NSW Hang Gliding and Paragliding Association (NSWHPA)

Gender Equity and Governance Plan

2024-2026

Website: www.nswhpa.org/policies

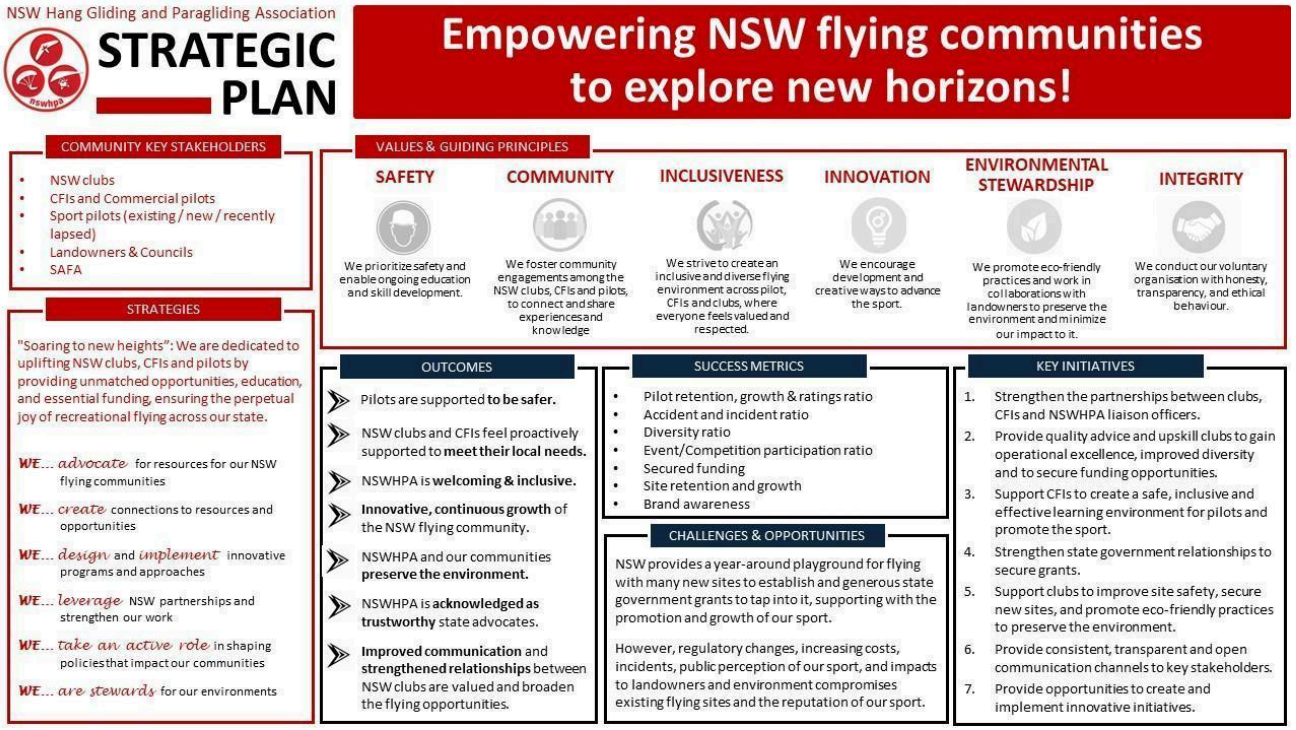
developed by NSWHPA Committee 23/24

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 organization 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 motorized Hang Gliding and powered Paragliding. The NSW Hang Gliding and Paragliding Association (NSWHPA) is an Affiliated Association, a NSW Regional body of SAFA and a state sporting organization (SSOs) in NSW.

NSWHPA's Vision and Values

NSWHPA is 'Empowering NSW flying communities to explore new horizons!' and our Strategic Plan - Values & Guiding Principles, Strategies, expected Outcomes, Success Metrics and Key Initiatives - underpin our aspirational goal.



NSWHPA is actively driving diversity and inclusiveness amongst our community stakeholders. One of our core values and guiding principles is Inclusiveness – we strive to create an inclusive and diverse flying environment where everyone feels valued and respected - and we are committed to creating a welcoming & inclusive culture.

Over the last 3 years, one of NSWHPA's key focuses was to attract more female pilots to our sport and support them to remain within the sport. NSWHPA, in alignment to SAFA's put in place an Inclusion policy, established a female pilot community 'Women with Wings' and, with the grant support of NSW Office of Sport

and their program ‘Her Sport Her Way’, we were able to support new and existing female pilots to

improve their skills, gain confidence and take on leadership roles within the flying community by coaching and mentoring other pilots. We worked closely with the clubs and our commercial flying instructors (CFI) to promote gender equity and create opportunities for women to participate. At the beginning of 2024, 7% (66) of the NSW active pilots are female, with no representation of gender diverse*. NSWHPA is targeting a 13% female and gender diverse representation by 2026 which is a stretch target.

