



ORGANISATIONAL REVIEW MEMBERSHIP SURVEY 2017



September 2017

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EXECUTIVE SUMMARY

- The BMC membership survey 2017 was undertaken to understand the interests and priorities of members, and to explore their opinions on the management of the BMC and its future direction. It also provided information on members' opinions regarding future funding of the BMC and promotional activity.
- There was a high response to the survey, with over 5000 surveys completed. Responses included representative coverage of individual and club members, and a broad cross-section of age groups.

Priority Areas and BMC Performance

- The two leading priority areas for the membership as a whole are negotiating access to crags, mountains and open countryside, and conserving and safeguarding the environment.
- Other areas which rank very high as priorities across the whole membership are providing testing and advice to improve safety, conserving mountaineering heritage and tradition, and supporting professional training, qualifications and development.
- There are significant differences in the relative priority for some of the other areas of the BMC activity, influenced by age and by the member's main area of activity, including:
 - the importance of supporting and governing competition climbing is higher among younger adults (under 25), and especially with those whose main activity is indoor climbing
 - supporting international events and expeditions is also seen as relatively more important by younger age groups (under 25)
 - those aged 45+ place higher importance on lobbying & campaigns
 - older age groups (55+) place higher importance on provision of specialist insurances
- The BMC is judged to be performing well against its two leading priorities of negotiating access to crags, mountains and open countryside, and conserving and safeguarding the environment.
- There is also particularly high satisfaction with the performance of the BMC in the provision of specialist insurances.
- Members are also broadly satisfied with the work of the BMC in supporting professional training, qualifications and development, and in providing testing and advice to improve safety.
- There are higher levels of dissatisfaction on the activity of the BMC in supporting and governing competition climbing, and also in its support to encourage the participation of young people (under 25).

Communication and Management

- **Most members consider that the BMC is performing well in representing the views and interests of its membership, but there is some dissatisfaction, with one in six rating it as performing not very or not at all well. Those who feel the BMC is performing not very or not at all well are relatively more likely to be drawn from older age groups**
- **Many of those who feel the organisation is not performing well refer back to the Climb Britain rebranding, and evidence this as a failure by the BMC to listen to and consult with its membership. The lack of consultation is believed by some to have been a deliberate act by the BMC management, who had been looking to press forward their own areas of interest rather than represent the consensus of the membership. There is a concern that the organisation is being moved too much towards competition and sport climbing, away from its original roots.**
- **The lack of consultation on Climb Britain has prompted criticism of the general decision-making processes within the organisation, and a demand for more transparency, greater communication and wider consultation.**
- **In addition to improving the way in which local area structures feed into the decision making, there is also a demand for the BMC to make greater efforts at wider consultation with its membership, reaching out to the many who do not attend local area meetings. This would include more communication with members (both digitally – including greater use of social media - and through other channels), with more advance notice of issues on which members' views would be welcomed. This should be coupled with more communication keeping members informed of discussion and progress, before any decisions are taken. Supporting this, the notes and minutes from lead management meetings should be published for the membership to see.**
- **Members would like to be kept abreast of key information through regular email contact, and also through informed articles in Summit magazine. It was felt that the balance of communications from the BMC was overly focused on sales activity. Information (by email and on the website), needed to be kept up to date.**

Membership and Funding

- **Generally most feel that the BMC membership fee offers good value for money.**
- **Over two thirds of members feel that it is appropriate for the BMC to undertake activities to increase its membership.**
- **Over two thirds of members also feel it is appropriate for the BMC to encourage increased participation in climbing hill walking and mountaineering. There are however some concerns, that this may lead to conflicts with the BMC's objective of conserving the environment, by leading to overcrowding and erosion.**
- **Future funding of the BMC through grants and commercial activities is generally supported, but activity needs to be controlled. The relationship with funding from the Sport England is particularly sensitive, with concerns that to secure funding means taking the BMC away from its core principles.**
- **The involvement of the BMC in competition and sport climbing is seen as a major challenge, and some feel this area is so separate from the BMC's other activities in securing access to crags, mountains and open countryside, that the two need to be managed separately.**

1 Introduction

The BMC Organisational Review was established with the objectives of:

- reviewing and proposing amendments to the BMC's organisation, governance, and decision making structures in order that they may reflect current best practice in sector governance whilst continuing to act in the best interests of the membership
- recommending a new structure and mechanism to facilitate broader engagement and consultation with all BMC members on key areas of the organisation's work

A key input into this process is undertaking a consultation with the membership, to understand the relative importance which members place on the different core areas of activity, and to test how satisfied they are with the performance of the BMC in handling each of these. The key areas of activity comprise:

- Conservation and safeguarding the environment
- Providing testing and advice to improve safety
- Providing support to encourage participation of young people
- Supporting volunteers
- Negotiating access to crags, mountains and open countryside
- Supporting professional training, qualifications and development
- Supporting and governing competition climbing
- Providing support for clubs
- Providing specialist insurances
- Purchasing and managing property (huts)
- Purchasing and managing land (crags)
- Lobbying and campaigns
- Conserving mountain heritage and tradition

The consultation also seeks to measure the overall satisfaction of members with the management of the BMC, and with its communications and performance in reflecting the interests of its members nationally and locally. It also explores attitudes of members to funding and promotional activity.

There was a high response to the online survey which was promoted by email and through affiliated clubs, with fieldwork taking place between 21 July and 18 August 2017. Overall a total of 5,002 responses were received, providing a robust base for analysis.

