



Open invitation to tender for development of our new brand British Skydiving

Tender specification and timetable

1 Who we are

We are British Parachute Association Ltd, the National Governing Body for Sport Parachuting - the sport that's also known as Skydiving. We're proud that our Patron is His Royal Highness the Prince of Wales.

Many nations have a body with similar functions to ours, for example the United States Parachute Association, the Canadian Sport Parachuting Association, La Fédération Française de Parachutisme and the Australian Parachute Federation, to name just a few. We're all represented on the International Parachuting Commission of the The Fédération Aéronautique Internationale, the World Air Sports Federation.

We're a third sector, not-for-profit company limited by guarantee. Our directors are all non-executive volunteers and we employ a staff of 10 led by Tony Butler, our Chief Operating Officer.

We were founded in 1961 and incorporated as a company in 1966. Our sport is a small niche sport, but it's becoming better known. We have around 6,000 full members, and about 60,000 student members each year - student is our term for anyone who makes a parachute descent, not just the 2% or 3% who go on to train to become full members.

We have three sub-brands:

- BPA Skydive the Mag
our members' magazine
- BPA Skydive the Expo
our annual expo (exhibition/seminars, etc)
- BPA Stay safe
our safety function/campaigns

Our name dates to our foundation in 1961. And so does our logo, which was tweaked in the 1970s. Today both our name and our logo are, frankly, dated.

Nowadays, we believe an organisation's name has clearly and instantly to convey what it does. Our name, British Parachute Association, is well known within our sport, but can be less clear to people outside it - and it's from the wider public that our new members will come. Some think, from our name, that we manufacture parachutes or that we're a trade body, rather than the association of sport parachutists that we are. And we sometimes get called 'British Parachuting Association' by mistake - with a verb rather than a noun in the middle - even though that's arguably more grammatically correct!

One last thing about who we are. Indoor Skydiving - simulated skydiving in wind tunnels - has grown enormously over the last few years and looks set to continue to do so. Indoor skydiving is a hugely valuable training aid to outdoor skydiving. But we do not govern or organise competitions in indoor skydiving, a new organisation called the British Indoor Skydiving Association is being formed to do that. It will be separate from us, but some members will be members of both organisations if they're involved in both outdoor and indoor skydiving.

2 Our new trading name of British Skydiving

Our new trading name, British Skydiving, is decided.

3 What we are

What we are is clear - a National Governing Body (NGB) of Sport. There are probably something around 200 governing bodies of sport in the UK and its constituent home countries, most of which, like us, belong to the umbrella organisation for sport, the Sport and Recreation Alliance.

Most NGBs of sport that cover the UK typically call themselves British followed by the name of the sport. And their house colour palette is typically red, white and blue. Because one of the things NGBs of sport do, is to organise the British National Delegation to international events such as European and World Championships. We fly the flag on the international stage.

There's a family of NGBs of sport, and we are part of that family.

That said, red signals blood and danger, so we don't go overboard on red in the wider aspects of our visual identity. Our sub-brand BPA Skydive the Mag uses a masthead of white and sunny yellow, our BPA Skydive the Expo sub-brand refreshes its colour every year, and our 'BPA Stay safe' sub-brand is in green - for safe condition, as used in safety signs. And a favourite saying in the sport is 'Blue skies!'.

4 Our sport

We've a fantastic sport - it's inspirational, aspirational, exciting, exhilarating, breathtakingly photogenic and a great way to make friends from all walks of life. Most skydivers are amateurs whose 'day jobs' cover just about everything you can imagine. On the door of our HQ it says, 'I met some of the best friends of my life through skydiving.' There's a real esprit de corps among skydivers, and we're a very welcoming bunch.

5 So what's holding back our rebrand?

We need to capture the quintessence of our fantastic sport in our new brand. The brand needs to demonstrate our personality. One of the ways in which the brand needs to be expressed is in a new visual identity.

