



BGA Governance Conference
2008 Report

British Gliding Association



CHAIRMEN'S CONFERENCE

April 2008



INTRODUCTION and WELCOME

Chaired by Diana King, Chair, BGA Development Committee

Diana opened proceedings, thanked delegates for coming along and explained how the day would run.

Possibly the biggest opportunity that the Chairmen's Conference offers clubs is to network and share information. Diana introduced the two boards that have been designed to help clubs to share ideas with one another: one for clubs seeking information on specific topics and the other for clubs who have information to share.

It is important, after a day when plenty of ideas and inspiration are all around, to 'making it happen in real life when you get home' (MIHIRLWYGH). So Diana explained the MIHIRLWYGH forms, included in the delegate packs, which are designed to help crystallise ideas and organise notes.

Also on display in the coffee area were BGA documents, relevant S&G articles and leaflets about organisations that may be able to support club officials and management.

UNIFORM BUSINESS RATES

Roger Coote, BGA Development Officer

Following a recent flurry of activity where some BGA clubs have been surprised by a re-valuation of their rates, Roger set out to de-mystify this sensitive and complex subject and to briefly explain how the rating system works by looking at the cost of Uniform Business Rates, how they are calculated and how they affect gliding sites. What can we do to mitigate the burden of rates at gliding sites?

Points to note regarding the options to minimise the cost of rates payable at gliding sites:

- Clubs can appeal their rates via the Rating Authority initially and clubs should not miss this opportunity

- Clubs should not quote what happens at other clubs when building their case; it doesn't help but merely muddies the water. Instead, clubs should employ a good Chartered Surveyor to provide evidence in support of their application.
- CASC registered clubs are entitled to 80% mandatory relief on rates and can also apply for relief on the remaining 20%. BGA Development Officers have copies of sample letters that clubs can use as a basis for their letter of application to their rating authority.

Rating of Gliding Clubs

Aims and Objectives

- To describe and clarify for clubs how rating works
- To outline the current state of affairs in rating
- To indicate any action they can take to help and protect themselves
- To answer any questions

Slide 1

Background

- Re-valuation of sites normally 5-yearly. Random re-valuation of sites has caused uplift in RV and UBR.
- Gliding sites now tending to be valued by Special Rating Units of the VOA (SRU) who specialise in civil airports. Gliding sites vary enormously but this is seldom reflected in their RVs which are intended to equate to an open market rent.
- Brownfield value of gliding sites has raised development or "hope" value and this has resulted in inflated RVs

Slide 3

Fiscal Structure

- Inland Revenue has duty to assess Rateable Values (RV)
- This is carried out by VOA (Valuation Office Agency).
- Rates are collected by Local Authority (Rating Authority) calculated:-
$$RV \times \text{Non-Domestic Multiplier} = \text{Uniform Business Rate}$$
- The Uniform Business Rate is the figure that the club pays.

Slide 2

Background

- The method of valuation, based on construction costs and current land values has led to further over-valuation and inflated RVs, sometimes complicated by terminology, irrelevant to gliding sites, e.g. Classification of airport, PCN (Pavement Classification Number) reflecting weight bearing potential of runways (relevant perhaps, to ATC runways at Lasham).
- Uniform Business Rates represent a major outgoing at many clubs but the impact has been mitigated by CASC registration (80% Mandatory Relief) and by discretionary rate relief from the local authority.

Slide 4



Recent events and focus on rating at gliding sites

- Rateable Values of gliding sites are in the public domain and published on VOA website. A selection was used as evidence in challenging VOA, resulting in targeted re-valuation at some sites and consequent uplift in RV and rates payable.
- Concern lest re-valuation, thus triggered, should escalate. VOA has assured BGA that will not happen and BGA has set up a meaningful dialogue with the VOA

Slide 5

information will help the BGA accurately represent clubs' interests when in dialogue with the Valuation Office Agency (VOA).

In conclusion, Roger outlined the BGA's future strategy

CONFIDENTIAL BGA CLUB QUESTIONNAIRE Summary of 22 responses received, to date

- Proportion of sites owned by club 32%
- Wide range Rateable Values £1,375 - £122,000
- All re-valued since 1999, 32% in 2006 and 2007
- 40% re-valued by local offices of the VOA, 18% valued by SRUs
- 14% clubs have appealed against R.V. valuation.
- Mitigation of Uniform Business Rate liability to clubs:-
 - 41% CASC @ 80% mandatory relief
 - 50% Discretionary relief @ 10% - 100%
 - 14% 100% discretionary relief = NIL to pay!
 - Net rates payable by clubs: £NIL - £4,189

Slide 7

Understanding your club's Rateable Value calculation – an example

Simplified General Contractors' spreadsheet

	Vol./area	Cost £	ERC £	Allowances	ARC £
Runways	150,000	2	300,000	50%	150,000
Clubhouse	300	250	75,000	30%	52,500
Hangar (1)	1,500	140	210,000	70%	83,000
Hangar (2)	600	140	84,000	50%	42,000
Workshop	200	250	50,000	30%	35,000
Caravan site					20,000
Sub-total					362,500
Fees @ 11%					39,875
Developed land 0.2 Ha		850,000	170,000	170,000	
Undeveloped land 24 Ha			7,500	180,000	180,000
ARC Gross					752,375
Capitalise @ 5%					37,618
Round down to RV					37,000

Methodology is by General Contractors' Valuation

Slide 6

Roger went on to present a summary of the results so far received from clubs in response to the confidential BGA rating survey and encouraged the remaining 75% of clubs to submit their responses to the survey. The

in this area:

- Maintain dialogue with VOA. Challenge and negotiate as necessary
- Provide more information (collected via questionnaire) and treated in confidence
- Aim for more realistic RVs, linked to permitted use
- Special category to be created for gliding sites, especially CASCs
- Not necessary for gliding sites to be valued by SRU.

CHILD PROTECTION BRIEFING

Phillip Burton, BGA Child Protection Officer

The legislation relating to the protection of children and vulnerable adults is changing. Phil set out these changes and the implications it has for those managing gliding clubs. New SAFE ('Safer Activities for Everyone') packs are available from Phil.

The new SAFE pack promotes best practice relating to both children and vulnerable adults. Clubs need to have Lead and Deputy Child Protection Officers in place. All that a club needs is in the pack. The legislation differs in Scotland, but the best practice is the same. A club's CP policy should also relate to the health and safety of young people and vulnerable adults.

Note: a child is defined as being under 18.

The BGA runs training 4-6 times a year at gliding clubs around the country. Details are available on the BGA website.

CRB checking: the enhanced check also investigates many other lists and are the best checks that can be done at the time, combined with rigorous recruitment.