While the core focus of the research is to obtain the views of current BMC members on its priorities, performance and future strategy, opinions have also been provided by those whose membership has recently lapsed and from a small group of non-members.

The feedback from lapsed members and non-members are reported separately as Appendices to the main report.

2 Sample Profile

The age profile of the members sample was compared with the age distribution from the BMC membership database. There were proportionately more responses received from older age groups (55+), comprising 34.3% of the sample compared with 22.9% of the membership. Results have therefore been weighted to adjust for the age bias.

Table 1: Age Profile – Sample versus BMC Database Comparison

Age band	BMC Members Database (%)	Sample (%)
< 25	11.7%	8.7%
25 - 34	19.4%	18.3%
35 - 44	19.4%	18.4%
45 - 54	18.8%	20.2%
55 - 64	12.8%	19.8%
65 +	8.9%	14.5%
Not known	9.1%	

Base: Database information September 2017, Sample Members (4528)

The proportions of the sample holding Individual membership versus Club membership are close to those for the database in total, so no weighting has been necessary to apply to membership type.

Table 2: Membership type – Sample versus BMC Database Comparison

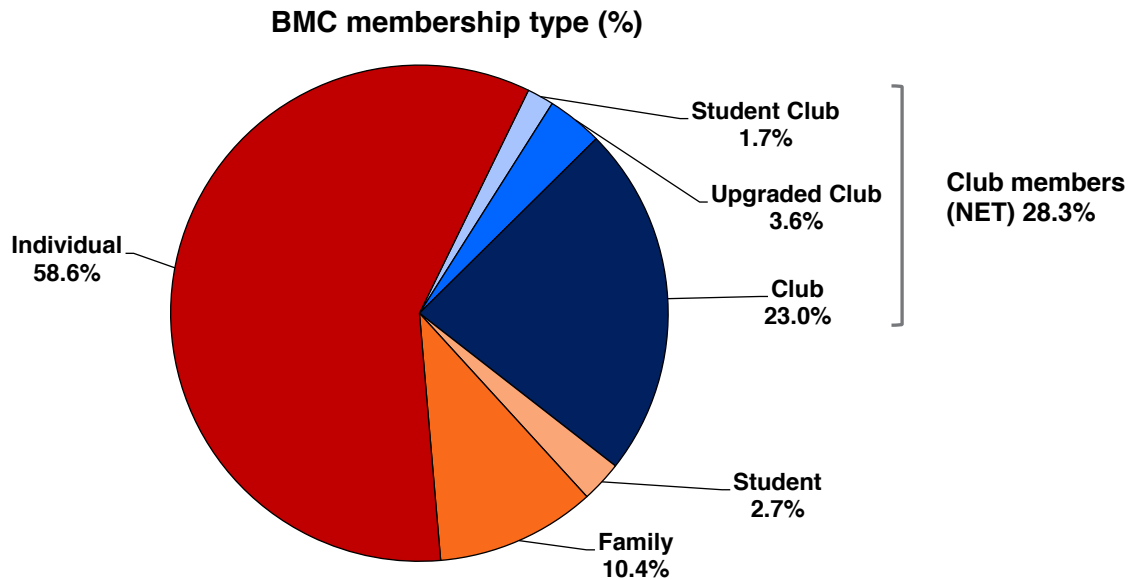
Membership type	BMC Members Database (%)	Sample (%)
Individual	45.1%	58.6%
Family	15.2%	10.4%
Student	2.0%	2.7%
Club/Student Club	30.2%	24.7%
Upgraded Club	1.8%	3.6%
Other	5.1%	

Other includes where payment is awaited

Base: Database information September 2017, Sample Members (4528)

Around 28% of members responding to the survey were affiliated club members.

Chart 3: Membership Type



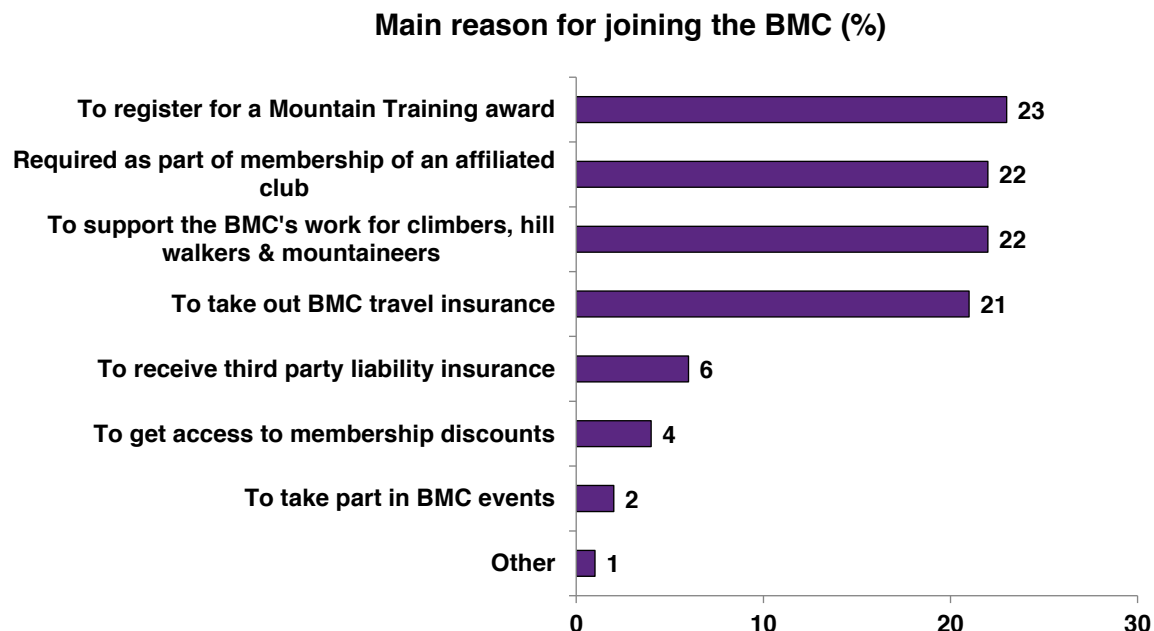
Base: Members (4528)