We made a start at this but, looking back, believe we began at the wrong end, by commissioning designs for a new logo. We looked at lots of ideas, yet none really blew us away. Quite a few Members thought they could do better or knew someone who could!

What we've learned from this (the hard way) is that a new visual identity needs to grow organically from the personality of the brand. Unless a new identity is built on a firm foundation, a clear rationale, it risks being more contrived than visceral.

And a real, organically-grown brand, that's in tune with our mission, vision, culture and values, will help us to meet our strategic objectives (see our strategic plan attached). If it can do all that, then even though not everyone is likely to agree on its aesthetics, the solid foundation on which the identity of the brand is based should be persuasive (fingers crossed!).

Internally, we're all a bit too close to it, and we aren't branding experts (although we do have a few in our membership). After all, this is our first rebrand in our nearly 60 years! Which reminds us, we'll need a special visual identity to celebrate our 60th anniversary in the year 2021.

6 Invitation to tender

We invite tenders from established agencies/companies with a demonstrably successful track record in branding/re-branding, for Stages 1 & 2 together, as follows:

Stage 1

To set out compellingly a **structured, systematic and proven process of brand development** that you would follow, to demonstrate why you are the agency/organisation to which we should entrust with our rebrand. As one of our Council Members observed, we're likely to be living with the result for years, so we need to get it right.

To develop, from the above process, a **brand personality, expressed through three options for a visual identity for British Skydiving and our three sub-brands (Skydive the Mag, Skydive the Expo and Stay safe), plus a special identity for use during our 60th anniversary year in 2021**, that will engage our communities, support our strategic plan, and take our sport forward.

Based on a solid rationale that will help convince the doubters, to be put forward by you as professional branding proponents, as brand ambassadors, to convince us of the way forward.

Stage 2

Following BPA Council's selection of a visual identity to adopt, to work up the brand personality / visual identity to implementation for the main British Skydiving brand and its sub-brands, and to advise and assist us with that.

The new visual identity will be used across the full panoply of media including online/digital/social, video, team/delegation uniform (embroidered or stamped), medals and trophies (engraved), signage, banners, flags, print, lapel badges, lanyards, print, mugs, assorted promotional items, etc.

7 Our budget

Our budget is in the region of **£15K+ VAT** for both parts (which we need to see a fully itemised quotation and plan of work, please), inclusive of all costs and expenses.

We're looking for a not-for-profit discount. We'd welcome discussion about the project becoming a case study for the appointed contractor. We know how exciting our sport is,

and that development of the British Skydiving brand is likely to be a feather in the cap of the appointed contractor. Plus, none of our sister organisations in other countries has yet - as far as we know - taken the plunge to rebrand from 'sport parachuting' to 'skydiving', so it could be a British first! Although - news just in - the International Parachuting Commission has recently (January 2019) decided to rebrand as the International Skydiving Commission.

8 Want to know more about us?

See our websites bpa.org.uk skydivethemag.com and skydivetheexpo.com, which will become part of our new web hub britishskydiving.org (which isn't yet online, but is under development).

Our social media includes:

facebook.com/BritishParachuteAssociation

twitter.com/BritParaAssoc

facebook.com/BPASkydivetheMag

facebook.com/SkydiveTheExpo/

For our previous work/research on a logo for British Skydiving, see:

Membership survey:

<https://www.bpa.org.uk/assets/Miscellaneous-docs/BPA-Membership-Survey-Result.pdf>

Public survey:

<https://www.bpa.org.uk/assets/Miscellaneous-docs/Slides-for-BPA-Logo-Test-136-15.3.2018.xlsx.pdf>

<https://www.bpa.org.uk/assets/Miscellaneous-docs/Results-for-BPA-Logo-Test-136-15.3.2018.xlsx>

9 Submission of tenders

If we answer any questions from prospective contractors by email, we'll post the questions (anonymised of course) and our answers on our website for the benefit of everyone who may be interested.