The new check will be valid for 3 years and will come under the gliding 'umbrella', so people will not need a new check when moving between sites.

Independent Safeguarding Scheme: this is a new scheme, intended to begin in late 2008. Under recommendation 19 of the Bichard Report, everyone working with children or vulnerable adults will need to register their interest with the new vetting and barring panel. (Further details will be circulated and incorporated in training as they become available.)

(Phil's slides are reproduced on the next page)



Child Protection and Vulnerable Adult update/draft 1

Chairman's Conference March 2008
Phil Burton

Slide 1

Overview

- Safe Pack
- Criminal Records (CRB)
- Independent Safeguarding Scheme (Vetting and Barring)
- Training and Awareness
- Questions throughout

Slide 2

SAFE PACK

- Minimise risk and promote best practice
- Generic Child Protection Pack for all gliding clubs
- Complementary CD in word format
- Ensure Lead and Deputy Child Protection positions
- Review Policy and Procedures Annually

Slide 3

CRB checking

- 11 million checks
- Free for Voluntary staff – there is an admin fee
- £31 standard - £36 enhanced
- Reminder of what checks are about
- Rigorous recruitment. Bichard Enq.
- 20,000 job offers withdrawn

Slide 4

Independent Safeguarding Scheme Vetting and Barring

- Consultation concluded Feb 20th 2008
- Recommendation 19 from Bichard Enq
- Once fully implemented Individuals must apply to join the scheme if seeking to or working with Children or Vulnerable Adults

Slide 5

Cont

- Continual review of status
- Should membership be re considered i.e. closed to individual – barred.
- Individual will be barred from working/volunteering in regulated activity, all interested parties will be notified that individual no longer a member.
- Employer will need to remove the person from the regulated activity.

Slide 6

Child – Children Act 1989 & 2004

- A person who has not reached their 18th birthday including those employed or volunteers.

Slide 7

And finally training/awareness

- Spring 2008
- April 6th Aston Down
- April 27th Husbands Bosworth
- May 11th Tibenham
- Two complementary places for each club including refresher, additional places £10 each
- Limited places - to book contact Phil Burton 07799 831 504 01986 895314 or email philburtonphoto@aol.com

Slide 8



CONTINUING AIRWORTHINESS

Pete Stratten, BGA Chief Executive

Pete briefed Chairmen on the forthcoming regulations relating to EASA Part M and approved workshop facilities.

Most BGA inspectors will need to operate from facilities approved under the BGA's Part M approval, which will include an audit function. Clearly the greater the number of facilities, the greater the audit overhead.

The BGA is keen to minimise cost and to keep processes simple and so is aiming to identify local facilities that can

be used by inspectors, for example a club workshop. To aid this, Jim Hammerton had prepared a questionnaire for clubs and this was included in the delegate packs. Pete asked club Chairmen to fill these in and return them to the BGA office.

Pete went on to introduce Peter Johnson, the new BGA Airworthiness Quality Manager.

Continuing Airworthiness

Some issues re incoming EASA Part M –

- BGA's approval to include BGA inspectors
- Inspectors facilities 'approved'
- Need for formal quality/audit function
 - BGA part time Quality Manager

Slide 1

Continuing Airworthiness

BGA Considerations

- Keep cost down for the end user
- Limit hassle for inspectors and owners

How?

- Minimise required BGA audit effort & resources
- Provide mutual support at clubs

Slide 2

Can Your Club Help?

Has your Club a facility;

With enough space for bits of de-rigged gliders..?

With roof, walls, light and a sealed floor..?

That could be accessible by inspectors at the club?

We are NOT asking for;

Anything more than what is needed to do the job in hand

Slide 3

Questionnaire

Please hand your completed questionnaire to a BGA staff member this weekend

Or post / email it to the BGA office



office@gliding.co.uk

Thanks

Slide 4



THE CLUB SLOT

The theme for the club presentations this year was trial lessons. Three of the four clubs speaking would be relating their experiences. Some clubs who do many trial lessons have poor recruitment figures, and yet some clubs who do comparatively little trial lesson flying recruit well. The figures vary between 1 new member per 100 trial lessons to 1 per 10.

NOT IN OUR MEMBERS' INTERESTS

Robert Tait, Chairman and CFI, Highland Gliding Club

The combined HGC and Fulmar GC fleet and club operation before we changed consisted of a weekend-only operation on our own airfield of 45 acres with about 50 active members with 12 privately owned gliders between both clubs enjoying a brand new clubhouse and two hangars that contain:

- 2 winches
- 1 Tug
- 1 motorglider
- 2 two seaters
- 3 single seaters

We have access to 4 ridges, wave in nearly every wind direction, thermal, sea breeze convergences and no airways or TMAs within 50k.

On paper it looks like we have everything going for us, so why were the two clubs dying on their feet?

Flying used to be arranged on a first come first served basis. Trial lessons were dealt with on an ad hoc basis and trainees usually only managed 2 – 3 flights in a day even if they turned up first thing. Advanced training was difficult to arrange and frequently interrupted.

This was an unsatisfactory situation and one I had been unhappy with for years. We were not retaining new members and it was hard work for our long suffering members for little gain. In short, the club was slowly dying

Before I became chairman, I determined that we had to change dramatically to save the clubs. At board meetings in the year before I took over, I made my intentions clear to all that to vote me in was to vote for change. When I took over, I presented my vision for the future of the club and how we would achieve it.

As a board we moulded, kicked, cajoled and eventually breathed into life a structure that bore little resemblance to the original proposal but which we all agreed should work for us. This took a year. This was issued to all members and a start date of 1st Jan 2007 was set. It was titled "The New Way"

The most effective decision we took was to move all the trial lessons to set days per month and make them aerotow only. We also increased the price by 50% in a deliberate effort to reduce the number of them. On those days, the second two seater is dedicated to flying trial lessons using Basic Instructors only. This frees up the duty instructor to focus entirely on training full members. These slots are booked and paid for online by the public.

The key to the success of this was flexibility. At first glance, the structure of the day looks rigid and formal. That was deliberate but the flexibility lies in the timing.

The core of the day is the training slots. They are protected at the expense of check flights and advanced training. If weather delays the start of the slots, they move. If the afternoon forecast is bad, they can be brought forward if the trainee is there.

The need to have a check flight before 11am gets flying started earlier.

Advanced training is for post solo pilots only. It is entirely at the instructors' discretion to use the time as they see fit.

Unused training slots can be used for anything.

There has been only one down side so far. We were so successful with the online bookable trial lesson slots, we were over subscribed!

THE LIST

- What club has not used the list system in its past?

