



# Strategic Plan July 2026



**Shaping the  
Future of Flight**

# Executive Summary

**This Strategic Plan outlines the vision, mission, and key priorities guiding the future of the Sports Aviation Federation of Australia (SAFA).**

SAFA is the national sporting body responsible for administering hang gliding, paragliding, powered paragliding (paramotoring), and weight-shift microlights across Australia. Operating under delegation from the Civil Aviation Safety Authority (CASA), SAFA provides the legal and operational framework that enables individuals to participate in these aviation activities. With SAFA's certification and oversight, we make it legally possible to fly these aircraft in Australia.

The organisation supports clubs, instructors, and pilots by providing training and certification pathways, maintaining safety standards, managing operational regulations, and fostering a connected and inclusive flying community.

This plan sets a clear direction to ensure the sector remains safe, accessible, and inspiring for current and future generations of pilots.

## Looking ahead

SAFA is focused on enhancing safety practices, strengthening governance, expanding training pathways, and increasing public awareness of sports aviation.





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The SAFA Strategic Plan describes the direction for our organisation.

**This plan aims to:**

- > Provide a focus for coordinated decision making by the SAFA Board.
- > Provide strategic guidance for SAFA employees.
- > Communicate the direction SAFA is taking to members and other stakeholders.

**The plan is arranged in four parts:**

<hr/> <b>Part 1</b> <b>Strategic Objectives</b> describes SAFA's mission and our five strategic objectives for the coming years.	<hr/> <b>Part 2</b> <b>Measures</b> implements key measurements that help the organisation understand how we are changing over time.	<hr/> <b>Part 3</b> <b>Implementation Principles</b> provides principles that can help guide how to implement the strategic objectives described in Part 1.	<hr/> <b>Part 4</b> <b>Background</b> provides a summary of our organisation, current operations, and history.
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# Operations Today

Thousands of SAFA Members take in a bird's-eye view of our country each day.

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More than  
**3,000**  
Australian members  
across all disciplines.

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**8**  
affiliated regional  
associations aligned to  
states and territories.

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Over  
**30**  
affiliated clubs  
operating across  
Australia.

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Over  
**35**  
flight training facilities  
(schools) providing  
training across all our  
disciplines.

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Over  
**180**  
open flying sites  
registered in the  
national site guide.



# Part 1

## Strategic Objectives

### SAFA Mission and Vision

#### **Mission**

To enable members to fly

#### **Vision**

Develop and grow our flying community

### Strategic Objectives

The Sports Aviation Federation of Australia (SAFA) is committed to enabling our members to fly through five strategic objectives that will guide our organisation towards sustainable growth and enhanced performance.

# Strategic Objective 1

## Safety Excellence

SAFA will maintain the highest safety standards by developing and implementing robust safety management systems that comply with all aviation laws and regulations. We are committed to protecting members, the public, affiliates, and the broader aviation community through a proactive safety culture built on care, diligence, and shared responsibility. This includes providing the framework for world-class training programs that emphasise safety as the foundation of all aviation activities. Our comprehensive accident and incident management protocols will meet regulatory requirements and inform members. Our safety framework will be regularly reviewed to incorporate best practices and emerging technologies.

Safety is our most important objective and is prioritised above everything else.

**Foster a comprehensive safety culture that protects all stakeholders through world-class systems and continuous improvement.**



## Focus areas

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### **Safety Engagement**

Deliver timely and proactive engagement and safety education to ensure rapid dissemination of critical safety information across all member groups and stakeholders, and to contribute to building our safety culture.

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### **Safety and Training Committee (STC) Excellence**

Utilise the STC as a centre of excellence, providing oversight of safety initiatives while maintaining strong operational connections with training delivery.

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### **Safety Reporting Culture**

Implement innovative safety reporting methods to ensure members feel confident reporting incidents and safety concerns, prioritising learning over punitive responses.

