



NSW Hang Gliding and Paragliding Association Inc (NSWHPA)

Business Plan 2019 - 2021

The Sports Aviation Federation of Australia and the NSW Hang Gliding and Paragliding Association

The Sports Aviation Federation of Australia (SAFA) is a non-profit organisation consisting of regional bodies and affiliated Associations, Clubs and individuals whose aims and objectives are to foster and encourage the operation of hang gliders, paragliders and weight-shift microlights for educational and recreational sporting purposes. This also encompasses other forms of flying such as motorised Hang Gliding and powered Paragliding. The NSW Hang Gliding and Paragliding Association (NSWHPA) is an Affiliated Association and a NSW Regional body of SAFA.

Purpose of the NSWHPA

The principal roles of the NSWHPA in NSW are to:

- a) provide assistance to the SAFA Operations Manager in the management and administration of the affairs of SAFA as described per section 2.1 of the SAFA Operations Manual;
- b) assist and coordinate, as necessary, the activities of SAFA affiliated clubs in:
 - i. control of operations;
 - ii. retention and development of sites;
 - iii. the liaison with local, state and regional governmental bodies;
- c) to encourage and foster the development of:
 - i. the sports administered by SAFA; and;
 - ii. local clubs to control the operational aspects of these sports.
- d) develop such relevant and applicable policies and guidelines and adopt and implement such policies as may be developed by SAFA.
- e) use and protect the Intellectual Property and apply the property and capacity of the association toward the fulfilment and achievement of these objects.
- f) promote the health and safety of members and all other participants.

The NSWHPA administers the funding from the state membership levies and may pursue such commercial arrangements and government grants, including sponsorship and marketing opportunities as are appropriate to further the interests of members. These funds are used to assist clubs in projects to;

- a) Develop and maintain flying sites. This system helps keep club membership fees down and maximises the number of "free flight" sites available to SAFA/NSWHPA members.
- b) Train and develop piloting skills
- c) Provide access to flying sites on both private and public land

- d) Assist in the development of flying competitions
- e) Promote the growth of the sport through;
 - i. the retention of existing members by providing;
 - the opportunity for members to become better pilots and
 - a supportive and enjoyable flying community.
 - ii. the encouragement of new members by;
 - promoting the sport within the NSW and local community
- f) Administer the Association for the benefit of members, by ensuring sound financial management and good governance.

Membership of the NSWHPA

A full member of SAFA, with an NSW postcode address, upon acceptance of their application to SAFA and payment of levy, automatically becomes a member of the NSWHPA. A life member of SAFA with a NSW postcode address is also a life member of the NSWHPA. To remain a full member of the NSWHPA the member must pay annually their SAFA fees - a component of which is remitted back to NSWHPA. There are no SAFA fees or state levies for life members.

The year 2018/19 reflected a slight decrease in total membership to 1051 (vs. 1074 in previous FY). This includes 4 life members and 55 female pilots (vs. 60 in previous FY). In addition, there were 161 students (vs. 153 in prev. FY) in NSW (135 male / 26 female) which continues an encouraging trend. Currently there are 18 SAFA affiliated Clubs in NSW.

Administration of the NSWHPA

The NSWHPA is an incorporated association, registered with the NSW Department of Fair Trading (INC# Y199518; ABN 94298083179). The NSWHPA updated its constitution to reflect current practice and is regulated by the NSW Associations Incorporation Act 2009 No.7 and the NSW Associations Incorporation Regulation 2010. Incorporated in 1987. The NSW Hang Gliding and Paragliding Association has been serving the state flying community for more than 30 years.

The NSWHPA is required to hold its AGM within six months of the end of its financial year (30 June) and to complete its annual Summary of Financial Affairs to the Department of Fair Trading within 30 days of its AGM.

The NSWHPA is a non-profit volunteer administered sporting organisation managed by a Committee of Management (CoM). The CoM is elected annually at the Annual General Meeting. In the 2019/20 financial year the committee and executive officers are:

Committee Role/ Executive Officers	Volunteer
President	Ralf Gittfried
Vice President	John Harriott
Treasurer	Melody Braithwaite
Secretary	Michael Stott
Public Officer	Ralf Gittfried
Committee Member & SAFA representative	Phillip De La Hunty
Committee Member	Matthew Te Hira
Committee Member	Julian Belmonte
Committee Member (as from May 2020)	Judith de Groot

This CoM is responsible for the development and approval of this business plan. The CoM continued a number of focus groups formed in the previous year to develop recommendations for discussion and approval at CoM meetings. These focus groups included

- Promotion
- Club Liaison
- Online Information Management, and
- Policy/Guidelines/Business Planning.