Slide 1

THE PROBLEM

- The list system was unfair
- It was difficult to manage
- It did not reward those who turned up early
- Visitors and trial lessons had long cold waits
 - Visitors cluttered up the list
- Not enough time was allocated to briefings
 - We looked unprofessional
 - We had always done it this way!

"It was not in our members interests"

Slide 2



THE CHANGE PROCESS

- Started in the year before I took over
- The club was ready for a change
- Was achieved through cooperation with the club board and members
- Everyone was kept informed at every stage
- A specific date for change was made
- It was given a name

"The New Way"

Slide 3

THE NEW WAY

- There are online bookable slots for Trial Lessons on 2 set days per month (Six 1 hour slots per day)
- There are two bookable slots per flying day set up for trainees (full members only)
- Check flights have to be carried out before 11am
- Advanced training takes place after the booked training sessions
- Two midweek courses were run to attract new members
- We limited our intake to 4 trainees at any one time

Slide 4

THE BENEFITS

- The quality of training is much improved
- The instructors get to focus on our members
- Basic instructors know who they are flying with and when and can give proper briefings
- We have dramatically increased our revenue from trial lessons
- Instructors have a far less stressful day
- We have sent a record number of people solo

Slide 5

IN CONCLUSION

- The club was ready for the change
- Members and instructors alike supported the new way
- It was directly responsible for retaining the 5 new members we gained, a record for our club in one year

Slide 6

An interesting discussion followed. It had to be curtailed and postponed until lunch and possibly the discussion forum at the end of the day. Two points that came out of the discussion:

- Trainees are expected to come and help to set up the field.
- Instructors = 4 full cats, 2 as cats and 1 BI

BREAKDOWN OF FLYING DAY

08:00	09:00	10:00	11:00	12:30	LUNCH	13:00	14:30	15:30	16:30	17:30	18:30	19:30	20:30
Check Flights			2 X Training Sessions				Advanced training			Instructor Exhausted!			
If you need a check flight, you must do it during this period. It is better to let your instructor know a day or two before hand so that he/she can be out early enough. It is your responsibility to help get aircraft and launch equipment ready. The instructor will normally be available from 9am onwards unless there is a specific agreement with someone.			These are the two bookable slots that are exclusively for trainees. The trainees need to arrive early to get aircraft and equipment ready for launching in time.		LUNCH	These are the two bookable slots that are exclusively for trainees. The trainees need to arrive early to get aircraft and equipment ready for launching in time.		Advanced training can consist of nearly anything. Eg training prospective instructors, bronze training, soaring training etc. The instructor decides what will make best use of the time and aircraft. It is best to let the instructor know a day or two before that you have a requirement to avoid disappointment.			If you want the instructor to carry on beyond this point, bribes will work!		

Of course there has to be some flexibility to the structure above. Weather, launch delays etc can all affect the timetable. Here is a guideline for how delays should be managed.

UNFLYABLE FIRST THING	The day effectively shifts up to two hours. Check flights can be done as above and training sessions remain 3 hours long and move into the advanced training slot. The advanced training slot is shortened.
INTERMITTENT SHOWERS OR LAUNCH DELAYS	The ultimate priority for the instructor is to ensure the training sessions are covered as best possible. This means check flights and advanced training may need to be curtailed to compensate.
ONE OR BOTH TRAINING SESSIONS NOT BOOKED	The day effectively shifts up to two hours. Check flights can be done as above and training sessions remain 3 hours long and move into the advanced training slot. The advanced training slot is shortened.



RECRUITMENT & RETENTION OF MEMBERS

Mike Fairclough, Chairman, Devon & Somerset Gliding Club

The Devon & Somerset club is situated on a grass site on the Blackdown Hills near the Devon & Somerset border. With about 150 members, we operate 4 training gliders and 2 single seaters. Launching is by winch and aero-tow.

Public Awareness

Gliding clubs tend to be situated in remote areas and therefore need to promote their existence to the public at large. We stage an annual display of a rigged glider in prominent positions in our nearest large towns of Exeter and Taunton. A fully rigged glider in a city centre is definitely conspicuous and generates a great deal of interest. A band of volunteers answer questions, lift the kids in and out of the cockpit, answer questions and distribute leaflets. The literature gives basic details of the club and contacts including our web site but, more importantly, invites participation in the forthcoming open weekend. This promotion is programmed to take place a week or so ahead of a dedicated club 'open weekend' to which the public are invited to take a trial lesson at a preferential rate. Part of the proceeds of these are donated to the Devon Air Ambulance. The air ambulance helicopter usually makes an appearance if not diverted to other duties. Small advertising slots may also be taken in local papers and radio. From experience, we have found this to be a lucrative source of new members and a very enjoyable PR exercise.

Other sources of potential members have been targeted, with, for example, a glider on display at the Met. Office in Exeter; a static display at our local aerodrome's air display also promoted a lot of interest. I am sure you all will have suitable venues in your own area which must spring to mind.

The club also runs 6-8 five day holiday courses through the summer months, but we find that about half the participants are club members wishing to advance their skills, which can only be a good thing.

Public awareness of gliding as a sport can, of course, also be enhanced by individual members passing on their enthusiasm and arranging group flying sessions for their colleagues and local clubs.

We do our share of group trial lesson sessions but could always do more, given the support of our volunteer members and instructors. Being a totally voluntary members club, rather than an employer of professionals, possibly limits the potential for provision of an unlimited number of trial lessons. We have therefore declined to commit ourselves to taking on the provision of flights for corporate entertainment, Red Letter days etc., although no doubt this could well suit other clubs.

Before leaving the subject of public awareness, I must stress the importance of making a positive effort to engage in conversation with visitors and those passing through. Our site attracts many walkers whom we welcome into the clubhouse for refreshments and a friendly chat. Given insight into the sport of gliding, they may be tempted to have a go themselves, or maybe pass on information to friends.

Information and Sales

Information brochures designed to a professional standard are essential to promote a club's high standards - a sheet of duplicated 'A4' is just not good enough in this day and age. The brochure need only give brief basic details of gliding activity including all contact details (a good website is an added bonus) and a location map. Hopefully the overall impression achieved will be one of "I must have a go at that". Included within the brochure is a separate sheet detailing membership and flying fees and the availability and cost of vouchers for trial lesson flights. For those not wishing to fly themselves, we encourage vouchers to be purchased as a gift for a relative or friend.

Prior to introducing the booking system, the approach to trial lessons was that people turned up, asked for a flight, hung around until they managed to fly or left, disgruntled, with a poor impression of the club and gliding in general.

We realise that the first impression gained by a person enquiring about gliding is of the utmost importance. Therefore all enquiries are directed to a designated club member who deals with voucher sales and welcomes the caller, having all the necessary information at his fingertips.

