
Member Development Committee

Minutes of the meeting held on
Tuesday 10 March 2020 at 15:00
at the British Skydiving HQ, Glen Parva, Leicester LE2 9TF

Present:	Mark Bayada	-	Chair
	Mary Barratt		
	Paul Applegate		
	Jack Davies		
	Kate Lindsley		
	Craig Poxon	-	Chair of Council
	Ben Samuel		
In attendance:	Tony Butler	-	Chief Operating Officer (COO)
	Angel Fernandez	-	Communications Manager
	John Hitchen	-	Vice President
	Marie Kent	-	Events & Awards Co-ordinator
	Jeff Montgomery	-	Safety & Technical Officer (STO) & STC Chair
	Martin Shuttleworth	-	Secretary-General (Secretary)
	Martin Soulsby	-	Vice President
	(virtually, by Microsoft Teams for item 9)		

Item Minute

01/20 Welcome

Mark Bayada, Chair, welcomed committee members and staff to the first meeting of the new Member Development Committee, MDC.

02/20 Terms of reference

The MDC terms of reference, as established by Council, are set out in Appendix 1.

03/20 Composition

The committee was constituted annually, from AGM to AGM. The composition for 2020 was: Mark Bayada (Chair, elected by Council), Paul Applegate, Mary Barratt, Jack Davies, Kate Lindsley and Ben Samuel (MDC volunteer).

Mary Barratt was elected Vice Chair, MDC. Proposed by Paul Applegate, seconded by Kate Lindsley and carried unanimously.

04/20 Declarations of interest

The Register of elected (Council) Members' interests was a paper for Council's meeting tonight and would be published on the website. Any declarations at this meeting would be taken at the item to which they related.

05/20 How MDC will work

5.1 Modus operandi

The Chair said that, as a new committee with wide terms of reference, MDC would need to operate differently from other committees. Much of the work would be done through the establishment of ad hoc working groups and task and finish groups reporting back to the main committee. Main committee meetings would be held a few weeks ahead of

quarterly Council meetings, to which MDC would report through its minutes, supported by additional papers where necessary on specific recommendations.

5.2 Technical Excellence Advisers

A team of Technical Excellence Advisers (TEAs), each of whom was a specialist in their discipline or area of the sport, was available to assist this committee and the Élite Performance Committee (EPC). The list of TEAs for 2020 is set out at Appendix 2.

5.3 Dates of future meetings

The Chairs of MDC and EPC had agreed in principle, subject to the agreement of their committees, that both committees should meet on the same day. This would be more convenient for those who belonged to both committees, and for TEAs in their capacities as advisers to the committees who may, at least on occasion, be invited to both meetings, if there were items needing advice from TEAs on both agendas.

EPC had already set out its schedule of meetings for the year, as Tuesdays 5 May, 4 August and 20 October at 15:00 at British Skydiving HQ. It was agreed around the table that MDC would meet at noon on the same dates. Jack Davies tendered his apologies from the meeting on 5 May as he would be away team training in the USA.

5.4 British Skydiving Strategic Plan - issues for MDC

The Chair outlined some of the strategic issues that MDC needed to have at the top of its agenda. A working group would be established to progress each of these objectives. The composition of the working group would not be limited to members of MDC; the working groups could draw freely on expertise within the membership and beyond, by co-opting others with appropriate knowledge and skills to join or advise them, on a continuous or one-off basis. The measurement would be outcomes in the form of formulating robust, well-founded recommendations to MDC.

5.4.1 Working Group on skills coaching roadshows

MDC's terms of reference for member development included the established programme of skills coaching roadshows. There was a need to review the purpose, structure and delivery of the roadshow programme to analyse why roadshows were generally believed not to be as effective as they might be. Questions included:

1. Were roadshows reaching the right audience?
2. How competent in coaching, not just in skydiving, were the coaches, perhaps especially in the smaller disciplines?
3. Some coaches did not hold a coaching qualification.
4. There had been roadshows where only a couple of members had taken part, so we needed to consider value in terms of cost per member.

