

**SECTION 2
ORGANISATION AND
ADMINISTRATION**

2.1 The Hang Gliding Federation of Australia

The Hang Gliding Federation of Australia (HGFA) Incorporated is a non profit organisation consisting of regional bodies and affiliated Associations, Clubs and individuals whose aims and objectives are to foster and encourage the operation of hang gliders, paragliders and weightshift microlights for educational, recreational, sporting and research purposes.

The broad objectives of HGFA are:

- (a) To **represent** generally the views of persons connected with hang gliding and allied sports within Australia;
- (b) To **coordinate** and **promote** the development, progress and advancement of hang gliding and allied sports;
- (c) To **acquire** and **disseminate** information and advice on hang gliding and allied sports in all their aspects;
- (d) To **promote** competitions, contests, tests and records for hang gliding and allied sports throughout Australia;
- (e) To **consider, coordinate, promote** and **procure** reforms and improvements in the laws affecting hang gliding and allied sports;

- (f) To **impart** training, coaching and instruction in hang gliding and allied sports; and
- (g) 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.

As a sports aviation body the HGFA is affiliated with the Civil Aviation Safety Authority (CASA), the Australian Sports Commission (ASC) and the Confederation of Australian Sport (CAS). International affiliation with the Federation Aeronautique Internationale (FAI) is maintained through the Australian Sport Aviation Confederation (ASAC) and by participation on the FAI technical committee for hang gliding - Commission Internationale De Vol Libre (CIVL).

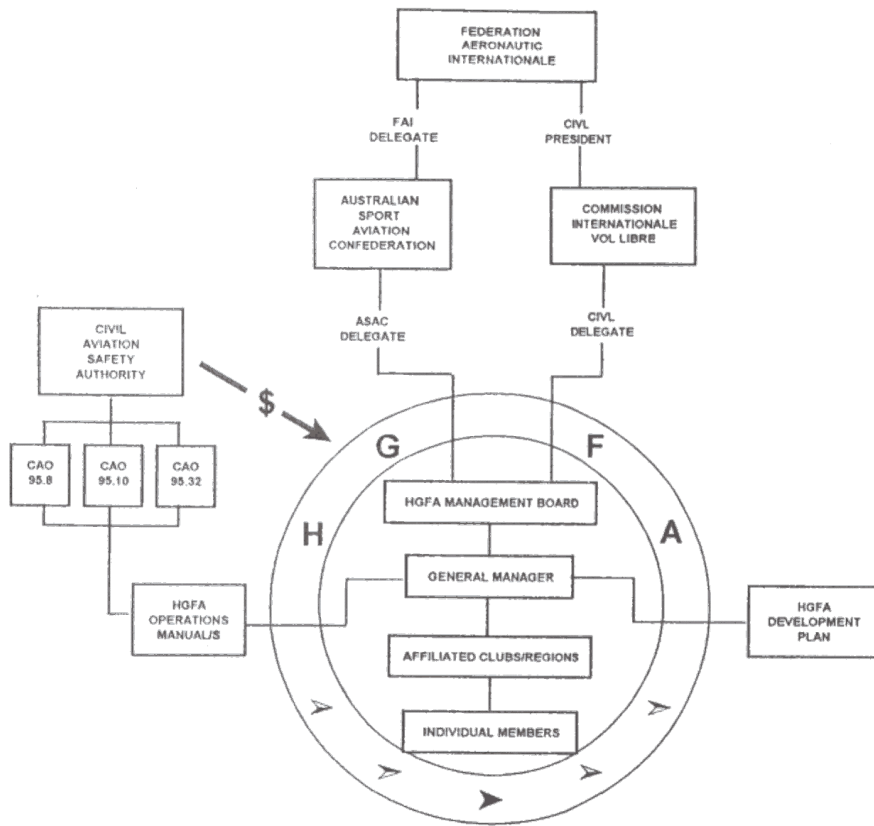
These affiliations are shown in the diagram on the next page. The role of each organisation is summarised in the paragraphs that follow.