The present cost of a voucher is £70 which gives the purchaser three months' membership and one aero-tow to 2000' with subsequent flights at normal club rates. On payment for the voucher, an information pack is provided which outlines basic workings of the club including safety aspects, what will be experienced during the flight as well as the general facilities and the locality of the club.

The 'customer' is given the contact number of another designated club member who is responsible for allocating a date and time for the flight. He then e-mails details of all trial flights to the club at the beginning of the appropriate days. In the case of inclement weather, flights are re-booked through the same process.

2005/2006 realised sales of 155 vouchers of which 115 were activated. 11 full flying members joined as a direct result of their voucher flights and 3 month membership.

2006/7 saw 138 vouchers sold of which 87 have so far been activated and 10 full members have resulted. However, several of those sales still have until October 2008 to take up their flights as the vouchers are valid for one year. These figures indicate that at least 1 in 10 trial lessons result in a new member for the club.

A close record is kept by the Membership Secretary of all voucher flights. At the close of each 3 month membership a letter is sent inviting the person to join as a full member, or, in the case of those living some distance away, a social member. There is an increasing amount of positive feedback in replies to those letters, even from those not wishing to continue the sport.

By running a structured booking system we can give the much needed and expected personal attention to each trial lesson student, so giving them the best impression of their first flight and our club operation in general.



Having said this, we do provide for the occasional ad hoc trial lesson with no booking requirement on a day-membership basis, but only if it fits in with the launch schedule on the day.

Customer Care

I use the term 'customer' because those having trial lessons expect and deserve the same attention and courtesy as would be given by any other respectable service provider. To arrive at an untidy site more akin to a junkyard with uninterested looking bodies paying them no attention, the prospective member would not receive the best first impression.

We try to ensure that every 'customer', upon arrival, is made welcome at the clubhouse, shown the facilities and offered refreshment. Having fitted them with a high visibility jacket (which we feel is necessary for 'airside' safety) a

member will shepherd them to the launch point. Their appearance is then immediately recognisable to members, who are then happy to chat and explain the launch point routines. Near the appointed time the trial lesson instructor will be introduced and give a pre-flight briefing.

After the flight the customer is encouraged to stay and participate and is reminded that further flights are available at any time during their 3 month's period of membership.

The whole aim of the process is to make the prospective member immediately feel welcome and at home - and to want to come back for more. The 3 month membership provides ample opportunity to make friends, enjoy the ambience of the club and receive a good 'grounding' in the sport, before committing to full membership. Our experience so far very positively indicates a steady improvement of membership growth and retention of members.

TRIAL LESSONS - PLANS TO CONVERT MORE INTO MEMBERSHIP

Derrick Sandford, Chairman, Shenington Gliding Club

Shenington Gliding Club is uniquely placed about 8 miles NW of Banbury and airspace free which is ideal for ab-initio and X/Country training. The club has a seven day a week operation with full time professional instructors, including motor glider facility for Bronze C checks.

Shenington income

•Membership fees	20%
•Trial lessons	16%
•Flying fees	39%
•Course members?	8%
•Objective	
– Increase membership by 10% per year over three years	

Slide 1

The breakdown above shows that 24% of our income is currently from external sources. It is anticipated that this will be the case at Shenington for some time. However we are also exploring other sources of income.

Our current yield from TL's is about 2%, i.e. about 6 per year from 330 visitors

Clearly the objective is to ensure a satisfied customer. Make sure that the visitor's friends and family are looked after while the visitor is flying.

The objective is to ensure that we have maximum impact on the visitor and assist in them taking photographs they can show to their friends. There is nothing like a good photograph to show how good the experience was.

We are careful to show off our facilities and we are equally

CURRENT STRATEGY

- Make it a fun event.
- Ensure they are made very welcome
- Fly them in the most impressive two seater.
- Ensure they are helped with photographs
- Ensure club logo in any photograph
- Make sure all the members understand why

Slide 2

sensitive to the person's needs and concerns. We don't keep them airborne unless they are really enjoying it. A frightened customer is the last thing we want.

NEW STRATEGY

How do we intend to improve our membership yield from trial lessons and courses?

- Look after them- why?
 - They are a significant network resource by which the club will obtain advertising for free.
 - They all have:-
Friends, Relations; Brothers; Sisters; Work mates etc.

Slide 3

Shenington has always had a policy of looking after visitors. We have had an open door policy with respect to club house access and provided visitors with coffee etc. free.



As with any business, our most powerful marketing tool is referrals from existing customers. Trial lesson sales are no exception. For this reason it will be the club policy to ensure we make a good impression and ensure as far as possible that no visitor goes away being dissatisfied. Clearly there is a limit in all things but that is our objective.

NEW STRATEGY Cont.

- To provide a welcome pack which gives a brief explanation of the “experience”, safety issues etc.
- Included in that :-
 - Certificate of achievement (to show their friends)
 - A two page folded “log book” to record their first flight and any subsequent ones which they may have.

Slide 4

We make sure the trial lesson visitor knows we are being professional and in this regard produce a briefing pack which they can obviously take away and show to friends. They also get a month’s membership free for them to continue with their flying at normal club rates.

So what are we planning for this season?

We have a club member who will follow up trial lessons and co-ordinate future contact with them. We are building up a data base of contacts so that we can maintain contact. They are, after all, our valued customers and a route to new business and potential new members.

This approach is not a short term fix but a long term strategy. We want our customers to be able to recommend Sherington Gliding Club as a place to visit or be a member of.

NEW STRATEGY Cont.

- We need to ensure that we can make maximum use of their current interest.
 - Collect all the data you can
 - Ensure that their concerns or complaints are addressed on the day
 - Why do we collect all those follow-up contacts?
- Its called market research**

Slide 5

The new strategy is to ensure we build up a relationship with them so that we become an “external club” that they are happy to be a member of. They will, I’m sure, pass on details to friends and family and work mates, especially if they continue to receive information.

This has never been so easy particularly with the internet and web sites where pictures can be displayed. This can easily be controlled and the new virtual member can show the whole thing to friends around the world.

NEW STRATEGY Cont.

- Collect verbally any comments on the day
- After one month-
 - Contact visitors to invite them back or let us have names of other friends or relatives who may be interested.
 - Up date with club progress
- Objective - Start to build up a relationship.

Slide 6

To maintain contact we continue to supply club news. The final new phase is to continue to develop a relationship and have at least two trial lesson reunions.

Where this will lead has yet to be determined but suffice it to say clubs must pursue all possible avenues of development.

