



MANAGEMENT & POLICIES MANUAL

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1 Introduction

The HGFA Management & Policies Manual (MPM) should be read in conjunction with the HGFA Constitution, the HGFA Operations Manual, standalone policies, and other HGFA publications where applicable.

Where any statement contained in this MPM conflicts with the Constitution, the Constitution shall take precedence. Where any statement contained in this MPM conflicts with the Operations Manual, the Operations Manual shall take precedence.

As far as possible this document should not include copies of the HGFA Constitution or the HGFA Operations Manual and should instead refer to the appropriate section.

This document shall be made available on the HGFA website and available for scrutiny and feedback from all members.

The HGFA Committee of Management (CoM) may amend sections of this manual at any time as a result of policy revisions, regulatory changes or other reasons. Therefore only one master copy of this document shall exist (in the Document Register).

This copy shall be maintained by the Committee of Management and held on the HGFA website and be available for member viewing.

Members of the HGFA are invited to submit comments or suggestions about any part of this manual.

2 Purpose of this MPM

This MPM is the repository for administrative and management procedures and some policies for the Hang Gliding Federation of Australia.

3 HGFA Committee of Management (CoM)

All business of the Federation is managed by the Committee of Management (CoM), which consists of representatives as elected by ballot of the members and includes representatives from each State or Regional Association.

The HGFA constitution details the responsibilities of the Committee of Management.

3.1 Functions of the CoM

The HGFA CoM consists of representatives elected by HGFA members.

The CoM elects a President, Vice President, Secretary and Treasurer.

The basic objectives of the CoM are to:

1. ensure that the Federation operates in accordance with its Constitution, statutory obligations and in the best interests of its members;
2. ensure that standards and procedures are in place that allow HGFA sports reasonable access to airspace and that the sport is conducted in a manner that provides an acceptable level of safety; and
3. approve plans for the continued viable development of HGFA sports.
4. The Committee is responsible for the management of the HGFA on behalf of its members. It has a responsibility to:
 1. Remain true to the statement of purpose (section 2.2) in the constitution.
 2. co-ordinate the planning of activities in a manner which ensures the aims and objectives of the federation are fulfilled
 3. monitor the performance of HGFA officials, of any sub-committees or employees to see they are carrying out their functions according to their job descriptions
 4. plan and budget for the future
 5. provide members with information regarding the running of the federation

The rules - as stated in the HGFA constitution - dictate how the Committee should function; how it is appointed, how often it should meet; how long members should serve; and who is eligible to serve.

The Committee is assisted in its tasks by the Operations Manager, Administrative Manager and a number of Officers and Technical Committees.

3.2 The Role of the Committee

In a more formalised structure - the role of the Committee is to:

- **Plan** - examine alternatives for action, and decide according to the purpose and philosophy of the organisation.
- **Organise** - ensure actions follow planning, that achievable objectives are agreed to with suitable strategies designed to ensure satisfactory progress and that action plans are implemented and evaluated.
- **Lead** - be enthusiastic and work from an informed and well-researched knowledge base which includes a sub-committee or working group structure, clear and concise reports and wide representation of interests and opinion available to the committee.
- **Control** - be responsible for defining expectations and requirements, and for providing the support and resources needed for these to be achieved, and monitored.

In summary the Committee is responsible for:

- Administration oversight;
- Financial management oversight; &
- Leadership.

The Committee is a team that draws on the skills and talents of each member, working with the one common goal to ensure success of the HGFA in promotion of safe and enjoyable flying.

3.3 Roles within the Committee

- President
- Vice President
- Treasurer
- Secretary

3.3.1 The President

Leadership

The President should:

- be well informed of all HGFA activities
- be aware of the future directions and plans of members
- have a good working knowledge of the constitution, rules and the duties of all office holders and sub-committees
- manage committee and/or executive meetings
- manage the annual general meeting (by delegation if required)
- represent the HGFA at local, regional and national levels (or delegate to appropriate people)
- be a supportive leader for all members
- act as a facilitator for HGFA activities in conjunction with the Operations Manager
- ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members

The President is the principal leader and has overall responsibility for the Federation's administration. The President controls the discussions that take place during management committee meetings. To do this, they should give direction without being dictatorial or biased.

An effective President should be fair and decisive and to exercise good management practices. These skills come with practice and regular self-appraisal.

The President should be able to:

- Lead without controlling:

- Involve members in decisions that affect them.
- Stimulate balanced discussion.
- Time meetings to begin and finish on time.
- Encourage focused discussion and keep meetings on track.
- Negotiate successfully between members, and LISTEN.

3.3.2 Secretary

This person provides the co-ordination link between the Committee of Management and the members.

The Secretary should be someone who has a keen interest in the organisation and wants to see it progress. With good support from the staff, previously well-maintained records and clear instructions on what has to be done the secretary is one of the organisations most valuable assets.

Ideally an effective secretary is someone who can:

- communicate effectively
- think clearly and positively
- maintain confidentiality on relevant matters
- organise and delegate tasks

3.3.3 Treasurer

The Treasurer oversees the finances of the HGFA, with the preparation of a budget, preparation for external audits, planning for the organisation's financial future, and assisting other committee areas with matters relating to finance.

The Treasurer is responsible for the financial management of the HGFA and is expected to carry out the following duties:

- ensure money received is banked promptly via the office staff
- ensure accounts are paid promptly & in accordance with the budget
- prepare annual financial accounts for auditing and provide the auditor with information as required
- ensure HGFA annual returns are filed with the Commission for Corporate Affairs office
- in conjunction with Committee members manage HGFA investment programs
- complete all external agency grant acquittals are completed within the time frame of such agreements.
- An effective treasurer needs to be:
- well organised

- able to allocate regular time periods to maintain/check the books
- able to keep good records
- be aware of information needing to be kept for the annual audit and annual returns

3.4 Committee Motions and Resolutions

The Committee may make resolutions and decide motions at a Committee meeting via a telephone / internet conference as specified in the HGFA Constitution.

Additionally, motions dealt with via e-mail communication shall be administered according to the following criteria:

Clearly provide a required timeframe in the email, standard should be no less than a week to allow people to reply. With the usual rules of 50% or more and is passed.

Urgent issues do happen and still provide a minimum of 24 hours to reply and due to potentially missing people should have 80% or more support.

3.5 Sub-Committees

Sub-committees are appointed at the request of the CoM to do detailed investigations into specific topics as the need arises.

It is important that sub-committees are used in appropriate situations.

To use them effectively the CoM must:

1. Provide a job description outlining the tasks, responsibilities and reporting procedures to ensure sub-committee members understand their tasks and how long they have to perform them.
2. Refer recommendations to the CoM.
3. Monitor the progress of the sub-committee through regular reports back to the CoM via the Operations Manager.

3.5.1 Competitions Committee

The HGFA Competitions Committee has been formed to discharge the responsibility of HGFA in the coordination and promotion of the competitive aspects of the sport at all levels. The objectives of the Competitions Committee are as set out in the Operations Manual.

3.5.2 Safety & Operations Committee

The HGFA Safety & Operations Committee discharges the responsibility of HGFA in the development and setting of appropriate safety standards in all HGFA flying operations, subject to the CoM. The objectives of the Competitions Committee are as set out in the Operations Manual.

3.5.3 Short Term Sub Committees

Details of any ad-hoc committees and their tasks will be recorded in the Minutes of meetings and posted to the HGFA online forum. The minute items will record the structure, tasks and life of these committees as well as provide some background to the need for the committee.