### **Safety Officer Development**

Continue to increase the quality and number of Senior Safety Officers (SSO), Safety Officers (SO) and AIRS managers through standardised training programs that ensure consistent competency standards.

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### **SSO Network**

Undertake national SSO engagements at least twice a year to share safety knowledge, discuss emerging trends, and foster collaborative problem-solving among safety professionals.

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### **Collective Safety Responsibility**

Continue to develop a culture where members actively look out for each other through mentorship, peer support, and shared responsibility.

# Strategic Objective 2

## Training and Knowledge Development Excellence

SAFA will deliver comprehensive training pathways supporting participants at every stage of their aviation journey through high-quality certification programs emphasizing: safety, regulatory knowledge, and technical skill development. We will implement progressive training frameworks accommodating diverse learning needs, supported by regular curriculum review and strategic investment in training resources, facilities, and qualified instructors.

**Provide the framework for exceptional training and certification programs that develop skilled, knowledgeable, and safety-conscious aviation participants.**



## Focus areas

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### **Enhanced Foundation Training**

Modernise training systems for ab-initio pilots through updated examinations, workbooks, on-line learning courses, and standardised syllabi.

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### **Excellence Development Programs**

Enhance the framework for advanced training including specialised skills development, competition training, and instructor development.

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### **Safety Officer Training Program**

Deliver a comprehensive, standardised curriculum for effective safety management.

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### **Chief Flying Instructor (CFI) Conferences**

Continue professional development forums for CFIs to share best practices and maintain currency.

### **Innovative Training Solutions**

Develop new approaches to address declining numbers of schools and instructors, particularly in regional areas, by exploring successful international models and systems from other aviation sports.

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### **Integrated Systems Alignment**

Develop synergy between training systems and operational manuals for seamless integration.

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### **Enhanced Self-Learning Resources**

Expand learning platforms with interactive content and flexible learning pathways to encourage lifelong learning.

# Strategic Objective 3

## Participation Growth and Engagement

We will attract new members and retain our core membership while developing programs to foster participation among under-represented groups, including women, youth, culturally diverse communities, and people with disabilities. Our approach includes fostering events and enhancing competition structures.

**Expand participation through targeted recruitment and retention strategies while removing barriers to entry and creating accessible participation pathways.**



## Focus areas

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### **Targeted Communications Strategy**

Strengthen communication approaches through multiple channels to reach diverse, targeted audiences and maintain strong engagement with members.

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### **Organiser Support Package**

Provide resources, training, and assistance to competition and event organisers including planning tools and risk management frameworks.

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### **Retention Programs**

Develop strategies to re-engage pilots who have left the sport.

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### **Supervision**

Clarify and communicate supervision requirements, responsibilities and limitations, and develop innovative ways to celebrate and reward Supervising Pilots.

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### **Competition Support**

Directly support the conduct of competitions through the SAFA Competitions Committee.

### **Mentor Development**

Develop and communicate a mentor framework that outlines SAFA's intent for how mentors can support self-learning, including through the Duty Pilot framework, that clearly describes training and insurance limitations on mentoring.

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### **Events Program**

Establish and publish a comprehensive calendar of recognised competitions and events providing clear participation pathway opportunities across all disciplines.

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### **Diversity**

Implement and progress Diversity Committee initiatives.

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### **Pilot Progression**

Establish robust systems to supporting sustainable pilot progression.

# Strategic Objective 4

## Partnerships and Stakeholder Engagement

SAFA will strengthen its position as a leading voice in Australian aviation through enhanced collaboration with members, clubs, regional associations, landowners, and regulatory bodies. We will implement regular, structured communication with key stakeholders including CASA and Airservices Australia, focusing on mutually beneficial partnerships that support growth and sustainability while ensuring effective representation of member interests.

