



Australian Parachute Federation

Strategic Direction

2016-2020

The Australian Parachute Federation

Our Purpose

Safe skydiving for all

Our Vision

*A vibrant and sustainable skydiving community
- sport, recreation, competition & adventure tourism -*

Our values

Safety | Fun | Service | Professionalism | Community | Collaboration

Our Role

Enable

To enable and facilitate skydiving within Australia

Serve

To represent and serve APF members

Sustain

To grow and sustain the sport of skydiving

Strategic Priorities 2015 - 2020

<i>Airspace & Aviation</i>	<i>Safety & Risk Management</i>	<i>Engaged Stakeholders</i>	<i>Licensed Membership Growth & Retention</i>	<i>Sport & Competition Excellence</i>	<i>Vibrant Culture & Community</i>	<i>Financial Security and Investment in Members</i>	<i>Organisation & Governance</i>
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Australian Parachute Federation

A vibrant & sustainable skydiving community

Our Role

- Enable:** To enable and facilitate skydiving within Australia.
Serve: To represent and serve APF members.
Sustain: To grow and sustain the sport of Skydiving.

The Australian Parachute Federation is a national organisation of professionals and volunteers committed to the achievement of the aims and goals of the varied stakeholders in the sport, competition, adventure tourism, and recreational domains of parachuting. The APF functions as the peak body for:

- Providing a framework to service, regulate, manage and oversee parachuting activities.
- Controlling aviation activities in Australian skies associated with parachuting aircraft, authorised by CASA to self-regulate.
- Ongoing education and risk management to ensure members activities are conducted under the highest levels of safety.
- Developing an inclusive culture and community that respects the varied individuals who participate in the sport of parachuting.
- Providing a service, on a cost recovery basis, for all commercial and not-for-profit operators to support their operations.
- Promoting skydiving through competition involvement at all levels.

Our Values & Philosophy

- Safety : our highest priority in everything we do.
- Fun : why we do what we do.
- Service : to members and customers.
- Professionalism: in every aspect of what we do.
- Community: an inclusive and supportive environment for all members.
- Collaboration: working together with all our stakeholders.

Our History

The sport of parachuting only really came into existence in the 1950s following war surplus parachutes becoming available.

The APF was formed in 1960 to have a framework for competition, to exchange ideas on safety equipment and instruction, and negotiate with the Regulator for the right to skydive. The Civil Aviation Regulations did not provide a mechanism for legitimately conducting civil parachuting operations.

In the early days, skydiving was largely a 'fringe' sport perceived as risky, with most people's access only through demonstrations at regional shows. The sport grew through a tight club-based community with a common set of values centered on fun, excitement and comradery.

The 1980s saw significant advancements in technology that allowed for safer skydiving. The creation of tandem skydiving provided access to the sport for the general public.

Today (November 2016)

While tandem is an introduction to skydiving, it can also be the entry-point for taking a willing tandem participant and introducing them to the world of recreational, professional and competition skydiving.

Skydiving/parachuting now firmly resides in the domains of sport, competition, recreation and adventure tourism. The APF must balance the needs of the recreational member with those of the professional member so that each is provided the level of service and support they rightly expect based on their contribution to APF.

The Australian parachuting industry has grown significantly over the past 10 years, currently representing (as at 28/11/2016):

Revenue:	\$82M
Tandem jumps per year:	177,000
Number of Clubs:	63
Number of LZs:	105
Number of full service clubs:	29
Number of active APF members:	3053
State by State:	QLD 909, NSW 975, VIC 469, SA 143, WA 495, NT 62

The sport of skydiving is progressing rapidly, gaining global awareness and interest. APF is still greatly dependent on its volunteers. The challenge is to balance the wants and needs of each sector so that members consider they receive value for money and their reasonable expectations of the APF are met.

The Future

The future of skydiving is changing as a recreational activity, a sport, a profession and a business.

First jumpers will continue to favour tandem to solo jumping as the entry point.

This creates a significant challenge to maintain the balance between commercial operations, the sport, and the need to produce and retain sufficient instructors. As an industry, we need to encourage those doing a tandem to transition to training via a solo jump course.