Please submit, all in one single, fully-indexed, searchable, pdf:

1. an explanation of how and why your agency/organisation is competent to carry out this work;
2. the people, including their relevant qualifications and experience, who will be carrying out the work if your tender bid is successful;
3. a fully costed, itemised tender; including:
 - (a) a compelling rationale for the approach you advocate, set out as a structured and systematic process of brand development;
 - (b) a plan of work;

- (c) your timelines to present us with British Skydiving branding options in August 2019 and to launch our new brand at our AGM in January 2020.

including appendices of:

4. your most recent accounts, showing the legal status of your organisation and its registration/incorporation details;
5. three examples of your previous branding/rebranding projects accompanied by testimonials from your clients.

To repeat, all the above (1 to 5 inclusive) combined into a single, fully-indexed, searchable pdf - with no messy attachments, please!

Please submit to tender@bpa.org.uk with '**Branding**' in the subject (title) by no later than **Wednesday 20 March 2019**

To repeat, all the above (1 to 5 inclusive) combined into a single, fully-indexed, searchable pdf - with no messy attachments, please!

Tenders will be considered by the branding working party of our Communications Committee who will invite shortlisted bidders to come to BPA HQ on **Tuesday 9 April 2019** to make a presentation to them.

The branding working party will make their recommendation to the full Committee and thence to Council, to whom the preferred supplier will be invited to present on the evening of **Tuesday 30 April 2019 (corrected date)**

BPA does not guarantee to appoint a contractor from this process. But we genuinely hope to do so. It's over to you to convince us that your agency or organisation is the one for us!

10 Questions on this tender specification or the tender process?

Please email to tender@bpa.org.uk We'll publish questions (anonymised of course) and answers on our webpage below, so please keep an eye on it.

<https://www.bpa.org.uk/about-us/british-skydiving-branding-invitation-to-tender-itt/>



BPA competition medals for some of our disciplines

Attachment: British Skydiving Strategic Plan 2018

BPA HQ, 26 February 2019 - v2 published with corrected date of Tuesday 30 April on page 5, v3 published with (1 to 6 inclusive) on p 5 corrected to (1 to 5 inclusive).

BRITISH SKYDIVING STRATEGIC PLAN 2018-22

INTRODUCTION

This document sets out our strategy for British Skydiving, the way we conduct ourselves and the responsibilities that we carry.

For all those involved, there has never been a better time to make the most impact, nor a brighter light to shine on our ambition. We should focus on what is still to come, what is new and stimulating and what can be created and built upon as we reach out and develop British Skydiving.

Since our foundation in 1961 as the British Parachute Association, we have a proud record of accomplishment. Following successful completion of our previous five-year plan from 2011-16, the next five years are about maximising the momentum and continuing our development. We aim to be fit for the future as an expert, world-class organisation providing services and support for people experiencing the exhilaration of British Skydiving and to promote, encourage and enable participation in our sport. We remain fully committed to our prime strategic priority of increasing safe participation and enjoyment of British Skydiving, and of growing and developing the best of British Skydiving to shine on the world stage.

As a third sector, not-for-profit membership body, we are uniquely positioned to use our

resources – including volunteers from our membership – to drive positive action, influence and delivery more widely than ever before. We have expertise and networks in all aspects of our sport to fulfil our role as the authoritative and pre-eminent organisation for British Skydiving, with responsibilities in both the home countries and in showcasing the best of British Skydiving talent on the international stage.

We operate under an Exposition from the UK Airspace Regulator, the Civil Aviation Authority, by which British Skydiving is regulated. This has resulted in a world-class safety record for British Skydiving, achieved by an effective and efficient system of safety management in which all our Affiliated Operators play an integral part.

We are recognised as the National Governing Body of British Skydiving by UK Sport and the home countries sports councils. We nominate the UK delegation to the International Parachuting Commission of the Fédération Aéronautique Internationale – the World Air Sports Federation. The FAI is represented in the UK by the Royal Aero Club of the United Kingdom, in its co-ordinating role as UK National Airports Control. We are a member of, and we nominate delegates to, the RAeC Council. We engage with the wider sporting landscape

By Andy Ford



through our membership of the Sport and Recreation Alliance.

