and to upgrade the ratings of existing AEI, Level 1 and 2 instructors. Three courses have been run with the forth planned for late June. The courses are fully funded for all flight operations with support for accommodation, travel and catering. These courses have been an excellent opportunity to test the new ITP.

### **Coaching:**

Two full week coaching programs have been run with up to 20 attendees for each week. The aircraft are fully funded with only tow cost for students. Financial support for accommodation, travel and catering was supplied.

### **Future events: Funded by NSW Sport Department**

1. Integrated Training Program roll out 2/3<sup>rd</sup> July – Paramatta – Pat Barfield, Aaron Stroop, Drew McKinnie, Miles Gore-Brown. – Invitation to all CFI's, Level 3 instructors, Air Cadet trainers, Senior Coaches.
2. Next Generation of Instructor course – Hunter Valley – June
3. Coaching Week – G.Dale – Narromine Cup Week
4. Airworthiness refresher weekends are planned for Hunter Valley, Sydney, Lake Keepit in late July and early August
5. Airworthiness school to be held at Bathurst the first week in September.