**Build and maintain strong collaborative relationships with key stakeholders to advance aviation sports interests in Australia.**



## Focus areas

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### **Presidents Quarterly Meetings**

Conduct regular meetings with regional association presidents for direct communication and collaborative initiatives.

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### **Relationship Documentation**

Develop clear documentation illustrating SAFA's stakeholder relationships and engagement protocols.

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### **National Sporting Organisation**

Establish SAFA as a recognised NSO through the Australian Sports Commission.

### **Best Practice Governance Pack**

Develop comprehensive governance resources to support clubs and regional associations.

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### **ASAC Framework**

Communicate the structured framework for SAFA's relationship with the Australian Sport Aviation Confederation.

# Strategic Objective 5 Governance and Operational Administration Excellence

SAFA will maintain the highest standards of organisational performance by meeting Australian Sports Commission requirements while implementing best-practice frameworks ensuring: accountability, transparency, and effective decision-making, including co-regulatory relationships with CASA. We will modernise administrative systems to improve efficiency and member service while ensuring employees are well-managed and engaged. We will maintain conservative financial management by balancing operational cashflow with strategic reserves, investigating diversified revenue streams, and ensuring long-term viability through prudent financial management.

**Deliver best-practice governance and operational administration for effectiveness and financial sustainability.**



## Focus areas

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### **Strategic Plan Implementation**

Implement this strategic plan to guide organisational direction.

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### **Audit and Finance Governance**

Strengthen financial and audit governance through the active support of the Audit and Finance Committee.

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### **Workplace Excellence**

Create a positive work environment to attract and retain high-quality staff.

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### **Governance Education**

Develop resources to help members understand governance principles and organisational structure, with a view to increase member engagement in governance activities.

### **Board Performance**

Enhance Board effectiveness through performance evaluation and governance training.

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### **Policy Streamlining**

Review and streamlining policies to reduce bureaucracy while maintaining safety standards.

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### **Administrative Systems**

Implement efficient systems that streamline processes and enhance service delivery.

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### **Operational Plan**

Develop an Operational Plan to prioritise SAFA's approach to deliver the focus areas outlined in this strategic plan.



# Part 2

## Measuring our Performance

### Strategic Objective 1

#### Safety Excellence

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##### **1a. Safety Incidents Involving Injury (Leading Indicator)**

The rolling number of reported safety incidents involving injury over the previous 12 months (based on incident date).  
*Report quarterly on the first day of each quarter.*

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##### **1b. Safety Officer Coverage (Capacity Indicator)**

Percentage of full members holding current SSO or SO qualifications.  
*Report monthly on the first day of each month.*

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##### **1c. Safety Reporting Rate (Culture Indicator)**

Total number of safety incidents reported (including near-misses) per 1,000 members over the previous 12 months.  
*Report quarterly on the first day of each quarter.*

# Strategic Objective 2

## Training and Knowledge Development Excellence

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### 2a. New Pilot Development (Growth Indicator)

Number of new full members completing ab-initio training programs in the previous quarter (excludes returning pilots and overseas transfers). *Report quarterly on the first day of each quarter.*

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### 2b. Pilot Progression (Development Indicator)

Number of members achieving PG4 or HG4 qualifications in the previous quarter, having progressed from PG3/HG2. *Report quarterly on the first day of each quarter.*

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### 2c. Training System Engagement (Quality Indicator)

Percentage of training providers with current CFI participating in professional development activities in the previous 12 months. *Report annually in July.*

# Strategic Objective 3

## Participation Growth and Engagement

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### 3a. Active Membership (Core Indicator)

Total number of current full members plus active life members. *Report monthly as at the first day of each month.*

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### 3b. Event Participation Opportunities (Engagement Indicator)

Number of declared competitions and events commenced in the previous six months. *Report twice yearly for Jul-Dec and Jan-Jun periods.*

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### 3c. Member Retention Rate (Sustainability Indicator)

Percentage of members who renew their membership from the previous membership year which ended on 31 Aug. *Report annually as at 30 Sep.*

