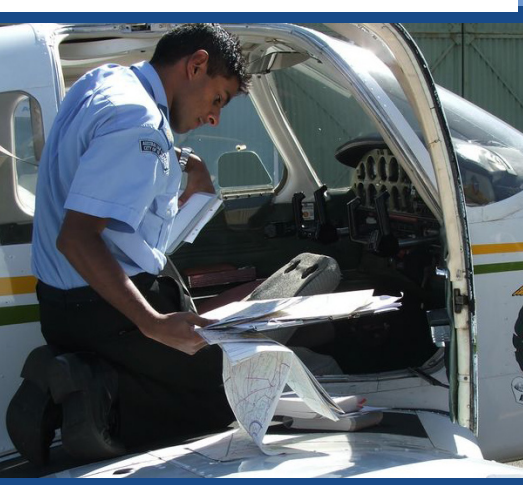




Australian
Air League Inc.

OUR FUTURE
Fun, Friendship, Flying



AUSTRALIAN AIR LEAGUE
STRATEGIC
PLAN 2015-2020

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CONTENTS

Forward	1
Introduction	2
Membership snapshot	3
Current environment	4
The need for strategy	5
What the terms mean	6
Components of strategy	7
Air League Success Factor 1	10
Air League Success Factor 2	11
Air League Success Factor 3	12
Air League Success Factor 4	13
Air League Success Factor 5	14
Air League success Factor 6	15
National alignment	16
Alignment – Group level	17
Alignment – Squadron level	18
Strategy and performance	19
Six communication strategies	20
What can you do?	21
Planning charts	22
Supporting Resources and Council Leaders	29
Appendix 1 – Environmental analysis	30
Appendix 2 – Shortened version – Mission & Aims	32

FORWARD



In April 2014 the Australian Air League celebrated its 80th Anniversary; a time when current and past members rightly looked back with great pride on eight decades of achievement and contribution to the development of our nations' youngsters.

The Air League is a remarkable organisation, one that has stood the test of time and remained true to its Aims and Objectives, helping thousands of boys and girls to engage in their passion for flying, friendship and fun. Many of our former members are now located all over the world, they have achieved great things, and the national value of our organisation was recognised in 2014 when the current Governor General of Australia attended the 80th Anniversary Review.

Notwithstanding these successes, since 1934 the world has changed markedly and youth organisations such as the Air League have become confronted with a wide range of challenges. For example, a growing decline in adult volunteers, increasing age profile of uniformed members, more competition from other forms of youth pastime and changes in what society values. These issues confront us all and are ever-present. Today, nothing can be taken for granted and even a solid legacy cannot guarantee anyone future success.

To tackle these issues, and set a new course for success, highly effective organisations try to anticipate the future and engage in a process of long-term planning. Moreover, these organisations take great care to align their efforts with an overarching vision of the future and corresponding action plan for getting there. These thoughts are central to the purpose of this publication.

I encourage all members to read this document, engage with the content and look forward with pride on how you can take our organisation forward – at Group, Wing or Squadron levels.

Ian Rickards, LM, DSA and Bar, MSA
Chief Commissioner and Chief Executive

INTRODUCTION

Our Future: Fun, Friendship, Flying is a strategic document that provides Air League members with a unique opportunity to develop the potential of the organisation and encourages all adults, especially those in leadership positions, to collaborate in planning for longer-term success.

In addition to planning, this publication is about communications, leadership and above all a 'call to action'. Embedded within the following pages are strategies and frameworks that will provide a mechanism for shaping the future success of the Air League. The focus is particularly directed towards achieving a range of outcomes, or success factors, which are thought to be critical at this point in time.

These days, no organisation can move forward without a strategy, or at least some fundamental idea of where it wants to be in the years ahead. The Air League operates in uncertain times and no longer can we rely solely on past performance as a template for the future. Expending effort to retain the status quo is risky and to survive another eighty years, we must learn to be agile, self-aware, progressive and above all open to change. Planning strategy is therefore not a process to replace current policy, but rather an enabling platform on which future projects and plans can be launched. This document covers six stages:

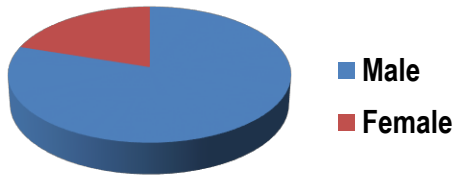
- An appraisal of the current situation
- The need for strategy.
- Components of strategy.
- Air League Success Factors and Indicators of Success.
- Group and Squadron alignment.
- Communication strategies and action plans.

