



Est. 1922

BMFA STRATEGIC DIRECTION

Presentation to Full Council
Saturday 18th September 2021
Ian Pallister FSMAE, Chairman

7 STRATEGIC PRIORITIES



1. Protect Model Flying including advocacy with the DfT and the CAA.
2. Retain and grow the membership with specific reference to:
 - a. Making the BMFA relevant to all members.
 - b. STEM and Education focus to recruit Juniors.
 - c. Preserve and improve member benefits.
3. Restructure with specific reference to:
 - a. Articles of Association to enable change.
 - b. Areas.
 - c. Back office functions and systems.
4. Reduce Bureaucracy and streamline meeting Agendas.
5. Celebration of 100 years of the SMAE/BMFA in 2022.
6. Further Develop Buckminster.
7. Business Continuity and succession planning.



SECOND SESSION OBJECTIVES

1. To agree the challenges and priorities facing the BMFA that require action
2. To confirm the true value of the BMFA to its members & explore how this may change over time and what internal /external factors may drive that change
3. To understand where there is need for improvement in the processes that create and support members' value and why?
4. To identify the improvement actions stemming from the above with ambitious timescales for their implementation and the people who will be accountable for them
5. To agree and execute a post workshop communication process that will advise the membership of the outcomes and commit to regular 'transparent' reviews / updates



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FIRST STRATEGIC REVIEW - 1968



3500 Members

SMAE Council:

- Chairman
- Vice Chairman
- Secretary
- Treasurer
- Contest Director
- Newsletter Editor
- Technical Secretary
- Records Officer
- PRO
- FAI Delegate
- + 13 Area Delegates



DISSATISFACTION IN 1968

- Elected officers with tedious, repetitive work to do
- Unwieldy Council meetings with lots of discussion yielding little of value to members
- Too few volunteers to assist Council members (eg running the Nats) leading to despair after a few years in office and scarce candidates for election
- Members with feelings of remoteness, helplessness and lack of value for money.

Area Delegates have a very difficult job:



He is required to be an ardent and eloquent advocate of Proposals of which he may know little and may disagree with: he is required to vote on matters of which he has little , if any experience: and he is required to present an accurate and unbiased account of the meeting in which he has been involved.

Furthermore, only 5 of the then 13 Areas were active and had any influence on Council and hence clubs in the other 8 Areas felt that Council was 'out of touch' or 'doesn't care'.

RECOMMENDATIONS (1968)



- Scrap the Area Delegate System (*democratic but ineffective*)
- Officers to be as few as possible - backed up by sub-committees
- Sub Committees to be:
 - Nationals (*chaired by Comp Sec*)
 - Control Line
 - Free Flight
 - Radio Control
 - Scale
- 10 Directly elected Officers (8 as now + Newsletter Editor and PRO)

With such a composition, Council meetings could be run on very effective lines: the Chairman would receive the reports of the sub-committee chairman and then Council could get down to deliberating policy instead of exhaustive administrative detail.