2.1.1 The Role of Regional Bodies

The principal roles of Regional and state bodies are to:

- (a) provide **assistance** to the Executive Director in the management and administration of the affairs of HGFA;

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- (b) **coordinate**, as necessary, the activities of affiliated clubs in:
- (i) the control of operations;
 - (ii) the retention and development of sites;
 - (iii) the liaison with local, state and/or regional bodies; and
 - (iv) the conduct of competitions.
- (c) to **encourage** and **foster** the development of:
- (i) the sports administered by HGFA; and

- (ii) local clubs to control the operational aspects of these sports.

Full details of the terms of reference of Regional and State bodies are included in The HGFA Management Procedures Manual.

2.1.2 The Role of Affiliated Clubs

The principal roles of affiliated clubs are to:

- (a) be **responsible** to the HGFA General Manager for the

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supervision and control of operations of hang gliders, paragliders and weightshift microlights at sites within their area (as designated by the HGFA Operations Manager);

- (b) be **responsible** to members for the retention and development of sites;
- (c) **encourage** and **foster** the local development of the sports administered by HGFA;
- (d) **appoint** Safety Officers to assist with the supervision and control of operations;
- (e) **ensure** that accidents at sites where operations are under their control are reported, investigated and appropriate actions to reduce hazards are initiated;
- (f) **maintain** a library of current CAA and HGFA publications as detailed in Appendix 1 of this Operations Manual;
- (g) **represent** to the appropriate state or regional body, the views of members in the management and administration of the affairs of HGFA; and
- (h) **provide** a social focus and a point of contact for local and visiting pilots.

Full details of the terms of reference of Regional and State bodies are included in The HGFA Management Procedures Manual (See Appendix 1). This Manual also establishes the requirements that must be satisfied for

clubs to become affiliated with the HGFA.

2.1.3 The Role of the Civil Aviation Safety Authority

In 1995 the Civil Aviation Authority was restructured into two bodies, the Civil Aviation Safety Authority and AirServices Australia.

The role of the Civil Aviation Safety Authority includes:

- (a) conduct safety regulation of:
 - (i) civil air operations in Australian territory; and
 - (ii) Australian aircraft operating outside Australian territory;

These functions include developing, ensuring compliance with, and implementing (including implementing by means of certificates, licences, registrations and permits) standards relating to:

- the flight crews engaged in operations of aircraft;
- the design, construction, maintenance, operation and use of aircraft and related equipment;
- the personnel engaged in the maintenance of aircraft and related equipment;
- the planning, construction, establishment, operation and use of aerodromes together with associated personnel; and

- setting standards for the planning, establishment, maintenance, operation and use of air route and airway facilities, rescue and fire fighting services and search and rescue services, and any construction or personnel associated with these facilities and services.
- (b) provide services to the Bureau of Air Safety Investigation in relation to the investigation of aircraft accidents and incidents; and
- (c) provide other functions conferred on the Authority under the Air Navigation Act 1920.

2.1.4 The Role of AirServices Australia

The role of AirServices Australia includes:

- (a) provide air route and airway facilities;
- (b) provide air traffic control services, and flight service services, for, in either case, surface traffic of aircraft and vehicles on the manoeuvring area of aerodromes;
- (c) provide a rescue and fire fighting service;
- (d) provide a search and rescue service; and
- (e) provide an aeronautical information service.

2.1.5 The Role of the Australian Sports Commission

The Australian Sports Commission is a statutory body formed under the Australian Sports Commission Act with the intention of enriching the lives of all Australians through sport.

The objectives of the Australian Sports Commission (ASC) are:

- (a) Increased participation in sport and sports activities by Australians; and
- (b) Excellence in elite sports performance by Australians.

To achieve these objectives the ASC implements strategies to:

- (a) increase knowledge and expertise in sport;
- (b) increase the level and quality of resources and services to sport;
- (c) foster and coordinate efficient and effective administration of sport;
- (d) raise the profile, and increase community awareness of the benefits of sport and the ASC's programs;
- (e) monitor overseas developments as they affect sport and through sport, contribute to the advancement of Australia's international relations;
- (f) improve sporting skills and performances through the improvement of the standard of sports coaching;

- (g) provide the full range of support programs needed by elite athletes to maximise their potential, and national sporting organisations to deliver services to sports people;
- (h) develop and implement policies, programs and practices aimed at improving access and equity in all sports participation;
- (i) encourage the development of a wide range of sport and sports related opportunities for participation in by the wider community; and
- (j) take measures to discourage the use of performance enhancing drugs in sport.