# Strategic Objective 4

## Partnerships and Stakeholder Engagement

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### 4a. Internal Stakeholder Engagement (Relationship Indicator)

Number of formal meetings conducted with Regional Associations, Clubs, plus SSO and CFI conferences in the previous six months. *Report twice yearly for Jul-Dec and Jan-Jun periods.*

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### 4b. External Partnership Development (Influence Indicator)

Number of formal engagements with CASA, Airservices Australia, and other key external stakeholders in the previous 12 months. *Report twice yearly for Jul-Dec and Jan-Jun periods.*

# Strategic Objective 5

## Governance and Operational Administration Excellence

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### 5a. Process Simplification (Efficiency Indicator)

Total page count of SAFA's ASAO exposition and formal SAFA manuals (reduction indicates streamlining success). *Report twice yearly for Jul-Dec and Jan-Jun periods.*

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### 5b. Financial Sustainability (Stability Indicator)

Operating cash flow as a percentage of annual revenue, and months of operating expenses held in reserves. *Report quarterly on the first day of each quarter.*



# Part 3 Implementation Principles

**These principles guide the SAFA Board, CEO and employees in how to execute our strategic objectives, develop SAFA's Operational Plan, and make operational decisions:**

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## **Safety-First Decision Making**

Always prioritise safety considerations in all decisions, processes, and communications. When faced with competing priorities, safety requirements take precedence. Ensure all initiatives comply with aviation regulations and incorporate safety assessments.

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## **Member-Centric Service Delivery**

Design and deliver services based on member needs and feedback. Before implementing new processes, ask: “How does this serve our members better?” Maintain regular communication channels with members and respond promptly to their concerns.

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## **Collaborative Implementation**

Work with stakeholders—members, clubs, regional associations, and external partners—rather than imposing solutions. Seek input early, communicate changes clearly, and provide support during transitions.

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## **Simplify and Streamline**

Continuously eliminate unnecessary complexity from processes, documentation, and systems. If something requires multiple steps or creates confusion, find ways to simplify it. Make participation easier, not harder.

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## **Evidence-Based Action**

Base decisions on data, feedback, and measurable outcomes rather than assumptions or feeling. Track progress against objectives and adjust approaches when evidence shows better alternatives.



# Part 4 Background

## Organisational Overview

The Sports Aviation Federation of Australia (SAFA) is our national peak body that administers and coordinates hang gliding, paragliding, powered paragliding and weight-shift micro-lighting within Australia.

Our **Aviation Authority** comes from CASA. The Sport Aviation division of CASA regulates our activities as one of several self-administering organisations. This allows us to conduct training, issue authorisations, and undertake flying operations.

Our **Sporting Authority** comes from ASAC and the Australian Sports Commission. SAFA maintains membership of the Air Sport Australia Confederation

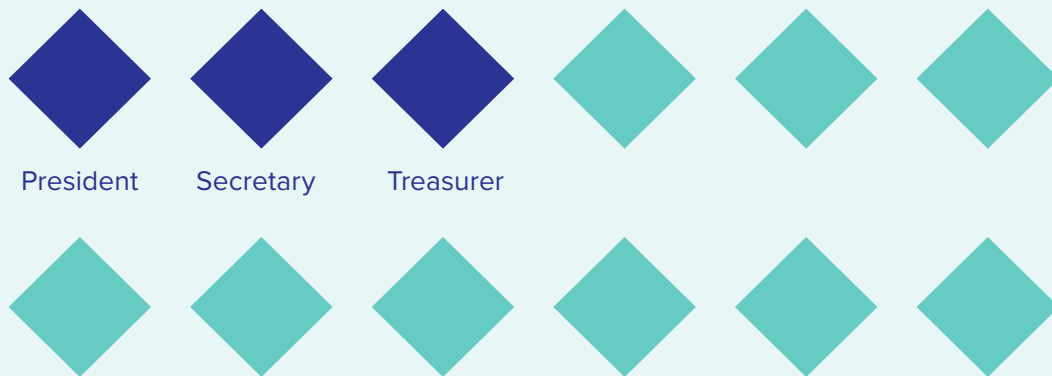
which is the body that represents our interests on the Federation Aeronautique Internationale (FAI). SAFA separately intends to achieve National Sporting Organisation (NSO) status through the Australian Sporting Commission. This allows us to conduct competitions and events and be part of the global flying community.