No other body can fulfil our unique role at the heart of our sport, nor offer our expertise, profile and reach. We need to ensure that we are fit for purpose, working in collaboration with our members and our many other stakeholders, to create and maintain strong, mutually beneficial partnerships with those who can help us maximise the effect of what we do, and help us to do it even better.

To do so requires a clear focus on our vision, mission and purpose. It demands an organisation structured, resourced and credible enough to deliver. More than anything, it needs the confidence to state clearly where we believe we should be leading activity, where we can support or advocate it, and where we should leave responsibility to others.

To hold the mandate for our role, we must acknowledge our position in the skydiving and wider sporting landscapes, and the need for effective and trusting partnerships with other stakeholders and commercial partners to help us deliver our strategic objectives within our vision.

This document outlines the strategic focus and goals that will drive our work over the next five years as well as the roles, responsibilities and functions we believe we should adopt to deliver them.

It highlights the vital nature of relationships and alliances; how our structure and governance will evolve to put us in the position to deliver; the culture and values we embody as an organisation; and the timetable we will follow in developing our detailed plans.

OUR CHALLENGE AND CONTEXT

National Governing Bodies (NGB) of Sport are under greater scrutiny from members, the media and the wider public than ever before. The environment in which sporting bodies operate has become increasingly litigious. Also, the last decade has witnessed a digital communications revolution through social media in particular. These influencers look set to continue over our next five-year planning cycle and beyond.

NGBs such as ourselves, historically with the culture of a national club, need to equip ourselves with a clear vision and a strategic plan to realise it. Our strategic plan needs to be supported by the right structures and competences to govern, support and champion our members and our sport in an efficient, effective and business-like manner. We need to do this while

nurturing our personal, member-centric approach, cherishing the camaraderie and bonhomie for which our sport is renowned.

Within our own sport over the last decade or so, we have seen:

- the development of improved safety management systems;
- recognition of new competition disciplines such as Canopy Piloting and, most recently, Wingsuit Flying; and
- growth in Tunnel Flying (‘indoor skydiving’) not only for training, but for international indoor skydiving competitions organised by the FAI, etc.

Our most powerful role is as a nexus, the go-to body for all aspects of British Skydiving. With our membership,

including many specialists and active volunteers, and our staff, we have unparalleled knowledge. We must use this knowledge to apply our resources wisely and in a structured and systematic manner to govern, support and champion our sport, recognising that we can only do this in partnership with other stakeholders whose support we must continue to earn.

OUR VISION

To secure skydiving as a safe, enjoyable and accessible sport for all.

Our vision is driven by our belief that through the power and inspiration of our members, partners, staff and supporters, we can achieve a change in the way wider society sees British Skydiving.

OUR CULTURE AND VALUES

As a membership body, our culture is to ensure that our members and those who support them are treated, and treat each other, with respect, integrity and consideration.

Our approach will always be member-centric, concentrating effort and resources where we believe we can make the most significant impact. This approach will apply to all of our activity, with our belief that it is support for our members that matters most, and where transformation can best be achieved.

We will continue to organise and structure ourselves to best achieve our ambitions, and employ or engage with people that are driven by excellence, have a belief in the highest standards and the need constantly to improve. We will demonstrate a passion for everything we do and an ambition to achieve the most we can. We believe we can make a real difference for the better by working together.

We are an organisation with unique responsibilities and roles. However, we will only achieve our ambitions by working with and through others, and by appreciation of where we fit within the skydiving and wider sporting communities.

To secure the mandate we need to maximise momentum, we must inspire confidence, trust and respect from our members, staff, partners and our other stakeholders. We are, therefore, committed to a culture of openness, integrity and honesty.

We will be guided in our member-centric behaviour by four primary organisational values:

• **Commitment to excellence**

Our belief that everything we do must be of the highest standard, and reflect our ambitions as the leader of British Skydiving.