There was therefore a clear need for MDC to establish a Working Group to conduct a comprehensive review the Skills Coaching Roadshow programme. The Secretary asked Marie Kent, Events & Awards Co-ordinator, to be the staff contact for the Roadshows Working Group as she looked after co-ordination of the roadshows by liaising with the TEAs as part of her responsibilities.

Action: Events & Awards Co-ordinator

See minute 7.

5.4.2 Working Group on review of coaching qualifications

The Chair said there was need to establish a Review of Coaching Qualifications Working Group. Martin Soulsby (a Vice President) had kindly volunteered to chair this body and had already carried out considerable research, per his supporting paper for this item later in the meeting. MDC expressed its gratitude to Martin Soulsby for taking on the role of Chair of this working group. See minute 9.

5.4.3 Working Group on Inclusivity

The Chair said that this group was needed to continue the work started by the former Development Committee across all areas and all protected characteristics.

The Chair reported that the Treasurer had called his attention to a seminar on equality in sport that it was holding on Wednesday 25 March, and asked any MDC member who might be interested in attending to let him know so he could forward them the details.

5.4.4 Rise Up mentoring programme

This programme had been devised and developed, and continued to be administered by, Yassi Müller. The Chair said he would contact her to discuss arrangements for the Rise Up programme to report into MDC.

Action: Chair

5.4.5 Budget

The Chair reported that the Treasurer was recasting the budget for the current financial year ending on 30 June 2020 to take account of the new committee structure. The remaining funding in the current financial year for skills coaching roadshows had been reallocated from the former Competitions Committee to MDC, and the Treasurer had provided a summary of this, which had been circulated with the agenda.

06/20 Minutes of the meeting of the Development Committee on Tuesday 26 November 2019

The minutes of this meeting, which had been approved electronically by members of the former Development Committee, had been circulated with the agenda.

07/20 Matters arising

7.1 Insurance indemnity limit (minute 69)

This would be doubled from £5m to £10m from the start of the new membership year on 1 April. Insurance now came under the terms of reference of the Finance Committee.

7.2 Information Technology Strategy Group (minute 74)

ITSG now reported to the Finance Committee.

7.3 Meeting of the Drop Zone Owners' and Operators' Specialised Interest Group on Friday 24 January 2020

Notes on this meeting had been circulated with the agenda. The meeting had been held as part of the Industry Day at British Skydiving's Skydive the Expo 2020, which had offered a modular structure of mix and match afternoon sessions for DZOs, tandem instructors and riggers. The COO said the DZO meeting had focused on the new PTO portal to PIMS, British Skydiving's new Personal Information Management System. The portal was now running and, as with any new system, a few bugs were being ironed out. During the afternoon, John Korzeniowski, Partner at The Air Law Firm, our insurance solicitors, and Tony Knight, British Skydiving's Aviation Adviser, had both given informative presentations.

As MDC was now the sponsoring committee for the DZO Specialised Interest Group, the Chair confirmed his willingness to chair the next scheduled DZO SIG meeting on Friday 29 January 2021 at 10:30 at EMCC Nottingham. The Expo would continue to be managed by Adrian Bond (Vice Chair of Council) in his capacity as Chair of the Expo Working Party, reporting to the COO.

08/20 Working group on skills coaching roadshows

The Chair said that whereas skills coaching roadshows were a good idea, their rationale and the arrangements for them needed to be reviewed to assure they gave a good return for the time, effort and other resources that went onto them. One purpose of the roadshow programme was to enable members jumping at smaller, quieter DZs that may not have their own coach in disciplines such as say CP or WS, to benefit from visiting coaches. Our best coaches should coach new coaches at local DZs to go through the grading system. There were too many roadshows at which too few jumpers were attending, making them uneconomical to run in terms of cost per participating member.

Kate Lindsley said that a short training video on social media had the potential to reach far larger numbers of members, as online learning was open to all.

The COO said another issue was that not all roadshows had a clear purpose by way of an intended learning outcome, The Chair agreed, and said an FS roadshow for example might be to coach participants to get their FS sticker, or to coach the coaches, or to coach 4-way teams planning to compete in the Nationals.

Reporting back on roadshows, by way of completing and returning the feedback form, was the responsibility of TEAs. TEAs did not need to attend roadshows, but were responsible for reporting information obtained from the host Drop Zone about jump numbers, etc.