Representation came from members of 214 separate clubs (full list is provided in Appendix 2). Clubs with the highest levels of representation among the club members were The Climbers' Club (18%), The Alpine Club (15%) and The Fell and Rock Climbing Club of the English Lake District Limited (10%). Overall the representation by different clubs is broadly in line with the overall database.

3 Reasons for joining the BMC

For many members, their main reason for joining the BMC has been because it has been a requirement for them – to register for a Mountain Training Award (23%), as part of their membership of an affiliated club (22%) or in order to take out BMC travel insurance (22%). 22% said that their main reason for joining was to support the organisation’s work for climbers, hill walkers and mountaineers.

Chart 4: Main reasons for joining the BMC – Total Membership

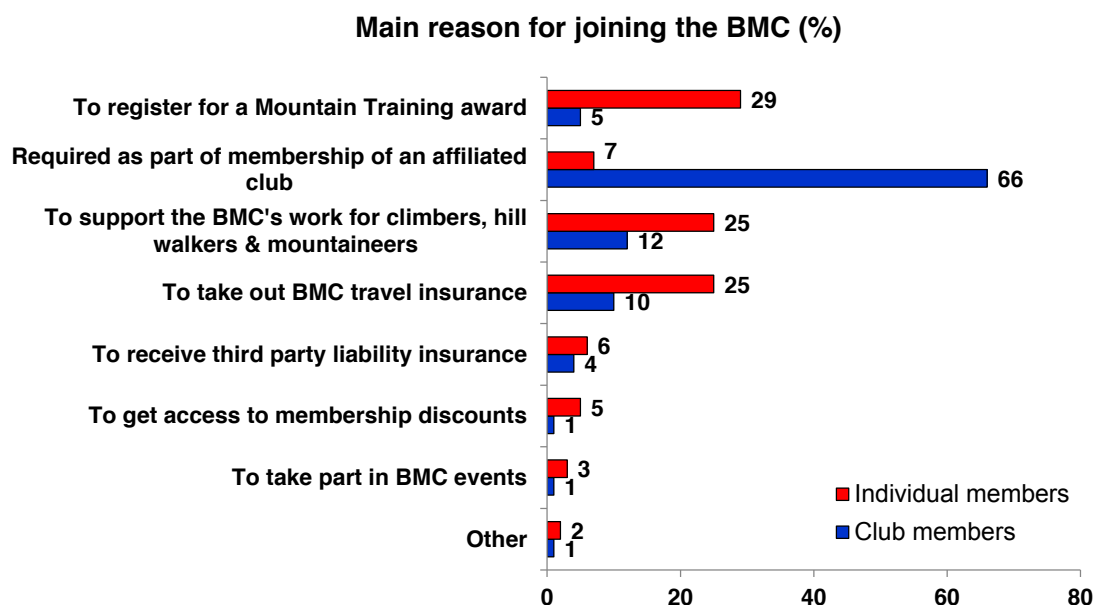


Base: Members (4528)

For two thirds of Club members, the main reason for joining has been that they were required to do so because of their membership of an affiliated club.

For Individual members, the main reasons for joining are registration for a Mountain Training award (29%), to take out BMC travel insurance (25%) and to support the BMC’s work for climbers, hill walkers & mountaineers (25%).