The point shown in the final slide is fairly self evident but there is always the need to generate not only support at club level but at national level.

NEW STRATEGY Cont.

- Create a ground swell of support from members.
 - Make sure that club members are kept well aware of the progress-
- How-
 - regular briefings and information on notice boards
 - have the subject a regular committee item.

Slide 7

We can all continue to help in bringing the sport to the notice of the public.

During the discussion, the following points were raised:

We have a good pre-booking system run by a member, but we are careful not to swamp members with trial flights.

We try to impress them with the more modern aircraft. We put the club logo on everything. We also keep club members informed of all decisions we take.

We want to increase the 330 trial lessons sold last year to 450 this year and aim to get 10 new members a year



MAKING YOUR AIRFIELD WORK FOR YOU

Keith Batty, Chairman, York Gliding Centre

The final club presenting in this year's club slot related to York GC's experiences in diversification.

For clubs like ours, the airfield itself is a major asset that can be used to raise funds. York Gliding Centre is based on an ex-RAF Halifax bomber airfield a couple of miles to the West of York near the village of Rufforth. The club owns a little less than half of the original airfield - effectively runway 36/18 and everything to the West of it. A microlight school operates on the Eastern section and careful planning ensures that both operations can continue safely. Land reclaimed in the middle of the York Gliding Centre site now ensures that both aerotow and winch operations can be carried out successfully in all wind directions.

York Gliding Centre capitalises on a number of assets. Cross-county flights are easily planned and executed with no controlled airspace close to the field. Flat terrain means that land-outs need not be traumatic. Wave flights are very common out of the summer months when westerly winds blow over the Pennines and occasionally when northerlies blow over the North York Moors. Nearby Temporary Reserved Areas for Gliders (TRA (G)) enable penetration up to and beyond FL245. Rufforth has considerable attractions for visiting pilots.

York is only a mile or so to the East and York Minster a mere 4 miles. BI visitors are able to have a good day out even if the weather prevents or delays the flight. There are a wide variety of places to stay and things to do in York itself and in the nearby countryside.

Besides membership and flying charges, YGC makes use of all the usual fundraising strategies including BI flights; hangarage and facilities charges; landing fees for visiting aircraft (including twins visiting York or collecting passengers); group flying and caravan and trailer pitch rental.

Additionally, though, YGC is making increasing use of other sources based around the hiring out of some, or all, of the airfield to external groups or organisations. Some of these generate hard cash while others have spin-offs with financial benefits in other ways.

First a word about Basic Instructional flights. As with most clubs these are a major income stream but we have been careful to ensure that their effect on the capacity of

members to get into the air is minimised. BI flights are scheduled for our normal flying days with a rostered Basic Instructor with additional capacity from additional instructors who happen to be on site. There are a maximum of 7 flights per day but no flights in peak launching hours (12:30 to 14:00). Visitors often travel many miles to the club even if the weather is a little marginal as they know that the attractions of York are a possibility if they are unable to fly.

One interesting rental has been the occupation of a Halifax bomber dispersal pan by the York Astronomical Society. Constructed from shipping containers, their observatory has a sliding roof that opens to the heavens on cloud free nights throughout the year. The income is the same as for three caravans but they bring a security presence on an evening and their 'Star-Parties' bring potential new members. Their support may well prove useful in funding applications and planning discussions with the local council.

Our more substantial airfield hire is at a much greater rate. Hiring the airfield for exclusive use is charged at £1100 per day + VAT on a non-flying day and £1650 + VAT per day on a scheduled flying day. Prestige car firms, for example, seem happy to pay these rates and will often seek to hire the airfield for 4 or 5 days at a time. Experience has shown that we have to be careful not to overdo this and we do not usually permit hires on flying days in the summer months. We try hard to keep members informed and they are usually supportive given the income. Flying day-hires are useful earners in the winter months when weather would often curtail flying anyway. Exceptionally, summer hires include the large aeromodellers' flying display weekend in August. We have learned not to permit any setting-up until the Friday evening prior to the display. We use the display itself to market the club, selling BI flights to potential new members throughout the day and flying them in the evening when the display has ended. It is essential to negotiate clauses that cover costs incurred in the event of damage. This is most commonly caused by vehicles sinking if the ground gets wet.

Possibilities for airfield hire are enhanced by the proximity, for example, of a national Clay-Pigeon Shooting training school.

Corporate experiences might include shooting in the morning, test driving in the afternoon (on our airfield) and glider flights in the evening!

We also hire out the airfield to the military from time to time. We usually ask for a donation rather than a levy a charge. Often we get back more than we could charge through 'reciprocal arrangements'

In 2007, the military used the airfield on a number of occasions including the preparations of joint Army Air Corps and RAF deployment to Afghanistan. The army helped us with repairs to our 1600m or so of tarmac runway and used our new Clubhouse as a training ground for apprentices. They fitted a new floor and veranda and kitted out the toilets, deploying their own transport to

<u>'Additional' Income</u>	
<u>Bog Standard</u>	<u>A little different</u>
<ul style="list-style-type: none"> •BI Flights •Visiting pilots •Hangerage inc. motor gliders •Landing fees •Group flying •Caravan and trailer fees etc 	<ul style="list-style-type: none"> •Observatory rental •Airfield Hire •Military reciprocation •Emergency Services Training

Slide 1



collect materials that had been paid for by the club.

When that landout at RAF Linton-on-Ouse, Church Fenton or Leeming is necessary, it is good to have friends in the military. Equally, a recent mishap with a Tucano saw our airfield being used in an emergency that further cemented our relationships. We would prefer to have our military neighbours as friends when airspace issues are discussed.

Our regular 'customers' include the emergency services with obvious benefits in terms of airfield security and emergency planning.

Emergency Services Training

- North Yorkshire Police Driver Training Unit
- Dog Handling Unit
- Firearms Unit
- North Yorkshire Fire Service
- North Yorkshire Ambulance Service

Slide 2

Our longest-standing relationship is with North Yorkshire Police. Up to 10 officers at a time are trained in high-speed pursuit tactics, often working in conjunction with the firearms and dog units. The teams give briefings and lectures in the clubhouse and then deploy to hard areas of the airfield keeping in close touch by radio. They are often happy to use the peri-track or the end of a runway not favoured by the wind. When we get busy with flying they happily deploy to the roads of North Yorkshire and return for a debrief later. We even managed effectively, joint use by the Army Air Corps, the RAF, the traffic police and the Firearms unit while continuing our Wednesday flying in January last year.

The key is extensive planning in advance and clear channels of communication during the event.