• **Honesty and openness**

We will proactively engage with and listen to our members and other stakeholders, seeking opinion and cultivating understanding of our ambitions and approach.

• **Respect, integrity and trust**

All our interactions with each other, members, staff, partners, other stakeholders and with the wider public will be characterised by a respect for the views of others and the integrity of our approach. We will treat all people and issues with fairness and equality at all times. Our behaviours and decisions will always demonstrate the highest levels of integrity.

• **Building our knowledge**

We will facilitate the continuous learning and development of our members to improve their performance and enjoyment of skydiving. We will continuously transform



ourselves as a learning organisation in response to the pressures we face to maintain our pre-eminent position in British Skydiving.

We will ensure that our knowledge and development as a body is always of the highest level so that we can support our members to the full.

OUR STRATEGIC GOALS 2018-22

We have six strategic goals for the five-year period, 2018-22. Our goals determine our activities by providing a clear strategic focus and outcomes, and these goals are complementary to each other rather than being set out in any particular order:

- Engage with communities of our members and our other stakeholders, and beyond with the media and the wider public.
- Strengthen British Skydiving to better serve and support our members.
- Enhance perceptions of British Skydiving to inspire the passion of our members and encourage take-up of our sport.
- Assure the financial sustainability of British Skydiving to 2022 and beyond.
- Represent British Skydiving by influencing on behalf of our members and our other stakeholders.
- Make British Skydiving resilient by assuring that our governance structures are up-to-date, fit-for-purpose and compliant both practically and legally.

The components of our six strategic goals are set out in the Appendix.

OUR PLANNING TIMETABLE

This is our timetable for developing detailed plans:

Focus	Purpose
Thematic Plan	Top line outcomes for each of the six strategic goals
Financial Forecast for the 2018/22 cycle	Top line budget and financial forecast for the cycle
Business Plan and budget for 2018	Operational plan and budget for the first year of the cycle
Performance Measurement for 2018	Ability to measure the impact of our activities and their contribution to the achievement of the top line thematic outcomes.

Our strategic goals, strategies and the business of British Skydiving need to be correctly directed, and appropriately governed and scrutinised. We will seek to continue to operate, as we have done successfully to date, through a structure of committees, subcommittees, Specialised Interest Groups and ad hoc working parties and panels. Their number, remit and authority will be determined by the strategy adopted by Council, as our Board of Directors, to develop our sport. The structure of committees and staff supporting our Council needs to be suitable and sufficient to achieve our strategic goals.

WORKING IN PARTNERSHIP WITH OUR STAKEHOLDERS

We recognise that we cannot achieve our strategic goals in isolation. We have not just a responsibility but a desire to work in partnership with other stakeholders and commercial partners for mutual benefit. We must work hard to keep our mandate to act in the way we believe is best for British Skydiving, our members and other stakeholders and our sport in general.

Our values reflect this; not just our commitment to excellence, but the openness and honesty of our approach, and the respect and trust we have for others. Most of all, we will keep our members as beneficiary at the heart of everything we do. To lose that focus would be to lose our purpose.

All this will happen against a background of organisational transformation; a process of learning and improvement that will build upon our previous great work that has built our proud history and heritage, and ensure that we are best placed to adapt, progress and succeed in an ever-changing world.

The necessary and important steps on this journey are:

- Continue the revision and amendment of

our governance structures to deliver our strategy to 2022 and beyond.

- Enhancing our staffing structures and any associated development.
- Ensuring that we are financially robust.

CONCLUSION

In delivering this plan, we will differentiate between those areas in which we are mandated to deliver; those where we can lead activity for the good of the wider skydiving community; and those where our influence and our profile – our brand – can help facilitate the activity and ambitions of our members and our other stakeholders.

It links an ambitious vision to clear outputs: six strategic goals that focus on our primary role of delivering wider benefits to our members and other stakeholders, and our ability to develop and promote British Skydiving on the national and international stage.