Strategy and Plans

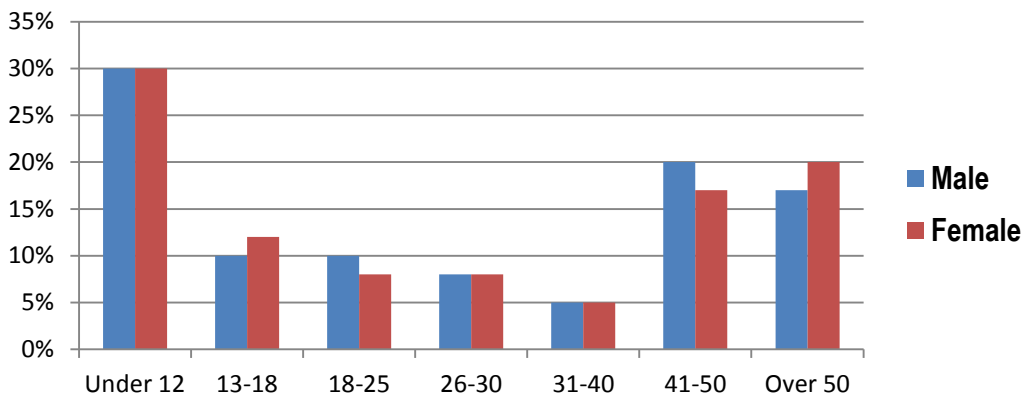
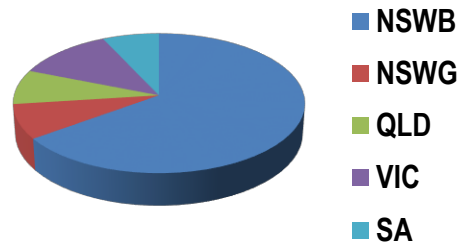
Remember, strategic planning is a way of defining an organisation's long-term intent - making key decisions on the important issues and allocating resources. No strategy is perfect, but senior leaders within an organisation such as the Air League make informed judgements on the basis of available information at the time and practical feedback obtained from real-world experiences.

MEMBERSHIP SNAPSHOT

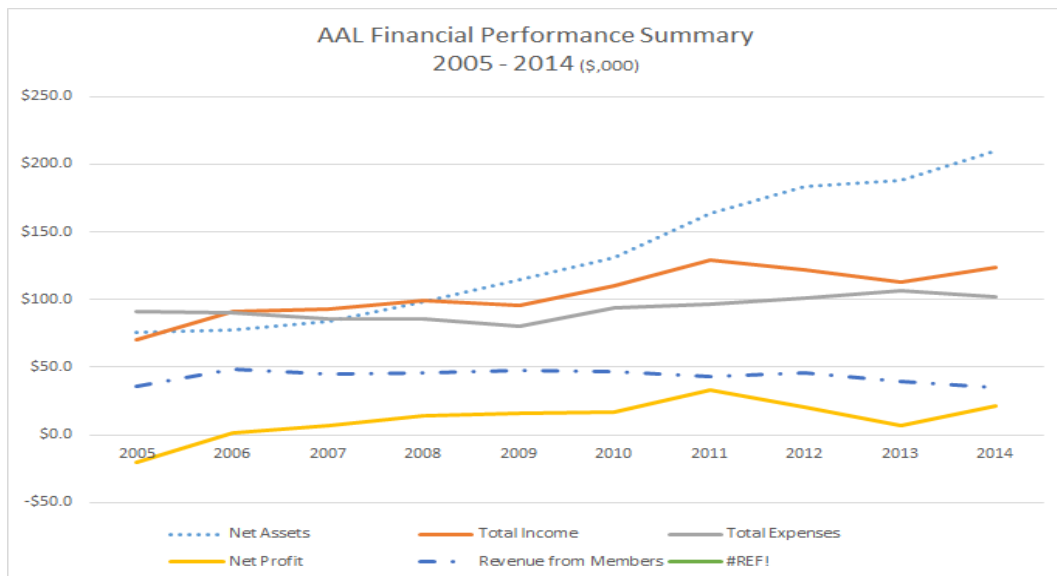
Gender



Group



Age Profile of Membership (June 2015)



Financial Performance

CURRENT ENVIRONMENT

OVERVIEW

Firstly, we should recognise the many achievements of the Australian Air League. Remaining successful for almost eighty years is a remarkable feat and full credit should be given to the many long-serving Officers, Branch Officials and Cadets who have brought the organisation to this point in time – both presently serving members and those who have now retired. However, notwithstanding this successful legacy, the Air League of today is facing new issues, not present in the past, but very real and a challenge to our future. Overcoming these issues will be pivotal to securing our place in Australian society for another eighty years.

To remain successful, modern organisations scan their operations frequently to identify current changes in their internal and external environments. Therefore, in preparing this document, we have used information, observation and feedback from a selection of stakeholders to establish our most pressing needs. We have looked at trends and evaluated how we compare with other organisations. This process of consultation will continue and will be woven-in to agreed action plans and new priorities. This document aims to tackle several issues:

- The organisation must continue to grow.
- Adult volunteer numbers are reducing and the diverse skill base of our newer Officers will require extensive learning and development.
- Adult volunteers are more transient and less likely to stay in the same organisation for decades.
- The 'youth organisation' market is highly competitive and youngsters, or parents, have a wide range of activities to choose from.
- Our systems and processes need to keep-up with new technology.
- It is becoming more difficult to raise money from a community that is largely unaware of the Air League.
- In a more flexible and liberated society our uniform, rank structure and way of operating may seem less relevant to modern parents who have little experience of highly structured and uniformed organisations.
- We need to find innovative ways of retaining older cadets and transforming them into energetic and dedicated junior officers.
- We need to constrain policy, structure and systems to meet our needs.