3.5.4 Training Committee.

The basic objectives and functions of the Training Committee are to;

- (a) assist the Operation Manager and CoM in the development, implementation, maintenance and promotion of systems for the instruction and training for hang gliding, paragliding and weightshift microlighting;
- (b) assist the Operations Manager and CoM in the development, implementation, maintenance and promotion of systems for the advanced skills training for hang gliding, paragliding and weightshift microlighting; and
- (c) promote the participation of women and other target groups in the sports of hang gliding, paragliding and weightshift microlighting and identify the special needs of these groups and develop strategies to aim at fulfilling these needs.

3.5.5 PPG Committee

The HGFA PPG Committee discharges the responsibility of HGFA in the development and setting of appropriate safety standards for PPG flying operations, overseeing and developing training materials associated with 'Straight Through' PPG Training, and PPG endorsements.

4 HGFA Office Roles

4.1 Operations Manager

The HGFA Committee of Management appoints the Operations Manager.

The Operations Manager is responsible to the HGFA Committee of Management for the operational management of the affairs of the organisation.

The Operations Manager is responsible for the oversight and coordination of the activities of the HGFA, HGFA sub committees. In this context and with due consideration of budget targets, the Operations Manager will have authority to delegate such tasks and responsibilities as deemed necessary by the CoM to achieve operational outcomes.

The Operations Manager must maintain a close liaison with the HGFA Committee of Management members, or sub-contractors, HGFA sub-committees, Civil Aviation Safety Authority, Australian Sports Aviation Confederation and the Australian Sports Commission and other key stakeholders.

The Operations Manager will:

1. Organise the annual HGFA general meetings;
2. Follow up the resolutions and actions of each meeting and oversee the implementation of all projects approved by the CoM.
3. Seek to ensure that the HGFA and its members comply with the HGFA Constitution and Operations Manual.
4. Within the context of the organisation's stated objectives, research and develop program proposals for the Committee of Management's consideration.
5. Act on behalf of, and report to, the CoM on all matters relating to operational safety, air law compliance, and training standards.
6. Regularly report to the Committee of Management, the affairs, operations and activities of the HGFA.
7. Demonstrate a thorough understanding of the current Australian aviation regulations, and manage the application of HGFA operations within these regulations.

4.2 Office Administration Manager

The Administration Manager is responsible to the HGFA CoM for the management of the HGFA office and administrative tasks as delegated by the CoM.

The Administration Manager will:

1. Supervise the performance and employment of part-time or full time office staff in order to maintain a high standard of member services.
2. ensure the office maintains accurate records of current income and expenditure
3. ensure tax returns and income tax payments, superannuation and other employer responsibilities for employees, are carried out as required by law
4. ensure that HGFA procedures, guidelines and policies are followed where specified; and where not specified, seek guidance from either the Operations Manager or CoM.

4.3 Office Staff

The office staff under the direction of the Administration Manager will:

- Ensure that routine enquiries, membership applications and the like are processed efficiently;
- Maintain complete and accurate records of membership;
- Assist with the maintenance of all financial transactions and records;
- Assist the Administration Manager to organise the HGFA Annual General Meetings and other HGFA Committee meetings as required;
- Maintain records of the competitive aspects of the sport, competitions and events calendars; and

5 HGFA Representation

The HGFA has representation with other associated bodies as follows:

5.1 HGFA ASAC Delegate

ASAC is the Air Sports Australian Confederation and is a peak national body, formed by a number of national air sport organisations.

In its Federation Aeronautique Internationale (FAI) role, ASAC is Australia's representative, and is referred to as the National Airsport Control, or NAC.

ASAC is recognised by the Australian Sports Commission as the National Sporting Organisation for Air Sports in Australia and is an affiliate of the Australian Olympic Committee.

HGFA retains a paid membership of ASAC and hence delegates to FAI CIVL and FAI CIMA permitting participation in, standardization and recognition of, competitions and records.

The ASAC delegate will be appointed by the HGFA Committee of Management at the first Committee meeting after Committee elections. The appointee will be a member of the Committee and will hold the position for a two-year period.

Responsibilities

The ASAC Delegate will:

1. Represent the HGFA at ASAC representative meetings and as required at other times;
2. Present any HGFA issues of interest to the ASAC and respond to any resultant discussion; and

3. Provide a report on ASAC issues to the HGFA Committee and the HGFA membership at the HGFA Annual Meeting.

5.2 HGFA CIVL Delegate

CIVL (Commission Internationale de Vol Libre) is the International Hang gliding and Paragliding Commission of the FAI.

CIVL administers Hang gliding and Paragliding competitions and world records.

The CIVL delegate will be recommended by the Competitions Committee. This recommendation will then be passed to the Committee of Management for assessment and Committee approval. The appointment will be for a two-year period. Prospective delegates should apply to the Competitions Committee.

Selection of the CIVL delegate will be based on, but not limited to, the following criteria.

The candidate should have:

1. Considerable experience working with the HGFA Competitions Committee;
2. Experience as a competition pilot (preferably at an international level);
3. Experience as a competition director / organiser (preferably Category 1 events);
4. A sound knowledge of HGFA and CIVL competition rules;
5. Excellent written and oral communication skills to be able to prepare/present HGFA proposals and engage in debate on international issues; and
6. An international profile in the hang gliding and paragliding community.

Responsibilities

The CIVL Delegate will:

1. Attend HGFA Competition Committee Meetings;
2. Represent the HGFA at CIVL Plenary meetings;
3. Present HGFA proposals to the plenary and respond to any resultant discussion;
4. Address all CIVL issues of interest to the HGFA; and
5. Provide a report on CIVL issues to the HGFA Committee of Management and HGFA Competitions Committee.
6. Provide Plenary meeting minutes to the HGFA Committee of Management and HGFA Competitions Committee.

5.3 HGFA CIMA Delegate

CIMA is the International Microlight and Paramotor Commission of the FAI

CIMA administers Paramotoring and Weightshift Microlighting competitions and world records.

The CIMA delegate will be recommended by the Competitions Committee. This recommendation will then be passed to the CoM for assessment and approval. The appointment will be for a two-year period. Prospective delegates should apply to the Competitions Committee.

Selection of the CIMA delegate will be based on, but not limited to, the following criteria. The candidate should have:

7. Considerable experience working with the HGFA Competitions Committee;
8. Experience as a competition pilot (preferably at an international level);
9. Experience as a competition director / organiser (preferably Category 1 events);
10. A sound knowledge of HGFA and CIMA competition rules;
11. Excellent written and oral communication skills to be able to prepare/present HGFA proposals and engage in debate on international issues; and
12. An international profile in the hang gliding and paragliding community.

Responsibilities

The CIMA Delegate will:

1. Attend HGFA Competition Committee Meetings;
2. Represent the HGFA at CIMA plenary meetings;
3. Present HGFA proposals to the plenary and respond to any resultant discussion;
4. Address all CIMA issues of interest to the HGFA; and
5. Provide a report on CIMA issues to the HGFA Committee of Management and Competition Committee.
6. Provide CIMA Plenary meeting minutes to the HGFA Committee of Management and HGFA Competitions Committee.

6 Membership

In addition to the general requirements set out in the constitution, the following applies to certain categories of membership.

6.1 Life Membership

-

Life Membership is the highest Award available to recognise the exceptional and outstanding contributions of individuals to the HGFA. It is therefore only awarded in exceptional circumstances. Contributions may have been made at the National, State, or affiliated club level.

Nomination for Life Membership

Any financial Member may nominate another member for consideration for the Life Membership award. Nominations must be submitted in writing & must be signed by two current financial members from State, Regional Associations or clubs.

The nomination should be prepared so as to set out the achievements and activities of the nominee and at a minimum must meet the award criteria as set out below. Nominations must be received by the executive committee no later than the 1st of June in the year which the nomination is to be considered at the HGFA annual general meeting.