Note: Women and gender diverse people include Aboriginal and Torres Strait Islander women, cisgender women, transgender women, women of color, women living with disability, culturally and racially marginalized women, non-binary people and LGBTIQ plus women.

NSW Gender Equity and Sport Governance Policy

From the beginning of 2024, the Office of Sport is emphasizing the need to increase female and gender diverse representation on SSO’s boards and affiliated clubs and is highlighting the significance of diversity and gender equity in leadership positions, citing the national movement for gender equality in sport and the development of a national gender equity and sport governance policy. It is expected that boards will demonstrate a strong and public commitment to progressing towards achieving diversity, equity and inclusion goals within their composition.

The new national gender equity and sport governance policy, developed by the Australian Sport Commission in all states and territories, including the Office of Sport and to be implemented in 2024 in NSW, is highlighting the importance of broad inclusion of diverse groups with a proposed 40-40-20 (40% men-40% women – 20% gender diverse) target for SSO boards. The idea is to influence change and improve gender equity, governance and leadership positions in sport. A self-assessment tool will be made available in the trustee survey manager platform, which will provide a snapshot of board composition, potential barriers and challenges to meeting targets, and necessary actions and stakeholder communications.

An interactive and collaborative approach to addressing the practical considerations for meeting gender representation quotas is required. However, organizations not meeting the targets, facing potential consequences for non-compliance, including funding implications and eligibility for Office of Sport grants.

Sport Governance Standards

The Sport Governance Standards were developed by the Australian Sports Commission in collaboration with state and territory agencies of sport and recreation. Regardless of the size or maturity of the SSO, the principles provide directions, clarity, and guidance for all sports at all levels.

The objectives of the Governance Standards are to enable good decision-making, supporting organizations to achieve their purpose, and acting on agreed values and behaviors, both individually and collectively. The Governance team (board or committee members) must follow a set of rules determined by legislation and the constitution agreed by our members. Rules include policies and procedures that outline what we can and cannot do. Agree values underpin culture and guide behaviors. Culture is exemplified through trust in each other and the confidence that comes from the support of each other.

The standards compromise 9 Principles (see below) and 35 Standards, supporting with the evaluations of the principles and governance effectiveness.

PRINCIPLE 1 The spirit of the game – values-driven culture and behaviors
PRINCIPLE 2 The team – aligned sport through collaborative governance
PRINCIPLE 3 The gameplan – a clear vision that informs strategy
PRINCIPLE 4 The players – a diverse board to enable considered decision-making
PRINCIPLE 5 The rulebook – documents that outline duties, powers, roles and responsibilities
PRINCIPLE 6 The playbook – board processes which ensure accountability and transparency
PRINCIPLE 7 The defense – a system which protects the organization
PRINCIPLE 8 The best and fairest – a system for ensuring integrity
PRINCIPLE 9 The scorecard – embedded systems of internal review to foster continuous improvement

NSWHPA's aim is to understand how the governance principles can be applied in line with our sport, and establish clear action plans to enhance and mature their current governance standards. NSWHPA is committed to supporting NSW clubs to conduct their assessments and establish their clear action plans to implement.

NSWHPA's Core Imperatives

- Ensure that good governance of the association, associated NSW clubs and CFIs is at the forefront of everything we do including taking an active role in shaping policies that impact our communities, mature governance standards and improve diversity ratios at boards / committees and leadership teams.
- Strengthen the partnerships between clubs, CFIs and NSWHPA liaison officers.
- Provide quality advice and upskill clubs to gain operational excellence, improved diversity and to secure funding opportunities.
- Support CFIs to create a safe, inclusive, and effective learning environment for pilots and promote the sport.
- Strengthen state government relationships to secure grants and continue to strengthen the financial health of the Association to enable the ongoing funding of the development of NSW pilots and NSW Flying sites.
- Provide consistent, transparent, and open communication channels to key stakeholders.
- Provide opportunities to create and implement innovative initiatives.