THE NEED FOR STRATEGY

WHAT IS STRATEGY?

Every organisation needs a strategy or plan for the future and the Air League is no exception. Strategy is a term used to define the longer-term aspirations of an organisation, normally expressed as the vision, mission and objectives; and more often than not, a detailed plan to provide people with clear direction.

This strategic plan is a collaborative document that sets-out in clear language what tasks have to be achieved over a given period of time and allocates key people to take charge for ensuring these tasks are undertaken. In the case of the Air League, the Chief Commissioner and the Federal staff have taken responsibility for initiating strategy and this work is undertaken in consultation with the Council of the Air League, including Group Executive Commissioners.

In simple terms, our strategy defines 'what we do', 'for whom we do it' and 'how we know we have excelled'. In a fast-changing world, strategy can be fluid and change over time, so most organisations set a period of three years before carrying out a further review. Appendix (A) shows an environmental analysis chart of the Air League's perceived strengths, weaknesses, opportunities and threats.

WHY WE NEED A STRATEGY

There are three compelling reasons why the Air League needs a strategy:

- The Air League has to ensure it stays connected with changes in society, especially trends in youth education and development; and then set plans to accommodate these changes.
- The Air League has to ensure it continues to serve air-minded youth in a way that reflects contemporary developments and stays ahead of the increasing competition with high quality and reliable offerings.
- The Air League has to ensure financial viability, public acceptability and deal with the succession of new, talented officers to safeguard the future of the organisation.

WHAT THE TERMS MEAN

AIMS and OBJECTIVES

Key statements of what the organisation intends to achieve.

AIR LEAGUE SUCCESS FACTORS (ALSF)

Things an organisation must do particularly well in order to achieve the Aims.

MISSION

A short statement that captures the overall purpose of our organisation.

OWNER

The Senior Officer responsible for ensuring the Air League Success Factor and Performance Indicators are achieved.

PERFORMANCE INDICATORS

These are defined measures of achievement, progression and performance.

STRATEGIC

A longer-term plan of action that maximises the use of resources, anticipates the future, manages risk, outplays the competition and ensures survival.

STRATEGY

The plans and processes used to achieve the Vision, Aims and Success Factors.

VALUES

Behaviours that communicate what people in our organisation stand for.

VISION

A longer term forecast or aspiration of how the organisation sees itself in the years ahead.

COMPONENTS OF STRATEGY

VISION

The Vision: outlines what the Australian Air League wants to be, or how it wants to be seen in the external world. The Vision is intended to be a source of inspiration and provides a direction for future plans and actions.

We aspire to become the most successful voluntary youth organisation in Australia for aviation-minded boys and girls; respected as the primary school of aviation

AIMS AND OBJECTIVES

The Australian Air League has five aims:

- To foster and develop a spirit of aviation in the youth of Australia.
- To collect, collate and disseminate information on the history, progress and development of all branches of aviation and aerospace throughout the world for the purpose of instructing its members by lectures, demonstrations, practical involvement and otherwise.
- Provide effective opportunities for the personal, physical and social development of members by promoting good citizenship and encouraging self-discipline, ingenuity, resourcefulness and self-reliance.
- To establish squadrons of the Australian Air League Incorporated throughout Australia and to constitute rules and by-laws for their operation.
- To collaborate with organisations and businesses to promote an awareness of the Australian Air League.