Chart 5: Main reasons for joining the BMC – Individual and Club members

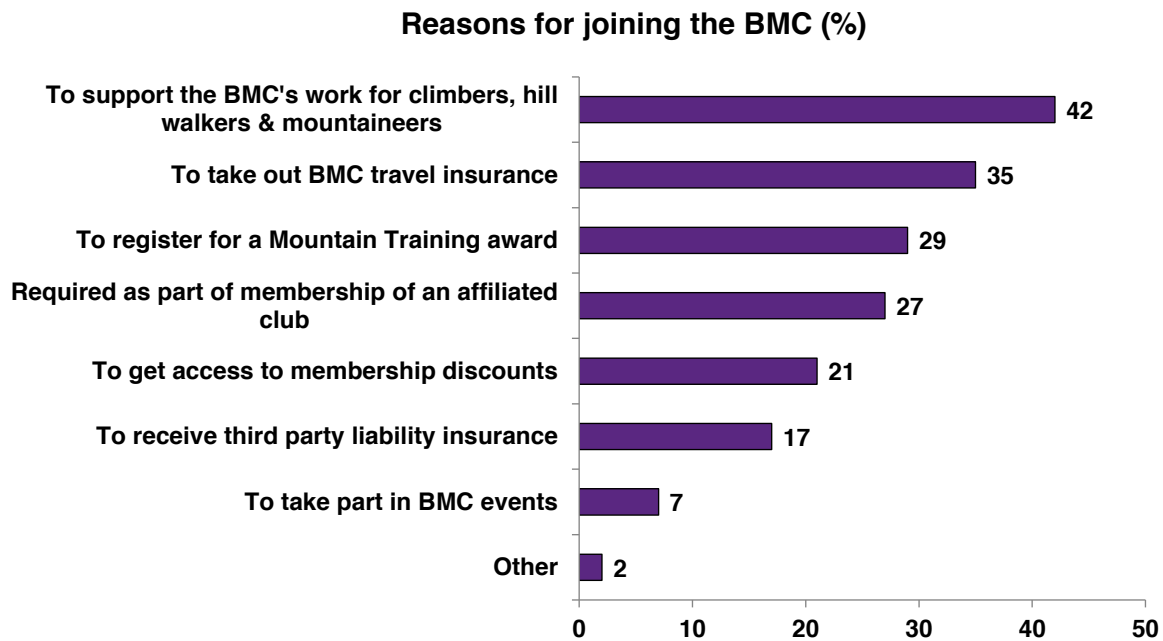


Base: Individual members (3245), Club members (1283)

When asked for all reasons behind their decision to join the BMC, then it is clear that many members also want to support the organisation's work for climbers, hill walkers and mountaineers (42%).

21% indicated that access to membership discounts had been among their reasons for joining the BMC, and 17% indicated that among their reasons for joining had been to receive third party liability insurance.

Chart 6: Reasons for joining the BMC – All reasons

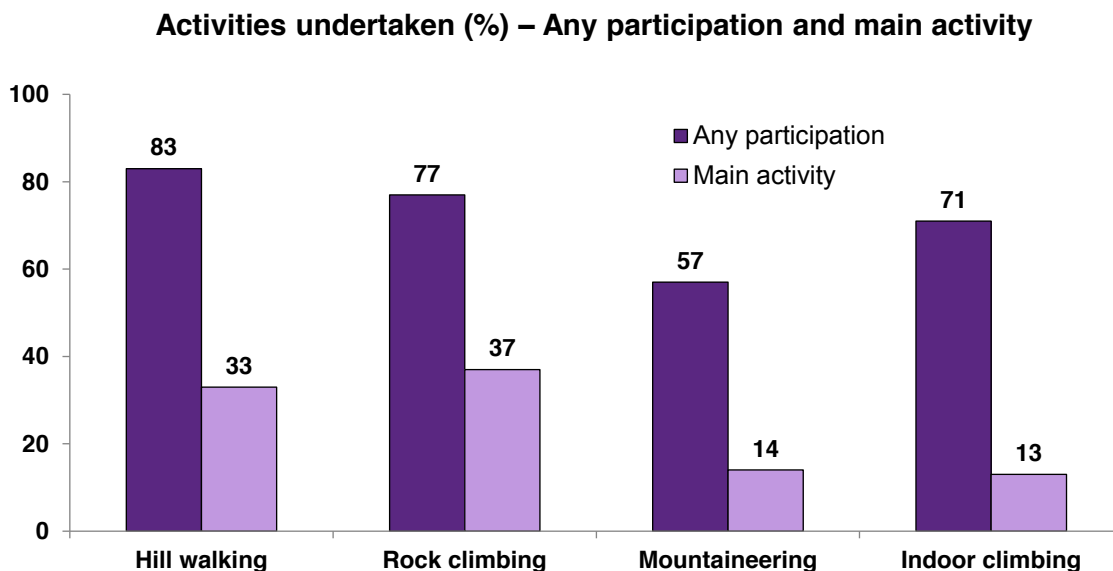


Base: Members (4528)

4 Activity profile

The two largest areas of participation among BMC members are hill walking (87%) and rock climbing (77%). Many members participate in more than one area of activity. In terms of their main area of activity, the leading areas are rock climbing (37%) and hill walking (33%).

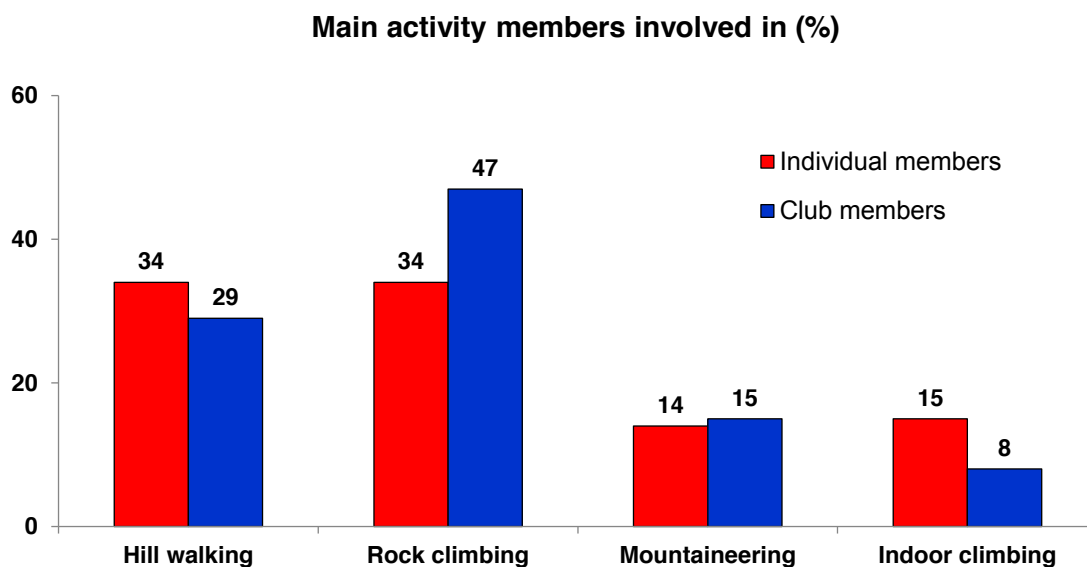
Chart 7: Activities undertaken



Base: Members (4528)