Award Criteria

In considering the award of Life Membership an individual should have demonstrated significant, sustained and high quality service enhancing the reputation and future of the sports, throughout their HGFA participation career.

To be eligible, the nominee must satisfy the following criteria;

- The nominee's length of service to the sports shall be at least 15 years.
- The nominee's length of membership of HGFA shall be at least 15 contiguous years.
- The general attitude and overall demeanour of the nominee is one that reflects a dedication to the values of the Sports and aims of HGFA
- The nominee will have demonstrated or provided extensive support, guidance and commitment to the aims of HGFA and its values.
- The nominee will have provided valued leadership and/or been an outstanding role model to other pilots and members in general.
- The nominees' service must reflect favourably on and brought credit to the sports.
- The nominee will have demonstrated a commitment to the principals of competitive fair play & good sportsmanship.
- The nominee must be a currently active, financial member.

Important Note

These points apply in whatever role (national, state or club level) the nominee has participated in during their service to the sports. Achieving the minimum service levels will not in any way automatically guarantee the award of Life Membership

Process for Assessment of Applications

All nominations must demonstrate attainment of minimum service requirements and other details of exemplary service.

The HGFA Executive Committee (a minimum quorum is required) will assess any nominations for Life Membership based on the established criteria. The Executive Committee will discuss & consider the application over at least two (2) regular meetings, and/or via electronic communications, prior to the Annual General Meeting.

The Executive Committee will assess all nominations put forward & only those nominations that the Committee considers worthy of Life Membership shall be endorsed & put to a vote at the AGM.

The executive committee may seek further recommendation, opinion, clarification, concurrence or other such records or data from other sources prior to nomination endorsement.

The final list of endorsed nominations for the award of Life Membership will be individually voted upon at AGM (a unanimous vote will be required for approval). Life Memberships will be awarded and announced to the State or Regional Association and club prior to membership announcement.

Retraction of a Life Membership

Retraction of a Life Membership Award may occur where the recipient has conducted him/herself in a manner that reflects directly and adversely on the image or activities of HGFA and associated sports. This provision will only be exercised in exceptional circumstances and will require the unanimous agreement of the Executive Committee to be enacted. As part of the deliberations, the Life Member in question is to be given an opportunity to present their case for retention of their Life Membership status.

Benefits of Life Membership

In addition to the status of membership of a select group within the sports, Life Membership will be recognised by:

- ❖ Award of the Life Membership at the HGFA Annual General meeting.
- ❖ Exemption from membership fees associated with the HGFA and Sports & Regional Association development levies
Free, ongoing provision of HGFA and State & Regional Association services
- ❖ Listing in the HGFA Web site and other official documents.
- ❖ Life membership certificate

Life Membership Award Introduction

This Award policy will be effective from *March 2017*. Retrospective allocation of this award to individuals no longer involved in sports will not be made.

6.2 Visiting Pilot Membership (VPM) Procedures

Visiting pilot memberships should be issued in accordance with the procedures accompanying the application forms. Visiting Pilots must possess and show a valid pilot certificate from their own Federation or Association.

Ideally an FAI- IPPI Safepro or Parapro card should be carried by the pilot to assist site safety officers to understand the pilot's level of experience and capabilities. Safety Officers should always ask for an IPPI card at sites. Visiting Pilot members should be provided with a copy of the HGFA Visiting Pilot Information publication.

The HGFA office copy of the Visiting Pilot Membership application should be forwarded to the HGFA Head Office as soon as practicable after the membership is issued.

7 Access and Equity Policy

The federation has adopted a positive program in regard to access to the sport and organisation across all levels of activity for current and potential aircraft classes, women, minority groups and those with disabilities that will allow for safe participation.

The implementation of an equal access philosophy and policy benefits the sport by:

- treating all current and potential members fairly and equally;
- creating an atmosphere which is inclusive and encouraging for all who have the desire to be involved regardless of social, cultural or community stereotyping;
- increasing membership numbers bringing greater financial security and lower unit costs;
- broadening the HGFA talent base, thus increasing opportunities for safe pilot development and improving chances of producing elite level performers;
- enabling the organisation to fully access the talents of existing and new members;
and
- increasing HGFA sports' visibility and public awareness.

8 Affiliation Policy

Affiliated state and regional associations (SRAs) assist the HGFA to discharge its responsibilities for the administration, coordination, communication, development and promotion of HGFA sports at state / regional level. To be eligible for affiliation with HGFA SRAs must be incorporated under the relevant state or territory in which they operate and be and remain compliant with all applicable state acts, laws and regulations governing incorporated associations. Clubs that are affiliated with affiliated SRAs will also be recognised by HGFA and listed on HGFA insurance policies providing protection to club officers.

8.1 General Objectives and Purpose

The purposes and objectives of the HGFA state & regional associations are:

1. to represent generally the views of persons connected with HGFA sports within their state / region;
2. to coordinate and promote the development, progress and advancement of HGFA sports at state level in conjunction with HGFA programs;
3. to acquire and disseminate information on HGFA disciplines in coordination with the HGFA;
4. to promote competitions, events and records for HGFA sports throughout the state;
5. to consider, originate, promote and procure reforms and improvements in local / state laws affecting HGFA sports; and
6. to promote, coordinate and assist with the implementation of HGFA standards and procedures relating to safety, airworthiness, flying proficiency and all other matters relating to the safety and protection of sport participants and the public throughout the state.
7. to resolve local member / club disputes equitably and fairly.

8.2 Powers and Responsibilities

Solely for the purposes and objectives set out above, the SRA shall have the following powers and responsibilities.

1. Liaise with state and local governments on matters affecting HGFA disciplines and associated activities both sporting and recreational.
2. Represent and process information to and from affiliated organisations including, but not limited to, the HGFA, State Departments of Sport and Recreation, State Sport Federations, State Institutes of Sport and member Clubs.
3. Seek sponsorship and provide public relations for state projects.

4. Initiate and coordinate submissions, applications and representations, on behalf of on behalf of members and affiliated clubs and associations, to state government agencies and other organisations with the aim of obtaining maximum benefit for members.
5. Apply for state government funding for sporting and aviation aspects.
6. Print and publish any newsletters, leaflets, brochures, etc and any electronic publication advantageous to the sport at state level.
7. Produce an annual report, including financial statements to the HGFA AGM.

8.3 SRA Development Levy

The HGFA collects levies on behalf of the States and Regional Associations (SRA) as individually set by each of the SRAs.

HGFA members pay the SRA Development Levy as part of their annual HGFA membership. The HGFA database adds the appropriate SRA Development Levy amount, according to the Australian State or region stipulated in the member's residential address.

The HGFA disburses the SRA Development Levy to SRAs to assist them in exercising the objectives and responsibilities detailed in Section 8.1.

The payment of the SRA Development Levy by a HGFA member, does not automatically make that person a member of the SRA for which it was collected.

Levy Disbursement

HGFA forwards levy payments and provides payee reports to each SRA twice a year, on:

- (a) the last week of November (after the fixed date renewal), and
- (b) the last week of June the following year (for new memberships & late renewals).

8.4 Authority

SRA have full authority for any reasonable action necessary to discharge their responsibilities as detailed above subject to:

1. any statutory limitations;
2. the guidelines of the Sport Aviation Self-Administration Handbook; and
3. any limitations imposed by the HGFA Constitution.

8.5 SRA Reporting & SRA Development Levy Withholding

Affiliated SRA are required to forward or present an annual report and a statement of financial accounts at the AGM of the HGFA.

The reports help formally understand how SRAs are managing in their area and ensure HGFA financial duty of care of distributed SRA Development Levies.

Assistance will be offered for SRA's to complete their reporting obligations.