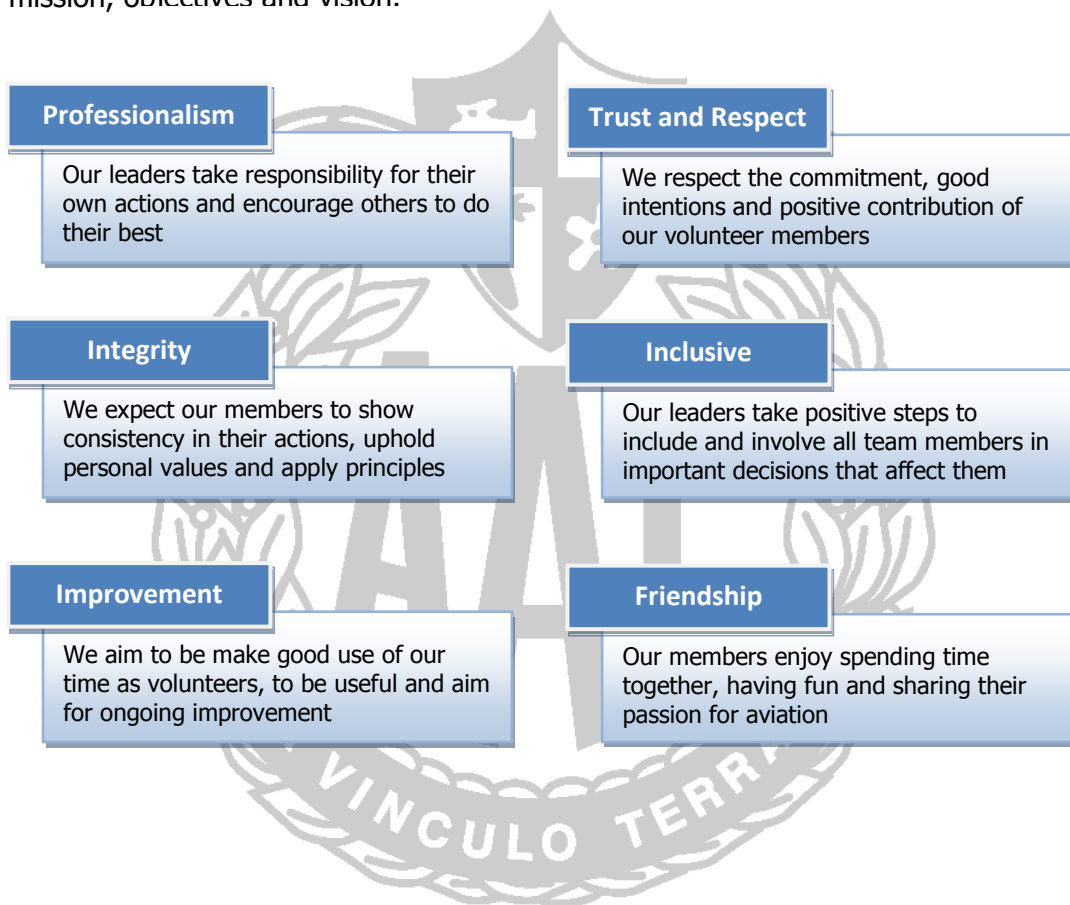
MISSION

The Mission: defines the fundamental purpose of the Australian Air League, why it exists and what it does to achieve the Vision.



AIR LEAGUE VALUES

Values: represent beliefs that are shared among members of an organisation and drive the organisation's culture and priorities. These values further act as a moral compass and define how members behave when working towards the mission, objectives and vision.



AIR LEAGUE SUCCESS FACTORS (ALSF)

Air League Success Factors: are key activities or results; things the organisation NEEDS OR WILL HAVE TO UNDERTAKE, in order to achieve the Vision. ALSFs are the main building blocks of a successful strategy and are defined after a detailed analysis of the internal and external environments has been undertaken. There are many techniques for analysing the environments in which the Air League operates and later in this document some of the key issues are detailed using a Strengths, Weaknesses, Opportunity and Threats analysis, more commonly known as SWOT (Appendix A).

Indicators of what success will look like

The Federal Commissioners have identified SIX critical success factors for immediate attention. These are shown in more detail on pages 9 to 14:

ALSF1 – ORGANISATIONAL PERFORMANCE

We will have sustainable growth and financial viability

ALSF2 – CADET ENGAGEMENT

We will gain commitment by engaging and satisfying cadet members.

ALSF3 – ADULT CAPABILITY

We will have committed and capable adult leaders

ALSF4 – ADMINISTRATION EFFICIENCY

We will have efficient and effective administration systems

ALSF5 – PERSONAL DEVELOPMENT

We will contribute to the education, development and wellbeing of all members.

ALSF6 – COMMUNITY ENGAGEMENT

We will have close relations with the Community in which we operate.

FEDERAL PLANS

These are specific, realistic and measurable actions to drive the achievement of each Air League Success Factor.

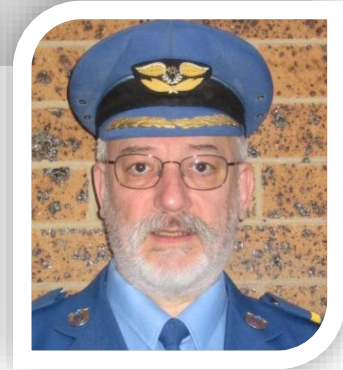
AIR LEAGUE SUCCESS FACTOR 1

ORGANSATIONAL PERFORMANCE

We will have sustainable growth and financial viability



Chief Comr. Ian Rickards



Comr. Ray King

PRIMARY OWNER: Chief Commissioner

CO-OWNER: Federal Operations Commissioner

INDICATORS OF SUCCESS

- League membership will increase year-on-year.
- Membership retention rates will increase at all levels.
- Financial performance and accounting ratios will be positive.

FEDERAL PLANS

- Develop a set of membership exit management procedures involving such features as exit surveys and reduced re-joining fees, with the aim of understanding the reasons for exits and taking positive steps to impact the factors causing them.
- Develop a targeted recruitment model utilising details of Associate and Potential members.
- Regularly monitor and adjust income stream settings in order to mitigate operational losses in a rapidly rising operational cost environment.

AIR LEAGUE SUCCESS FACTOR 2

CADET ENGAGEMENT

We will gain commitment by engaging and satisfying cadet members



Comr. Cameron Shaw



Comr. James Dixon

PRIMARY OWNER: Federal Air Activities Commissioner

CO-OWNER: Federal Field Commissioner

INDICATORS OF SUCCESS

- Retention rate of older cadets between the ages of 15-18 will increase.
- Squadrons can demonstrate sustainable high levels of attendance.
- More cadets will have the opportunity to fly and experience air activities.