2.1.6 The Role of the Confederation of Australian Sport Incorporated

The Confederation of Australian Sport is the representative voice of Australian sports participants. The mission of the Confederation of Australian Sport (CAS) is to ensure that the needs and aspirations of a strong, viable and growing Australian sports community are properly reflected in the deliberations and decisions of the Federal Government.

The Confederation is therefore committed primarily to:

- (a) more clearly explaining the social and economic value of sport to the Australian community;
- (b) representing the views and needs of the Australian sports

community to political and bureaucratic decision makers in Canberra; and

- (c) promoting and sustaining a strong and viable industry in Australia.

The CAS is committed to obtaining a better deal for sport from the Federal Government as a productive investment in an area of major economic and social significance to Australia.

2.1.7 The Role of the Australian Sport Aviation Confederation

The Australian Sport Aviation Confederation was formed to:

- (a) promote and develop sport and recreational aviation and associated activities, on a national and multi-discipline basis;
- (b) collectively support the activities and aspirations of its members; and
- (c) act as the representative of the Federation Aeronautique Internationale (FAI) in Australia,

Members of the Australian Sport Aviation Confederation (ASAC) include:

- The Australian Aerobatic Club (AAC)
- The Australian Ballooning Federation (ABF)

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- The Australian Parachute Federation (APF)
- The Australian Sport Rotorcraft Association (ASRA)
- The Australian Ultralight Federation (AUF)
- The Gliding Federation of Australia (GFA)
- The Hang Gliding Federation of Australia (HGFA)
- The Model Aeronautical Association of Australia (MAAA)
- The Royal Federation of Aero Clubs of Australia (RFACA)
- and, The Sport Aircraft Association of Australia (SAAA)

2.1.8 The Role of the Federation Aeronautique Internationale

The FAI is a world federation consisting of national and international aeronautic and astronautic organisations. FAI activities include ballooning, power flying, gliding, helicopter flight, parachuting, aeromodelling, aerobatics, hang gliding, microlight flying, amateur building of aircraft, man powered flying, paragliding and all other aeronautic and astronautic sporting activities.

The federation was formed in 1905 with the aims to:

- (a) make evident the essentially international spirit of aeronautics as a powerful instrument for bringing all people closer in mutual understanding and friendship regardless of political, racial or religious considerations, thereby helping to create international goodwill and thus build a better and more peaceful world;
- (b) promote physical and moral qualities, technical knowledge and skill as basic to aeronautical activities and air sports;
- (c) bring together the airports men and women of the world in international competition;
- (d) educate young people through sport in the spirit of mutual understanding and friendship;
- (e) coordinate its members' separate efforts to further aeronautics and astronautics throughout the world;
- (f) protect and safeguard the interests of its members in the use of air space; and
- (g) provide a forum for the exchange of information and discussion of mutual problems with other elements of civil aeronautics.

The FAI is the sole international body governing air sports and world records.

Details of the constitution of the FAI are contained in the FAI Statutes and the Bylaws to the FAI statutes.

The rules regarding international competition and world records that are

common to all airports are contained in the FAI Sporting Code - General Section. Copies of these FAI documents are available from the HGFA office.

2.1.9 The Role of the Commission International de Vol Libre

The FAI has established Air Sport Commissions to promote FAI aims and objectives in their special fields. They shall also seek to further the unity of all sports within FAI through implementation of the FAI statutes, By-Laws and Sporting Code. The Air Sport Commission relating to hang gliding (and paragliding) is known as the Commission International de Vol Libre (reflecting the French headquarters for FAI).

The role of CIVL is to:

- (a) seek to further the development of hang gliding and paragliding;
- (b) establish and maintain that Section of the Sporting Code relating to these sports including rules and criteria for records, FAI badges, safety at world sporting events, and technical standards; and
- (c) deal with all technical problems that concern flight safety, training, air space, equipment, records and sporting events;

The section of the sporting code relating to hang gliders and paragliders is known as FAI Sporting Code - Section 7. Copies of this FAI document are available from the HGFA office.