In cases of extreme delinquency, collected SRA Development Levies will be withheld from distribution until rectification by the SRA.

9 Codes of Conduct

9.1 Drugs in Sport - HGFA Doping

The HGFA condemns the use of performance enhancing substances as both unethical in the sporting context and dangerous to the health both in an aviation and non-aviation context.

In the absence of a specific FAI Doping Policy for sport aviation the HGFA endorses the Doping Policy produced by the Australian Sports Commission and amended from time to time.

It would be the HGFA intent to adopt an FAI Doping Policy once it is produced and adopted by the CIVL.

Copies of the ASC Doping Policy can be obtained from the AIS.

9.2 Instructor's Code of Conduct

All HGFA approved instructors are bound by the following code of conduct. An HGFA Instructor shall endeavour to:

1. Respect the rights, dignity and worth of every human being.
2. Within the context of personal and business life, treat everyone equally, regardless of sex, ethnic origin or religion.
3. Be courteous, fair, considerate and honest in pilot training and business dealings with customers, employees and all other instructors and training establishments.
4. Any contact with a student should be appropriate to the situation and necessary for the student's skill development.
5. Conduct him/herself as an appropriate role model.
6. Provide a suitable standard of social behaviour and dress.
7. Consistently display a high standard of airmanship and a high regard for operational rules and requirements.

8. Respect sites and landowners.
9. Refrain from publicly criticising other training schools, other HGFA disciplines or other aviation sports.
10. Assist the HGFA Operations Manager and HGFA Clubs in disciplining pilots as necessary.
11. Provide quality service to students and customers.
12. Conduct all training professionally and within HGFA guidelines and legal requirements.
13. Ensure that student safety is paramount in all training.
14. Ensure all training equipment is appropriate and maintained as required.
15. Advise customers of conditions of any contracts and fulfil any such contracts.
16. Ensure that any aircraft or associated equipment offered for sale or hire is appropriate to the purchaser's needs and experience; and ensure that any such equipment has been maintained in accordance with HGFA or other requirements.

10 Processes

10.1 AGM

10.1.1 Annual Report

The HGFA annual report must be compiled for the Annual General Meeting.

It will contain reports from the HGFA President, Operations Manager, the audited accounts of the HGFA (as produced by the auditor), and other reports as deemed appropriate.

10.1.2 Audit

The financial accounts of the HGFA are audited annually. This audit should be completed in time for inclusion in the annual report, preferably 21 days prior to the AGM. If not ready for distribution prior to Annual General Meeting it must be available for tabling at the subsequent meeting.

The HGFA Auditor for the following financial year is appointed at the AGM each year.

10.2 Financial Management

10.2.1 Financial Monitoring

The Xero¹ accounting package has been selected (May 2015) to replace MYOB accounting in the HGFA office.

The reason for this change was largely to provide better financial performance monitoring to the CoM.

10.2.2 Budget Planning

The operating budget for forthcoming financial years is set by the Committee of Management during the AGM.

This budget includes all expected expenditure for all projects and programs, committees, office affairs and events.

The budget plan is prepared by the Operations Manager and the Treasurer for the Committee of Management to approve prior to the start of the financial year and will be based upon the Strategic Plan forward projection for that year.

Typically the HGFA Committee of Management will target a surplus result for each budget to enable HGFA reserves to be gradually increased.

10.2.3 Income

The income of the federation is in the main derived from annual membership and subscription fees of members, donations and such other sources as the Committee determines.

The Civil Aviation Safety Authority provides funding in return for the HGFA setting standards for pilot training and operation of HGFA aircraft. The tasks that HGFA must undertake on CASA's behalf are specified in Schedule "A" and Schedule "B" contracts. Schedule "A" tasks, such as standard setting and ensuring operations are carried out in accordance with the civil aviation rules and regulations are funded by CASA. Schedule "B" functions, such as maintaining a database of pilots and registered aircraft, are not funded. The level of funding is set by CASA and distributed through the Australian Sport Aviation Confederation.

Procedures have been implemented to recover specific service costs direct from the service users and a campaign started to obtain supplementary income from sport promotion activities.

All income is directed through the national office for inclusion on the general ledgers.

10.2.4 Expenditure

All expenditure is as determined by the operating budget and strategic plan. These documents are approved by the Committee of Management prior to the beginning of each FY.

The Operations Manager is responsible for controlling expenditure for each project and shall seek not to exceed budget totals for each program area. Any expenditure item that exceeds allocated amounts and will as a result take total program expenditure beyond budget totals will require approval of the Executive Committee prior to payment.

10.2.5 Capital expenditure

All capital expenditure (>\$1000) must be approved by the Executive Committee prior to the expense being incurred and where possible included within the budget and plan for the expected year of purchase.

Capital equipment when purchased must be included on the HGFA assets register.

10.2.6 Sub-committee funding

An allocation for operating and meeting expenses for each HGFA sub-committee will be included in the budget and strategic plan.

The amount allocated will be based upon the expected number of meetings and historical expenditure for work expected of the each particular sub-committee.

10.2.7 Committee Volunteer Expenses

Volunteers participating in HGFA committees and subcommittees may claim reasonable expenses incurred in attending committee meetings and carrying tasks in accordance with meeting action items.

The HGFA Expenses Claim Form should be used where reimbursement of expenses is sought. Receipts should be provided where possible. Typically, expenses can be claimed for: airline fares; parking; road tolls; taxi fares; accommodation (limited to 3 star standard where possible); and vehicle costs (distance travelled and a fuel receipt showing fuel cost per litre should be lodged – the claim will be paid based on the number of kilometres travelled multiplied by 22% of fuel cost per litre).

10.2.8 Insurance Policies

A major part of membership fees and subscriptions are directed to providing comprehensive Public Liability insurance for all operations. The HGFA policy provides affordable coverage for all financial members and affiliated clubs.

Copies of policies and certificates of currencies are available on the HGFA website.

10.2.9 Grants & Sources of Financial Assistance

The HGFA has a fiscal responsibility to the membership to ensure that adequate funds are available for effective, cost efficient running of the organisation, preparing and planning for future or pending approved projects, and executing the strategic plan.

Applications are assessed for approval or rejection, by the Committee of Management.

All grant applications will be considered by the HGFA against the HGFA Constitution Statement of Purpose;

To represent generally the views of persons connected with hang gliding and allied sports within Australia

To coordinate and promote the development, progress and advancement of hang gliding and allied sports.

To acquire and disseminate information and advice on hang gliding and allied sports in all their aspects

To promote competitions, contests, tests and records for hang gliding and allied sports throughout Australia.

To consider, originate, promote and procure reforms and improvements in the laws affecting hang gliding and allied sports.

To impart training, coaching and instruction in hang gliding and allied sports.

To promote, coordinate and regulate safety standards and procedures, engineering standards and procedures, flying and proficiency standards and all other matters relating to the safety and protection of members, participants, spectators and property.

Applicant should note the CoM will be seeking the most valuable return for satisfactory use of membership fees.

Grant availability is subject to a satisfactory application, other HGFA fiscal commitments, and grant funds availability. Unsuccessful applications may be eligible for loans under the HGFA Loans Policy, available to SRA's and affiliated clubs.

HGFA Grant Conditions and Acquittal

Your grant funding will be allocated to your nominated bank account after approval of the grant and account details provided by you (the grant recipient).

As part of grant acceptance, the grant recipient agrees to the following conditions;

- Recognition of HGFA sponsorship will be noted on all correspondence and media,
- A grant acquittal report will be provided, and,
- Unspent/misspent grant funding will be returned to HGFA.