Feedback should include the intended learning outcomes, who attended to be coached, who were the coaches, and the number of coached jumps that took place. Coaches' expenses claims should be submitted to Marie Kent, who would confirm with the relevant TEA that the roadshow had taken place with the coach/es who were claiming expenses, then she would forward the confirmed claim to the MDC Chair for sign off from the MDC roadshow budget. From this, the cost per participant could be calculated and the programme could be managed to help to assure the most efficient and effective application of British Skydiving's precious resources.

It would be helpful to prepare quarterly management reports on roadshow performance for monitoring by MDC and the Finance Committee. The Chair emphasised that everything needed to be accountable.

The Chair asked the Events & Awards Co-ordinator to speak with the Secretary to the former Competitions Committee about roadshow feedback forms and other feedback that may be available to date. This was understood to be in a SharePoint folder under 'competitions'.

Action: Events & Awards Co-ordinator

Mary Barratt noted that there was a system in France of *coach the coaches* sessions, which enjoyed good take-up and had generated a lot of positive momentum.

The Chair said we should continue with the roadshows to which we were already committed for the rest of this year, with new arrangements in place in time for next year.

Jack Davies kindly offered to review Form 217 Skills Coaching Roadshow Feedback Form and Form 217A Skills Coaching Roadshow Structure.

Action: Jack Davies

Jack Davies said the coaches expected British Skydiving to have an overall plan by way of strategic objectives for the roadshows. The Chair agreed and suggested it may be appropriate for the working group to seek to develop a briefing pack for coaches to set out what they were expected to do at a roadshow, including its intended learning outcomes.

The Communications Manger would seek to develop an online survey for members receiving coaching to provide feedback on their experience of taking part in a roadshow. Responses would be analysed to help to inform the planning of future events. The survey could be accessed for example by a QR scan and/or an e-mail to participants.

Action: Communications Manager

09/20 Working group on review of coaching qualifications

Martin Soulsby, a Vice President, joined the meeting by Microsoft Teams video for this item in his capacity as chair of MDC's working group on review of coaching qualifications (minute 5.4.2). He had prepared a paper on his research to date, which had been circulated with the agenda and was taken as read.

Martin Soulsby's paper covered his liaison with sports coaching agencies such as UK Coaching, about engagement of our system of coaches' development with that of the wider sporting landscape and sharing common modules with other sports. The paper outlined a five-stage process, of which a budget of approximately £2.5K would be required for the first four stages. The intention was to identify any gaps in our current programme of coach development, and to formulate a learner journey. He saw the need as a mix of two sets of learning objectives, the first relating to technical aspects of skydiving as our own sport, and the second comprising the development of more generic competencies common to all sports coaching, such as the ability to coach, the psychology of coaching, and the different learning styles of different individuals. This would require the engagement of coaches and approval by STC. Martin Soulsby believed that we may be looking at a timescale of perhaps nine months to a year.

Martin Soulsby sought a small working group to start with, of those with an established profile within the sport such as British Skydiving's technical staff and Instructor Examiners, etc. Then individuals with a high profile within the disciplines could be consulted at the next stage.

The spots coaching framework comprised three tiers:

- Tier 1 - basic coaches, sometimes also known as foundation coaches or assistant coaches
- Tier 2 - development coaches
- Tier 3 - performance coaches.

Tiers 2 and 3 would be new to us. The COO believed this to be an important development for British Skydiving, to help to develop our coaching to be on a par with that already established in many other sports. The Chair agreed, based on his personal experience of having completed a complete portfolio of nine UK Coaching modules.

Martin Soulsby said a key point was that how to be a good coach was not the same as how to be a good competitor. The Chair said that the strategic objective was to develop a better coaching system with qualified coaches. Better coaches meant better coaching and better skills development of our members. Coaches needed to prepare an individual training plan on a structured development pathway for each of the members they were coaching.

British Skydiving's instructor training was good, and MDC now needed to develop a structured system of coach training and development to help to enhance the quality of coaching in our sport - an 'expanded workforce of skilled individuals' in human resource development terms. Martin Soulsby believed that, if we got this right, it would increase the demand for coaching in our sport, by giving everyone from Chief Instructors to new jumpers confidence in the type of support to which they would have access.