The Air Sport Commission covering the activities of weightshift microlights is the FAI Microlight Commission. The

AUF is the Australian organisation affiliated with this commission.

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2.2 Membership of HGFA

HGFA membership is available to all persons. Various classes of membership are available to suit differing needs as summarised in the table below and detailed in the paragraphs that follow.

	Full or Life Member	Associate Members			Affiliate Members
		Short Term Member	Trainee Member	Visiting Pilot Member	
Requirements for acceptance	Nomination form complete	Application form complete			Membership of an organisation affiliated with HGFA
	Agree to rules and regulations			Agree to rules and regulations	
	Paid fees to HGFA *	Paid fees to Instructor or HGFA		Paid fees to HGFA or HGFA Club	
	Nomination approved			Satisfactory credentials	
Privileges	Voting Rights	Issue of Student and/or Restricted or WM Pilot Certificate	Permitted to undergo training under supervision of HGFA Instructor	Issue of interim pilot certificates and endorsements	As detailed in the Operations Manual of the Affiliated Organisation
	Issue of Pilot Certificates and endorsements				
	Third party liability insurance cover				
	Operations Manual & amendment service	Initial issue Operations Manual		Issue of visiting pilots package	
	Copies of official publication	3 months issues of official publication			
Period of validity	Period for which fees are paid *	Four months	Three days	Four months	As determined by affiliated organisation
Renewal requirement	Payment of fees to HGFA by due date *		Not renewable	Fees paid to HGFA	
		Renewable once only		Renewable once a year	

* Life Members are not required to pay membership fees.

NOTE: The table is a summary of requirements only. See following sections for full details.

2.2.1 Full Membership

2.2.1.1 Requirements for Acceptance

Full HGFA membership is available to all natural persons:

- (a) who have been nominated for membership by way of the prescribed form;
- (b) who have agreed to be bound by the constitution and the rules and regulations of the Federation;
- (c) who have forwarded payment of the prescribed membership fees to the office of HGFA; and
- (d) whose nomination has been approved by the Executive Committee or as delegated by the Executive Committee.

2.2.1.2 Privileges

Full HGFA membership entitles a person to:

- (a) voting rights in determining the affairs of the HGFA;
- (b) the issue of Pilot Certificates, endorsements, awards and sporting licences where a person has satisfied the requirements for issue and/or renewal for such pilot certificates, endorsements and/or awards;
- (c) third party liability insurance covering activities relating to the operation of hang gliders, paragliders and/or weightshift microlights. A copy of the Certificate of Currency for the

insurance policy is included in the HGFA Management Procedures Manual;

- (d) an initial issue of the HGFA Operations Manual (including binder) and amendments to the Manual as issued from time to time; and
- (e) a copy of each issue of the official publication of the Federation.

2.2.1.3 Period of Validity

Unless membership is suspended or a member is expelled from the Federation, membership is valid for the period for which a member has paid the prescribed membership fees.

2.2.1.4 Requirements for Renewal

An applicant for renewal of membership shall forward full payment for membership fees to the HGFA office by the required payment date.

Additional fees may be payable for the reinstatement of privileges if membership lapses more than 60 days after the due date for membership fees.

NOTE: Where an applicant for Full Membership is a bona fide member of a family, residing at the same address as another family member who is a full member of HGFA; the applicant may apply for a reduction in the membership fee.

2.2.2 Life Membership

2.2.2.1 Requirements for Acceptance

Life membership is available to persons:

- (a) who have been nominated for Life Membership by a member of the association in writing;
- (b) who have agreed to be bound by the constitution and the rules and regulations of the Federations; and
- (c) whose nomination has been approved by the HGFA Management Board.

2.2.2.2 Privileges

Life membership entitles a person to:

- (a) voting rights in determining the affairs of the HGFA;
- (b) the issue of Pilot Certificates and endorsements where a person has satisfied the requirements for issue and/or renewal for such pilots certificate and/or endorsement;
- (c) third party liability insurance covering activities relating to the operation of hang gliders, paragliders and/or weightshift microlights. A copy of the Certificate of Currency for the insurance policy is included in the HGFA Management Procedures Manual; and
- (d) an initial issue of the HGFA Operations Manual (including

binder) and amendments to the Manual as issued from time to time.