Our next investigation is into the possibilities in accessing rebates for Landfill Tax Credits as we have a significant landfill site very nearby. It's not visible from the road so it doesn't turn-off the tourists. It is a significant source of lift when the thermals are dying elsewhere in the summer and often in the winter too. Our thanks go to South Downs GC for their suggestion that this is an avenue worth considering.

Please visit our website (that is going to be remodelled very soon) for further information. General enquiries should be directed to the office e-mail and questions about this presentation to keithbatty@btinternet.com .

SAFER GLIDING

Hugh Browning, BGA Safety Initiative & BGA Safety Committee

The BGA Safety Committee is beginning a review of the SMS, by systematically analysing the risks. It has been asked to do so by the BGA Executive Committee. The whole process will take 18 months and will utilise 'Cassandra' a proven software tool for risk identification. The review will not involve asking clubs for new data in the first instance.

Concept: Hazards may lead to accidents. If you can identify the hazards, how often those hazards will occur and what the impact is likely to be, then you can apply controls (mitigation) to those hazards where the risk of that hazard occurring is unacceptable. Cassandra will be used to document the hazards, risks, accidents and control measures.

BGA Safety Management System Review

The BGA Safety Management System review:

- Builds on existing work and is complementary to it
- Full hazard analysis and risk identification exercise
- The use of commercial software to document hazards, risks, causes, accidents and control measures
- The development of formal SMS process manual
 - Review an update existing safety procedures and accident reporting documentation
 - Provide Executive to Club level viability of BGA safety processes
- Review of safety audit process and RSO's TOR's

Slide 1

BGA Safety Management System Review

Why?

- Requested by the BGA Executive
- You cannot manage risk effectively if you do not know what it is!
- Reduce deaths and serious injuries in the sport by identifying areas for improvement and proactively target areas of greatest risk
- Greater visibility and transparency in an increasingly litigious society
- Emerging EASA safety policy

Slide 2

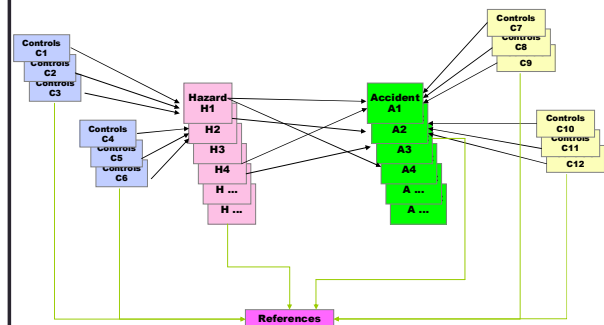


Hazard Analysis and Risk identification Exercise

- Expected to take 12-18 months to complete
- Cassandra® software application used to document results.
- Once only exercise to gather data – then management of risks through regular review.
- Will use statistical historical accident data to quantify risk
- Is not designed to produce volumes of guidance – provides a mechanism for focusing on unacceptable risk (such as safe winch launch campaign)

Slide 3

Cassandra Hazard Management System



Slide 4

SMS Process Manual

- Documents the BGA Safety Management System:
 - How Cassandra is to be used
 - The hazard review process
- Replaces 'custom and practice' and documents formal processes ie
 - How a Safety Flash is generated
 - How the BGA respond to a AAIB recommendation
 - Terms of Reference for Regional Safety Officers
 - Generic Terms of Reference for Club Safety Officers

Slide 5

Review of Safety Audit Process and RSO's

- Review and Standardise Safety Review at club and regional level
 - Positive approach – it's not meant as a stick!
 - Engagement by clubs in establishing a 'safety' culture – it shouldn't be an afterthought!
 - Redistribution of RSO's geographically - fewer clubs per RSO to assist in engagement at club level.

Need more RSO's!!! Names to BGA Office

Slide 6

Highlights from this review were:

- We need safer gliding to avoid tragedies, to avoid over-regulation, and to retain insurance.
- This can be achieved by fewer repetitions of common accidents; it is not necessary to address the normal risks of gliding or to take the fun out of gliding.
- It is imperative that we reduce the incidence of fatal or serious injury accidents to P2 (average of 2 pa) during instructing flights.

The average club with 2200 launches pa would expect one fatal or serious injury accident in 19 years and one destroyed or substantially damaged glider (crash) in 3 years. We need to reduce accident rates that may already *appear* to be low.

Accidents continue unabated

	fatal injury	serious injury	crash
2007	4	9	53
2006	3	7	54
2005	2	4	41
2004	9	5	47
average 1987-2007	3.7	6.1	52

Slide 7

Except for the elimination of tug upset accidents, the pattern of serious accidents has remained the same since at least 1974. The safe winch launch campaign which has now been running for 2.4 years represents an attempt to change that pattern. One must be cautious in the interpretation of the data because the time period is short and the numbers are small but in 2006 and 2007 there were no fatal or serious injury accidents after power loss from stalling or spinning or diving into the ground although such accidents accounted for the majority of fatal and serious injuries from incomplete winch launches in the period 1974-2005. Cart wheeling accidents by experienced pilots have continued. There was one fatal winch accident in 2006 and one serious injury winch accident in 2007, both from cart wheeling after a wing drop. There were 3 crashes in each of 2006 and 2007, compared with an actual annual average from 1987-2005 of 8, and an annual average of 6 when weighted for the number of launches in 2006. Three of the 6 crashes in the two year period 2006-2007 were during instructing flights.

Assuming the reduction of the fatal/serious injury rate and the halving of the crash rate in 2006/2007 is due to the campaign, chairmen, CFIs, instructors, and pilots should be congratulated on this achievement.

It is important to maintain the impetus of the safe winch launch campaign. Chairmen and their CFIs have been asked to ensure this happens, with particular reference to continuing to fly safe winch launch profiles and to recover correctly after power loss, to persuading experienced pilots to release if they cannot keep the wings level on the