Grant acquittal reports - providing grant objectives outcomes and financial information (receipts and records of transactions should be maintained and may be independently audited at completion of grant activity) - are required on completion of your project.

Grant acquittal reports are used by the HGFA to fulfil obligations of accountability to the membership, State or Federal Governments, or other sponsors of HGFA. They are also essential to the strategic and development work of the HGFA. The reports help us evaluate the achievements of funded activities, monitor the effectiveness of grant categories and ensure our policy development is consistent with the constitution and aims of the HGFA.

In summary, acquitting a grant means accurately reporting on the funded activities and the expenditure of HGFA funding.

If you do not provide a satisfactory grant acquittal report at the completion of your project and in the manner detailed in your grant application, or as outlined in these conditions, the HGFA will not make any further payments that may be due to you, may ask you to pay back all or part of the funding provided to you, and may take action to recover any unspent or misspent funding as a debt due and payable.

Additionally, you will be ineligible to apply for further grants.

10.2.9.1 Sites of National Importance

Financial Assistance for Improvement of Flying Sites

The Hang Gliding Federation of Australia has made available a grant for the development and maintenance of sites of national importance. Sites of national importance are defined as those sites proposed to be used for one of the open competitions endorsed or sanctioned by HGFA.

This financial assistance is available to any club, group or individual ('the organiser') organising and running either the Australian Hang Gliding Open competition, the Australian Paragliding Open competition or the Australian Microlighting Open competition.

Applicability

Grants are available subject to application of the following:

1. Funds are available on a dollar per dollar per dollar basis from the HGFA, the region and the Open competition organiser to a maximum sum of \$2000, or as otherwise determined by the Committee of Management executive committee.
2. Full accountability is provided to the treasurer HGFA, for all expenditure.
3. Funds are to be expended solely upon site or site infrastructure prior to the endorsed competition and limited to; access tracks, launch ramps, tree felling, spectator control barriers, permanent signage, landscaping, earthworks or fire control works.
4. Funds are not to be used for payments as gratuities to any competition volunteer or employee, landowner, local councils, corporations or other such bodies, hangarage, fuel, aircraft hire, licensing or operating permits, airfield charges, airspace application fees, equipment rental or hire (excepting earthmoving or tree removal equipment), or building structures.

The Hang Gliding Federation of Australia reserves the right to refuse allocation of available funds without explanation of cause.

10.2.9.2 World team sponsorship

In any particular year, in which an income surplus occurs, the HGFA may reserve up to 10% for sponsorship of Australian world championship teams, for events occurring in the following year only, in which the surplus occurred.

World team sponsorship funds are not accrued for future years.

Funding requests for allocation should be directed to the Competitions Sub Committee to determine applicability and fairness of distribution among the various teams. Applicants should be aware the funding may not always be available due to other priority needs.

The HGFA CoM reserves the right to refuse allocation of sponsorship funds.

If HGFA financial reserves are available, World team competition entry fees will be funded by HGFA, irrespective of prior year financial results.

10.2.10 General

10.2.10.1 Fee Refunds (excluding SRA Development Levy & Club memberships)

Fee refunds are not available except in cases of demonstrated hardship, terminal or permanent incapacitating long term illness, and the member ceasing all HGFA administered flight operations, and resigning membership in accordance with HGFA constitution 3.17.

Membership fee refund applications should be made in writing/email.

If a refund is appropriate, as determined by the HGFA committee of management, the refund shall be calculated based on pro- rata refund for full months remaining until the memberships scheduled renewal, less an administration fee of one months membership.

Refunds of any SRA Development Levies, club memberships or other such payments, cannot be authorised or made by HGFA and should be directed, in writing, to the particular entities.

10.2.11 HGFA Loans Policy

The loans policy is in place to promote the development, progress and growth of the sports administered by, and seek to achieve the aims of the strategic plan and purposes of, the HGFA.

Eligible entities

Entities eligible for HGFA loans is restricted to affiliated clubs or affiliated State/Regional Associations.

Loan Value

Loan amounts available are approved by the Committee of Management. In general, the total amount available will be determined based on a number of factors which may include;

- Current financial reserves level
- Projected reserves
- Amounts already on loan
- Purpose of loan
- Achievement of strategic plan
- Potential returns to members

- Suitability of loan repayment plan
- Projected contribution size
- Entity repayment ability
- Etc.

The maximum amount of reserves, in aggregate, available for loans is **\$100,000**, or as specified in the Strategic Plan. The committee of management reserves the right to vary either amount.

Loans will not be provided for 100% of any projected purpose, except whereby any asset acquisition and ownership will reside with HGFA.

Interest rates

Favourable interest rates applied shall be based on the Westpac term deposit rate plus a small premium. Interest shall be payable annually or as per the agreed repayment plan.

Interest rate will be reviewed annually on the anniversary of the loan and adjusted to reflect the then current interest rate environment as per the Westpac benchmark.

Loan application

The application should provide;

1. Entity requesting loan (the Borrower), and contact details
2. Requested loan amount
3. Purpose of the loan
4. Date funds are required
5. Benefits to the HGFA administered sports and members
6. Sports growth or development potential
7. Repayment plan (financial and proof of repayment ability)
8. Guarantors (affiliated club applications should seek SRA support, see Default)
9. Other funding contributors
10. Asset ownership (if applicable)
11. Asset disposal plan (if applicable)
12. Other options

The Committee of Management may require further information from the loan application entity, prior to final loan decision.

Loan applications should be directed to the Secretary, HGFA.

Approved loans

If a loan application is successful, the borrowing clubs or state associations will receive a letter from the HGFA accompanying the loan and including the terms & signed by the Secretary & Treasurer.

Default

Any club loan defaults will result in withholding of applicable HGFA SRA Development Levies until outstanding debt is extinguished or alternate repayment terms agreed.

11 Communication with the Membership

11.1 Sky Sailor Magazine Policy

The HGFA Committee of Management delegates responsibility for the production of the Sky Sailor magazine, the official magazine of the HGFA, to the Sky Sailor editor and sub-editor (where a sub-editor is appointed).

During the process of this delegation, any requirements or conditions of production and related financial and budgetary constraints are negotiated and agreed between the editor/s and the Committee of Management.

11.2 HGFA Forum

Members can only use their real names. The forum is moderated.

The following guidelines (which were sourced from guidelines in use on other similar forums) follow the principles of common-sense, courtesy, civility and respect; and are intended to enhance the enjoyment and usefulness of the board to all users. These guidelines may be edited as required to ensure this.

1. Messages must pertain to flying sports administered by the HGFA. Off-topic messages should not be posted. [The exceptions being that appropriate overseas information can be posted in the Overseas section, and messages relating the operation/administration of this board can be posted in the News/Administration section].
2. Messages shall not be abusive, antagonising, defamatory, discriminatory, disruptive, distasteful, harassing, hateful, intimidating, obscene, offensive, profane, sexist, racist, slanderous, threatening, vulgar or sexually oriented in nature.
3. Messages shall not be in violation of any law or suggest/encourage any illegal act.
4. Messages shall not contain incorrect, inaccurate or misleading information.
5. Please respect other users and their opinions. Each person has their own opinions, and these opinions must be respected. Do not denigrate/belittle/abuse/harass someone simply because they have a different opinion to you.
6. Spam, advertisements, chain letters, pyramid schemes, virus warnings and other solicitations are inappropriate.

11.3 Advertising Policy

This policy applies to:

1. Sky Sailor
2. HGFA Website(s) including Facebook
3. HGFA Calendars

Policy

Advertising for the Sky Sailor magazine is purchased via the HGFA office as a merchandise item.