2.2.2.3 Period of Validity

Unless membership is suspended, or a Life member is expelled or resigns from the Federation, Life membership is valid for the life of the member.

2.2.2.4 Requirements for Renewal

There are no renewal requirements for Life Membership.

2.2.3 Short Term Membership

2.2.3.1 Requirements for Acceptance

Short Term HGFA membership is available to persons undertaking instruction from approved HGFA instructors and:

- (a) whose name appears on the prescribed form;
- (b) who has agreed to be bound by the constitution and the rules and regulations of the Federation; and
- (c) who has paid the prescribed membership fees to the approved HGFA instructor.

2.2.3.2 Privileges

Short term HGFA membership entitles a person to:

- (a) the issue of a Student and/or Restricted or WM Pilot Certificates where a person has satisfied the requirements for issue for such pilots certificate and/or endorsement;
- (b) third party liability insurance covering activities relating to the operation of hang gliders, paragliders and/or weightshift microlights;
- (c) an initial issue of the contents of the HGFA Operations Manual; and
- (d) a copy of each issue of the official publication of the Federation that is published in the three month period following acceptance of short term membership.

Note: A copy of the Certificate of Currency for the insurance policy is included in the HGFA Management Procedures Manual.

2.2.3.3 Period of Validity

Unless membership is suspended, or a member is expelled from the Federation Short Term Membership is valid for a period of four calendar months from the date appearing on the application form.

2.2.3.4 Requirements for Renewal

An applicant for renewal of membership shall forward full payment for membership fees to the HGFA office by the required payment date. Short Term Membership may only be renewed once.

2.2.4 Trainee Membership

2.2.4.1 Requirements for Acceptance

Trainee membership is available to persons receiving instruction from approved HGFA instructors and:

- (a) whose name appears on the prescribed form;
- (b) who has agreed to be bound by the constitution and the rules and regulations of the Federation; and
- (c) who has paid the prescribed membership fees to the approved HGFA instructor.

2.2.4.2 Privileges

Trainee membership entitles a person to third party liability insurance covering activities relating to the operation of hang gliders, paragliders and/or weightshift microlights under the direct supervision of an approved HGFA instructor.

2.2.4.3 Period of Validity

Unless membership is suspended, or a member is expelled from the Federation, trainee membership is valid for a period of four calendar months from the date appearing on the membership application.

2.2.4.4 Requirements for Renewal

Trainee membership is NOT renewable and may not be reissued.

2.2.5 Visiting Pilot Membership

2.2.5.1 Requirements for Acceptance

Visiting Pilot HGFA membership is available to a visiting foreign pilot:

- (a) *whose name appears on the prescribed form;*
- (b) *who has agreed to be bound by the rules and regulations of the Federation;*
- (c) *who has presented satisfactory documentation establishing his credentials and experience regarding his ability to act as pilot in command of a hang glider, paraglider or weightshift microlight;*

Note: **This documentation should preferably be in the form of an International Pilot Proficiency Identification Card issued by the visiting pilot's governing body.**

- (d) *• who has passed an examination on the Rules of the Air and/or Principles of Flight, and*
 - if required by the HGFA Operations Manager, has undergone a check flight; and*
- (e) *who has paid the prescribed membership fees to the HGFA office.*

Note: *Where an Instructor Certificate is sought, the visiting Instructor must provide satisfactory documentation establishing his credentials and experience as an Instructor; fulfil all requirements of Section 7.5.2.2 (b), (e), (f), (g) and (k) or Section 7.8.2.1 (b), (g) and (h) of this Manual; and lodge an*

application form and the appropriate fee to the HGFA. The issue of an HGFA Flight Instructor Certificate (Level 1) may then be authorised by the HGFA Operations Manager.

2.2.5.2 Privileges

Visiting Pilot HGFA membership entitles a person to:

- (a) an initial issue of the HGFA Visiting Pilot Package;*
- (b) the issue of interim Pilot Certificates and/or Endorsements where a person has satisfied the requirements for issue for such pilots certificate and/or endorsement; and*
- (c) third party liability insurance covering activities relating to the operation of hang gliders, paragliders and/or weightshift microlights within Australia.*

2.2.5.3 Period of Validity

Unless the visiting pilot terminates their visit to Australia, or membership is suspended, or a member is expelled from the Federation, Visiting Pilot Membership is valid for a period of four calendar months from the date appearing on the application form.

