



STRATEGIC PLAN

2023 - 2027

One Team

One Sport

One Gliding

Our Mission

- To provide a safe and inclusive environment for all people to experience gliding in all its forms and achieve lifelong enjoyment and participation in the sport.

Our Vision

- To work constructively with clubs and members to foster good governance, compliance and opportunities to develop and grow in an atmosphere of inclusion and respect and to foster the opportunity for people to be able to participate equitably and safely in a exciting adventure sport and to be part of something special, worthwhile and unique.

Our Values

- Integrity
- Respect
- Teamwork
- Inclusion and diversity
- Culture of safety

Forward

Gliding has evolved over 100 years to provide a unique and wonderful sporting experience at community and elite levels and is undertaken in all states and territories in Australia and is found in regional areas and in towns close to cities.

Gliding provides the opportunity to be part of an aviation experience that many have deemed impossible or too expensive.

It allows people to participate in a club atmosphere and be part of whatever area of gliding that interests them, whether as instructors, coaches, airworthiness operators, administrators or elite sportsmen and women.

Gliding is largely based on the goodwill of volunteers who turn up each weekend to facilitate the experience to the general public and advance the skills and expertise of those people who have obtained their Glider Pilot's Certificate and want to reach for the clouds and explore the vast distances of cross country flight.

Gliding is a sport that has struggled to attract females and people from diverse backgrounds, whether by cultural or social aspects. With the advent of a focus on gender equality, gliding continues to target participation and offer more options and opportunities for involvement in the sport of gliding to all in the community, whether it be a gateway to a career in commercial aviation, the military or just to have fun in the skies.

However, the sport is very aware that the world is rapidly changing and its needs to be at the forefront of change, whether that be digital and/or inclusive to all people in the community to continue and be successful into the future.

Strategic Plan Development

The Victorian Soaring Association high level Strategic Plan has been developed in alignment with the strategies of the Gliding Australia's (GFA) and the Victorian Government's Together More Active program. The VSA strategies were developed in consultation with clubs and stakeholder engagement through online surveys to identify areas of concern that needed focus and planning from the VSA over the next four years.

As always, the strategies are aligned with legislation and requirements of the Civil Aviation Safety Authority (CASA) which are mandatory for the safe implementation of the sport through specified standards for instructors, operations, airworthiness and coaching.

This strategy plan will be supported by work plans and budgets with clearly defined targets.

The deliverables contained in this plan will be structured in accordance with the resources and budget available to the Victorian Soaring Association.

Many of our strategies are long term and contribute to the overall success and longevity of the VSA. These strategies are designed to progress over several years and align with the Mission, Vision and Values of the organisation.



Strategic Alignment

One Team, One Sport, One Gliding



Strong Clubs

Volunteering
Leadership
Involvement

Strong & Sustained
Participation

Flight Training
Coaching
Airworthiness / Operations
Competition / Events

Safe & Inclusive
Environment

Governance
Integrity
Culture
Inclusion

Strong Clubs

OBJECTIVES FOR SUCCESS

- Provide clubs with strategies and toolkits to increase their membership growth by 4% in the areas of Volunteering, Leadership and Involvement to become strong and active clubs.
- Attract and retain a skilled volunteer and paid workforce by building capability and readiness through retention of skills developed over many years through educational opportunities, with a particular focus on women and girls in the areas of administration, airworthiness and operational activities.
- Promote the involvement of Victorian members to in maintaining strong VSA Board, including a minimum 40% of women on the Board, and continue to embed a program of succession planning for the Board.

FOCUS AREAS

- Encourage involvement with other Victorian sporting forums and organisations to source plans, strategies and toolkits to achieve membership growth in the areas of volunteering, leadership and governance.
- Continue to provide regular direct communications utilizing new digital technology, with the Victorian membership to improve communication, state association visibility and increase opportunities for involvement.

Strong Clubs

FOCUS AREAS

- Align regional and club strategies with Gliding Australia's national strategy of One Team, One Sport, One Gliding and the Victorian Government sporting initiatives and Together More Active program.
- Develop and promote Inclusion and Diversity strategies to all 17 clubs to encourage more female and members of diverse skills and backgrounds to seek committee nominations.
- Support and work with all clubs on developing club strategic plans that align with the objectives of the Victorian Soaring Association, the Gliding Federation of Australia and the Department of Sport and Recreation guidelines and Active Victoria 2022-2026 outcomes.

Strong & Sustained Participation

OBJECTIVES FOR SUCCESS

- Improve training techniques through the adoption of the national Instructor Training Program (ITP) and promote and support the implementation of the Silver Coaches program.
- Continue to develop best practice in Airworthiness and Maintenance training and promote inclusion of women's airworthiness training courses.
- Promote the VSA Gliding Championships and support regional competitions, regattas and inter-club flying training camps.
- Support pathways for pilots to pursue the sport of gliding at the highest level.
- Broaden knowledge and accessibility of the sport of gliding to the public through community events and involvement.
- To incentivize and support clubs to develop and deliver flexible, equitable, and innovative participation programs.
- Further develop and sustain the VSA YouthGlide program targeting 18-26 year olds.

Strong & Sustained Participation

FOCUS AREAS

- Increase membership numbers by 4% over 2-4 years by:
 - Broadening community involvement through strategic and targeted promotions to promote knowledge and accessibility of the sport to the public through events, such as a regional “reach out” day for all clubs as a regional collective to hold a one day event across Victoria on the same day.
- The promotion and implementation of the Instructor Training Program (ITP) and Silver Coaches program to improve training techniques.
 - Provision 2 x courses for Instructor training and refresher training for VSA coaches and upskilling Instructors with regard to the new Gliding Australia Instructor Training Program involving flight training techniques, safety and human relations. Emphasis will be to encourage more females and people of diverse cultures to become gliding instructors.
- Continue to develop best practice in Airworthiness and Maintenance training throughout the region and the implementation of an annual Women’s Airworthiness course and the development of 2 x Airworthiness Regional Training Centres.
- Actively promote the Annual VSA Gliding Championships, regional competitions, regattas and inter-club flying camps and supporting elite competing pilots to achieve entrance into the National and World Championships.
- Continue to survey VSA clubs and members and hold 2 x VSA club delegate meetings per year.

Safe & Inclusive Environment

OBJECTIVES FOR SUCCESS

- Promote awareness of legislation and community expectations in relation to Governance and Integrity throughout all Victorian clubs and promote the utilisation of Gliding Australia's Governance and Integrity policies.
- Pursue inclusion and involvement from diverse communities, along with development of programs related to women and girls and initiation of indigenous participation.
- Implement frameworks to create a safe and inclusive sport.

FOCUS AREAS

- Raising safety awareness of individual pilots by continuing safety awareness programs, seminars and communications for club officials and general membership.
- Improving access and removing barriers to enable more females to participate and improved visibility of women in gliding, resulting in an increased share of female participation of 4% of members by 2025 by implementing the Women & Gliding Development Plan 2023.
- Promote the Governance and Integrity policies of the Gliding Federation of Australia to all clubs and continue to support and encourage involvement with other Victorian sporting government initiatives and forums along with Sports Community membership and VanderWal Sports Consultancy provided free through the national body for all clubs and members, to improve club governance and integrity initiatives and source strategies and toolkits to achieve designated outcomes.



Victorian Soaring Association
www.victas.glidingaustralia.org

