



ASC STRATEGIC PLAN 2018-2022 ACTION STATEMENT

PREAMBLE

Some years ago the club developed a Strategic Plan aimed at responding to changing conditions and the newly emerging priorities of members.

This plan served us well and led to the club upgrading its fleet and facilities, broadening its membership base, and securing greatly improved tenure of the airfield. However time has moved on, and our plans must be updated to respond to new challenges and opportunities.

Accordingly during 2017/18 the ASC Committee committed much time and energy to assessing the available information and gathering input from members. This was processed and led to the development of a new Strategic Plan for the period 2018-2022. We now need to set out the actions we will take as a consequence. This document is the end point of the planning process.

The action plan begins below with a section on the mission of our club: What do we want? What is the club for?

OUR MISSION

We are a flying club that trains people. Although we need to conduct the activities of the club in an efficient manner so that we are economically viable, the underlying aim is not financial but rather to provide members with opportunities for flying and socialising with like-minded people.

We need to accept that people will often be experientially driven and therefore not lead to longer term membership / commitment, however a goal must be to foster involvement, longevity and commitment to the ASC as a recreation and sporting flying club.

With this in mind, the Mission Statement of the club was reviewed. It was widely felt to express the fundamentals of what the club is about and remains unchanged:

“To enjoy safe flying, friendship, and sharing our passion for aviation.”

Following this there are six sections to the plan:

- **Fleet Planning**
- **Promotion**
- **Retention**
- **Amenities and Facilities**
- **Finance and Administration**
- **Safety and Training**
- **Community and Culture**

Each of these sections is built upon basic premises which support the goals and activities.

FLEET PLANNING

This addresses the central question of the club's aircraft (powered and unpowered), the need to modernise the fleet, and to have a mix of aircraft meeting the requirements of all members and the strategic aims of the club.

Where LSA are concerned, due to our good experience with Jabiru aircraft it is intended to stay with this type to service our training needs. However consideration will be given to a different type of aircraft in the future to meet the aspirations of members for fun/recreation as well as training.

Regarding the glider fleet, the main issue that emerged is that the single-seat fleet needs modernising.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	LSA – investigate and action a 'non Jabiru' option.
2.	Gliding – another two-seater is not currently required; however the single seat fleet is dated and needs upgrading. Consideration will be given to replacing a Discus with a high performance, comfortable un-flapped single seater.
3.	Tugs – type. The club will remain with Pawnee aircraft as a means of towing until a superior alternative becomes available, at which time due consideration will be given.
4.	Tugs - number of tugs. Our intent is to remain with two tugs moving into the coming period.
5.	Gliders – during the coming period it will be our aim to ensure the standardization of instrumentation.
6.	Gliders- self launching It will not be the strategic intent of the ASC to invest in self launching gliders in the coming period.

PROMOTION

Attracting new members to replace attrition, or even to expand, must be a priority. Generally we have been successful in this area. However too often the outcome has been attraction of new members who simply learn to fly and then leave, so our investment in promotion and marketing needs to target the attraction of future “club members”, rather than members wishing only to take advantage of a training opportunity. Our advertising/marketing must therefore be targeted to appropriate demographics - for instance those who are or have been active in other forms of aviation, and who are financially secure.

Along with this, AEF and TIF flying can support the financial viability of the club and should continue to be strongly promoted.

As for the means of promotion, we need to be mindful of the power and influence of social media and engage more in this area.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	Consideration will be given to investing more in e-advertising and engagement in social media.
2.	Our promotional strategies need to target the attraction of new members who will embrace the club and club culture, as distinct from those who might be attracted to the club to learn to fly and then leave the club.
3.	We will maximise opportunities for members to access flying scholarships with the club, thus assisting people who would otherwise be constrained by finance and helping build club membership.
4.	AEFs are vital to our club in terms of revenue and development and need to be a focus of our promotion and marketing.
5.	Consideration should be given to exploring opportunities to increase our level of TIFs in LSA.
6.	We will develop a promotional video and associated materials that will showcase the ASC and its activities.
7.	We will to upgrade our website in terms of both its structure and content.
8.	During the coming period there needs to be a continual review of our promotional programme and processes to measure its success.

RETENTION

We need to accept that some people will be simply seeking an experience and not longer term membership / commitment; however a priority goal of our promotion must be to foster involvement, longevity and commitment to the club. We need to pay at least as much attention to retaining existing members as we do to attracting new ones. Providing challenge, ongoing interest, and enjoyment for existing members is central to this.

To assist with this we need to develop a mentoring mindset - tracking member's progress, goals and aspirations.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	Consideration will be given to a new officer position: 'Member Development Officer/s' – whose role is to guide, track and mentor flying pathways of and for members.
2.	We will accumulate information about goals and aspirations of members and support these.
3.	Active steps will be taken to create opportunities for further activities once members have gone solo/cross country such as more opportunities to engage and learn – fly-aways, training courses, etc.
4.	We will intentionally develop 'flying relationships' linking members with similar interests / directions.
5.	We will ensure there are also 'non flying' opportunities for members to develop relationships.
6.	Consideration will be given of the development of a 'juniors club' – thus creating more opportunity for younger members to become more engaged with the club.