Other key trends that are emerging include:

1. Fewer people are prepared to volunteer. Services must be paid for which raises the cost of participation.
2. Use of turbine aircraft improves the efficiency of operations, but increases capital costs that may restrict market opportunities.
3. Marketing of the sport is being taken over by third parties creating extra market pressures.

The (changing) role that the APF plays within this future needs to recognise the growth in commercialism and find ways of keeping it under the umbrella of the APF, not consider it as a threat that must be contained or go out on its own and operate independently.

The Year 2020

The APF is part of a sustainable and vibrant global community of skydivers.

- The active membership base is now 5,000.
- Australia is highly ranked at international competitions.
- The APF is recognised as a leader in business models, safety management and instructional systems throughout the world of skydiving.
- APF operators within the adventure tourism market are ranked among the safest in the world.
- The flow-on effect has seen a rapid increase in people willing to take up this adventure lifestyle.

Environmental Scan

PESTLE - Political, Economic, Societal, Technological, Legal, Environmental

There are numerous environmental factors that have direct or indirect impact. Some of these are enablers, while others represent potential risks. Such considerations include, but are not limited to:

- Over-regulation
- Litigation
- Airspace congestion
- Fuel price
- Government policy
- Parachuting is a 'small' player (hence we need to maintain a high profile in the community and industry)
- Financial pressures
- Sport and tourism seasonal dependencies
- Population density vs drop zone locations
- Value of real estate
- Increasing population
- Fluctuating currency
- Technology
- Loss of members to other sports

Trends

Significant trends include:

- Tourism (up) - Asia is the new growth area
- Tandems (up)
- Licenced Jumpers (flat)
- Competition Jumpers (flat)
- Wind tunnels diverting disposable income away from DZs
- Social media becoming dominant marketing tool

Disruptors

Key potential disruptors include:

- Competing sports
- Technology
- Aging population and declining birth rate (impacting our target demographic)
- Airspace / airport access restrictions
- Additional aircraft and operational regulations.

Other Risks

- Loss of volunteers
- State and federal workplace health and safety legislation
- A high profile event causing over regulation

SWOT

		Action Required
Strengths	<p>Good relationship with CASA Air Services Australia Recognition by ASC Recognition by FAI and IPC Association with BPA & USPA High industry profile – engaged 55 year track record of managing risk well</p>	<p>Part 149 Exposition Maintain MOA Maintain & foster Develop & nurture Keep engaged and developing networks with stakeholders</p>
Weaknesses	<p>Number of long term members and instructors Members typically leave after 5 years Over regulation is a disincentive Tandem to AFF conversion rate Tunnel to AFF conversion rate</p>	<p>Developing strategies for retention. Ensure good service</p>
Opportunities	<p>Closer ties with NZ & FIJI parachuting Professional competition circuit Form strategic partnerships with like-minded organisations Use media wisely Tandem to AFF conversion rate Tunnel to AFF conversion rate</p>	
Threats	<p>Spate of serious accidents Fuel Crisis Commercial parachuting abandons sport Loss of affordable insurance Unworkable regulation Airspace restrictions Security legislation WH&S</p>	<p>Relationship with Media</p> <p>Keep a good network engagement with the regulators</p> <p>Good safety management</p>

Stakeholders

The APF has many stakeholders, with often conflicting needs and expectations, including:

Stakeholder	Needs & Expectations
Members	Freedom to jump / insurance / safety oversight
Operators	Airspace / insurance / value / legal
CASA	Sole peak body Strong relationship
Australian Sports Commission	Recognition / relationship
Public	Perception that it's a safe and fun activity
Government	Parachuting as a legitimate aviation activity
Air Services	Recognition, relationship and professionalism (MoU)
Office/Staff	Share the same vision as APF Board & Membership
Insurers	Display active risk and claims management
Local Government	Demonstrate professionalism and co-operation
Work Cover	Rely on APF to investigate incidents without their involvement
Families	DZs are safe, family friendly and have good clean facilities
FAI & IPC	Responsible and professional peak body
Media	Content and access