Among Individual members, 34% state that their main activity is hill walking and 34% state that their main activity is rock climbing. For Club members however, there is a much stronger emphasis on rock climbing, with 47% indicating this is their main area, compared to 29% saying that it is hill walking.

Chart 8: Activities undertaken – Individual and Club members



Base: Individual members (3245), Club members (1283)

There are significant variations by age in the types of activities in which members participate.

The base size for those under 18 is too low for robust analysis, but it is worth noting that among the small sample of under 18s (*base=44*), almost all were involved in indoor climbing. (98% cf. 73% involved in rock climbing, 30% in hill walking and 11% in mountaineering).

Participation in indoor climbing is predictably heavily skewed towards younger age groups (29% among those aged 18-24). Almost half of the 25-34 and 35-44 age groups participate in rock climbing, but then this decreases progressively among higher age bands. This is balanced by increasing participation in hill walking for older age groups, rising to 58% among those aged 65+.

Chart 9: Any participation – by age

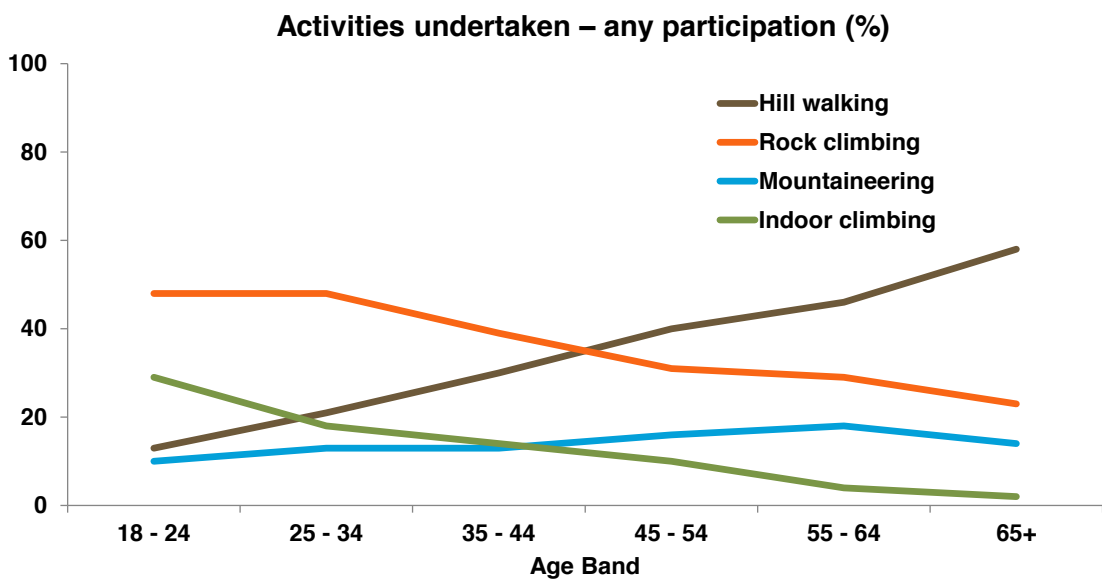


Table 10: Any participation – by age

Activity	% participation					
	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
Hill walking	13	21	30	40	46	58
Rock climbing	48	48	39	31	29	23
Mountaineering	10	13	13	16	18	14
Indoor climbing	29	18	14	10	4	2

Base: Members aged 18-24 (385), 25-34 (812), 35-44 (818), 45-54 (898), 55-64 (879), 65+ (645)

Looking at the combination of involvement, around two thirds engage in either three or four of the specified activities.