FEDERAL PLANS

- Investigate the roll out of an AAL "virtual airline" concept which will engage cadets through technology.
- Research and source financial avenues to allow more access to our members for flight and aviation based activities.
- Through consultation with the Cadet of the Year Action Group, identify opportunities to keep cadets interested with fresh ideas originating from younger like-minded members.

AIR LEAGUE SUCCESS FACTOR 3

ADULT LEADERSHIP

We will have committed and capable adult leaders



Comr. Tom Short



Comr. Brian Grinter

PRIMARY OWNER: Federal Training Commissioner

CO-OWNER: Federal Marketing / PR Commissioner

INDICATORS OF SUCCESS

- Every Officer will partake in ongoing training appropriate to their rank and appointment.
- Older cadets and NCOs will be inspired and transfer to become an Officer.
- Officers will be willing and able to offer leadership across diverse activities.

FEDERAL PLANS

- Embed Officer Development Program across the organisation (Stages 1-4)
- Develop Officer training resources for Squadron Appointments (Stage 5)
- Develop a knowledge base of online training and development resources
- Enhance NCO Training Handbook and other learning resources
- Develop and introduce an Advanced Leadership Program for OC Squadrons

AIR LEAGUE SUCCESS FACTOR 4

ADMINISTRATION EFFICIENCY

We will have efficient and effective administration systems



Comr. Ray King



Chief Comr. Ian Rickards

PRIMARY OWNER: Federal Operations Commissioner

CO-OWNER: Chief Commissioner

INDICATORS OF SUCCESS

- Membership data will be manipulated and handled effectively
- Paperwork will be reduced and processes transferred to online options.
- The timeliness and accuracy of paperwork and administration will improve.

FEDERAL PLANS

- Maintain and upgrade the on-line Air League Manual system which allows for Instructions to be immediately implemented rather than issued on paper.
- Complete the implementation of, and continue to enhance the national online membership system whilst taking steps to enable and encourage Squadrons to use it correctly.
- Remove unnecessary paperwork, duplication and process repetition by developing processes, building upon the on-line membership system, to automate production and transmission of information, currently achieved by using paper-based forms.

AIR LEAGUE SUCCESS FACTOR 5

PERSONAL DEVELOPMENT

We will contribute to the education, development and wellbeing of members



Comr. Andrew Dennis



Comr. James Dixon

PRIMARY OWNER: Federal Education Commissioner

CO-OWNER: Federal Field Commissioner

INDICATORS OF SUCCESS

- Members will demonstrate educational progress and achievement.
- Members will gain recognised qualifications.
- Members will be able to demonstrate internal progression within the Air League.

FEDERAL PLANS

- Review education and field badges for relevance and currency
- Review and rewrite as necessary all knowledge-based assessments
- Establish systems to monitor education participation and results
- Improve the educational success rate of members and rate of progression

AIR LEAGUE SUCCESS FACTOR 6

COMMUNITY ENGAGEMENT

We will have close relations with the Community in which we operate



Comr. Brian Grinter



Comr. Cameron Shaw

PRIMARY OWNER: Federal Marketing / PR Commissioner

CO-OWNER: Federal Air Activities Commissioner

INDICATORS OF SUCCESS

- We will be able to demonstrate increased coverage in the media.
- We will be able to show increased participation in community activities.
- Squadrons will engage in community activities and inter-organisational fellowship events.

FEDERAL PLANS

- Increase community exposure through media outlets aimed at the broader community.
- Develop community engagement handbook and resources.
- Encourage all States to take part in community activities targeted at publicity both local and nationally.

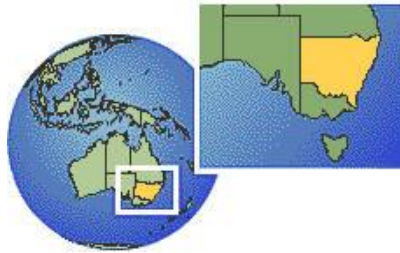
NATIONAL ALIGNMENT

Group Executive Commissioners

BOYS GROUP



Comr. Ray Bell, OAM

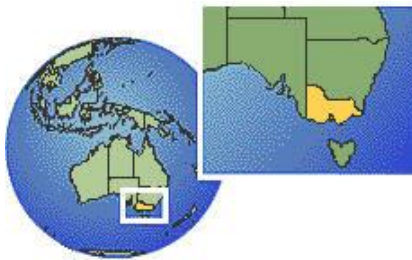


GIRLS GROUP



Lt Comr. Robyn McKenzie

VICTORIA GROUP



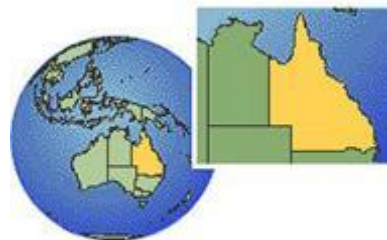
Lt Comr. Adrienne Fleming



Chief Comr. Ian Rickards



SA WING



QUEENSLAND GROUP

ALIGNMENT – GROUP LEVEL

How Group activities align with the national strategy

Group activities align with the strategic direction and frequently impact on more than one success factor, due to the general nature of these events.