MDC AGREED to recommend to the Finance Committee (pending clarification of MDC's budget) an allocation of £1,800 for a gap analysis of the learner (coach) journey as suggested as the first three stages in Martin Soulsby's paper. Proposed by Jack Davies, seconded by Paul Applegate and carried unanimously.

Recommend to Finance Committee budget allocation of £1.8K

Martin Soulsby said he would liaise with the MDC Chair, the COO and STO. He also invited Ben Samuel to join the working group on review of coaching qualifications, to which Ben Samuel agreed.

10/20 Working group on diversity, inclusivity and equality within the sport

10.1 Initiative by Kate Lindsley

This working group would cover all protected characteristics, starting with work on gender equality that the former Development Committee had begun to consider last year, as recorded in the minutes of their meetings. Most recently the minutes of the meeting of the Development Committee held on Tuesday 26 November 2019 (item 6 in these minutes).

Kate Lindsley cited statistics to illustrate the relative lack of women in the sport, both generally and as instructors, camera flyers and other roles. She outlined initiatives that had been taken in other countries to improve the situation, such as the Women's Skydiver Network in Australia and Sisters in Skydiving in the USA.

Kate Lindsley then spoke to her plans for a women-oriented instructor training course, which Skydive Langar had kindly agreed to host from Monday 5 to Friday 9 October 2020. It would run under the normal British Skydiving arrangements for instructor courses, with the STO as course director, and with women as all four Instructor Examiners. It would be open (by advance booking, subject to places remaining) to all eligible course members of either gender, and she hoped it would be especially appealing to women. It would be prefaced by a special 'uncover your potential' motivational weekend that would include participation by Angie Aragon, a high-profile guest speaker from Sisters in Skydiving in the USA. Kate Lindsley suggested hire of a marquee if the weekend event was over-subscribed. It might also be videoed, if so, the Communications Manager suggested consideration be given to the engagement of a professional video company. The STO said that the instructor course itself should not be videoed.

The COO said it would be helpful to know in advance what Angie Aragon would be covering on the 'uncover your potential' weekend. She would not be able to examine on a

British Skydiving course but would be welcome to stay after the weekend to attend as an observer the instructor course that followed, and to provide feedback afterwards. Both the 'uncover your potential' weekend and the instructor course would run under a British Skydiving banner, but the preliminary weekend would not formally be part of the instructor course.

The STO outlined the financial arrangements for instructor courses. Such courses covered their own direct costs, with course members paying a fee of £150 each, and Instructor Examiners eligible to claim a daily subsistence expenses rate of £65 a day (per our agreement with HMRC), plus car mileage expenses at the standard British Skydiving rate. Instructor Examiners were not paid, they did not receive a fee. An instructor course usually had up to 18 places, plus up to six observer places. In the event of fewer than seven course members, which was the break-even number on direct costs, Kate Lindsley wished to use the ring-fenced funding (see below) to cover these slots. The course would be run as an addition to British Skydiving's standard programme of instructor training courses.

The mediation settlement reached with Team NFTO at Sport Resolutions last year regarding British Skydiving sponsorship (funding) had included designation of funding of £5,912 'to develop a programme to encourage greater female participation in the sport in conjunction with [Team] NFTO.'

MDC AGREED to the drawdown of funding by the 'uncover your potential' weekend and the instructor course that would follow it, in accordance with figures set out in Kate Lindsley's paper, from the ring-fenced sum from the NFTO mediation settlement. This was subject to receipt of written confirmation from Kate Lindsley that the current team members of NFTO were content with this. Proposed by Mary Barratt, seconded by Paul Applegate and carried unanimously.

The STO asked Kate Lindsley for a narrative or video to promote the event, which he would forward to the Communications Manager who would now be able to announce the dates.

Actions: Kate Lindsley / Communications Manager

Kate Lindsley said she was also seeking women speakers for Skydive the Expo 2021. The STO reminded the meeting that we did not pay fees or expenses for speakers to attend the Expo. The Chair suggested we might run another stream at the Expo, subject to a room being available, to promote women in the sport and their achievements, either or both on the industry day on the Friday and the member day on the Saturday.