- 4 activities 38%
- 3 activities 28%
- 2 activities 19%
- 1 activity 15%

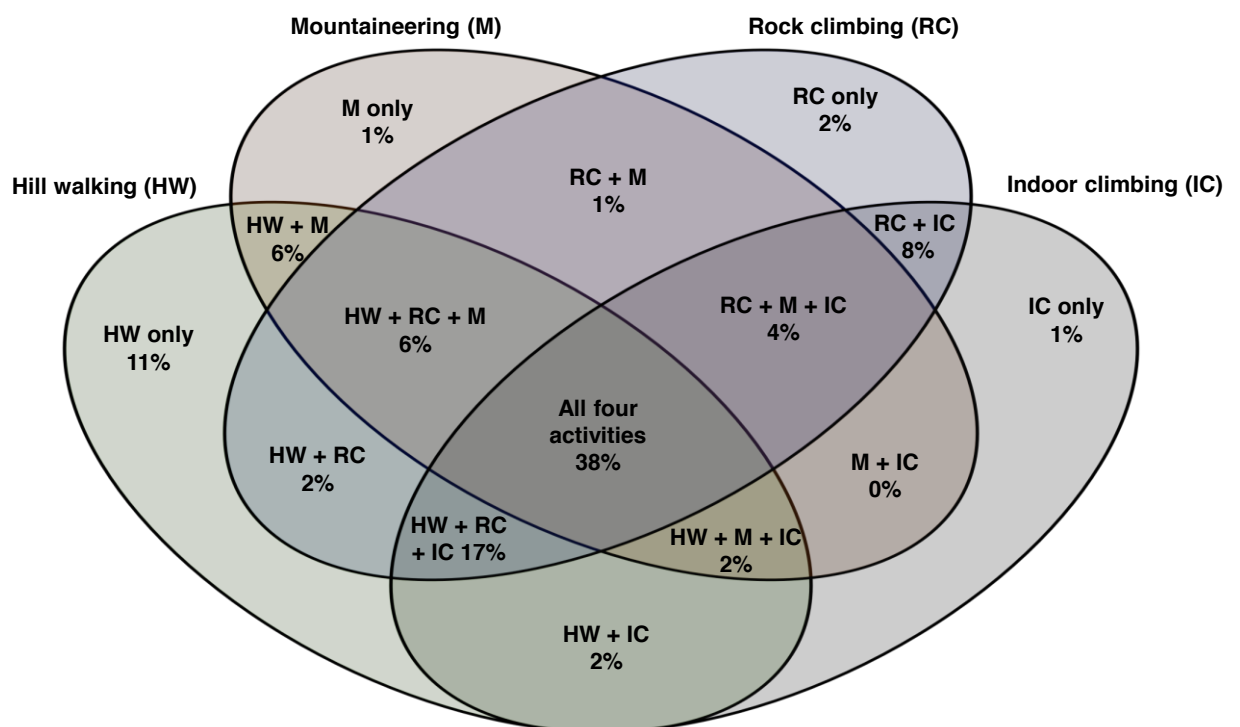
Overall 15% participate in just one of the four activities, Relatively few members participate solely in indoor climbing (1%), solely in mountaineering (1%) or solely in rock climbing (2%). However a greater number participate solely in hill walking (11%).

A more detailed analysis is shown below, which shows all the different combinations of activities and the proportion of the database for whom that combination applies. The most commonly occurring combinations (accounting for 86% of the membership) are:

- Participate in all four activities 38%
- Hill walking, rock climbing and indoor climbing (but not mountaineering) 17%
- Hill walking only 11%
- Rock climbing and indoor climbing (but not mountaineering or hill walking) 8%
- Hill walking, rock climbing and mountaineering (but not indoor climbing) 6%
- Hill walking and mountaineering (but not rock climbing or indoor climbing) 6%

Chart 11: Overlap matrix for participation in activities

Overlap matrix for participation in activities (Venn diagram)



Base: Members (4528)

The age profiles for these six main participation groups is shown below.

Those taking part in all four activities and those taking part in all activities apart from mountaineering have similar profiles (71% and 74% of each grouping respectively lying within the age range 25-54).

Those involved in hill walking only are typically older (49% of this group are aged 55+).

Those involved in rock climbing and indoor climbing, but not mountaineering or hill walking, are much typically younger (56% are aged under 35).

Table 12: Age profile for leading combinations of activities

	% within age group					
	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65+
Participate in all four activities	9	28	22	21	12	5
Hill walking, rock climbing and indoor climbing (but not mountaineering)	12	30	27	17	9	4
Hill walking only	1	6	15	27	28	21
Rock climbing and indoor climbing (but not mountaineering or hill walking)	27	29	25	10	5	2
Hill walking, rock climbing and mountaineering (but not indoor climbing)	2	11	16	24	23	21
Hill walking and mountaineering (but not rock climbing or indoor climbing)	3	8	16	27	22	20

Base: All four (1656), HW RC & IC (720), HW (592), RC & IC (304), HW, HW & M (328), RC & M (294)