Activity	1	2	3	4	5	6
Group Reviews		•				•
Training Camps		•	•		•	
Group Council meetings	•		•	•		
Ceremonial Church Parades		•	•			•
Air Activity Days		•			•	
GP Selection Boards			•	•		
Promotional Days		•				•
Uniform supplies	•			•		
Processing of NCO assessments				•	•	
Processing of Education and Field badges				•	•	
Partaking in Federal Committees	•	•	•	•	•	•
	3	6	5	6	5	4

How Group Officers can help Wing and Squadron OCs

The Group and Wing Councils have a vital part to play in the implementation of this strategy. In addition to maintaining the implementation of policy and overseeing the various procedures necessary to run the Air League on an operational basis, Group Staff Officers (GSOs) can assist OC Wings and OC Squadrons to align their actions with the Federal strategy. Only by working together as a national team can we achieve our Vision, Aims and Mission for the next generation of members. Group staff can help by:



- Explicitly supporting the Federal Strategic Direction.
- Encouraging OC Squadrons to develop an annual plan (p.19).
- Ensuring each squadron activity addresses at least one success factor.
- Providing training and development on strategy for new OCs.
- Conducting review processes to help and monitor progress.

ALIGNMENT – SQUADRON LEVEL

Squadron planning can contribute substantially to the strategic direction by ensuring that training activities and squadron events are aligned with the Air League Success Factors. In doing this they the organisation achieves its vision and strategic goals. Examples are shown in the following table.

Activity	1	2	3	4	5	6
Fundraising activities	•					
Recruitment events	•					
Budget for costs and expenditure	•					
Term and annual fees are paid	•					
Well-balanced training program		•				
Group outings, camps, air shows		•				
Projects, sports and games		•				
Air Activities – flying, gliding		•				
Officer Development Program			•			
Instructor skills training			•			
Staff training events and camps			•			
Coaching and mentoring for Officers			•			
Timely processing of administration				•		
Accurate record and book keeping				•		
Use of Dropbox and/or Mail Chimp IT tools				•		
Database and Mail merges				•		
Attainment of education badges					•	
Use of guest speakers in training programs					•	
Create a detailed weekly training program					•	
Arranging visits to aviation establishments					•	
Taking part in parades and ceremonies						•
Pageants, summer fairs and exhibitions						•
Community service and charity events						•
Networking and building alliances						•

Six detailed planning templates are included on pages 23-29, and once familiar with this process, it will become clear that many activities contribute to more than one success factor...and help to focus effort.

STRATEGY AND PERFORMANCE

What activities can squadrons plan and measure?

Getting started is straightforward. First, the OC and Squadron Officers must decide what outcomes the Squadron wants to achieve in the next 12 months, agree on dates and then plan how these goals will be accomplished. Cadet NCOs should be consulted and this process can be undertaken at the beginning of each year under the leadership of the OC Squadron. Progress can be monitored at monthly Officer and NCO meetings to ensure the plan is on-track. Ideally, targets should be measurable, achievable and realistic – otherwise members will not engage with the plan. Longer-term (or strategic) plans do not have to be complicated or over-detailed, but they should align with the Air League Success Factors for maximum impact.

EXAMPLE SQUADRON - ANNUAL PLAN	(ALSF)
✓ Raise \$4,000 for the Squadron fund	(1)
✓ Increase Squadron membership by 10%	(1)
✓ Recruit and train one new Officer	(3)
✓ Cadets to achieve two badges per term	(2)(5)
✓ Fly in Gliders and Powered aircraft	(2)
✓ Attend two ceremonial parades	(2)
✓ Arrange one Training Camp	(2)(3)
✓ Attend an air show each year	(2)(6)
✓ Take part in the Group Review	(2)(3)
✓ Attend two community service events	(2)(6)
✓ Achieve 80% attendance on parade nights	(2)(4)
✓ Cadets achieve DP3 badge within 6 months	(2)(5)
✓ Create a squadron database	(4)
✓ Train NCOs how to instruct cadets	(2)(3)

SIX COMMUNICATION STRATEGIES

Officer, Branch and NCO meetings

Face-to-face meetings with Officers, Branch and NCO members are probably the best way to communicate the Air League Strategic Direction. Face-to-face meetings allow members to ask questions, engage with the underpinning concepts and help formulate local plans.

Briefings for cadets

All members need to be aware of how they can help their Squadron, Wing and Group to progress the strategy – though the language used will need to be kept plain for younger cadets. Cadets can help achieve success by engaging in activities, attending regularly and staying in membership for many years.

Become a role model

Younger members will look to their local leaders when gauging the significance of this strategy. Everyone needs to be on-board and openly show enthusiasm.

Celebrate good performance

When Cadets or Officers achieve results in a given area, OC's and the adult staff should take time to celebrate and value the excellent performance.

Visual displays

Use noticeboards, the Internet, Facebook and other media to display information needed to achieve the strategy and how performance is progressing.