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Board Structure Examples

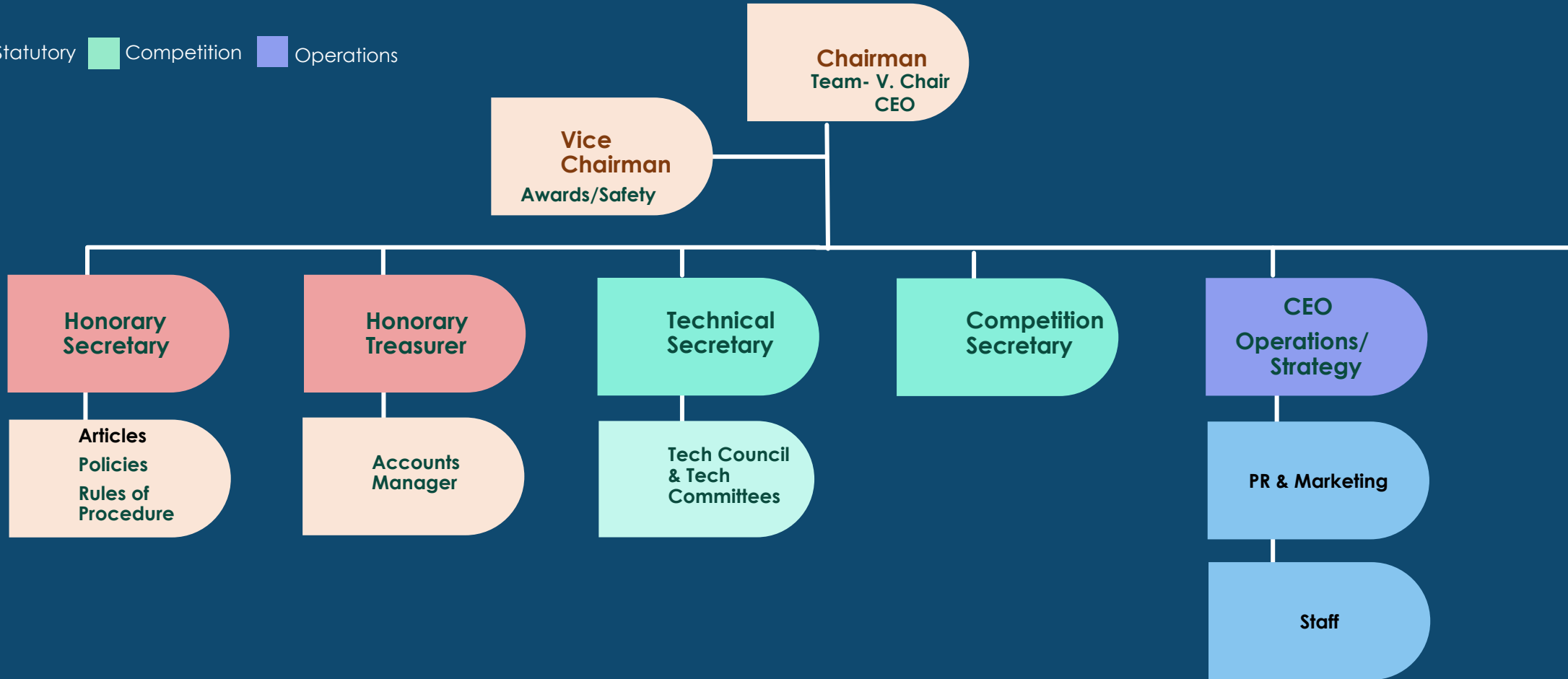


- Recommended by Professional Bodies: 7 to 9 Directors (Maximum 15)
- British Gliding Association – 10 Directors
- Light Aircraft Association – 7 Directors (including CEO)
- Archery GB (1000 clubs and 40,000 members) – 10 Directors



THE VISION

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CEOs as staff only

Advantages:

- Management role separate from governance role
- Fewer conflicts of interest
- Limited power of the CEO
- Stronger governance
- More supervision over CEO performance

Limitations:

- CEO may have less authority or influence
- CEO may not have the same credibility or authority with the board and community
- Boards might not recruit the same calibre of CEO candidates

CEOs as board members

Advantages:

- CEO has higher credibility and authority with the board and community

Advantages to CEOs with Voting Rights:

- CEO and board work in partnership with an equal voice and influence
- Board can better recruit strong CEO candidates