1. Payments for advertising are to be in advance of the desired print run.
2. Adverts in the free members for sale section are only for non-commercial, privately owned equipment or accessories.
3. Commercial vendors pay by fraction of page in accordance with the defined pricing schedule. Pricing schedules are reviewed as appropriate.

11.4 Electronic Communication

The HGFA Committee of Management may use email/social media or other such electronic media to communicate with the membership.

12 Safety Management System - Policy

Safety is one of our core concerns. We are committed to developing, implementing, maintaining and constantly improving strategies and processes to ensure that all our aviation activities take place under a balanced allocation of organisational resources, aimed at achieving the highest level of safety performance and meeting national and international standards, while delivering our services.

All levels of the HGFA, starting with the Committee of Management, the Operations and Administrative Managers, employees and through to each member of the association, are accountable for the delivery of this highest level of safety performance.

The HGFA's commitment is to:

1. Support the management of safety through the provision of all appropriate resources that will result in an organisational culture that fosters safe practices, encourages effective safety reporting and communication, and actively manages safety as the highest priority.
2. Enforce the management of safety as a primary responsibility of all managers, employees and members.
3. Establish and operate hazard identification and risk management processes, including a hazard reporting system, in order to eliminate or mitigate the safety risks of the consequences of hazards resulting from our operations or activities to a point which is as low as reasonably practicable (ALARP).

4. Ensure that no action will be taken against any employee or member who discloses a safety concern through the hazard reporting system, unless such disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or wilful disregard of regulations or procedures.
5. Comply with and, wherever possible exceed legislative and regulatory requirements and standards.
6. Ensure that sufficient skilled and trained human resources are available to implement safety strategies and processes.
7. Ensure that employees and members have adequate and appropriate aviation safety information and training, are competent in safety matters, and are only engaged with tasks in line with their skills.
8. Establish and measure our safety performance against realistic safety performance indicators and safety performance targets.
9. Continually improve our safety performance through management processes that ensure that relevant safety action is taken and is effective.
10. Ensure externally supplied systems and services to support our operations are delivered, and meet our safety performance standards.
11. Ensure that an effective SMS is integral to all our aviation activities.
12. Minimise the risks associated with aircraft operations to a point that is as low as reasonably practicable / achievable

13 Site Management

The HGFA does not directly participate in site management other than to:

- Delegate site administration & management to State & Regional Associations and/or affiliated clubs
- Provide site and mediation advice
- Provide the 3rd party and landholder insurance umbrella.
- Set site-guide standards for flying sites.
- Provide site guide appraisal or land owner consent forms.
- Have policies for provision of loans or grants to affiliated SRA's or clubs, or for sites of national importance.
- Provide information regarding site establishment and retention.
- Provide information for land owners

SRAs and their affiliated clubs are responsible for the management of flying sites, not the HGFA committee.

Members should understand although access to almost all sites is freely available to HGFA pilots, in some areas for various reasons, it may be a requirement to become a member of the local State/Regional Association and/or administering club prior to using a site. Pilots should check the national site guide and local club websites for more information.

Site administration and management responsibility, is usually recognised as the most regionally appropriate club, or the club which may have established a new site. Dispute shall be mediated by the SRA and/or HGFA to ensure the most appropriate membership access and benefit.

13.1 Guidelines for Site Establishment & Retention

13.1.1 Establishment considerations

States/Regions, clubs or individuals wishing to establish a new flying site may use the following guidelines. Consider the feasibility and desirability of the proposed site with regard to:

- airspace restrictions
- orientation to prevailing winds
- hazards that may compromise safety
- suitable landing areas that are easily attainable from the launch and accessible by motor vehicle
- launch and assembly areas that are suitable and easily cleared and maintained ease of access
- environmental conditions, snow, rainfall, heat

Initially the owner, lessee or governing body of the launch site and landing areas should be ascertained. If access to the site or landing areas is through other properties or by private road, the owner/s of this land must also be ascertained. The local council holds records of property ownership, which are accessible on request. The local Dept. of Lands or equivalent will have records of public land ownership, (Crown, Forestry, National Parks, etc.) Care must be taken that the actual landowner is found and not just a tenant who could give a false impression of the owners stance in regard to the land use. The appropriate land owners must then be approached with regard to use, entry and clearing if required. A landowner may request a lease be taken on the land. This will be costly, has many legal implications and could necessitate the imposition of a fee to fly the site. A lease does not necessarily guarantee ongoing use of a site.

Note: When dealing with Government Departments it is always preferable to first approach the relevant personnel in person rather than in writing. This can then lead to the correct application procedure. Often a written request is shelved for interminable periods of time and can lead to excessive red tape to be negotiated. Any inside contacts in a department involved can prove invaluable. The vast majority of public servants are conducive to hang gliding operations and most reasonable requests are granted. Some councils have tree preservation regulations and may have to

be approached as well as land owners when tree clearing. Where a site is in controlled airspace or an area of high air traffic density it is necessary to make application to the regional branch of CASA for clearances. These applications usually require payment of a fee. Often a landowner will require a copy of the HGFA Third Party Insurance Certificate of Currency. A waiver signed by all site users may also be requested. The HGFA waiver has been built for this purpose and is available for download from the HGFA website. Where funds to develop a site are required, these are usually available from the relevant SRA.

The HGFA as a body does not directly control any site nor does it usually provide any direct funding to sites. While there is always an interest in developing and maintaining access to all sites, the control, development and procurement of sites is largely left at State Branch level. Having obtained permission to proceed with clearing and secured approval for funding, work can begin. Where possible, voluntary working bees should be organised. Where large trees need to be felled it is advisable to hire a competent timber cutter, preferably a local forestry employee.

If a launching ramp is required, this should be included in the funding application to determine the method and nature of its construction. Climatic and constructional requirements should be considered when selecting materials. The amount of use of a site may be a factor when ramp costs are being considered. Visiting pilots may use many sites and often fail to contact a local pilot for advice. Where this is probable, a sign should be provided to alert visiting pilots of local procedures and hazards. Approval for installation of signs should be obtained from the landowner. Often government departments will have guidelines for the size/colour/location etc. This sign should be of durable construction and erected in a conspicuous position. Must mention: No Smoking, fire bans, classification, and training. Once established, a site should be maintained by the local club. This may also include maintenance of access roads and tracks.

13.1.2 Site Appraisal and Classification

Classifying a site for minimum experience level; HG Supervised, Intermediate, Advanced or PG1, PG2, PG3, PG4 or PG5, is conducted by the sites administering club or body. When a new site is opened, classification is decided by a joint agreement of the local safety officers, club executives and may include input from the State Branch and the HGFA General Manager. Club Safety Officer meetings should be held to ensure that all club safety officers are aware of the rating applicable to each club site and what conditions are appropriate to allow safe operations at each site. These meetings should also discuss the specific briefing requirements for visiting pilots, local or Restricted Certificate holders, such as hazards, areas to be avoided, landing options, possible changes in wind conditions, etc. The rating applicable to most sites can vary greatly with changes in conditions. It may be appropriate to have a scale of different ratings dependent on conditions, though some sites (such as a site with a cliff launch or without any bottom landing) would need to remain an advanced rated site for any conditions.

13.1.3 Site Appraisal Checklist

The following site classification appraisal checklist has been prepared to assist site classification.

See forms FAC-02.pdf Site Appraisal Checklist, and FAC-09.pdf Site Appraisal and Registration

Each question should be considered and negatives taken into account when setting a rating level for a site.

Launch Considerations

Wind flow:

Will turbulence be a problem?

Will the launch accept a crosswind?

Will a crosswind create turbulence?

Launch run area:

Is the slope appropriate, smooth and free of hazards?

Is a ramp or earthworks required?

Is clearance from hazards sufficient on either side and in front?

Is there sufficient area for paragliders to safely abort a launch?