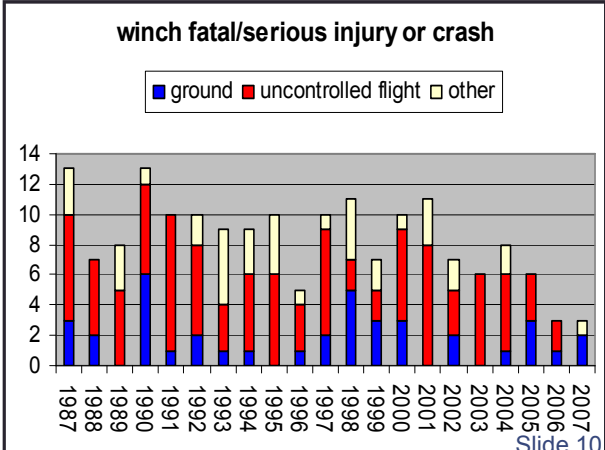
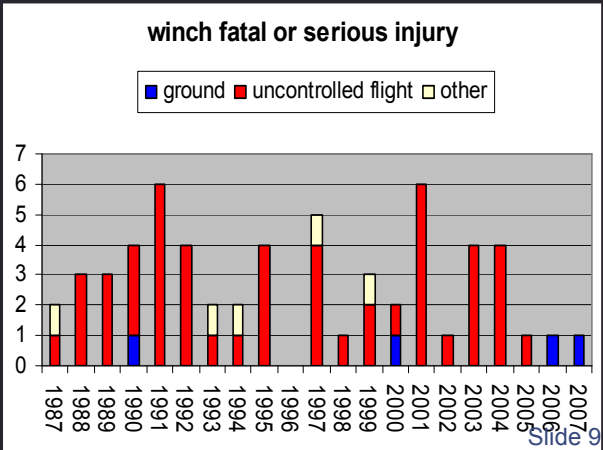


ground, and to ensure instructors are aware they must take over early if P2 takes an incorrect decision after a simulated power loss. Chairmen were invited to seek BGA support for documentation or presentations if that would be helpful.

Winch accidents 1987-2005

- fatal/serious injuries occur mainly to **inexperienced** pilots from **uncontrolled flight** during rotation or after power loss
- wing drop** accidents occur mainly to **experienced** pilots
- one third of the serious injuries occur during **instructing** flights

Slide 8



Winch Accidents 2006/2007

- No fatal or serious injuries from uncontrolled flight (stall/spin or dive into ground)
- crash rate half the 20 year average
- wing drop accidents to experienced pilots continue
- instructing accidents continue

Winch Accidents 2008

- no injuries or crashes from October 2007 to February 2008

Slide 11

Next steps

- congratulate CFIs, instructors, pilots, on the overall reduction in serious winch accidents
- help CFIs maintain the momentum of the campaign and ensure winch accidents in 2008 are at least as few as in 2006/2007
- remind instructors of the small margin for error in many real or simulated emergencies
- impress upon experienced pilots the potentially fatal hazard of allowing a wing drop and cartwheel

Slide 12

Chairmen

Please:

- maintain the impetus of the safe winch launch campaign in your club
- let us know if you need more supporting documentation or a presentation

Slide 13



80% of all serious accidents fall into one of 6 categories:

The six categories		
<i>hazard</i>	<i>avoidance</i>	<i>issue</i>
collision	lookout, technology	vision
winch	awareness of hazards, good technique	training
inadvertent stall	aviate in spite of distractions	be aware
field landing	pick a field early	complacency
undershoot, landing	learn to land	training
integrity	rig correctly	take care

Slide 14

- One is winch launches.
- The other which should yield to enhanced basic training is landing on the home airfield which accounts for a quarter of all crashes.
- Fewer field landing accidents require the field to be picked in good time.
- Inadvertent stalling is concentrated among

experienced pilots who need to remember that the first priority is always to control the aircraft.

- Not rigging properly calls for greater care.
- Flarm may help reduce the incidence of collisions but lookout will remain the prime means of avoidance.

CFIs have been invited to mount accident reduction programmes in these 5 key areas as well as for winch launches. Chairmen were asked to facilitate this endeavour in their club

Chairmen

Can you help your CFI to:

- maintain the impetus of the safe winch launch campaign?
- address the other five priority categories?

Slide 15

RUNNING A GLIDING CLUB - WHAT GREAT SPORT

Alison Randle, BGA Development Officer

What can clubs do? What do they do? After the recent (and promised) ever increasing levels of bureaucracy and other potentially fun-crushing limitations on gliding, Alison took a few minutes to remind everyone that gliding is our priority with a slide show to illustrate gliding achievements in 2007. Gliding clubs are amazing places, and the volunteers who run them are responsible for helping so many people to achieve so much, year in, year out. Frankly there is little that they are not capable of.

Gliding Club = a unique business

It's a blend of:

- Sports club
- Social club
- Small business
- A community

Slide 1

Your gliding club is likely to be:

- Run by volunteers
- Have a sizeable turnover
- Long lived
- Subject to a great deal of compliance

There is only 1 commercial club in the UK

How many businesses last as long as a gliding club?

Slide 2

Your club members gain many skills, such as:

- Communication
- Social
- Leadership
- Responsibility
- Integrity
- Safety Management
- Team building
- Technical

If you had to buy that training, how much would it cost?

Slide 3



Some benefits

- Friendship
- Health – you stay active all day, outside in a gorgeous open space
- Old and young work together
- Personal sense of achievement

Slide 4

Yet a gliding club is more than just somewhere to enjoy flying and the company of like minded people. It is important for the Committee to bear in mind the many facets of a gliding club whether they are dealing with internal management matters or working with organisations outside the sport. The unique club culture is due on no small part to the fact that we have to rely on each other; not just in order to get airborne, but every time we fly we place our lives in each others hands. In short, our safety depends on the actions and behaviour of others as much as it does on our own.

There are many challenges that hinder gliding. One that has cropped up surprisingly often recently is competition. The reality is that competition is central to our market driven society and therefore is not going to go away. There are also some things that we can't compete with – such as the fact that many people work long hours, and they often have commitments that preclude the chance to spend days on end at a gliding club. So we have two options: we can make changes to accommodate people; and we can concentrate on those people who do have the time. The second myth to bust is cost. Yes, if you insist on buying a whole, brand new glider with all the latest avionics it is an expensive sport. But go for a fixed price to solo package and buy a quarter share in a £4-10k glider and it is a surprisingly affordable sport when compared with mountain biking, paragliding, hang gliding and those other 'adrenaline' sports that seem to grab the attention of the 25-40 year olds with minimal commitments and disposable income. The final myth to bust is other gliding clubs. People shop around and find the one that suits them. So be proud of, and shout about, what you do well, rather than wasting time and energy looking over the fence at the next club. Yes, do gently work on those few weaker areas, but don't change the inherent nature of who you are – you'll just alienate your current membership i.e. those who joined you because you aren't the next club along the road.

Some aspects of gliding are very different now, but others seem never to change. A brief peek back in time at matters up for discussion at previous conferences showed that some topics are perennial.

Some Facts about Gliding Club Activity in 2007

- Nearly 22,000 people tried gliding for the first time
- Over 134,000 hours were flown
- Nearly 350 went solo
- Nearly 200 pilots got their bronze badge
- In total, over 900 BGA badges were claimed
- More pilots than ever before flew 750km for the first time
- 30 vintage gliders took part in the Parham rally
- 551 pilots submitted 3446 flights to the BGA ladder - with a total of 802,000km and 3.4m feet gained
- Over 9,500 people are members of 90 clubs
- UK pilots won 2 world and 1 European gold medals
- 493 pilots entered regional or UK competitions hosted by 15 clubs
- 45 Assistant Instructors were trained

Is there anything you couldn't do?