NSWHPA's Goals and Key Deliverables for the 2024-2026 Operating Years

Based on the core imperatives outlined above and initial, estimated grant / funding options, our aspirational goals and key deliverables for the 2024/25 and 2025/26 operating years are as follows*:

** Note: Identified key deliverables and anticipated goals are subjects to financial and human resources made available to implement.*

Specific and Achievable Goal & Key Deliverable	***The Measure of Success***	***Timing / Review***
Administrations		
Revisit existing governance structure / board charters, skill matrix, constitutions and policies and align these where possible with NSW standards/principles and regulations incl. SAFA; get external support to ensure best-practice.	• Establish rollout plan with targets to align with the Sport Corporate Governance principles and recognize best corporate governance practice and start implementation to address gaps. • 50-50 broad inclusion (4 women / gender diverse people on the NSW CoM) • Share revised and improved governance standards with communities. • Ensure policies and document are established / up to date and complete incl constitution, charter, annual report, Harassment Free Sport and Ethics Play by the Rules, Risk Management and Sports Safety, Conduct of events, Comp Price money, Athlete development & Diversity	Sept 2025
Support clubs and CFIs in their assessments, establishment of gender equity and governance plan and maturity journey, plus skill reviews.	• Collaborative event with all clubs and CFIs to discuss what/how/when • Clubs and CFIs understanding the gaps, having established a plan to mature governance and improve gender equity / diversity • Club having revised their constitutions • Club committee showing an increasing gender diversity ratio (aim for 50-50 by 2026)	Dec 2025
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 and understand the information / directions	Mar 2025
Assess Com Members and Office bearers' capabilities, training needs and requirements	CoM have nominated their training / upskilling requirements and skill development plan is in place	Jun 2025
Work with SAFA to take a lead on establishing new / improving existing national policies and documentations, removing pressure for associate organizations.	Rollout revised policies and documentations applicable nationally.	Jun 2025

Specific and Achievable Goal & Key Deliverable	*The Measure of Success*	*Timing / Review*
Promotion of the Sport, Gender Equity and Diversity		
Develop new Club media engaging, handling and promotion guideline	Distribute guidelines to clubs	Sep 2025
Develop and roll out grass roots e.g. bring a friend to the sport promotion, free tandem	Develop club and CFIs promotion and annual plans including diversity target for rollout to NSW members	Jun 2026
Establish corporate / state-based partnerships to promote diversity and get funding	Establish recurring funding support for events via corporate / state-based organizations	Jun 2026
Target promotion to increase in Female and gender diverse membership over current levels, including establishing SAFA funded programs to increase in Female and gender diverse membership over current levels	● Increase annual female and gender diverse membership by 3% (2026 target: 13%) ● Roll out 3 x Female Pilots only events, managed by clubs	Jun 2026
Review and implement the Office of Sport Participation Planning Tool, an interactive, online Tool, that can help organizations create a strategy or program for increasing sport participation for women and girls.	Participation Planning tool available to all clubs and CFIs	Dec 2025
Offer a leadership scholarship to a female, gender diverse person or male promoting diversity	Establish leadership partnership and nominate one candidate per year	Sep 2025
Offer annual / monthly reward and recognition program to celebrate individuals, clubs and CFIs who are giving women and girls more opportunities and equal access to participate in their sport.	Establish Women with Wing awards	Sep 2025
Pilot Training & Development / Endorsement		
Roll out XC Clinics, SIV and towing courses in accordance with OoS grants and additional club fundings.	All Clinics/courses completed.	Jun 2026
All Clubs and Instructors familiar with revised NSWHPA funding guidelines.	Communication developed and delivered to all Clubs, CFIs and Schools	Mar 2025

Specific and Achievable Goal & Key Deliverable	*The Measure of Success*	*Timing / Review*
Development of Competition Events		
Re-Evaluate Subsidy and Competition Funding Guidelines and adopt inclusive practices to promote opportunities for under-represented groups including women and girls, Aboriginal and Torres Strait Islanders, people from culturally diverse backgrounds and people with disabilities.	Guidelines verified, adjusted signed off and distributed to all members and clubs	Sep 2025
Work with SAFA to develop athlete, coach and officials Pathways and development for women and gender diverse people	SAFA allocating funding for women and gender diverse people to grow in the sport	Dec 2025
Encourage clubs, CFIs or individual members to initiate new competitions in NSW which will facilitate gender equity	Establish 2 new, reoccurring comps (incl beginner and intermediate level, women only) organized by a NSW Club, CFI or member Establish comp plans per club & share	Jun 2026
Encourage current competition organizers to continue their efforts in organizing competitions and review ranking categories to accommodate to gender differences (e.g. wing size)	Existing PG & HG competitions currently run by NSW members to keep running and implementing new categories	Jun 2026

Related Policies

This Gender Equity and Governance Plan should be read in conjunction with:

- NSWHPA Inclusion Policy – Outlines the commitment and focused approach to actively encouraging and supporting the inclusion in our sport.
- NSWHPA Code of Behaviour - Outlines the behavior expected and required by NSWHPA members.
- SAFA Member Protection Policy - Provides a position on harassment, discrimination, child protection, and outlines the legal and ethical rights and responsibilities of those involved in our sport.
- National gender equity and sport governance policy - Outlines the guidelines, processes, and procedures to align with national and state targets.