10.2 Papers by Mary Barratt and Tash Higman

A paper by Mary Barratt had been circulated with the agenda. It proposed an analysis of representations that new jumpers saw when they came into the sport with fresh eyes, and an analysis of the representations of the sport by British Skydiving, such as for example the promotional video for the Expo 2020. Mary Barratt said she was content that the ideas in her paper should be discussed by the working group on diversity, inclusivity and equality.

Tash Higman, who had been a member of the Development Committee last year, had also prepared a paper that had been circulated with the agenda. The paper summarised the Development Committee's discussions last year on how to achieve more equal representation of women within the sport, including various possible options to commission academic research to inform and underpin any initiatives. The Chair said that MDC was grateful for this paper and asked that it be considered by the working group on diversity, inclusivity and equality.

11/20 Member development initiatives

The following member development objectives remained to be progressed under the British Skydiving Strategic Plan 2018-2022. They would be an agenda item for the next meeting.

11.1 Better understand the member journey and key influencing points/agents

The Chair said that this objective might best be progressed by the establishment of a working group which could also be asked to consider why people left the sport.

MDC AGREED to establish a member journey working group.

11.2 Better understand factors affecting membership growth/decline

Mary Barratt suggested that this might be progressed through online surveys. USPA was reported to have a good survey of this kind. Jack Davies asked what information we could get from PIMS. This work could be co-ordinated by the member journeys working group (minute 11.1).

11.3 [Referred from the Communications Committee] Possible development of a membership app ('My British Skydiving' or 'Skydive the App')

This required liaison with the IT Strategy Group, the Communications Manager, and others - the COO suggested including STC's working group on canopies. This would be included as an item on the agenda of the next meeting.

Action: Next meeting

12/20 Member development awards

A paper by the Events & Awards Co-ordinator had been circulated with the agenda. It concerned critical comments on social media of Council's decision, at its meeting on Tuesday 26 November 2019, not to award the British Skydiving Taz Caser Skydiver of the Year Award notwithstanding that six nominations had been received. The reason for not making the award was to maintain the standard of the award, which in Council's view had not been reached by any of the nominees, worthy though their skydiving achievements had been. This was the fourth year during the award's fourteen-year history in which no award had been made.

The Secretary said that the convention in air sports was for the names of nominees to be put forward and considered in confidence, such that if an award was made, its recipient should be surprised and delighted. Some of the comments on social media and in correspondence from nominators seemed to take more as their model something such as the Oscars, where a nomination was itself something to be publicised and celebrated.

The Communications Manager said the award specification was very brief and it left a lot of room for interpretation:

Award specification

British Skydiving Taz Caser Experienced Skydiver of the Year Award

This award, which is in the gift of the Council of British Skydiving, is for a UK-based skydiver whose achievements during the year deserve special recognition.

Jack Davies agreed, saying we should tell the story of how the award came about, and of the skydiving achievements of its previous winners. This should help better to establish the standard of the award in members' minds and attract only nominations of a quality likely to be a serious contender to trigger the award.

Action: Communications Manager

13/20 Communications to members and beyond

13.1 Skydive the Mag

An Editorial Report from Warners, who held the publishing contract to produce Skydive the Mag, had been circulated with the agenda. MDC congratulated the Editor, Liz Ashley, and the team at Warners for the excellent makeover of the February issue of the Mag to its new British Skydiving identity.

13.2 Digital communications

The Communications Manager had provided eight reports, which had been circulated with the agenda, on digital communications. These noted with thanks by the meeting.

13.3 Students in schools and colleges

Ben Samuel suggested that we should promote the sport to students at schools and colleges. The Communications Manager said the British Gliding Association worked with Youth in Aviation to promote their sport, and he saw opportunities for us to do the same. He would liaise with Ben Samuel outside the meeting.

Action: Communications Manager

Kate Lindsley said the Australian Parachute Federation used the hashtag #getintoskydiving to help to get its message across to all demographics.

