

BGA Strategy

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. Once we have that view, we can develop policies and plans for action which will prepare us to support the developments that member clubs decide to make.

- 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 today by clubs and members, and it will be used as a reference to guide the policies and plans of BGA.

The document was formed after an extensive program of surveys and consultation across the BGA member clubs and volunteers. The majority of clubs submitted views, responded to surveys, or participated in discussion at the Club Management Conference in 2016. 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.

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. The whole document will be used by the standing committees and other parts of BGA organization as a reference to help them decide what they need to do.

There will be an annual review and revision cycle in autumn 2018 and each year after, so that the document keeps up with the membership's views. The latest version will be available on BGA website at <https://members.gliding.co.uk/library/governance-documents/bga-strategy/> . Comments and suggestions are welcome, via email to the BGA office.

| Theme | 10-20 year status | BGA Role |
|---------------|--|--|
| Participation | Membership above 7000 and increasing. | <ul style="list-style-type: none"> - Membership-wide communication of demographic challenge and consequences of the natural trend. - “Incubator” to encourage and nurture local initiatives for wider implementation. - Coach clubs on ‘product’ development, self-awareness & club image, funding routes. - Initiatives in training, instructing, and coaching to support through-life development and prolonged participation. |
| | Demographic profile of membership converging closely with that of UK adult population, particularly in respect of age and gender. | |
| | Wider public perception of the interest, the value, and the success of British Gliding. | <ul style="list-style-type: none"> - Central marketing. - Publicity for performances & exploits which expand the boundaries of British Gliding. |
| | Gliding operation within 1hr drive for 95% of UK population. | <ul style="list-style-type: none"> - Support existing and new clubs in governance, management, planning, safeguarding, real-estate. |
| Airspace | <p>BGA seen by CAA and other airspace stakeholders as proactive and influential “equal partner” in CAS development.</p> <p>Implementation of CAS only where justified and reduction in existing CAS where not.</p> | <ul style="list-style-type: none"> - Develop an alternate and proactive approach to our participation in airspace development, based on the principles of... <ul style="list-style-type: none"> -- gliding requirements input to and provided for in initial design, -- equal right of access by non-commercial and VMC traffic, -- proportionate and flexible CAS deployment, - Recruit professional airspace expertise. - Continue to support responsive actions to defend airspace access in the current ACP regime. |
| | Glider CAS access is frequent and seen as routine/normal by pilots and ATC alike. | <ul style="list-style-type: none"> - Encourage pilots to access CAS. - Collate & challenge ATC refusals. - Encourage electronic conspicuity in gliders, in partnership with developers, regulators and other GA organisations. - Appropriate pilot and controller training for integration of glider flights in CAS. - Develop a minimal distraction model for radio & electronic conspicuity CAS access. |
| Airworthiness | Under BGA delegation with maximum autonomy and minimum CAA involvement | <ul style="list-style-type: none"> - Engagement with EASA via CAA and via EGU & EAS. |

| Theme | 10-20 year status | BGA Role |
|----------------------------------|---|---|
| Inspectors | Healthy corps of non-professional inspectors with appropriate qualification and a wide & balanced age distribution | <ul style="list-style-type: none"> - Active program to identify, train, and manage age distribution. - Active program to ensure proportionate qualification and experience requirements. |
| Safety | <ul style="list-style-type: none"> - Fatal & serious injury rates among lowest within general aviation worldwide - Safety reporting system with routine feedback including to manufacturers where appropriate | <ul style="list-style-type: none"> - UK-wide record keeping, analysis, and safety education programs. - Active program to identify, train, and manage age distribution of club safety officers and accident investigators. |
| Training & Coaching Organisation | Training and coaching for development seen as a continuum across the full spectrum of gliding activities and experience levels. | <ul style="list-style-type: none"> - Definition of disciplines (e.g. Ab-initio, license, Aerobatics, Cross-country, Competition). - Facilitate inter-disciplinary communication. - Development of mutually supportive practices. |
| | Glider pilots who fly cross-country all able to use radio and access CAS | <ul style="list-style-type: none"> - Pursue with CAA a minimised glider RT licence. - Phased implementation into BGA Cross-Country endorsement. |
| | Under BGA delegation with minimum routine CAA involvement | <ul style="list-style-type: none"> - Pursue minimum EASA requirement via EGU and CAA. |
| | Healthy and stable numbers of non-professional instructors with appropriate qualification and a wide & balanced age distribution | <ul style="list-style-type: none"> - Active program to identify, train, and manage coach and instructor age distribution. - Promote instructor training. |

| Theme | 10-20 year status | BGA Role |
|--|---|--|
| Competitions & Badges | - Consistently world-leading international team performance. | - Structure and resource Team coaching and management organization, and infrastructure. - Encourage Team sponsorship and donors. |
| | Strong external projection of UK competitions & British Team, contributing to wider public awareness and knowledge of British Gliding. | - Facilitation of products of UK competitions and the British Team, to access major sponsorship. - Improved external communication channels and media management. |
| | UK comp structure which increases participation rate both of pilots and club organisers. | - Facilitate common & simplified comp organisation, sharable IT / other infra. |
| | Badge structure reflects evolved glider and pilot performance and evolved perceptions & measures of achievement (e.g. speed, cumulative distance, ...?) | - Initiate or participate in FAI review and development. |
| Licensing | Licensing under BGA delegation with minimum routine CAA involvement | - Continue management of the existing BGA operated certification system. - Engagement with EASA licensing development via EGU & EAS. |
| Volunteer effort | Clubs operating in a way which needs less volunteer effort than today and avoids reliance on diminishing numbers. Reawakened ethos of and appetite for volunteering among club members. | - Seek out, disseminate, and promote more 'productive' operational & management techniques. |
| Balance member recruitment workload with club flying needs | Trial flights do not constrain or displace club flying | - Identify good operational practice and ways to be more efficient. - Promote instructor training. |
| Regional cooperation between clubs | Majority of clubs in active partnership with other gliding clubs and/or other air sports | - Facilitated regional meetings offered to all clubs. - Encourage search for activities which offer cooperative benefit. |

| Theme | 10-20 year status | BGA Role |
|-----------------------------------|---|--|
| Cooperation with other air sports | 25% of clubs with non gliding activity on site | - Work with other air sports and other activities sister orgs (LAA etc) to identify opportunities. |
| Cooperation with other activities | | - Seek out and disseminate success stories. |
| Governance | BGA and all clubs operate to regulatory requirements and to best practice as appropriate to their size. | <ul style="list-style-type: none"> - Establish best practice guide based on S&RA guidance, including... -- Equity and equality in treatment of people regardless of race, gender, or other grouping, --Accountability and transparency in all decisions, actions and programmes. - Disseminate / educate as appropriate to club take-up. |

As part of BGA’s overall management system, it should maintain regular and disciplined threat monitoring and management regime, especially with regard to regulatory and other external threats.

--