Our **Administrative Authority** comes from the SAFA constitution as a Company Limited by Guarantee. This creates a framework for membership and enables us to administer our aviation and sporting authorities.

# What is SAFA?

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## SAFA Board



The Board is made up of 12 directors (four elected directors and eight regional directors). Three of the directors fill the positions of President, Secretary and Treasurer.

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## Committees of the Board

### Executive Committee

Comprised of the President, Secretary and Treasurer this committee coordinates between the Board and SAFA's CEO and management, and enables committee members to perform their roles.

### Finance & Audit Committee

Chaired by the Treasurer, this committee is responsible for oversight of SAFA's financial health, audit processes, internal financial controls, and risk management frameworks.

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### Diversity Committee

This committee is appointed by the Board to assist the Board in fulfilling its governance responsibilities in relation to promoting, supporting and advancing inclusivity across SAFA's operations, membership, clubs, instructors and Regional Associations.

## What is SAFA? (continued)

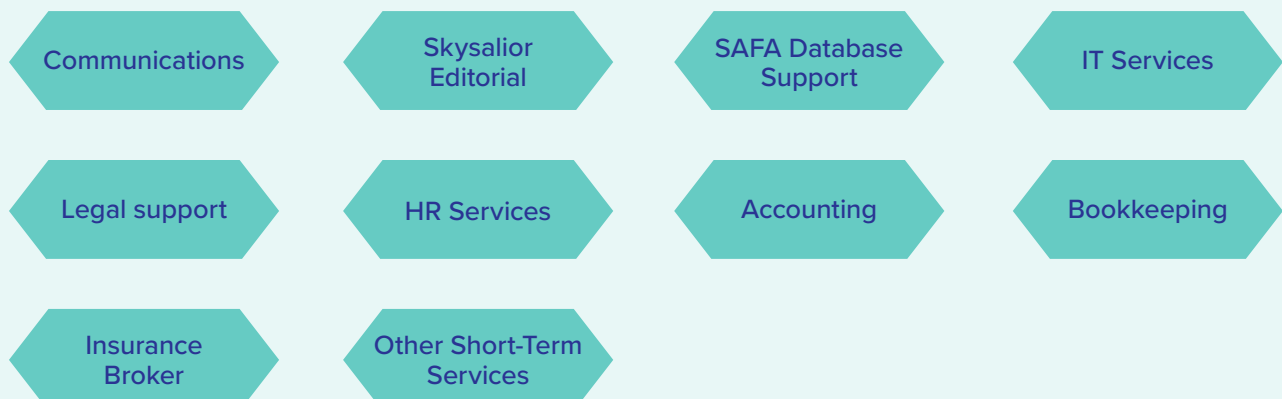
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### Employees



