

BGA Strategy V3 – 2024 Update

What is this document for, and how was it developed?

The BGA needs to identify the organization and infrastructure changes required to support the evolution of UK gliding for the next 10 to 20 years. This can only be done on the basis of an accepted view of what that evolution is likely to be.

- The evolution which actually happens will be defined by the cumulative effect of the decisions that clubs and individuals make.
- The role of the BGA is to anticipate that evolution and be ready to support it.

This document is intended to describe the evolution as it is foreseen by clubs and members, and it is used as a reference to guide the development of policies and plans which will prepare BGA to support the developments which member clubs decide to make.

The document was first formed and published in 2017, after an extensive program of consultation to which the majority of clubs submitted views, responded to surveys, or participated in discussion at the Club Management Conference. From the tremendous range of comments, ideas, and experiences expressed, a number of themes emerged. Also, a view of what the clubs see as a desirable and sustainable future emerged. The strategy was reviewed and updated in 2020 by BGA sub-committee chairs and the Executive Committee, just before Coronavirus emerged.

Naturally, different clubs have different views of the future, and there is no expectation that all will develop in the same way. Hopefully, there is something in the document for everyone – perhaps a clear representation of their own view, perhaps a helpful insight that can bring benefit.

The **themes** are identified in the first column of the table on the following pages and the views of the future in the second column under the heading **10-20 year status**. Those two columns contain a distillation which represents what UK gliding clubs see as their evolution. The third column, BGA Role, shows in broad terms the part BGA will play in supporting that evolution.

V3 results from a review during 2023. The most significant changes are (a) to acknowledge that, in the foreseeable future, it is unlikely we will achieve an upward trend in membership numbers so we must seek and adapt to a sustainable level and (b) to recognise our responsibility to contribute towards environmental sustainability. There are various other refinements and adjustments of emphasis throughout the document.

George Metcalfe
On behalf of BGA Executive Committee

Strategy Table – Themes, 10-20 Year Status and BGA Roles

Theme	10-20 Year Status	BGA Role
1. Participation	1. Membership settled at a new, sustainable, level.	1. Membership-wide communication of demographic challenge and consequences of the natural trend. 2. “Incubator” to encourage and nurture local initiatives for wider implementation. 3. Coach clubs on a. ‘product’ development, b. self-awareness & image esp. ground & social facilities, c. funding routes. d. inclusiveness, encouragement of those with disabilities. e. increasing engagement with local communities. 4. Initiatives in training, instructing, and coaching to support through-life development and prolonged participation. 5. Central marketing. 6. Publicity for performances & exploits which expand the boundaries of British Gliding.
	2. Demographic profile of membership converging with that of UK adult population, particularly in respect of age and gender.	
	3. Wider public perception of the success of British Gliding and its value to other communities, particularly in STEM and aviation careers.	
	4. Gliding operation within 1hr drive for 95% of UK population.	
2. Airspace	5. BGA seen by CAA and other airspace stakeholders as proactive and influential “equal partners” in CAS development	7. Support and guide existing and new clubs in a. Governance & management, b. Planning & safeguarding, c. Real estate including site acquisition d. Cooperation (regional, and with non-gliding activities) 8. Develop a proactive approach to our participation in the Airspace Modernisation Strategy, on the principles of... a. gliding needs input to and provided for in policies and initial designs,

Theme	10-20 Year Status	BGA Role
Airspace (continued)	6. Implementation of CAS only where justified and reduction in existing CAS where not.	b. equal right of access by non-commercial and VMC traffic, c. proportionate and flexible CAS deployment, d. political consensus & approach 9. Recruit professional airspace expertise where suitable expertise is not available from volunteers. 10. Continue to support responsive actions to defend airspace access in current and new ACPs with relevance to gliding.
	7. Glider CAS access is frequent and seen as routine/normal by pilots and ATC alike. 8. Airspace Infringements by gliders very low. CAA do not see us as an issue.	11. Encourage pilots to access CAS. 12. Collate & challenge ATC refusals. 13. Encourage electronic conspicuity in gliders, in partnership with product developers, regulators and other GA organisations. 14. Appropriate pilot and controller training for integration of glider flights in CAS. 15. Develop a minimal distraction model for radio & electronic conspicuity CAS access. 16. Encourage clubs to introduce airspace to ab-initio pilots 17. Encourage participation in Local Airspace Incursion Teams
3. Airworthiness	9. Under BGA delegation with maximum autonomy and minimum CAA involvement	18. Engagement with CAA and, via EGU & EAS, with EASA.
4. Inspectors	10. Healthy corps of non-professional inspectors with appropriate qualification and a wide & balanced age distribution	19. Active program to identify, train and manage age profile. 20. Active program with CAA to ensure proportionate inspector qualification and experience requirements.

