



**MINUTES OF THE PNGC MANAGEMENT COMMITTEE (MC) MEETING – 19 December 2017**

Present	Executive Chairman	Durston, David (DD)
	General Manager/Dep. Chairman	World, Tony (TW)
	Finances Manager	Chris McCulloch (CMcC)
	Air Engineering Member	Howell, Dave (DH)
	Admin and Security Member	Ingason, Siggie (SI)
	Ground Engineering Member	Gutman, Simon (SG)
	Invited member	Lloyd Brown (LB)
	Apologies	Estates Member
Safety Officer		Martin Heneghan (MH)
Chief Flying Instructor		Freeborn, Henry (HF)

Item	Decisions/ Actions
<p><b>1. Chairman's Opening Remarks.</b></p>	<p>DD opened the meeting with particular thanks to those who had needed to travel a long way. The meeting would close by 2130 for safe onward travel.</p> <p>The main focus of the meeting was to assimilate the many and various factors which have emerged from operations in 2017, including the business pressures and operating restrictions arising from FBC and RCA.</p> <p>The Chairman was keen to acknowledge with grateful thanks the immense amount of work by many individuals that had gone on behind the scenes to result in (broadly):</p> <ul style="list-style-type: none"> <li>a. No outstanding Safety Reports or complaints actions and thus provide associated scope for the best possible operating relationships across the airfield (MH)</li> <li>b. The critical fact-finding work and liaison with FBC and RCA spanning several meetings in recent weeks regarding the site and future operations (LB)</li> <li>c. The many and various efforts, especially SG, towards an optimum and affordable 'footprint'</li> <li>d. Consideration of alternative operating patterns; liaison with RCA; and reviewing fleet size and shape in future to meet our goals (HF)</li> </ul> <p>This was a critical time for PNGC, therefore it was important that the MC, and Members in due course, were engaged in determining the club's future, as far as they might be able to do so.</p>

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<b>2. Apologies</b>	Apologies were received as listed at the header, and whose respective attendant notes had been incorporated in the discussions.
<b>3. &amp; 4 Previous Minutes approval and actions.</b>	<p>The minutes of the previous meeting were agreed. All actions from the previous meeting have been completed, except:</p> <p>6.4 (HF); 7.1 (SG); 10.2 (AC) – note that a ‘metal only’ skip can be arranged for onward scrap sale (TW) into which nothing else can be put.</p>
<b>5. Overview and Direction</b>	<p>This item was given over entirely to MC members’ discussion and assimilation of such facts as were so far to hand. Wider PNGC members’ views were also widely represented in a wide-ranging discussion pending critical and determining facts being made available to us by FBC/RCA, probably early in 2018 at a date and invitation yet to be determined.</p> <p>The club’s future depended on affordability of operating at LOS, although other site options were discussed in context of investigative work that was still in hand. The overriding preference from all aspects was to remain at Daedalus for as long as the outlook appeared affordable. The Board of Trustees would not be allowed to permit the club to trade in deficit, or to allow itself to sell off capital assets solely to pay for continuing operations.</p> <p>Nor would very much be affordable from within PNGC funds for some of the aspirations towards new portakabins or suchlike from own resources, but the central pivot for overall success was well-recognised as depending upon a social focus, much of which had been substantially and predictably eroded by the day-to-day practical restrictions on access to, and from, the Launch Point.</p> <p>The baseline for affordability was the Independent Auditors Report to the Board of Trustees dated 27 Sep 17. Pivotal within that was the rapid decline in reserves since being subjected to a commercial airfield operating climate, losing £37k over the year after losses of £20k the previous year. While difficult to predict future operating for the year ahead, and how that might affect revenue streams irrespective of new outlays for leases and landing charges, there was, perhaps, a year’s worth of financial margin in which to consider how PNGC might continue at Daedalus; more if we fly more; less if we incur higher charges or lower utilisation rates.</p> <p>It was very well recognised that for as long as PNGC continued to be a tenant at a commercial site, its financial (and therefore operating) fortunes would be subject to commercial pressures. Many of these, seemingly to an overwhelming degree, had as yet no forecast or predictability, such as rents, utilities, landing fees and so on. This was no climate for any commercial operation, let alone a not-for-profit and charitable one. Similarly, no realistic Cost/benefits/forecast analysis was as yet possible, albeit that some assumptions were already being gathered in order that the Board of Trustee Directors could make informed decisions as soon as critical facts had been ascertained.</p> <p>Already, some early new cost indicators had been received, such as (illustratively rather than exhaustively)</p> <ul style="list-style-type: none"> <li>• High rental charges, necessitating a vastly reduced footprint in the hangar. Enough space for the current fleet and a tug might be affordable, but likely charges for external storage would also be</li> </ul>