AMENITIES AND FACILITIES

Facilities other than aircraft and their direct support are important to existing members and will be a factor in attracting new members.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	Sealing the entrance road must be a very strategic priority, as the survey of members identified its poor state as a major issue
2.	We will develop a proposal for a more efficient design structure for our taxi-ways.
3.	In order to support club activities that meet our strategic intentions, we need accommodation that is appropriate. With this in view we will instigate an upgrade of our bunkhouses.
4.	Our assets must be protected. As part of this we will provide shelter for the trailers and other machinery.
5.	An asset register replacement plan should be developed in order to strategically prioritise spending in the coming period. This should include a budget for maintenance and upgrade of current facilities.
6.	An Airfield Master Plan will be developed in the coming period.
7.	Airspace – security of this is vital. Human and any other resources found necessary will be allocated to protecting and / or improving our access to this.
8.	Take off point amenities will be upgraded, e.g., signage directing people to facilities.
9.	Supply of MOGAS, credit card facilities for fuel etc. will be considered.
10.	Hangars – equipment, organisation and infrastructure: in the coming period emphasis will be placed on ensuring club hangars and their equipment are appropriately resourced and well maintained ensuring cleanliness, safety and compliance.
11.	Consideration will be given to improving the amenity of the clubhouse in the form of effective heating and cooling.
12.	The runway surfaces are deteriorating and may lead to unsafe situations. Consideration needs to be given as to how we might resurface our runways to provide long-term serviceability.

FINANCE AND ADMINISTRATION

These clearly underpin everything we do. Without sound administration and good financial management the club and its activities will not be viable.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	We will seek ways of maintaining and increasing the number of AEF and TIF. Alternatives to the use of “gift sites” will be sought as our current dependence on them could be making us vulnerable through the financial percentage taken and our club having too much reliance on third parties.
2.	We will explore the possibility of adding activities with more of a commercial focus to our operations, e.g., by running training courses with staffing being remunerated. Attracting overseas visitors could be part of this.
3.	We will keep our financial structure/cost centre structure under continual review to ensure equity and parity are maintained, particularly with respect to funding of overheads.
4.	Rises in the overall cost of flying to members will be kept to a minimum (and preferably in line with CPI) as far as this is consistent with maintaining the financial viability of the club and an acceptable standard of service to members.
5.	Staffing - our current staffing level is considered affordable and appropriate and should not be significantly changed in the coming period.
6.	Staffing – development. The club is committed to ensuring our staff are appropriately trained and developed and will support training and development as deemed appropriate to meet changing needs or club requirements.
7.	Solar power: we will investigate investment in solar power with a view to reducing recurrent costs, and if found financially viable we will action this.
8.	Council rates: we will investigate how we can reduce recurring Council rates.
9.	The Committee will put in place a mechanism for assessing and reporting on progress towards the goals set out in this Strategic Plan Action Statement.
10.	Water efficiencies: investigations will be conducted regarding water usage to save club costs and the possibility of savings being available through community grants, green initiatives etc.

SAFETY AND TRAINING

High standards in safety and training are essential elements to our continued viability. It is vital that the processes that the ASC employs are seen as best practice for our industry. Complexities around airspace could be impacting on perceptions about the club's 'friendliness and welcoming nature' and we should be always mindful of demystifying this wherever and whenever possible.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	Strong consideration should be given to intensive week long/camps etc. – short courses to 'get you solo, etc'.
2.	Consideration will be given to having online training for members, and for people visiting in aircraft.
3.	Compliance and risk: annually as a minimum the club needs to implement internal risk audits (including around OHSW) which need to be reported to a nominated committee meeting.
4.	Safety Management System: this will be maintained and intentionally reviewed and improved where deemed necessary. A continued focus needs to be on incident reporting and the development of a risk matrix.
5.	Training of pilots: our standard is universally considered to be high, receiving positive feedback and affirmation, however we must make intentional moves towards ensuring consistency in training processes, practices and expectations, in both gliding and LSA.

COMMUNITY AND CULTURE

Developing our own ASC community and how we might be involved in the wider community are important and were clearly recognised via member feedback to be an area for improvement. Perceptions about factions in the club have improved, but some still exist as reflected in the club survey. It is believed that the strategic intentions documented elsewhere here will support the reduction of this.

Goals/Activities/Outcomes to support this:

	Goals/Activities/Outcomes
1.	Our club will remain committed to conveying to the community that we are an inclusive and friendly organisation.
2.	We need to have more 'flying activities' to ensure we have a social/fun aspect.
3.	We will ensure our club members are aware that they can use club facilities for functions (birthdays etc.) so long as use by other members is not compromised.
4.	We will develop a suite of unifying images and captions to display in the clubrooms and club media that represent the club as united (gliding and LSA).
5.	We will investigate ways in which we can get trainee glider pilots to have an 'experience' in a Jabiru and vice versa.
6.	Competitions – response from members indicates an appetite to participate in national / state gliding comps which should be intentionally sought as opportunities arise.
7.	Consideration needs to be given to ensuring that people new to our club receive information about club values and culture. We need to ensure that club values are clearly expressed and shared with all members, especially around safety and standards.