2.2.5.4 Requirements for Renewal

An applicant for renewal of membership shall forward full payment for membership fees to the HGFA office by the required payment date. Visiting Pilot Membership may only be renewed once in any one calendar year.

2.2.6 Affiliate Membership

2.2.6.1 Requirements for Acceptance

Affiliate membership is available to persons who are members of an organisation that is affiliated with HGFA.

2.2.6.2 Privileges

The privileges of affiliate membership are as set out in the Operations or other Manuals of the affiliated organisation.

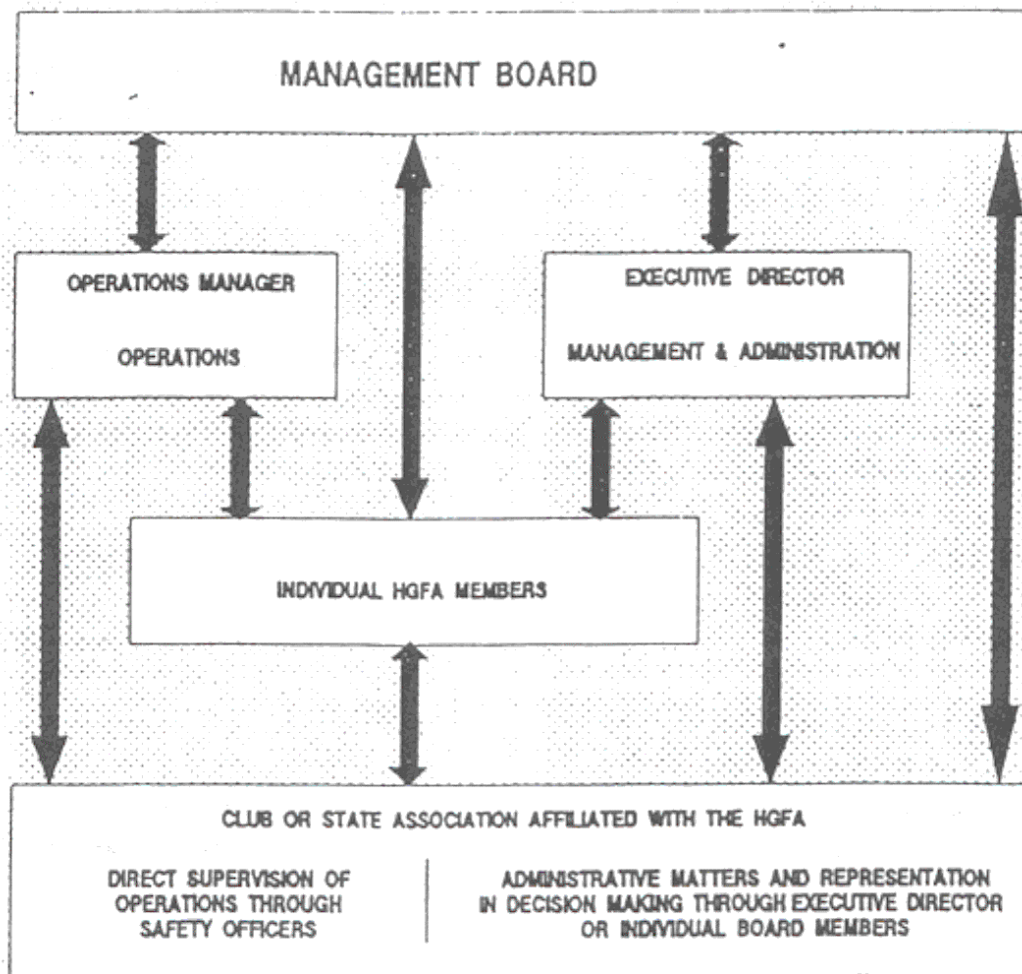
2.2.6.3 Period of Validity

Unless membership is suspended, or a member is expelled from the Federation or the affiliated organisation, affiliate membership is valid for the period set out in the Operations or other Manuals of the affiliated organisation.