Hazards:

Is the area in front of launch free of obstacles?

If a slot in trees, is tree clearing adequate?

Are powerlines in the vicinity?

Can any other existing hazards (such as large rocks, etc.) be removed?

Lift/Soaring Zone Considerations

Wind flow:

Will turbulence be a problem?

Will the site accept a crosswind?

Will a crosswind create excessive turbulence?

Hazards:

Are power lines present, if so are they visible, should markers be attached?

Is terrain likely to induce turbulence?

Are there other hazards present (i.e. large rock outcrops, trees, buildings, etc.)

Landing Considerations

Location:

Is the landing easily attainable?

Are there alternate emergency landing areas?

Is landing visible from launch?

Wind flow:

Will turbulence be a problem?

Will the landing area accept a crosswind?

Will a crosswind create turbulence?

Suitability:

Is there adequate landing space available?

Is the slope acceptable?

Is approach clear of hazards?

Is landing area clear of hazards?

General

Size:

Will overcrowding be a problem?

Orientation:

Does site face prevailing winds?

If a thermal site, is site conducive to thermal activity and/or cross-country flying?

Access:

Is suitable access available to launch and landing? Is site conveniently located?

Safety:

What accident contingency plans are required?

Suitability for Training

Classifying a site as suitable for training has enormous potential liabilities if an accident involving an inexperienced student pilot should occur. The liabilities increase if the student is undergoing paid instruction. Student supervision and site use suitability lies with the instructor on site during the training. Some sites, however, may determine that the club or SRA managing the site restrict access for training purposes. Restrictions on training at a site can be applied for either safety or site retention reasons.

Where a site is to be used for instruction, the onus is on the Instructor to ensure that the site and prevailing conditions are suited to the skill level of the student, and the training operations to be conducted.

13.1.4 Launch/landing sites acquisition, development or maintenance

The HGFA is not presently positioned for the direct funding, development or maintenance of landing/launch sites or other such infrastructure, however may offer favourable loan facilities for such purposes, to incorporated, SRA affiliated clubs, or direct to SRA's, subject to available funds, and agreed terms.

Club loan applications should be accompanied by documented support by the relevant State or Regional Association with which the club is affiliated.

See HGFA Loans Policy, and Sites of National Importance

14 Accident Reporting and Investigation Procedures

The following procedures must be read in conjunction with the accident reporting and investigation procedures laid out in the HGFA Operations Manual.

14.1 Accident Report Processing

Where the HGFA Operations Manager or his/her delegate receives an accident report the following procedures are to be implemented:

The accident report is read to determine whether any action needs to be taken by the local club or the HGFA. Where the report has come direct from the pilot involved or a witness (rather than through the Club Senior Safety Officer) a copy of the report should be sent to the local Club SSO for his/her information. Where the accident occurs during training the HGFA insurance broker must be advised and the report referred to the HGFA Safety & Operations Committee for consideration.

The General Manager should peruse each report and where he/she believes that the incident/accident carries a safety message that should be passed to the HGFA membership; it should be de-identified and published in the Skysailor magazine through the General Manager's Report. The report is de-identified so that the cause and contributory factors remain the focus for lessons learned rather than who was involved in the accident/incident. All reports are regularly added to the HGFA accident database and regular reports on accident trends passed to the HGFA Safety & Operations Committee and HGFA Board. Fatal Accident Investigation

Where a fatal accident occurs, the Police Service will usually conduct an investigation and a Coroner will carry out an inquiry. A formal Coronial Hearing may be held at the request of the investigating police, the family of the deceased or the coroner.

The Police should be advised that the Bureau of Air Safety Investigations (BASI) is required to be notified of the accident. Neither BASI nor CASA will usually become involved in accident investigations, preferring instead to rely on the police and the HGFA to do so. HGFA Safety Officers and employees should offer assistance to the investigating police by way of providing expert advice or carrying out aircraft inspections. When carrying out aircraft inspections all components should be listed and any impact damage or breakages carefully itemised. An HGFA hang glider inspection checklist has been drafted for use when inspecting hang glider or microlight wings. When carrying

out investigations on behalf of the police, care must be taken to ensure that all statements and reports are factual and able to be supported should a formal hearing be required. Care should be taken when investigating any accident not to place unwarranted blame on the pilot or any individual. Any admission of liability or blaming of individuals can affect insurance cover. Similarly, when dealing with the media it is important to keep interviews factual, sensitive to friends or family, and short. Care should be taken to keep observations or statements concise to minimise the likelihood of being misquoted by the media. Persons investigating accidents should take care not to offend or be insensitive to family or friends of a deceased pilot or passenger. This particularly applies when notifying the deceased's friends or family. It must be kept in mind that sudden death impacts on individuals differently and all investigations and discussions must be carried out tactfully. Sudden death will often impact on friends and family in what is called the four stages of the grieving process: Denial and Isolation; Anger; Depression; and Acceptance. Professional help should be sought for friends and family through the grieving process by way of counselling and support.

15 HGFA Database Management

15.1 Privacy

Staff - Dealing with Phone Enquiries

Ask questions re pilot history to ascertain you have the correct person. Be aware of the potential for social engineering, ie. Confirm with OM or Board whenever unsure.

15.2 Developer

15.2.1 Feedback to Developer

Use the inbuilt feedback mechanism in the database. This is the most efficient and also provides feedback history retention.

15.2.2 Requests for Database Changes

Database change requests must be approved by the CoM prior to the change being made.

The developer (as technical expert) has the right to suggest alternative methods, or question the wisdom of any proposed change(s) but ultimately cannot over-rule a decision of the CoM.

15.3 Disaster Recovery

Plans in Place

Backup System

The database is encrypted and backed up on multiple servers around the world. The backup system uses a tiered approach. Hourly, daily, weekly, monthly and annual roll-back periods are supported.

Loss of Database Developer

The HGFA database developer (Rolf Schatzmann (WA), HGFA#64301), has provided to the HGFA office a printed document containing all key support / access information in the event that his services are lost.

Staff are not to send, read out or in any other way disclose any or all of the information contained in this document (key support / access information) to any party (or parties) unless expressly requested to in writing and minuted formally by the CoM.

16 Guidelines for Displays & Air Shows

16.1 Introduction

These notes were prepared to provide display ideas and some past experiences to those individuals, clubs, or regions (the organiser) intending to participate in public air displays or exhibitions.

To improve our sports public image, it is hoped the organiser can appreciate the necessity of providing the public with a national corporate image in addition to publicising the local clubs, instructors and flight facilities within the area of the exhibition.

16.2 Organisation Team

The organisation team must consist of one member who is endorsed as a Display Organiser. This person should be the only one to deal with the display authorities and should be the only signatory to correspondence and agreements.

This person's duties include:

- Delegation of specific tasks
- Delegation of authority
- Overall supervisor during display
- Ability to make on the spot decisions(including those with financial implications)
- Preparing simple schedules for achievement of tasks.

All other members of the team who are flying in the display must have a valid Display Pilot endorsement for the type of aircraft they intend to use in the display.

16.3 Budget

The organiser should prepare a budget. The budget must include all expenses and income, excluding sales. A final expenses/income summary including sales should be prepared after the display.

16.3.1 Expenses

Depending on the size and type of display expenses can be for such items as:

- Tables
- Chairs

Bunting

Tent hire

Video hire

Display fees

Poster laminations

It is assumed all personnel are voluntary.

Photocopying

Mail

Phone calls

Generator hire

Drop sheets

Fuel (A/C &/or generator)

Display Board hire

16.3.2 Income

If the display is to be manned at times by commercial organisations, flight schools, instructors etc., a nominal fee should be chargeable to those organisations. The sum chargeable may need to be dependent on the potential market for each.