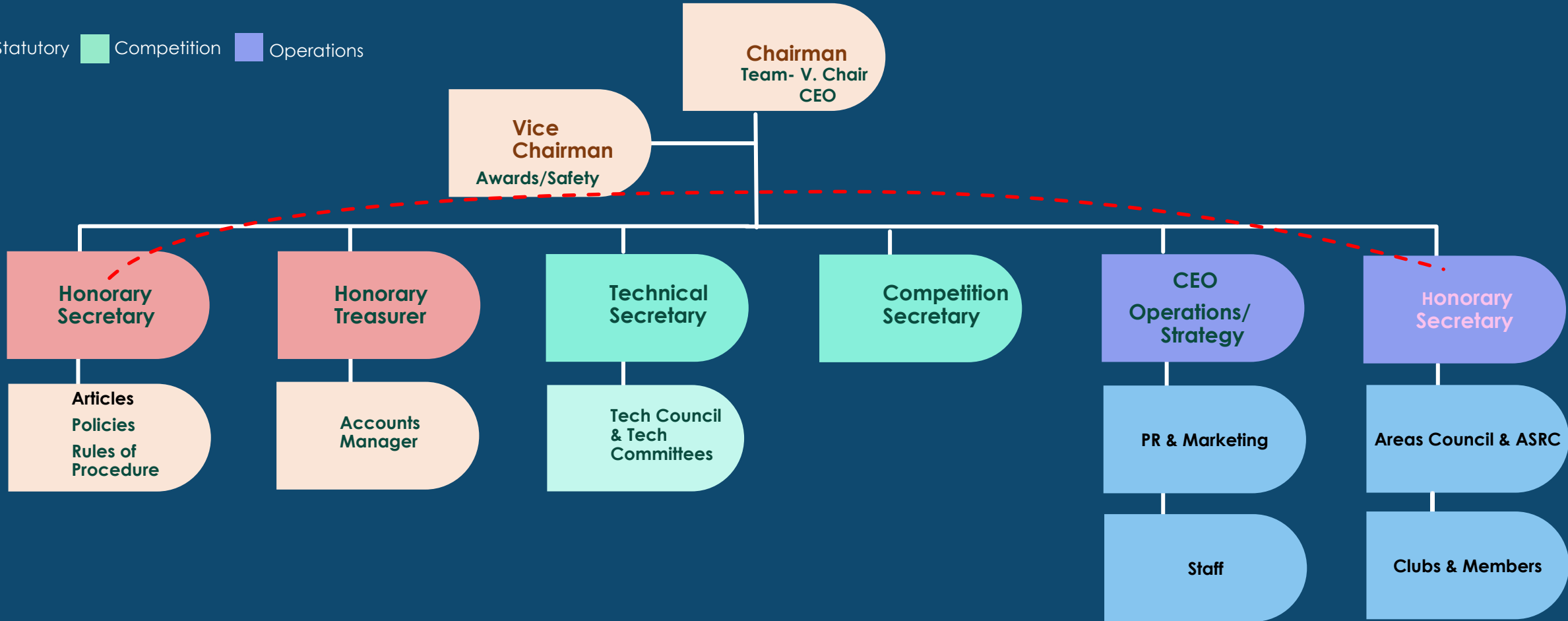
Limitations:

- CEO roles as staff and board member blur
- May create conflicts of interest
- CEO has too much influence on board decisions
- Potential for board to rely too heavily on CEO's opinion
- Board may not adequately supervise/evaluate one of its own