2.2.6.4 Requirements for Renewal

An applicant for renewal of affiliate membership shall forward full payment for membership fees to the office of the affiliated organisation by the required payment date.

2.3 The Organisation of HGFA



The HGFA is organised into two distinct functional groups. These functional groups are:

(a) Management and Administration

The day to day administration of the HGFA is the responsibility of the Executive Director who functions in accordance with broad policy guidelines issued by the HGFA Executive Committee.

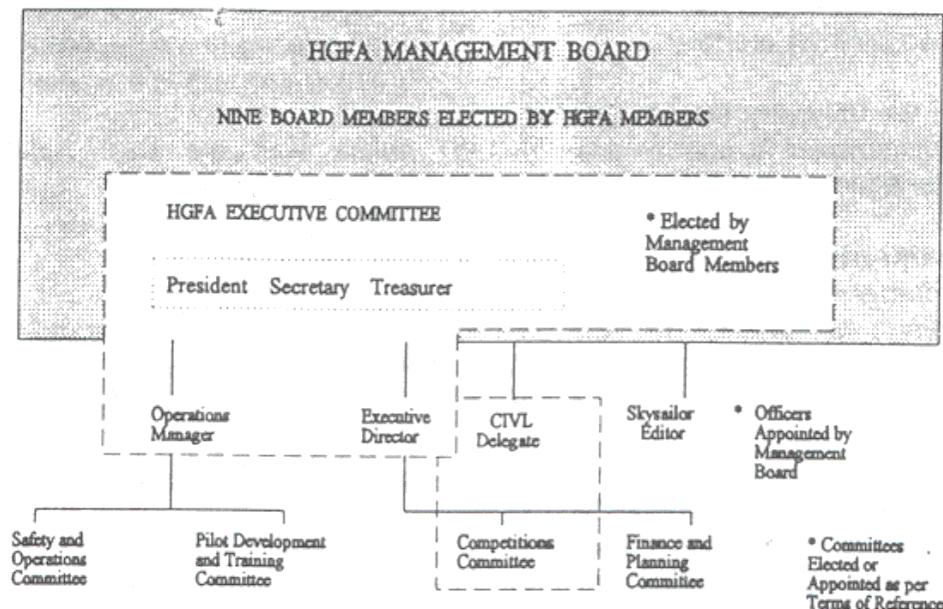
(b) Operations

The day to day flying operations of HGFA members including training and coaching and all matters relating to the safety of operations is the responsibility of the HGFA Operations Manager.

The relationship and interaction between these officers and the various functional groups within HGFA is shown in the diagram above.

2.3.1 HGFA Management Board

The HGFA Management Board consists of nine member representatives elected by HGFA members. The Management Board elects a President, Treasurer and Secretary who together with the Operations Manager and the Executive Director form the Executive Committee.



The basic objectives and functions of the Management Board are to:

- (a) **ensure** that the Federation operates in accordance with its Constitution, statutory obligations and in the best interests of its members;
- (b) **ensure** that standards and procedures are in place that allow hang gliding and related sports reasonable access to airspace and that the sport is conducted in a manner that provides an acceptable level of safety; and
- (c) **approve** plans for the continued viable development of hang gliding and related sports.

Full details of the responsibilities of the Management Board and the elected office holders are included in the HGFA Management Procedures Manual.

The Management Board is assisted in its task by the Operations Manager, the Executive Director and a number of Officers and Technical Committees.

In general these Officers and Technical Committees have delegated authority to discharge the tasks for which they are responsible with a minimum of supervision and/or approval from the Management Board. This delegation is set out in written terms of reference.

2.3.2 HGFA Officers

There are four officers as detailed in the paragraphs below.

2.3.2.1 Executive Director

The basic objectives and functions of the Executive Director are to:

- (a) **seek to fully implement** the development plan as approved by the Management Board;
- (b) **implement** professional administration procedures including assistance to the treasurer in the financial management of the affairs of HGFA;
- (c) **liaise** with the Australian Sports Commission, The Australian Sport Aviation Confederation and the Confederation of Australian Sport; and
- (d) **liaise** with the Civil Aviation Safety Authority on matters other than those relating to operations and standards.