14/20 Summary of MDC working groups and their compositions

The Chair summarised the working groups that MDC had established at today's meeting, and the composition of each one, to date. If other MDC members were interested in joining a particular working group, he asked that they should kindly let him and the Secretary know.

Subject to approval by the Chair and MDC at ratification at its meetings, working groups could co-opt others from within or outside British Skydiving who had skills and competences helpful to their work.

The Chair envisaged that the working parties would meet virtually.

1. Working group on skills coaching roadshows

Chair: Mary Barratt, Members Mark Bayada, Paul Applegate, Jack Davies, Kate Lindsley, Angel Fernandez, Marie Kent

2. Working group on review of coaching qualifications

Chair: Martin Soulsby, Members Mark Bayada, Tony Butler, Jeff Montgomery, Ben Samuel

3. Working group on diversity, inclusivity and equality within the sport

Chair: Mary Barratt, Members Kate Lindsley, Angel Fernandez

4. Working group on member journeys

Chair: Mark Bayada, Members Jack Davies, Tony Butler, Jeff Montgomery, Angel Fernandez, Ben Samuel.

15/20 Dates of next meetings

Tuesdays at 12:00 noon (with EPC meeting at 15:00) at British Skydiving HQ, Leicester
LE2 9TF: 5 May, 4 August and 20 October.

The meeting concluded at 17:30 (duration: 2:30)

Appendix 1

British Skydiving Member Development Committee (MDC) Terms of Reference

Name
Member Development Committee (MDC)
Status
A main Committee of Council reporting to the Council
Purpose
Working as appropriate with internal and external stakeholder partners in the UK and beyond, to facilitate, enhance and inspire members in their journeys in our sport.
Composition
<ul style="list-style-type: none">• Constituted annually (from AGM to AGM), composition subject to approval by Council• Chair elected by Council• Vice Chair shall be a Council member• One to four other Council members and never more than 50% of Council• Volunteer committee member/s (if available with appropriate skills)• Maximum nine voting members• COO and staff management team may attend (non-voting)• Communications Manager (non-voting)• Staff Committee Secretary (non-voting)
Quorum and voting
Two-stage quorum of: <ul style="list-style-type: none">(i) a minimum of two Council Members including the Chair or Vice Chair and(ii) at least 51% of voting members (per committee composition each year) Motions carry by a simple majority. Chair has second or casting vote in a tie. Decisions subject to approval by Council. British Skydiving rules for proxy votes apply. Conflicts of interest managed by the Chair.
Responsibilities
<ul style="list-style-type: none">• Member development including participation, talent identification and progression, coaching, skills coaching roadshows, the development of qualifications relating to retention of members (STC is responsible for the introduction of ratings), personal development pathways and mentoring• Membership recruitment and retention

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- Encouraging members to improve their skills in skydiving and providing them with a range of opportunities to do this
- Understanding membership journeys through research and analysis better to support and enhance these journeys to meet members' current and changing needs
- Promoting equality, diversity and inclusivity in our sport
- Promoting best practice in customer service at Drop Zones
- Surveying members to find out about them, their membership journeys in the sport, and how we can help
- Monitoring the effect of our initiatives

Subsidiary bodies

Reporting in: Coaching Qualifications Group (CQG), and task and finish groups constituted as necessary. Assisted by Technical Excellence Advisers (TEAs).

Sponsoring Committee of the Drop Zone Operators' Specialised Interest Group

Additional details

All Council members may attend all Committees (including in camera discussions). In camera sessions of each committee may be attended by; the voting members of that committee; other Council members; and others by invitation of the Chair of the meeting.

Any member of British Skydiving has the right to attend to observe (except for any closed sessions) and speak.

Annual Review of this document

This document will be reviewed towards the end of each committee year and any proposed variations shall be subject to approval by Council to maintain consistency across its committees.

Appendix 2

British Skydiving Technical Excellence Advisers 2020

as at 27 February 2020

Name	TEA in
Martin Reynolds	Canopy Piloting
Mikey Lovemore	Speed
Mike Williams	Wing Suit
Rai and Harry	Arts
Tim Gaines	VFS
Craig Anderson	FS
Marcus Muir Smith	CF
Steve Hastings	Classics

Email addresses (not all may yet be working)

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