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### External Support



## What is SAFA? (continued)

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# Members of SAFA

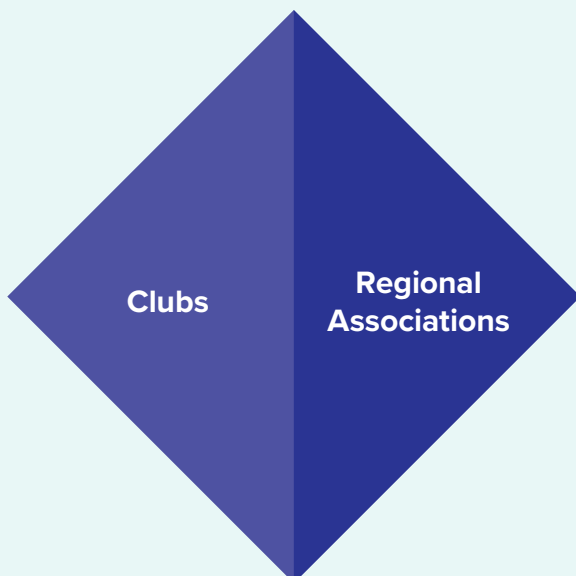
◆ All Members

◆ Volunteers



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## Affiliated Entities



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## Other



# History

**Our sport has a colourful history from water towed delta wing kites in 1963 and the subsequent birth of foot launched hang gliders, to soaring parachutists launching from Australian hills in 1982.**

Paragliding with purpose-built paragliders became popular in the late 1980s. Instruction for hang gliding and paragliding grew as the activities matured and the number of participants grew.

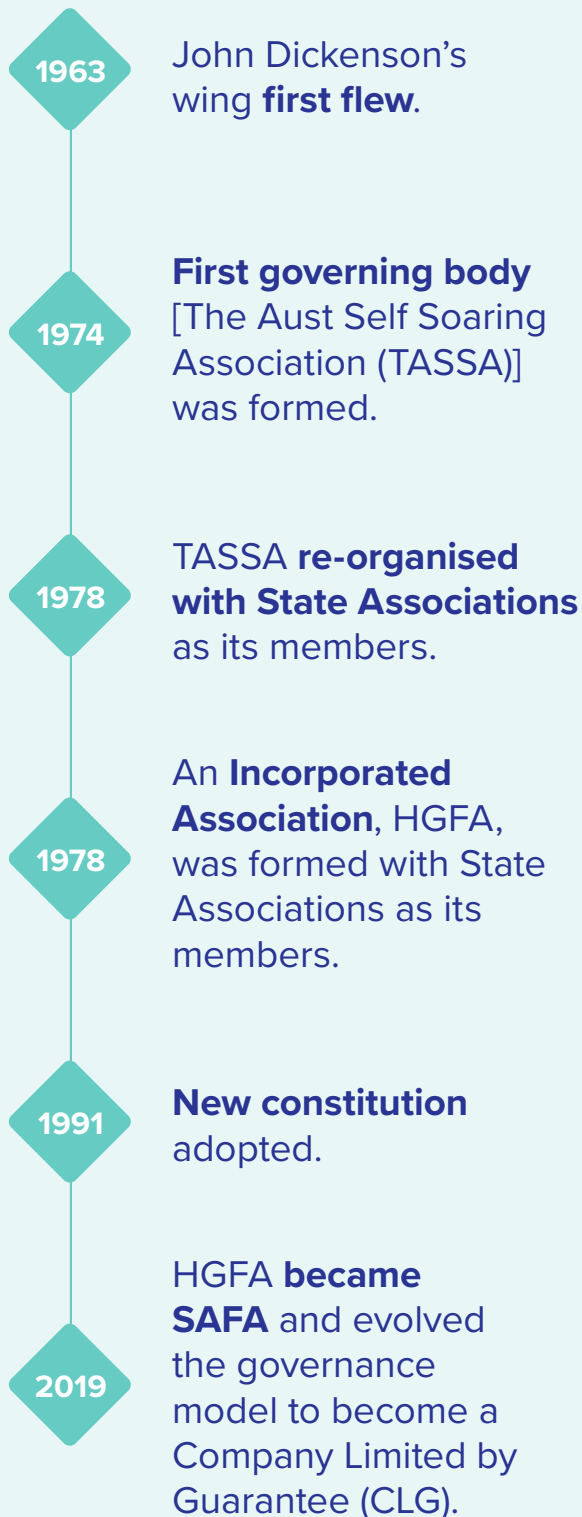
The first world championships (foot launched) were held in 1975 and Australia won one gold medal and two bronze. Performing on a competitive world-stage further ignited the spirit of adventure back home and the catalyst to soar to greater heights was unveiled with the development of Weightshift Microlights and more recently, paragliding and powered paragliding

The equipment and techniques may have evolved over time but many of the constants remain the same: a fierce mateship among members; a determination in humanity to feel the freedom of flying; safety remaining at the forefront so we can keep flying; and the thrill of pure flight.