Full details of the terms of reference for this officer are included in the HGFA Management Procedures Manual.

2.3.2.2 Operations Manager

The basic objectives and functions of the Operations Manager are to:

- (a) **ensure** operational standards and procedures are developed and maintained;
- (b) be **responsible** for the overall control and supervision of operations of hang gliders, paragliders and weightshift

microlights and **seek to ensure** that these operations satisfy the requirements of the Civil Aviation Regulations and relevant Civil Aviation Orders;

- (c) **assist** the Executive Director in the **implementation** of those programs in the development plan relating to safety, coaching, training and operations; and
- (d) **liaise** with the Civil Aviation Safety Authority on matters relating to operations and standards.

Full details of the terms of reference for this officer are included in The HGFA Management Procedures Manual.

2.3.2.3 Skysailor Editor

The basic objective and function of the Skysailor Editor is to produce the Official Publication of the Federation (known as "Skysailor") in accordance with requirements determined by the Management Board.

Full details of the terms of reference for this officer are included in The HGFA Management Procedures Manual.

2.3.2.4 CIVL Delegate

The basic function of the CIVL delegate is to represent the views of HGFA and Australian pilots at meetings of the Commission International de Vol Libre.

The relevance to hang gliding of this committee is mainly due to its role in the setting of standards and requirements for international competitions and record attempts.

Full details of the terms of reference for this officer are included in The HGFA Management Procedures Manual.

2.3.3 Technical Committees

There are four standing technical committees as detailed in the paragraphs that follow.

Ad hoc subcommittees are established from time to time to address specific issues.

Other than work performed by the Executive Director and the Operations Manager, all routine work performed by these committees is on a voluntary basis, although on occasions work of a special nature is performed under contract.

2.3.3.1 Safety and Operations Committee

The basic objectives and functions of the Safety and Operations Committee are to:

- (a) **assist** with the development and implementation of procedures and instructions necessary to ensure the safe operation of hang gliders, paragliders and weightshift microlights;
- (b) **foster** and **encourage** the safe operation of hang gliders, paragliders and weightshift microlights for educational, recreational and research purposes;
- (c) **assist** the Operations Manager in the overall control and supervision of the requirements of the relevant Civil Aviation Orders as they relate to hang gliders, paragliders and weightshift microlights;
- (d) **develop** and **implement** airworthiness standards for hang

gliders, paragliders and non-certified weightshift microlights;

- (e) **develop** and **implement** airworthiness standards for accessories and equipment associated with hang gliders, paragliders and weightshift microlights; and
- (f) **assist** with the development and implementation of procedures, instructions and airworthiness standards necessary to ensure the safe operation of ultralight gliders in conjunction with the Gliding Federation of Australia.

Full details of the terms of reference of this committee are included in The HGFA Management Procedures Manual.

2.3.3.2 Pilot Development and Training Committee

The basic objectives and functions of the Pilot Development and Training Committee are to:

- (a) **assist** the Operations Manager 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 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.

Full details of the terms of reference of this committee are included in The HGFA Management Procedures Manual.

2.3.3.3 Competitions Committee

The basic objectives and functions of the Competition Committee are to:

- (a) **manage, promote and coordinate** the competitive and participatory aspects of the sports of hang gliding, paragliding and weightshift microlighting with due regard to safety; and
- (b) **coordinate and promote** the competitive aspects of the sport(s) at regional, national and international levels; and
- (c) **maintain communication** with the FAI, the HGFA Management Board and HGFA members.

Full details of the terms of reference of this committee are included in The HGFA Management Procedures Manual.

2.3.3.4 Finance and Planning Committee

The basic objectives and functions of the Finance and Planning Committee are to **assist** the Executive Director to:

- (a) **implement** financial and general management policy, to ensure adoption of overall policy direction as determined by the HGFA Management Board;

- (b) **determine, maintain and control** the HGFA Development Plan Budget;

- (c) **implement and maintain** HGFA Management Board policy in regard to specific projects and programs, including Skysailor magazine, site procurement and Volunteer Involvement Programs; and

- (d) **promote** HGFA sports through securing and utilising sport and event sponsorship.

Full details of the terms of reference of this committee are included in The HGFA Management Procedures Manual.