Strategic Priorities & Strategies

PRIORITY OUTCOME	CRITICAL ENABLERS	KPIs	TARGET 2020	STRATEGIES
ENABLE ... <i>To enable and facilitate skydiving within Australia</i>				
AIRSPACE & AVIATION <i>Ensuring continued access to airspace and autonomy of aviation activities.</i>	<ul style="list-style-type: none"> Manage the impact of increasing air space congestion over the next 10 years. CASA and Air Services relationship Effective governance and administration of CASA Regulations Maintenance of APF reputation Part 149 Pilot training and education Technical Committee relationships 	<ul style="list-style-type: none"> Availability of air space Nil Aircraft Incidents CASA feedback (Other) Stakeholder feedback Technical Committee feedback Aviation committee participation Industry representation on airspace committees 	<ul style="list-style-type: none"> All Skydiving Operations to have equitable access to airspace 	<ul style="list-style-type: none"> Regular contact with CASA Regular contact with AirServices Succession planning for key relationship holders (i.e. key person insurance) CASA Part 149
SAFETY & RISK MANAGEMENT <i>Ensuring all necessary systems and processes are embedded to maintain the highest levels of safety in everything we do.</i>	<ul style="list-style-type: none"> Foster and maintain a safety culture A 'reporting' culture Appropriate and concise (contemporary) regulations, documents and procedures Education Training Authorisations Discipline Public perception Identifying trends before they result in fatalities and allow APF to be more proactive in risk management. Ensuring legislation compliance 	<ul style="list-style-type: none"> Reduce Serious incidents to ALARP Training conducted Serious incidents as % of jumps Ratio of positive to negative media events Safety audits Number of members provided with training Process and outcome training stats 	<ul style="list-style-type: none"> Zero fatalities annual outcome 50% reduction in serious incidents Just culture reporting embedded 100% of Clubs compliant with Safety/Compliance Audits 	<ul style="list-style-type: none"> Analysis of incident reports over previous years to identify trends Frequency of DZ audits to be dictated by size of operation, stability of operation, findings of prior audits and risk to whole industry (eg. 2yr or 5yr intervals with unannounced audits taken at random across the full spectrum) Continued development of a safety culture Development of industry Safety Management Systems Ongoing safety training throughout the APF to meet stakeholder expectations Implement an effective SMS Risk Register and operationally ensure regulations and policies are all in sync and necessary (required as part of Part 149 Framework). Comprehensive training and development program for Members Development pathways to instructor RTO or equivalent pathway / Institute of Sport- National coaching model

<p>ENGAGED & SUPPORTIVE STAKEHOLDERS</p> <p><i>Working with all stakeholders to ensure the continued effective operation of the APF.</i></p>	<ul style="list-style-type: none"> Clearly identified and engaged stakeholders – internal and external Effective communication Effective and meaningful engagement Connections with Industry Associations 	<ul style="list-style-type: none"> Stakeholder feedback Degree of autonomy 	<ul style="list-style-type: none"> Stake-holder satisfaction rating of 90% 	<ul style="list-style-type: none"> Stakeholder identification and engagement plan Ongoing and planned communication and engagement with all stakeholders Stakeholder satisfaction surveys (annual)
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PRIORITY OUTCOME	CRITICAL ENABLERS	KPIs	TARGET 2020	STRATEGIES
<p>SERVE ... To represent and serve APF members</p>				
<p>SPORTING & COMPETITION EXCELLENCE</p> <p><i>Representing Australia at the highest levels of sport and competition globally.</i></p>	<ul style="list-style-type: none"> Competition representation – State, National and International Competitor support and development Funding Sponsorship 	<ul style="list-style-type: none"> Number of competitors at National and International events Male & Female competitor numbers and ratios Results – Averages, Distances, Medals (by event and by discipline) 	<ul style="list-style-type: none"> Healthy competition across each discipline Gold Medals in 2 WPC disciplines 	<ul style="list-style-type: none"> APF Centre For Skydiving Excellence <ul style="list-style-type: none"> Training and performance coaching Competition Funds Partner with ASC and IPA for development Spending our Project Development Fund & Marketing Fund (wisely) Identify potential disciplines to target and specialise in (we can't invest in every discipline as there are now too many) Investing in the 'sport' Partnering with Tunnels Talent Development funding / Benchmarking 'spend'
<p>VIBRANT CULTURE & COMMUNITY</p> <p><i>Creating a professional, fun and engaging community that is attractive to potential, new and existing members to join, stay and be part of.</i></p>	<ul style="list-style-type: none"> Collaborative Culture - essential where skydiving shares venues and airspace with others. Building a strong Skydiving identity and community DZ Cultures and environments (that support the objectives of the APF) High levels of Member satisfaction – meeting the 	<ul style="list-style-type: none"> Female members DZ surveys Customer surveys Member surveys Cultural surveys Staff surveys <p>NB. Many of the above surveys can be combined</p> <ul style="list-style-type: none"> Turnover 	<ul style="list-style-type: none"> 20% female members Survey ratings of (x) % and trends 	<p>Cultural Reviews</p> <ul style="list-style-type: none"> Service training for DZs '5 Star Rating' System DZ environment reviews with suggested improvement plans Annual survey for DZs, members, staff, customers Feedback of survey results and improvement plans at the Annual Conference <p>Education & Development</p>