Challenges

- Changing legislation
- Increasing bureaucracy
- Increasing insurance premiums
- Competition
 - Other sports
 - Other clubs
 - Time

Slide 5

Eavesdropping on the past...

- | | |
|---|--|
| <ul style="list-style-type: none">• BGA Conference 1966• Licences for instructors• Launching efficiency• Study group – future of the BGA• Safety• Changes in Government policy affecting sports club funding• Partnership working with local sports to get funding | <ul style="list-style-type: none">• BGA Conference 1977• Flying activity levels (down)• Site security of tenure and funding• Implications for continuing increase in UK hang gliding activity• Developing hush-kits for tugs• BGA purchase of Twin Astir for advanced training |
|---|--|

Slide 6



How can gliding clubs help themselves to survive? Well firstly, you can make sure that you are tapping in to the free support that is available to you outside and within the sport. Information about networking with local agencies is available in the BGA Project Funding Guide – available as a download from the BGA website, or in paper form from the BGA Office

SUPPORT – for you for free!

Outside gliding

- Local councils
- Sports Councils
- Volunteering organisations
- Local community

Slide 7

SUPPORT – for you for free!

Inside gliding

- The BGA
- Other clubs
 - Speed dating board
 - Best practice scheme
 - S&G club news and articles
 - WOM and club websites
- Your club members
 - Ask for ideas, help & assistance
 - TRUST people

Slide 8

The final part of the talk was devoted to looking at some low cost, minimum fuss tweaks and alterations that could aid club management and minimise the club's exposure to risk. Some suggestions were included because clubs have already thought of them and they are very good ideas! The key is to think laterally, look at possibilities and, acknowledging a proven fact (straight from a management consultant guru) that 'people don't like change', it was suggested that clubs begin by making small changes that may help to create an environment where new ideas emerge from club members. Together more significant alterations can be made so that the club evolves – indeed as clubs must always have done in order to survive, in some cases, into their eighth decade.

Business: ensure that areas are tightened or exploited so that little is wasted. Also is your business 'in proportion'? The overall picture can be assessed by looking at simple ratios such as:

- launches : soaring
- trial lessons : club flying
- new members : old members

Credit management: Are your members' accounts in credit or debit? Do your members pay as they fly? If you ask your club members to ensure their account is in credit before they fly, you will cushion yourselves from potential cash flow issues that could arise as a consequence of lending money to club members.

Minimising accidents and incidents – these are the 'little' ones like hangar rash and damaged canopies. A little TLC for club kit could help ameliorate insurance premium rises.

Membership: try to ensure that your efforts to recruit new ones don't alienate the existing ones. Are the training needs at all levels catered for? Can the club members fly when they want to and can they make full use of the club fleet?

Diversification: what are your options?

Communication: varied communication with club members is vital. The most effective is 'in person' and involves smiling. Least effective is just using the club notice board in winter. Plenty of scope with internet

Succession planning: it needs to happen! Simply making sure that more than one person knows the contents of files minimises the club's exposure to risk in case of the unexpected taking a person out of the role. Encourage a culture of getting people to shadow roles and have decent handovers. You should also keep a good archive so that valuable knowledge is not lost over time.

Economies of scale: how can you work with other gliding clubs? Can you pool resources such as instructors, kit, training evenings, task setting and so on?

Club fleet: is it earning its keep and paying towards its replacement? Is it fully utilised? Is it all of one type? Remembering the K7 groundings and the effect it had on many clubs –any fleet-wide grounding mandatory mod could ground your training fleet. Diversification in your club fleet will minimise such risks to club operations.

Paying attention to all of the above factors will help your club to minimise its exposure to risk and mean that it should be stronger as collectively you continue to help people to enjoy their flying despite the external pressures.



OPEN FORM

Patrick Naegeli, BGA Chairman

Recognition of ATC instructors - not enough instructors and not enough young members in gliding clubs. Air Cadets getting fewer opportunities to fly as no present links to gliding clubs. Various experienced ATC instructors are not able to become BGA instructors.

There is a process for converting ATC Instructor Ratings to BGA Instructor ratings. Silver C is a basic qualifying requirement for BGA Instructors. Temporary exemptions can, and are, made to allow appropriately experienced ATC instructors to convert to the BGA system whilst not meeting the Silver C requirement. These are granted on a case-by-case basis. It is normal practice for such an instructor to be required to complete the outstanding elements of the Silver C within a given period of time - normally 12 months. Having established the Silver C as a basic measure of proficiency, the BGA, as a self-regulated entity, must clearly demonstrate that it is maintaining standards and granting exemptions in only specific cases.

The BGA and the Air Cadets have been in discussion over the last year to increase the interchange between the two organisations. Several facets of work are currently underway.

This issue is also likely to be affected by the future licensing of pilots and instructors under EASA

New licensing – no difference between civilian and military?

No, but will attempt to get greater interchange between both organisations with the new system

Is there some scope for developing an instructor pool so that clubs with surplus instructors can come to an arrangement with clubs with a shortage? Would this be an idea worth developing?

Excellent idea. Currently happening informally to a degree.

High costs of fuel and bad weather leading to greater use of simulators. What are the net gains for the sport?

There are examples of gliding simulators being put to good effect for such things as teaching/practicing instructor "patter". If we are to make more systematic use of them for training we will have to assess their utility carefully and integrate them into our current system in a considered way. The instructors committee is currently investigating this. EASA, possibly disconcertingly, did look as though it was going to cover simulator instructor ratings as part of its licensing proposals.

Closing of the meeting

The Club visit programme is being revised in the coming year. Patrick asked clubs to let the BGA know if they would like members of the BGA Executive Committee to come and visit their club and to let them know what support they required. Club visits are beneficial for all parties – and evidently something Patrick has greatly enjoyed in the past.

Patrick wound up the day's proceedings by reminding delegates to fill in their feedback forms.

He then thanked the Development Team; the volunteers: Devin Giddings, Paul Bendrey, Kirsty Cole, Andy Langton (taking notes), Lizzie and Kayleigh (Reception and scampering about in the background); Office support staff: Debbie, Jess, Beverly and Terry and finally Claire Emson and her team.



This page intentionally left blank



*British Gliding
Association*

Kimberley House
Vaughan Way
Leicester
LE1 4SE

Phone: 0116 253 1051
Fax: 0116 251 5939
Email: office@gliding.co.uk

www.gliding.co.uk