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5. Safety	<p>11. Fatal & serious injury rates among lowest within general aviation worldwide</p> <p>12. Safety reporting system with routine feedback including to manufacturers where appropriate</p>	<p>21. UK-wide record keeping, analysis, and safety education programs.</p> <p>22. Active program to identify, train, and manage age distribution of club safety officers and accident investigators.</p> <p>23. Develop BGA-wide supervision knowledge and experience.</p> <p>24. Encourage clubs to report perceived Airproxes in vicinity of their airfields</p>
6. Training & Coaching Organisation	<p>13. Training and coaching for development seen as a continuum across the full spectrum of gliding activities and experience levels including XC and Competitions.</p>	<p>25. Definition of disciplines (e.g. Ab-initio, license, Aerobatics, Cross-country, Competition).</p> <p>26. Facilitate inter-disciplinary communication.</p> <p>27. Development of mutually supportive practices.</p>
	<p>14. Glider pilots who fly cross-country all able to use radio and access CAS</p>	<p>28. Facilitate glider-relevant training and encourage pilots to pursue and maintain FRTOL.</p> <p>29. Phased implementation into X-C endorsement.</p>
	<p>15. Under BGA delegation with minimum routine CAA involvement</p>	<p>30. Pursue appropriate SFCL-aligned requirements and standards with CAA.</p>
	<p>16. Healthy and stable numbers of non-professional instructors with appropriate qualification and a wide & balanced age distribution</p>	<p>31. Active program to promote instructor training, identify, train, and manage coach and instructor age distribution.</p> <p>32. Encourage initiatives to improve instructor productivity. e.g. time/resource deployment, online briefing, development and integration of Simulator training.</p> <p>33. Develop and support formal non-instructor coach qualification for XC and Competition training.</p>

Theme	10-20 Year Status	BGA Role
7. Competitions & Badges	17. Consistently world-leading international team performance.	34. Structure and resource Pilot Development and Team coaching and management organization, and infrastructure. 35. Manage international comp costs to reflect sustainable levels of BGA funding from a reducing club membership. 36. Encourage Team sponsorship and donors. 37. Give appropriate attention to the development of future talent.
	18. Strong external projection of UK competitions & British Team, contributing to wider public awareness and knowledge of British Gliding.	38. Facilitation of products of UK competitions and the British Team, to access major sponsorship. 39. Improved external communication channels and media management.
	19. UK comp structure which increases participation rate both of pilots and club organisers	40. Facilitate common & simplified comp organisation, shareable IT / other infra. 41. Support and train organisers to provide attractive competitions. 42. Develop initiatives to encourage entry-level participation (e.g. more support for ICL)
	20. Badge structure reflects evolved glider and pilot performance and evolved perceptions & measures of achievement (e.g. speed, cumulative distance, ...?)	43. Initiate or participate in FAI review and development. 44. New Competitor Badge to recognise XC skills required in comps (moving map, gaggle safety, airspace knowledge, R/T skills, comp procedures, glider performance influencers)
8. Licensing	21. Licensing under BGA delegation with minimum routine CAA involvement	45. Continue management of the existing BGA operated certification system. 46. Engagement with SFCL licensing development via CAA.

Theme	10-20 Year Status	BGA Role
9. Volunteer effort	22. Clubs operating in a way which needs less volunteer effort than today and avoids reliance on diminishing numbers. 23. Reawakened ethos of and appetite for volunteering among club members.	47. Seek out, disseminate, and promote more 'productive' operational & management techniques. 48. Identify potential volunteer expertise and experience.
10. Balance member recruitment load with club flying needs	24. Trial flights do not constrain or displace club flying	49. Identify good operational practice and ways to be more efficient. 50. Promote instructor training.
11. Regional cooperation between clubs	25. Majority of clubs in active partnership with other gliding clubs and/or other air sports	51. Facilitated regional meetings offered to all clubs. 52. Encourage search for activities which offer cooperative and shareable benefit.
12. Cooperation with other air sports	26. 50% of clubs with non-gliding activity on site	53. Work with other air sports and other activities sister orgs (LAA etc) to identify opportunities.
13. Cooperation with other activities		54. Seek out and disseminate success stories.

<p>14. Governance</p>	<p>27. BGA and all clubs operate to regulatory requirements and to best practice as appropriate to their size.</p>	<p>55. Establish best practice guide based on S&RA guidance, including...</p> <p>56. Equity and equality in treatment of people regardless of race, gender, or other grouping,</p> <p>57. Accountability and transparency in all decisions and actions.</p> <p>58. Disseminate / educate as appropriate to club take-up.</p> <p>59. Inform and support clubs in accessing external funding.</p>
<p>15. Environmental sustainability</p>	<p>28. Majority of clubs have taken tangible steps to reduce their carbon footprint in any aspect of facilities, flight/launch operations, and aircraft.</p>	<p>60. Take initiatives to encourage deployment in gliding of low carbon technologies.</p> <p>61. Support clubs in their carbon reduction initiatives, especially with potential regulatory, operational and safety implications.</p> <p>62. Support biodiversity and sustainability initiatives for the good of the sport and the local community.</p>