Financial Overview of the NSWHPA in 2018/19

For the 2018/19 business period the NSWHPA's revenue increased to \$98,582.62 (vs. \$70,910.04 in prev. FY). Total expenditure increased to \$119,816.24 (vs. \$67,844.91 in prev. FY) which comprises \$116,182.16 financial support to NSW Clubs/Members and \$3,634.08 operating expenses of the NSWHPA. As per 30.06.2019, total Gross Members Equity was \$ 137,202.19 (vs. \$158,834.39 in prev. FY).

Internal and External Insights

– Issues impacting the NSWHPA Operations

	Strengths	Weaknesses
	<ul style="list-style-type: none"> • CoM expertise, experience, enthusiasm & mix • Reasonable level of available funds to further purpose of the Association. • Equal HG and PG representation on CoM • Better liaison between Clubs, NSWHPA and SAFA • Better understanding of Sport's governing structure and plan for updating NSWHPA documentation of this structure. • Introduction of CoM focus groups to advance achievement of Association goals 	<ul style="list-style-type: none"> • Two sources of income only. • Lack of completed governance structure • Fluctuation of CoM Members results in loss of knowledge and requires retraining new CoM Members on annual basis • Need for fresh look at achieving Association imperatives and driving club activity in this area • Need to improve the efficiency of CoM meetings • Meet SAFA's increased reporting requirements • No representation of WM or PPG on CoM

	Opportunities	Threats
	<ul style="list-style-type: none"> • Increase in membership, through promotion of the sport externally to public and internally to retain membership • Further improve safety for members through subsidised training and development funding • More awareness among members of the Association activity and support. • Improve awareness of available financial support to Clubs for flying site development. • Support of development of NSW Competition Team • Empower members for faster decision making between meetings based on adherence to Guidelines • Review and update all NSWHPA policies 	<ul style="list-style-type: none"> • Lack of funds from other sources other than membership fees impacting achievement of Association goals. • Insufficient focus on Association governance in short term could distract medium term achievement of goals. • Need to address high drop-out rate. • Focus on items that are not aligned with achievement of association purpose. • Not all clubs understand required governance processes or way to secure right of use of sites, hampering flying site development – potential loss of flying sites.

Medium Term Imperatives

- Continue to strengthen the financial health of the Association so as to enable the ongoing funding of the development of NSW pilots and NSW Flying sites.
- Ensure that good governance of the association is at the forefront of everything we do including meeting the Key Deliverables.
- Ensure that Association knowledge is well documented to enable future CoM members to be effective in their role.
- Continue raising the Profile of the Association both internally and externally through methods such as website, emailing, eNewsletter, Sky Sailor articles and through promotion of the sport among members and public.
- Grow the number of both male and female NSW members across the range of aircraft administered by the Association by providing greater opportunities for the enjoyment of the sport at all skill levels.

Goals for the 2019 - 2021 Operating Years

On the basis of the medium-term imperatives outlined above the following goals for the 2019/20 and 2020/21 operating years are as follows.

Specific and Achievable Goal	The Measure of Success	Timing / Review
Administration		
Revisit existing policies and aligning these where required with NSW regulations and SAFA	Compare updated policies and document changes	30 June 2020
Ensure new Com Members and Office bearers have access to relevant information (e.g. finance, banking, documentation)	Check that all persons have the relevant access	31 March 2020
Assess Com Members and Office bearers training needs and requirements	CoM have nominated their training requirements	30 June 2021

Specific and Achievable Goal	The Measure of Success	Timing / Review
Promotion of the Sport		
Develop new Club media engaging, handling and promotion guideline	Distribute guidelines to clubs	30 June 2021
Develop and roll out grass roots e.g. bring a friend to the sport promotion	Develop promotion for rollout to NSW members	30 June 2021
Target promotion to increase in Female membership over current levels	Increase female membership by 1.5 %	30 June 2021
Roll out 3 x Female Pilots only events	3 Events completed	30 June 2021
Flying Site Development, Maintenance, Access		
Encourage clubs to develop plans for one site maintenance project.	One site maintenance project assessed and funded.	30 June 2020
Encourage clubs to develop plans for one new site development	One new site project assessed and funded.	30 June 2021
Encourage new Right of Use consents with landowners at two sites	Two new consents signed	30 June 2021
Rollout additional or upgrade 2 Weather Stations	Check number of new or upgraded weather stations installed	30 June 2021
Pilot Training & Development / Endorsement		
Roll out 5 x XC Clinics in accordance with OoS grant	All 5 Clinics for 40 pilots completed.	30 June 2021
All Clubs and Instructors familiar with NSWHPA funding guidelines.	Communication developed and delivered to all Clubs, Instructors and Schools	31 March 2021
Development of Competition Events		
Re-Evaluate Subsidy and Competition Funding Guidelines	Guidelines verified, adjusted signed off and distributed to all members and clubs	30 June 2020
Encourage a club or individual members to launch one new competition in NSW	Grow one new comp organised by a NSW Club, Operator or member	30 June 2021
Encourage current competition organisers to continue their efforts in organising competitions.	All existing PG & HG competitions currently run by NSW members are run in the 2020/21 season	30 June 2021