Sales income should be noted within a sales ledger, i.e. Item sold and amount received. A lockable cash box will be needed if sales are proposed.

16.4 Static Displays

The best static displays are the simple ones with lots of colour, some movement and lots of free handouts such as information sheets, flight school or HGFA brochures etc. You also need experienced pilots able to talk for long periods to the public. It is unwise to have anything of value, i.e. sales items, books, video, flight equipment, in locations where theft can occur. Items for sale should be clearly priced and pinned to a display Board behind those manning the display, sales stocks should be in boxes out of reach of the public.

A colourful display is effective and simple to organise. Bright colour posters, an assembled hang glider, microlight and/or hanging paraglider and windsocks attached to old HG leading edges work well. Although some cost is involved, renting a video/TV has proven to be effective when showing the HGFA training video and providing three or four chairs for people to watch and rest. Displayed equipment should always be of the latest designs. Displaying older style hang gliders tends to mislead the public and does not help to eliminate the public perception of the sport, also much discussion with the public will be wasted explaining the dated equipment.

16.5 Handouts

Full colour HGFA brochures are available as free handouts. Local flight schools should also provide

brochures or cards wherever possible. The organiser should prepare a few words about hang gliding and possibly a list of nationwide clubs and contacts to help show how widespread the sport are.

16.6 Dress standards

Once again, depending on the size and type of the display it is advisable that all those manning it are easily identifiable. This can be achieved by wearing similar T-shirts, windcheaters, jacket or caps.

16.7 Discussions with the public

Many people will bring up the perceived extreme danger of the sport. Discussions of this type should be reversed by pointing out the higher safety standards required for equipment, glider certification, use of helmets, radio, parachutes, improved instruction methods and nationally certified and CASA recognised instructors. Pilots should avoid talking to the public about their, or others, past incidents. i.e.; broken down tubes, tucks, or "No shit there I was" episodes. These may sound exciting or even funny to the pilots, but to others it sounds irresponsible. This does not help our sport.

16.8 Air Displays

For any aerial display the organisation of the display must be undertaken and overseen by the holder of a Display Organiser endorsement. She or he will be expected to liaise with the flight display authorities and act as duty officer for the aerial display team and aircrew.

Duties will also include, arranging;

- Flight plans

- Airspace or flight exemptions

- Flight choreography

- AIC parking

- AIC security

- Fuel

- Air display site access &;

- Flight display practice sessions.

Aerial displays may consist of powered hang gliders, powered paragliders, towed or winch launched hang gliders or paragliders, solo or formation flights.

With appropriate CASA approval, instructional flights may be authorised at some displays (refer current air regulations).

Information and Display Materials

The HGFA can provide the organiser with some display items, information and assistance.

Display items available from HGFA Office:

- Videos - HGFA training, HG & PG music videos, and others

Sales items - caps, badges, T-shirts etc.

Contact should be made with the HGFA office well in advance for arrangements regarding loan and delivery/return procedures of the above items. Assistance can also be given in the form of organiser contact names from previous displays and exhibitions.

It is very important that Display Organisers contact the HGFA Operations Manager early in the organisational process for information regarding insurance. A questionnaire will need to be completed and sent via the General Manager to the insurer containing such details as aircraft being used for the display, pilot qualifications, volunteer staff and visiting public. Waivers will be required for all personnel entering aircraft run up and other restricted areas.

16.9 Financial Assistance

The HGFA maintains a budget allocation to aid in sport promotion. For large displays and Air shows details must be submitted to the CoM prior to the CoM planning meeting (March/April) preceding the financial year in which the display is to occur. For smaller events an application to the HGFA office/CoM for financial assistance may be made. If all budget allocations have not been committed some funding may be available

17 The HGFA Strategic Plan Template

Each incoming CoM should create a plan for their term of operations. The intent is to provide focus on initiatives beyond those required for the day to day operations of the HGFA.

The constitution and Operations Manual provide the day to day objectives.

17.1 Overview

Its fundamental purpose is to provide strategic and financial direction for the Committee of Management, employees and others involved in HGFA sports.

This assists a new Committee or committee members in understanding their roles and how they can play a part in further development of our sports.

The plan identifies the organisations Key Results Areas. These are organisational and operational divisions established to help the HGFA manage its development more efficiently.

HGFA Key Results Areas may include:

1. Our sites
2. Safe flying
3. Our organisation
4. Communication
5. Our membership.
6. Governance

For each of these areas of operation a set of specific objectives, strategies and outcomes is established for both the short term- being the next or current financial year and for the next two to

four years. The plan provides financial targets for the coming years as well as a more specific operating budget for the current year. The current year budget is expanded into a detailed spreadsheet with specific income estimates and expenditure limitations for all program areas and each specific project. This spreadsheet details what income is expected, and from where, as well as what money is to be expended and on what specific project areas.

This planning and budgeting detail provides the organisation with a very up to date picture of the state of the organisation, both in a financial sense and in a developmental sense as progress on projects can be tracked via direct income and expenditure comparisons against budgets.

17.2 Updating the Strategic plan

The plan is reviewed annually at the HGFA planning meeting. This Committee meeting is held primarily to:

1. review progress on current and on-going projects,
2. prioritise projects for the coming financial year,
3. set the parameters for the next year's budget based on project priorities,
4. extend through the next four years any on-going projects, and
5. identify within the plan the expected introduction dates for new projects or initiatives.

The budget for the coming FY is then finalised and those figures used to extrapolate forward estimates into coming years.

The annual adjustments to the Plan resulting from the planning meeting are circulated in draft form to the Committee and then presented for final Committee approval at the AGM. Copies of budgets and programs for that year are then distributed to all clubs and associations.

The plan undergoes a more rigorous review every four years when all basic objectives and strategies are re-examined for relevance. New performance outcomes are established and the Plan's overall effectiveness as a management tool is scrutinised.

18. MPM Edit History

Date / Who	Change Made	Approved By & When
05/06/2016 Matt Smith	Cleaning up and working through document	
14/07/16 Mark Pike	Site Management section	
19/09/2016 Peter South	Removed incomplete processes, revised affiliation section, added SMS, accident reporting, air shows and site management.	CoM October 2016
March 2017 Mark Pike	Life membership section updated	CoM March 2017
April 2017 Brett Coupland	Clarification of State & Regional Association levy collection and dissemination process.	CoM May 2017
May 2018 Mark Pike	Minor changes to wording sections 1,2 & 3 to accommodate document name change and clarify HGFA CoM structure	
May 2018 Mark Pike	Added new sections 10.2.9 Grants, 10.2.9 World team sponsorship, 10.2.10 Fee refunds, 10.2.11 Loans Policy, 13.1.4 Launch/landing sites acquisition, development or maintenance. Amended section 8.5 SRA Reporting & SRA Development Levy Withholding.	CoM May 2018
July 2018 Mark Pike	Added new sections 3.5.4 Training Committee, 5.3 HGFA CIMA Delegate. Amended sections 5.1 HGFA ASAC Delegate, 5.2 HGFA CIVL Delegate, 10.2.9 Grants & Sources of Financial Assistance, 13 Site Management, 17.1 Overview, 17.2 Updating the Strategic Plan.	CoM June 2018
December 2018	Added new section 3.5.5 PPG Sub-committee, 6.1 Life Membership requirements, 6.2 VPM, Removed 6.3 Trainee Membership, 10.2.7 Volunteer Expenses amendment, 10.2.8 Insurance Policies, 10.2.11 Loan	CoM November 2018

Mark Pike & Brett Coupland	Policy, Added new section 11.4 Electronic Communication, Amendments to section 13 Site Management.	
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