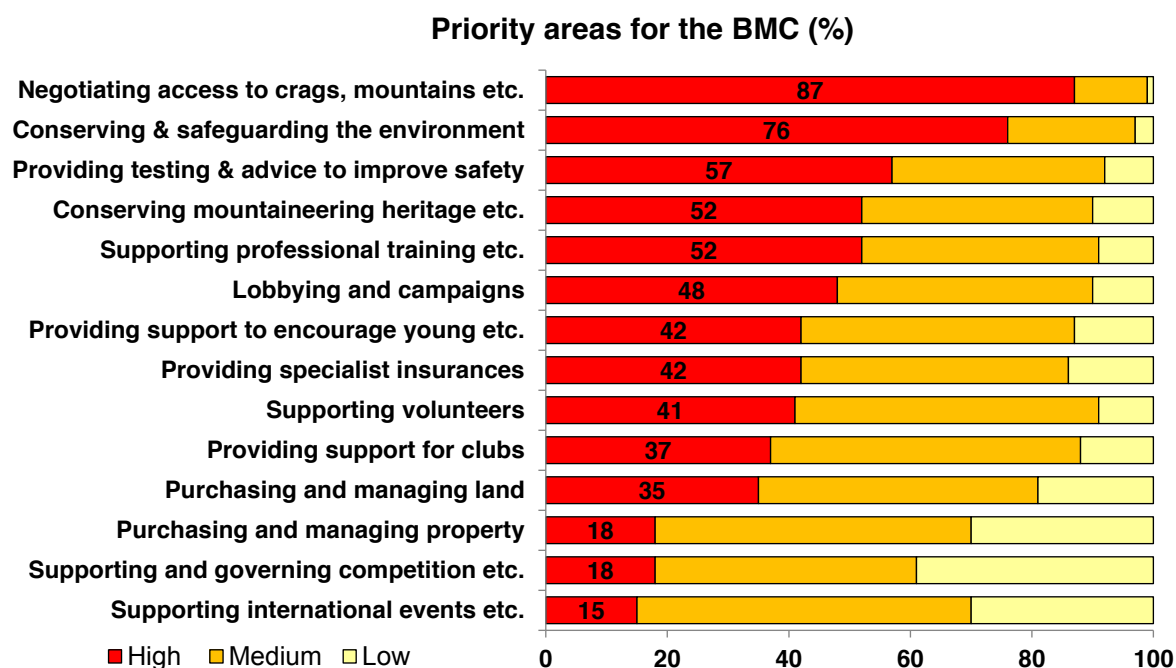
5 BMC priorities and performance

5.1 Priorities

The top two priority areas for the BMC, based on the views of the total membership, are seen as being Negotiating access to crags, mountains and open countryside (87% rating a high priority) and Conserving and safeguarding the environment (76%).

Ranking lowest overall in terms of prioritisation are seen to be Purchasing and managing property (18%), Supporting and governing competition climbing (18%), and Supporting international events and expeditions (15%).

Chart 13: Priority areas



Base: Members (4528)

There is consistency between the different age groups on the top two priority areas (Negotiating access and Conserving and safeguarding the environment). Prioritisation levels are also similar across ages for the next tier of priorities – Providing testing and advice to improve safety, Conserving mountaineering heritage and Supporting professional training, qualifications and development.

The next ranked priority – Lobbying and campaigns – is seen as having much greater importance by those aged 45+.

Purchasing and managing land (crag) is seen as a higher priority by the younger age groups, and priority level falls progressively by age (49% high priority among those aged 18-24 falling to 25% among those aged 65+). Purchasing and managing property also declines in priority level by age (starting at a lower base of 21% among those aged 18-24 and falling to 13% for those aged 65+).

Provision of specialist insurances is seen as a higher priority by those aged 55+.

The priority for Supporting and governing competition climbing decreases with age (26% high priority for 18-24 falling to 12% for 65+). Similarly the priority for Supporting international events and expeditions also decreases with age (26% high priority for 18-24 falling to 14% for 65+).

Table 14: Priority areas – Age differences

	% rating as high priority					
	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
Negotiating access to crags, mountains etc.	81	88	87	88	89	87
Conserving & safeguarding the environment	80	78	76	75	74	71
Providing testing & advice to improve safety	58	52	54	58	63	62
Conserving mountaineering heritage etc.	51	53	52	49	55	55
Supporting professional training etc.	54	49	50	54	54	51
Lobbying and campaigns	29	39	50	59	58	49
Providing support to encourage young etc.	49	38	37	44	44	44
Providing specialist insurances	36	42	42	39	49	49
Supporting volunteers	39	41	41	44	42	42
Providing support for clubs	40	36	35	36	40	40
Purchasing and managing land	49	43	37	30	27	25
Purchasing and managing property	21	22	17	16	15	13
Supporting and governing competition etc.	26	18	18	18	14	12
Supporting international events etc.	26	16	14	14	12	14

Base: 18-24 (341), 25-34 (812), 35-44 (818), 45-54 (898), 55-64 (879), 65+ (645)

There are also significant differences in the priorities according to the member's main area of activity.

Negotiating access to crags, mountains and open countryside is the lead priority for all groups but is paramount to those whose main activity is rock climbing (95% rating it as being a high priority).

Those whose main activity is indoor climbing attach significantly higher priority to supporting and governing competition climbing (37% rating it as high priority). They attach relatively lower priority to lobbying and campaigns (56% cf. 75% for main activity hill walking, 77% for main activity rock climbing and 76% for main activity mountaineering).