Key Deliverables

The NSWHPA as part of the NSW Government Office of Sport SDP Grant Program has adopted the following Key Deliverables:

Output Area	Key Deliverables
Annual Reporting	<p>Each year the Organisation agrees to complete an annual online report on the achievement of the key deliverables, within 3 months of the completion of the Organisation's financial year or within 1 month following the Organisation's Annual General Meeting.</p> <p>The Organisation also agrees on an annual basis via the online reporting system to update its organisational profile, membership, and insurance and corporate governance data and upload an updated copy of its Business Plan, Constitution, Member Protection Policy, Risk Management Policy and Guidelines, Sun Protection and Volunteer Policy.</p> <p>In addition, the Organisation agrees to provide a signed acquittal of funds for the previous grant and a copy of its Annual Reporting including financial statements approved by members at the Annual General Meeting.</p>
Corporate Governance	The Organisation warrants it will undertake corporate governance activities, which are consistent with the Australian Sport Commission Sport Corporate Governance principles and recognised best corporate governance practice.
Risk Management and Sports Safety	The Organisation warrants it will undertake risk management activities which are consistent with the Australian Standard Risk Management ISO 31000:2009 and the 'Guidelines for Managing Risk in Sport and Recreation' (HB 246:2010).
Director and Senior Staff Skill Development	During the course of the agreement, Directors of the Management Board (which are NSWHP office bearers and committee members) will participate in relevant seminars, workshops and other professional development activities. The skills and knowledge gained should be utilised for the benefit of the Organisation.
Business Plan	During the duration of the agreement the Organisation will provide and update their annual Business Plans as per Schedule 3.
Access and Equity	<p>The Organisation will:</p> <ul style="list-style-type: none"> - adopt inclusive practices and promote opportunities for under-represented groups including women and girls, Aboriginal and Torres Strait Islanders, people from culturally diverse backgrounds and people with disabilities. - be responsive to and comply with all relevant government policies and be committed to the utilisation and development of social justice and gender equity strategies
Athlete Development	The Organisation shall develop athlete, coach and officials Pathways and development.
NSWIS/Regional Academies of Sport	The Organisation shall identify in its annual Business Plan any relationship it has with NSW Institute of Sport and or Regional Academies of Sport across New South Wales.
Events	The Organisation will have in place appropriate policies & procedures regarding the conduct of events. Policies including Responsible Service of Alcohol, Child Protection, risk management, athlete, coach and official behaviour /code of conduct & Workplace Safety.
Participation	The Organisation's Participation strategies must align with its National Sporting Organisation (NSO) Participation Plan (where developed).
Future Needs of Sport Survey	The Organisation, if involved in the study, will work cooperatively with Sport and Recreation to capture the data required for your sport
Output Area	Key Deliverables

Output Area	Key Deliverables
Integrity of Sport and Match-fixing	The Organisation agrees to abide by all relevant NSW legislation relating to match-fixing and integrity in sport and the conditions of the National Policy on Match-fixing in Sport as agreed by Australian Governments on 10 June 2010 and any match-fixing or integrity in sport policy adopted by the respective sport's governing body
Harassment Free Sport and Ethics Play by the Rules	The Organisation needs to demonstrate high standards of ethical behaviour and encourage its members and participants to behave in a respectful and responsible manner. In addition, the Organisation will promote Play By the Rules to its members and encourage athletes, coaches, officials, administrators and committee members to complete the online learning courses.
Member Protection	The Organisation must have an up to date Member Protection Policy which is complaint with its affiliate National Sporting Organisation and the Australian Sports Commission.
Sun Protection	The organisation and its affiliates must have (if applicable) an up to date Sun Protection Policy which complies with Cancer Council NSW policy.
Volunteers	The organisation and its affiliates must have (if applicable) an up to date Volunteer Policy which complies with its affiliate National Sporting Organisation and provides a systems approach to the recruitment, training and management of volunteers and is consistent with NSW Volunteering policy.