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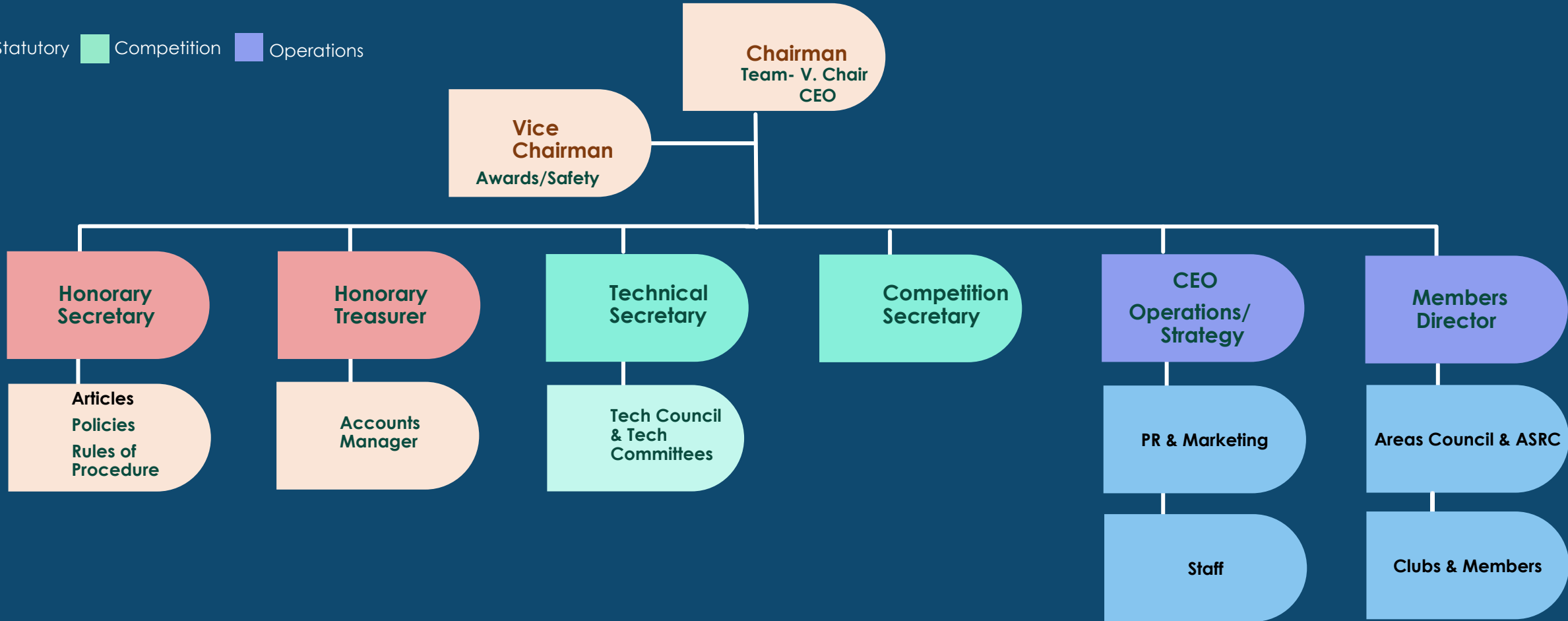
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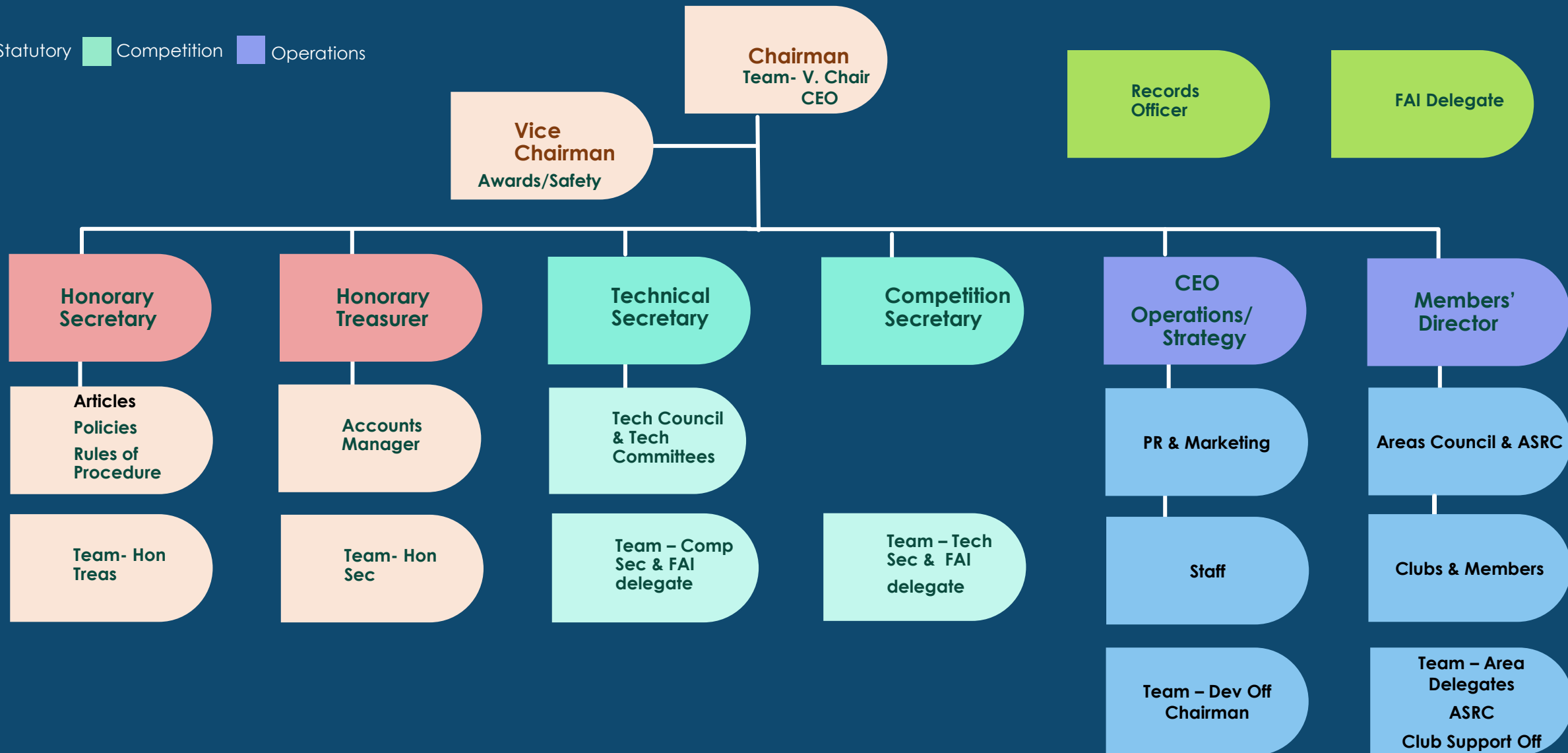
Members' Director Responsibilities