	<p>needs of both the individual and corporate members</p> <ul style="list-style-type: none"> Investment in training of operators and owners Skilled, effective and motivated staff Innovation at all levels of the skydiving industry in Australia 	<ul style="list-style-type: none"> Office size and effectiveness ratios 		<ul style="list-style-type: none"> Group training provided to DZ owners and operators on culture, customer service and stakeholder engagement. <p>Staff Development</p> <ul style="list-style-type: none"> Skills audits Workload plans and allocations Staff development planning and delivery <p>Innovation - Research & Development</p> <ul style="list-style-type: none"> APF to offer R&D funding for worthwhile projects designed to improve safety through better training, training aids, equipment and facilities. Fund key personnel to attend Parachute Industry Association (PIA) Symposia and visit BPA and USPA headquarters and DZs to look for improvements APF might adopt. Tandems will be taken over by technology. Let's get ahead of the game.
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PRIORITY OUTCOME	CRITICAL ENABLERS	KPIs	TARGET 2020	STRATEGIES
SUSTAIN ... <i>To grow and sustain the sport of Skydiving</i>				
<p>SUSTAINABLE & GROWING LICENSED MEMBERSHIP</p> <p><i>Attracting and retaining active members who will continue to keep the industry and sport alive.</i></p>	<ul style="list-style-type: none"> Retaining current active members Attracting new (and appropriate) members Career pathways to increase retention Progression for new members through to instructor Balance of membership (instructors vs. jumpers) Collaborative culture between DZs (whole of industry approach) 	<ul style="list-style-type: none"> Active participation Membership growth (National and by Region) Licensed Jumpers Competition jumpers Fun jumps per jumper Tandem numbers AFF numbers Event numbers Retention Progression of fun jumpers to competition and instructors New instructor ratings New full/active memberships 	<ul style="list-style-type: none"> 5,000 by 2020 10% growth in full members and tandems 25% instructor to member ratio 10% increase in number of full service DZ's 	<p>Attraction - Marketing</p> <ul style="list-style-type: none"> Market segmentation - Acknowledge there are varying players in the businesses and ensure there is room for all players Public perception / engagement - Maintain a high profile as an activity with a strong safety culture Spectator engagement (technology) - Maintain an evolving engagement with the public through all mediums of communication Media strategy / PR - Fund our media activity well and ensure it is effective Partnering - Partner where possible on a cost benefit basis who to partner with Sponsorship - Seek sponsorship on a continuing basis. Sponsorship is easier to get than keep.