Encourage feedback

Use the various communication channels to gather feedback from all members on progress, new ideas, challenges and other issues. Pass-on this feedback to your Squadron, Wing or Group officers.

WHAT CAN YOU DO?



Personal planning

This space is intended for you to make a commitment. Detail below some key actions you can undertake to ensure the Air League Strategic Direction is achieved.

	Action
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Squadron planning (using Strengths, Weaknesses and Goals)

Use this analysis tool to put your squadron under the microscope and examine a range of activities or considerations against each of the six Air League Success Factors.

First, identify your Squadron's current performance and rate on a scale as:

6 or 5	yes, good, always, many	●
4 or 3	fair, few, sometimes, few	●
2 or 1	poor, none, no, never	●

Next, identify an activity or action that will enable improvement. Sometimes a higher rating in one area presents an opportunity in a lower area. Finally, set a goal for making an improvement in the areas rated as lower (2 or 1).

- Step 1** Identify the strengths or weaknesses of your unit
- Step 2** Assess the level of current performance in the chosen areas (6 to 1)
- Step 3** Make plans for improvement and set future goals or targets
- Step 4** Review the goals throughout the year and celebrate improvement

Source: Gp Comr Pam Price, MSA – NSW Girls Group



ALSF No.1 – We will have sustainable growth and financial viability

	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Location of meeting hall is suitable							
2	Meeting hall facilities are acceptable							
3	Cost of rent and upkeep is acceptable							
4	Financial support is gained from other organisations							
5	Resources available from other organisations							
6	Annual budget shows income and expenditure							
7	Resources are available from parents							
8	PA resources and equipment are available							
9	Air activities resources are available							
10	Drill and Flag equipment are available							
11	Band equipment is available (if needed)							
12	Admin equipment and stationery are available							
13	Fundraising resources and plan are available							
14	Recruitment and PR resources are available							
15	Treasurer reporting is up-to-date							

ALSF No.2 – We will gain commitment by engaging and satisfying cadet members

	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Partake in inter-squadron competitions							
2	Retain cadets							
3	Able to attract and recruit new cadets							
4	Cadet and NCO attendance is high							
5	Officer, NCO and cadet interaction is positive							
6	Team spirit and overall morale is high							
7	Weekly training program is available							
8	Weekly training activities are balanced							
9	Weekend camps and outings take place							
10	Cadets participate in fundraising							
11	Activity days and social events take place regularly							
12	Cadets participate in recruitment events							
13	NCOs seek and obtain feedback from cadets							
14	Cadets are briefed regularly on plans and events							
15	Cadets see the Term Plan well in advance							

ALSF No.3 – We will have committed and capable adult leaders

	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Officers have sound knowledge and skills							
2	Officers contribute and attend regularly							
3	Officer training sessions are held							
4	Officer teamwork and morale are high							
5	Duties are delegated to Branch members							
6	Officers are trained for Squadron appointments							
7	NCOs attend and contribute as leaders							
8	NCO training sessions are held regularly							
9	NCOs have sound knowledge and skills							
10	Officers meet regularly to plan ahead							
11	Officers delegate work to NCOs when able							
12	Officers act as positive role models							
13	Officers contribute to fundraising							
14	NCOs meet regularly							
15	Inter-squadron adult collaboration is positive							

ALSF No.4 – We will have efficient and effective administration systems

	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Instructions and Circulars are passed-on							
2	Squadron Routine Orders are used							
3	Database, records and files are up-to-date							
4	An annual Squadron plan is communicated							
5	Register of assets is maintained							
6	Uniform supply and payment system is maintained							
7	Invoices are processed on time							
8	Form 17 and 17a systems are maintained							
9	All Branch positions are filled							
10	Branch meets monthly and minutes are kept							
11	Annual subscriptions are paid on time							
12	All forms are completed, processed and submitted correctly							
13	Parade term fees are paid on time, in full							
14	Accurate recording, receipting and banking of all monies received							
15	Adjutant and Treasurer work together							

ALSF No.5 – We will contribute to the education, development and wellbeing of members

	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Cadets are involved in choosing appropriate Badges and education courses							
2	Education records are maintained and up-to-date							
3	Form 28s are completed correctly and submitted							
4	Each instructor has a copy of the Instructors Handbook							
5	Instructor training is held							
6	Instructors keep records of class progress							
7	Classes are offered a in range of Education, Field, Air Activities and PA badges							
8	Excursions are held to support classes (Observatory, airport, museum etc.)							
9	Parent and guest instructors are invited to assist							
10	Family excursions and camps are held							
11	Financial assistance to families for camps, uniforms and transport (where possible)							
12	Cost of Annual Subs, Ed. Books, rent, built into Parade Night Fees to lessen family impact							
13	2 nd hand uniform pool & pay-as-you-wear scheme available (where possible)							
14	Fund raising revenue is shared among participating members							
15	Authority cards are checked from time-to-time							