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	<p>levelled soon by FBC, we understand.</p> <ul style="list-style-type: none"> <li>• Unknown charges for additional storage space (e.g. B4 outside PNGC's footprint) for vehicles, additional aircraft, buildings, fuel tanks &amp; bowser, Ground Equipment, parking, etc</li> <li>• Unknown landing charges, still being considered by RCA Head Office. Gliding is unique in this sense, and various cost models, such as wingspan rather than MAUM might serve to weight costs.</li> <li>• Likely loss of winching for some or all of the time, leaving dependency on aerotow launches that will increase individual flight costs under our current configuration and operating model.</li> <li>• Fuel supplies are likely to be centralised at as yet unspecified costs, and own fuel supplies would be shut down.</li> </ul> <p>None of these are necessarily insurmountable, but the large number of these changes, as FBC/RCA seeks to maximise its profits at Daedalus, cannot yet be captured and set out into a meaningful prediction. When they are received (and there may be some form of negotiation), club members can expect to be consulted.</p> <p>Taken as a whole, work is in hand in two completely different dimensions to root out other, more laterally thought, possibilities for PNGC's future and its key facilities. These include:</p> <ul style="list-style-type: none"> <li>• Possible alternative sites (noting that Portsmouth and the Solent are a hugely important feature of the present location)</li> <li>• Complete root-and-branch re-think of the concept of operations that drive our fleet Requirement. Examples might include replacing tugs with a reliable, low-cost tug; self-launching gliders; better use of off-site locations including MoD owned sites where commercial pressures are lower.</li> </ul> <p>The MC unanimously agreed that sustaining the PNGC membership base was important to existence as a Charity, and the cost-benefits that brings to individuals, especially young people which is a specific term of PNGC's charter (attached for ease of reference). PNGC can be rightly proud and pleased with its youth element, but that this group is particularly vulnerable to commercial changes envisaged by FBC.</p> <p>The MC also noted that the dependence upon reliable equipment, and that the club had invested wisely in modernising its fleet over recent years to have the current assets. The K21's were a vital 'workhorse' as things stand, but the place of G-CFUG Grob 109 was less assured, due to under-utilisation and for such limited use as might be needed: Other options might be better. The Duo Discus viability would also be reviewed.</p> <p><u>Summary.</u> PNGC faces commercial pressures of a scale and multiplicity never previously faced in its long of history. The Navy has shown not so much as a voice of support from the very highest levels, but PNGC's case is now vested in Armed Forces, rather than single-Service, needs, so its scope is now broader and prospects may be accordingly healthier. Its management is strong and experienced in all of the essential dimensions, as it faces such changes as might be necessary to survive. It also has the determination and will to survive, but this needs also to convey to the wider membership at large. Never has the 'use it or lose it' adage applied more strongly.</p>

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	<p>The next steps are expected to include a meeting with FBC and RCA to establish likely charges; a review by the MC; and an Extraordinary Members' Meeting (EMM) to ensure that the wider membership is fully up to date in the considerations. Key issues include the material viability for formal tenancy of B4, and the provision of a 'ClubHouse' type of facility. Both buildings may yet be flattened by FBC, therefore emphasis is being placed on 'clean sheet' thinking, as the alternative venues at Daedalus (New hangars on 17/35) may be unaffordable.</p> <p>Timely decisions are particularly attractive in order to conserve such assets as we have in order to re-establish ourselves for the longer term and not to let our small reserves become whittled away.</p> <p>Similarly, the club has never been more dependent upon whole-hearted commitment and participation by its members.</p>
DONM	Next meeting is Tuesday 30 January 2018; 1930. PNGC Clubhouse



20 Dec 17

Captain David H Durston Ma MBA FCMI FRAeS Royal Navy  
 Executive Chairman  
 PNGC Management Committee



# PNGC



Fleet Air Arm

“The Objects of PNGC are restricted to:

The promotion of efficiency of Her Majesty’s Armed Forces.....

And

“....to help young people towards responsible adulthood... by encouraging personal attributes and high standards of conduct in particular through gliding and soaring, and related activities based on the customs of the Royal Navy.”

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