- To have oversight of general and specific matters relating to member support with specific reference to recruitment and member retention
- To work with the Chief Executive and other senior staff to promote Youth Engagement
- To oversee and where necessary arbitrate in club/member disputes and complaints
- To Chair the Areas Council and work with Area Delegates to encourage engagement in model flying activities
- To have oversight of the Achievement Scheme Review Committee



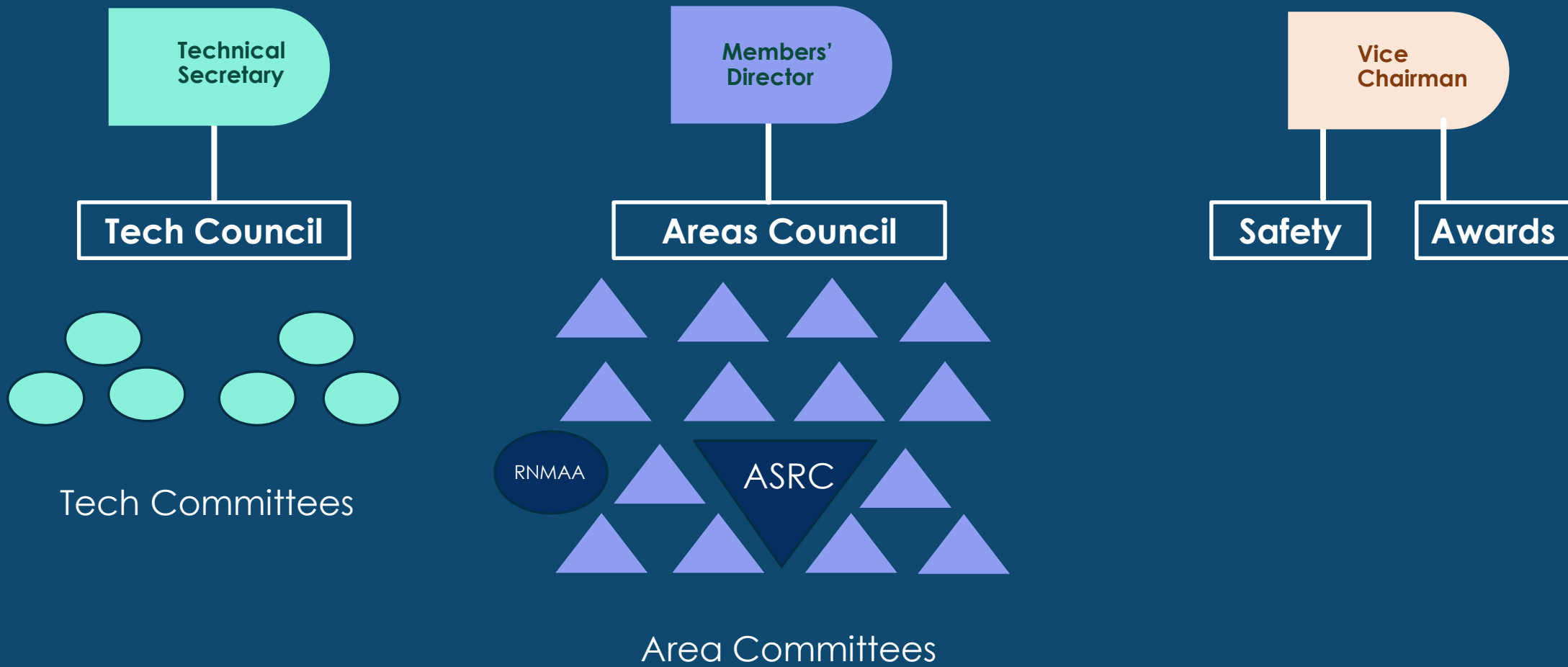
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OVERVIEW OF KEY MILESTONES



Sept 2021 Full Council – **Statement of Intent to Full Council**

January 2022 Full Council – **Outline presentation of the future Governance shape of the BMFA**

February/March 2022 – **Consultation with Areas and Tech Councils**

May 2022 Full Council – **Feedback from consultations**

September 2022 Full Council – **Consideration of proposals**

November 2022 AGM – **Vote to implement the proposals as necessary.**



QUESTIONS?