ALSF No.6 – We will have close relations with the Community in which we operate

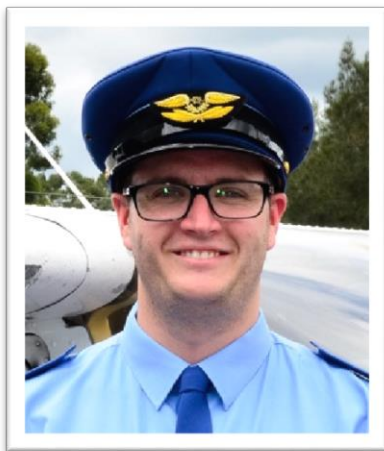
	Squadron operation(s)	6	5	4	3	2	1	Improvement goal
1	Knowledge of local service clubs (RSL, Lions, Rotary, Shire/ Municipal Council etc.) is available							
2	Assistance is offered to and sought from local service clubs							
3	Squadron participates in local parades and festivals							
4	Participation in national community service events (Red Shield Appeal, Relay for Life)							
5	Knowledge of, and participation in, local grants and awards schemes							
6	Squadron collaborates with other local youth organisations							
7	Information days are held in appropriate local locations							
8	Fund raising is conducted to support community organisations (local hospital children's ward)							
9	Posters and flyers are placed in local libraries and community centres							
10	Assistance is offered to local community events (festivals, air shows, displays)							
11	Guest speakers are invited from local emergency service groups (SES, Ambulance, Fire Brigade)							
12	Assistance is sought from local emergency service groups for Public Speaking, Life Saving and Emergency Service badges							
13	Knowledge of and participation in local service organisations' youth programmes (RSL, Lions, Rotary)							
14	Local Council, State & Federal MPs, officers from local service organisations invited to annual presentation function							

SUPPORTING RESOURCES

- Air League Manual and Website (www.airleague.com.au)
- Air League Information Booklet
- Officer Development Stage 1-4 Handbooks
- NCO Handbook and **Leadership Matters** resources
- Federal Instructions and Circulars

SUPPORTING COUNCIL LEADERS

CHAIR OF THE AIR LEAGUE COUNCIL



Gp Comr. Matthew Little (Ret'd)

FEDERAL SECRETARY
and PUBLIC OFFICER



Chief Comr. Keith Bridge (Ret'd)

ENVIRONMENTAL ANALYSIS

STRENGTHS (Internal)

- **Over 80 years of history**
- **Highly experience longer-serving Officers**
- **Owned aircraft and flying school at Camden**
- **Established systems and procedures**
- **Financially sound**
- **Returning members**
- **A pool of dedicated staff**
- **A record of achievement over many decades**
- **Sound governance structure**
- **Established and attractive uniforms**
- **Established education, training and development programs**
- **Website presence**
- **Representation in four States**

WEAKNESSES (Internal)

- **Slowness to modernise and embrace change**
- **Overcoming the challenge of replacing retiring Officers**
- **Need to get better at attracting new adult members**
- **High levels of organisational administration and bureaucracy**
- **Management challenges associated with leading volunteers**
- **Shallow growth in membership numbers**
- **Temptation to appoint willing but unsuitable volunteers**
- **Less tolerance in society for management authority and rank structure**
- **Inability to deal with administration/paperwork at the local level**
- **Large number of badges and ranks for size of organisation**
- **Smaller squadrons cannot afford to hire meeting halls**
- **National cohesiveness on the deployment of policy and practice**

OPPORTUNITIES (External)

- **Australian Government values volunteering**
- **Ongoing opportunities for grant aid**
- **Meeting hall costs could be shared with other organisations**
- **Public is generally supportive of developing young people**
- **Young aviation-minded people located in flying schools and universities**
- **Partnerships with Councils, RSLs and Schools**
- **National presence reinforces credibility**
- **Migrant families who seek a local hobby outlet for their children**
- **We provide a structured and safe environment for children**
- **The uniform adds authority, self-discipline and stability**
- **We have links with, and access to, aviation organisations**

THREATS (External)

- **Competing youth organisations / sporting activities**
- **Increasing homework from schools**
- **Economic hardship in some families and communities**
- **Week work / family arrangements**
- **Split families - no transport available for kids**
- **Cost of renting meeting halls**
- **Lack of mid-career adults willing to become volunteers**
- **Society's approach to citizenship, standards and discipline**
- **Increasing legislation on child protection**
- **On-line social networking and influential media**
- **Fundraising fatigue among general public**
- **Parents (of potential cadets) who are not interested in AAL**
- **Perceived as a male dominated organisation**

MISSION & AIMS: SHORTENED VERSION

Mission	Promote the interest in aviation among the youth of Australia, enable them to become better citizens, serve the community and achieve their full potential
Objective 1.1.1	Foster the spirit of aviation among Australia's young people
Objective 1.1.2	Promote education and learning in all aspects of aviation, both past, present and future
Objective 1.1.3	Promote the physical, social and personal development of members
Objective 1.1.4	Establish squadrons throughout Australia
Objective 1.1.5	Promote the Australian Air League by collaborating with the local community

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 [facebook.com/AustralianAirLeague](https://www.facebook.com/AustralianAirLeague)

 [@AustAirLeague](https://twitter.com/AustAirLeague)