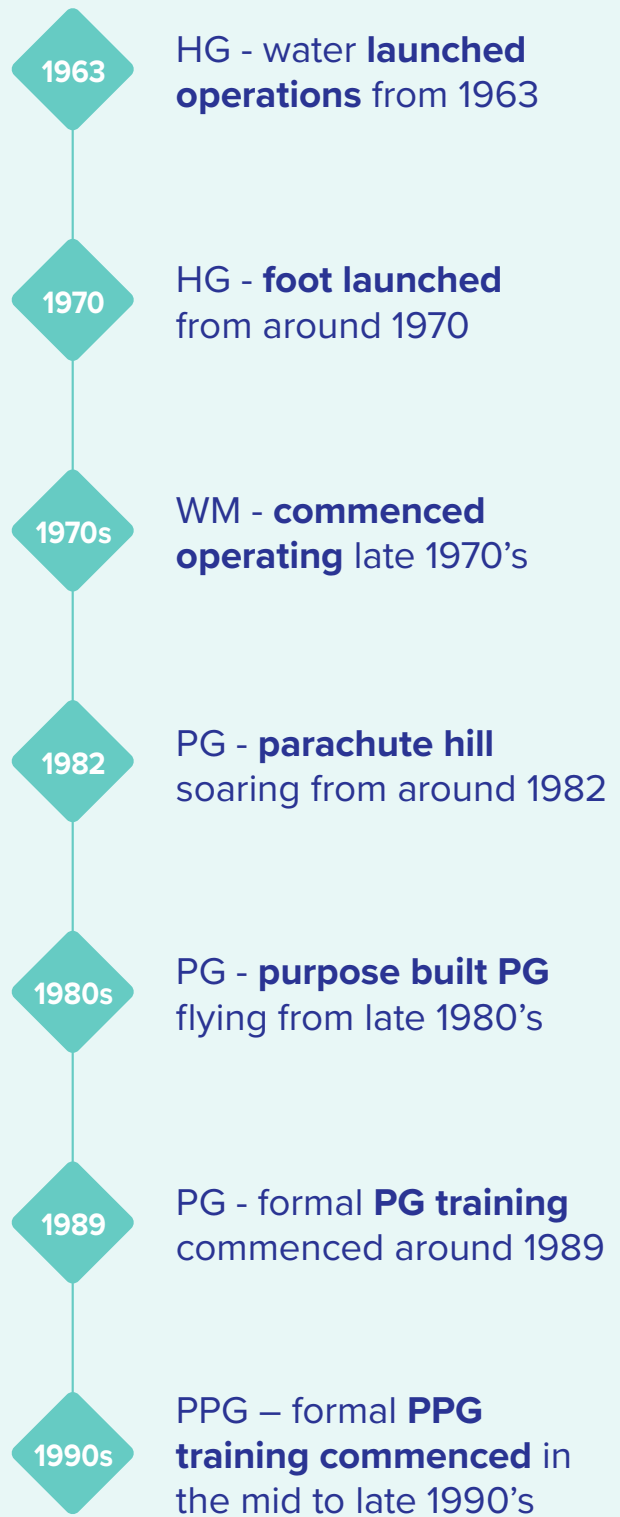
**There's no doubt from its very inception there was always an avid dare-devil attitude among Australians.**



## As a Sport/Pastime



## By Discipline





## Sports Aviation Federation of Australia

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