	<ul style="list-style-type: none"> Increasing the number of training service providers or student throughput 	<ul style="list-style-type: none"> Renewals as a % of student memberships Bleed % of Australian vs. international employees Trends +/- DZs Lic. Members More full service operators Tunnel to AFF conversion Tandem to AFF conversion <p><i>(Review existing Membership Stats Report for Key Measures)</i></p>		<ul style="list-style-type: none"> Incentivize tandem-only operations to sell AFF & S/L through alliances with full-service DZs. ROI media campaign Marketing to database Targeting strategies that focus on licensed jumpers National marketing strategy ... if we (APF) do a National campaign, we need the Commercial Operators to have skin in the game (eg. \$ or pushing for AFF conversion). <p>Training Organisations / Instructors</p> <ul style="list-style-type: none"> Project to determine the needs for training organisations and to develop appropriate strategies to support the growth in training organisations or instructors. <p>Retention & Capability Development</p> <ul style="list-style-type: none"> Talent management - Develop a means of identifying talent then a scheme to enhance Look after key licenced jumpers Feeder ecosystem - e.g. Tunnels and sport aviation and adventure tourism activities such as ballooning Management development and recruitment through the APF structure, voluntary and salaried. Succession planning
<p>FINANCIAL SECURITY & INVESTMENT IN MEMBERS</p> <p><i>Ensuring the continued financial viability of the APF and giving-back to the members through increased investment.</i></p>	<ul style="list-style-type: none"> Increase revenue Manage cost De-risk through multiple income streams (including fees, investments, grants and sponsorship) Appropriate membership Fees (representing demonstrable value for money) Asset protection Investment Re-investment into the APF Maintenance of appropriate insurance and legal structure to protect the APF and its members 	<ul style="list-style-type: none"> Revenue Running costs Project costs ROI Employee cost as % of revenue Expenses as % of total income Board / Director costs as % of revenue Sport Development and competition as a ratio to revenue Insurance costs (\$) and trends 	<ul style="list-style-type: none"> Increasing annual revenue to \$6.5M. Employee costs <25 % of revenue Total expenses <80 % of income Board and Director expenses as <2 % of revenue Funding for development and competition to total > 8% of revenue Insurance cost <35% of revenue 	<ul style="list-style-type: none"> APF running costs separate from project costing so commercial operators can see fees-for-services is cost neutral. Each new project to have a cost-benefit analysis Unspent financial reserves be donated to Sport Development Trust and/or Project Trust Good management of our income streams Close management of our insurance claims Prudent investment of reserves Review asset protection strategies

<p>ORGANISATION & GOVERNANCE</p> <p><i>Ensuring the continued governance of the APF to steer it into the future, and to ensure we have the most effective and efficient organisational structures to deliver value for money services to our members.</i></p>	<ul style="list-style-type: none"> • Board and Committee charters and performance • National Office structure and performance • Council structures and roles • Staffing levels and skill sets • Paid and volunteer roles • Red tape reduction – • Effective governance practices at all levels of the organisation • Infrastructure and systems to service all members and stakeholders • Effective IT systems • Appropriate communications and reporting mechanisms 	<ul style="list-style-type: none"> • Workload Allocation Modelling • Spend on staff and volunteer training • Member and stakeholder feedback • Board and Committee Charter review • APF office structure and performance review • Board and individual Directors reviews 	<ul style="list-style-type: none"> • Number of staff as ratio to revenue and costs • Effective structures and reporting • Streamlined, effective and efficient policies and processes • Annual reviews for Board and Directors • Diverse and skilled Board and Committees • IT systems meet member and stakeholder requirements • APF documents to be clear and concise 	<p>Organisational Structure</p> <ul style="list-style-type: none"> • Board / Councils / Committees – appropriate charter, training and regular reviews • Review volunteers versus employees strategies and ensure appropriateness for role • Populate Committees with skilled and willing volunteers • Use contractors and consultants for projects where APF lacks expertise <p>Governance & Regulation</p> <ul style="list-style-type: none"> • Red-tape reduction - Consultant to review office systems, scope and scale of documentation and suggest (IT) solutions and how to rationalise documentation • Regular review process in place to ensure all APF regulations are current and necessary • Governance Committee charter to ensure our governance is best practice for our activity • Develop clear policies for all areas <p>Organisational Learning</p> <ul style="list-style-type: none"> • Organisational learning and development strategy to ensure engaged and educated staff and volunteers in all roles and capacities <p>Infrastructure & Systems</p> <ul style="list-style-type: none"> • Actively pursue IT solutions to replace human involvement in service delivery. • Membership, exams, license, crest, etc applications automated.
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