We are clear about our core programmes and activities; our priorities, affiliations and partnerships that will enable us to work effectively; and about the means by which our members and other stakeholders will contribute to our strategic goals and share in our success.



COMPONENTS OF STRATEGIC GOALS FOR BRITISH SKYDIVING 2018-22

1 Engage with communities of our members and our other stakeholders, and beyond with the media and the wider public

- a. Develop an inclusive culture and community that respects the varied individuals who participate in British Skydiving
 - i. Build on our strengths and our members' passion
 - ii. Recognise and respect our differences
 - iii. Extend our reach further into our communities
- b. Support our members and our Affiliated Parachute Training Organisations (PTOs)
 - i. Build our networks
 - ii. Develop our influence
- c. Give a compelling reason to join, engage with and support us

2 Strengthen British Skydiving to better serve and support our members

- a. Strengthen and grow our role and reputation as the premier source of expertise in British Skydiving
- b. Maintain and improve our framework to govern, regulate, manage and oversee British Skydiving

- i. Increase our volunteer workforce
- ii. Evidence the impact of our work
- iii. Be passionate and ambitious for our members

c. Control aviation activities in UK airspace associated with skydiving aircraft, where we are authorised by the Civil Aviation Authority to self-regulate

d. Provide ongoing training and risk management to ensure that members' activities are conducted under the highest standards of safety management

- i. Innovate product development, services and delivery
- ii. Provide a personalised approach to meet members' needs
- iii. Increase support to Coaches and Instructors
- iv. Invest in safety and risk management
- v. Respond to the growing numbers of people wishing to experience British Skydiving

e. Provide support to the British Skydiving community and its development

f. Promote sport and competition excellence

g. Provide a service, on a cost recovery basis, for all operators to support their operations

3 Enhance perceptions of British Skydiving to inspire the passion of our members and encourage take-up of our sport

a. Increase visibility, recognition and awareness of the range of our support to the skydiving community

- i. Promote skydiving through competition involvement at all levels
- ii. Measure and build perception of our brand

- iii. Provide brand clarity
- iv. Provide clear messaging
- v. Integrate communications, marketing and digital activity

b. Gather and maintain high quality, relevant data

c. Generate respect for what we do, our membership and our staff

4 Assure the financial sustainability of British Skydiving to 2022 and beyond

- a. Plan where our income will be derived
- b. Invest in our work, our organisation and our people
- c. Be cost-conscious but value-driven
- d. Maintain appropriate reserves
- e. Know the costs of delivery
- f. Innovative income generation
- g. Understand clearly the public funding landscape

5 Represent British Skydiving by influencing on behalf of our members and our other stakeholders

a. Engage with government and other decision-making bodies to promote skydiving and influence thinking and understanding in airspace and aviation

- i. Influence intelligently on behalf of our members, staff and other stakeholders
- ii. Take the lead in representing skydiving
- iii. Increase our public profile as the voice of skydiving

b. Have credible positions on issues relating to our members' and other stakeholders' needs

6 Make British Skydiving resilient by assuring that our governance structures are up-to-date, fit-for-purpose, and compliant both practically and legally

- a. Strengthen our volunteer and staff structures
- b. Build the skill in both our staff and our volunteers
- c. Develop better understanding of the 'will' of volunteers
- d. Be an attractive employer
- e. Put the appropriate resources in place to achieve our goals
- f. Build upon the skills of the members of Council as both Directors of the organisation and champions of the sport
- g. Emphasise collaboration in all that we do
- h. Grass roots talent identification

Our committee structure

Four areas emerge:

- safety
- development of the sport (talent identification and development)
- performance in the sport
- resourcing (finance etc)

There is a process of change management to go from the present structure to a new structure capable of delivering the Board's strategic goals.

By Gary Wainwright



British Parachute Association Ltd,
5 Wharf Way, Glen Parva,
Leicester LE2 9TF
Tel: 0116 278 5271
Fax: 0116 247 7662
www.bpa.org.uk

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