Table 15: Priority areas – Differences by main activity area

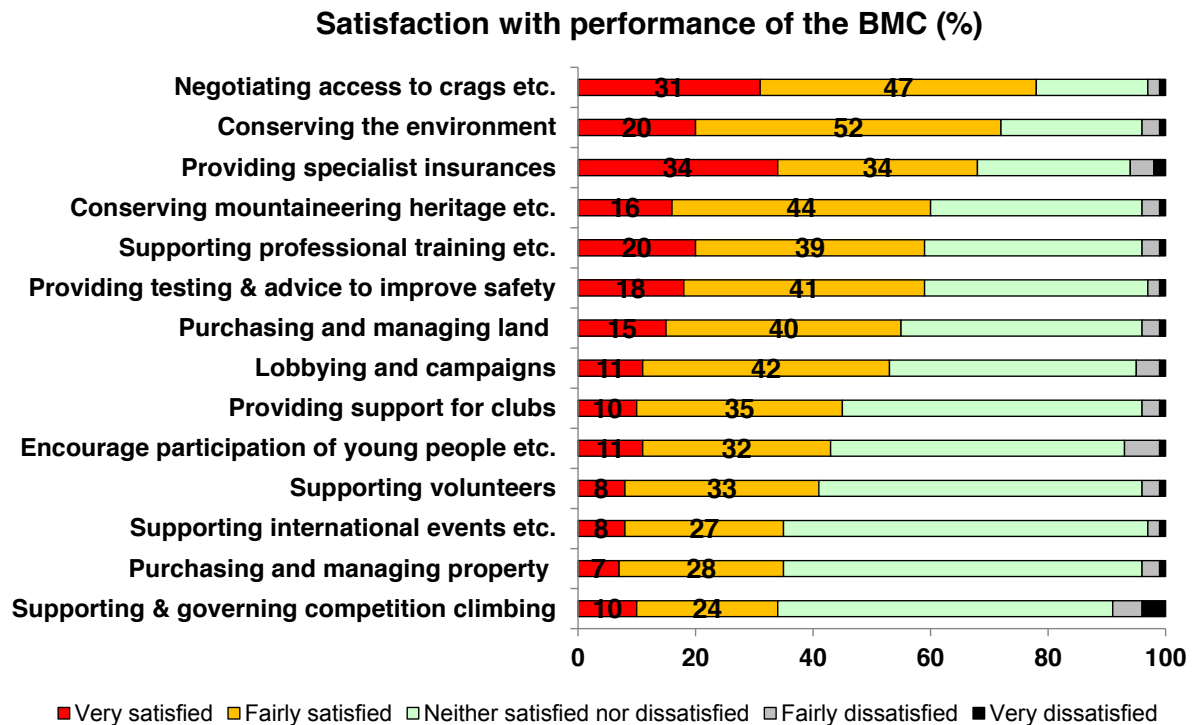
	% rating as high priority - by main activity			
	Hill walking	Rock climbing	Mountaineering	Indoor climbing
Negotiating access to crags, mountains etc.	81	95	85	80
Conserving & safeguarding the environment	75	77	76	76
Providing testing & advice to improve safety	60	52	59	58
Conserving mountaineering heritage etc.	55	50	57	46
Supporting professional training etc.	60	43	51	54
Lobbying and campaigns	52	48	50	35
Providing support to encourage young etc.	46	35	38	51
Providing specialist insurances	41	42	50	38
Supporting volunteers	42	42	38	42
Providing support for clubs	39	34	40	36
Purchasing and managing land	24	45	28	44
Purchasing and managing property	18	15	20	18
Supporting and governing competition etc.	13	17	14	37
Supporting international events etc.	12	14	24	18

Base: Main activity – hill walking (1624), rock climbing (1596), mountaineering (650), indoor climbing (532)

5.2 BMC performance

When asked to judge the performance of the BMC in handling the areas of activity, many members declare themselves to be neutral, which is likely to be a reflection of having no direct involvement or knowledge to use as a basis for judging how well the BMC is doing.

Chart 16: Satisfaction with performance of the BMC



Base: Members (4528)

The BMC is felt to be performing well in negotiating access to crags, mountains and open countryside (78% very or fairly satisfied) and conserving and safeguarding the environment (72% very or fairly satisfied).

Members are also largely satisfied with the provision of specialist insurances (68% very or fairly satisfied), although there are indications of issues in this area for a minority (6% very or fairly dissatisfied).

Members are also generally satisfied with the performance of the BMC in supporting professional training, qualifications and development, in providing testing and advice to improve safety, in purchasing and managing land (crags), and in conserving mountaineering heritage and traditions.

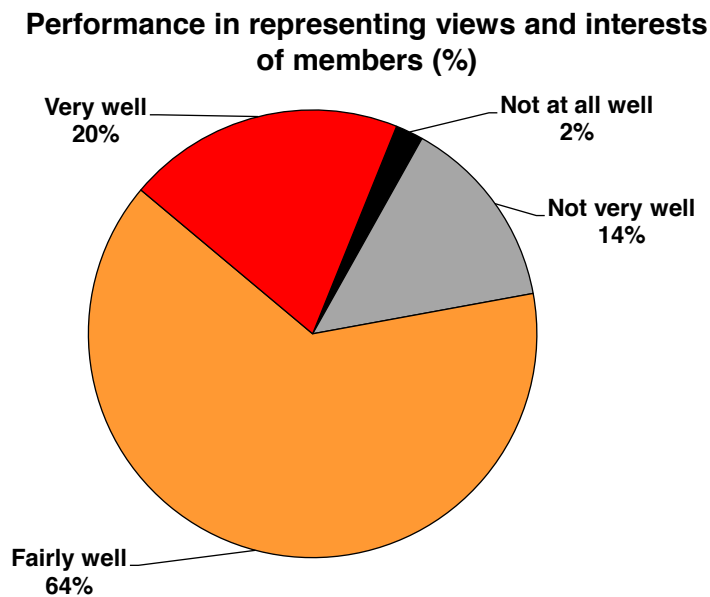
Reactions are more mixed on the performance of the BMC in lobbying and campaigning, in providing support to encourage participation of young people (aged under 25), and in supporting and governing competition climbing. In each of these areas, satisfaction levels are lower and there is also a higher proportion of members that are actively dissatisfied.

While satisfaction is lowest for performance of the BMC in supporting international events and expeditions and in purchasing and managing property (huts), in neither of these areas are the levels of dissatisfaction particularly high. Rather, it is just the case that there is a high proportion (over 60%) who do not feel able to express an opinion either way.

6 Communications and management

Most members (84%) consider that the BMC is performing well in representing the views and interests of its membership. Most of these (64% of the membership) feel the BMC is performing fairly well, while 20% consider it to be performing very well. There is however some dissatisfaction, with one in six saying BMC is doing not very well or not at all well (14% not very well, 2% not at all well).

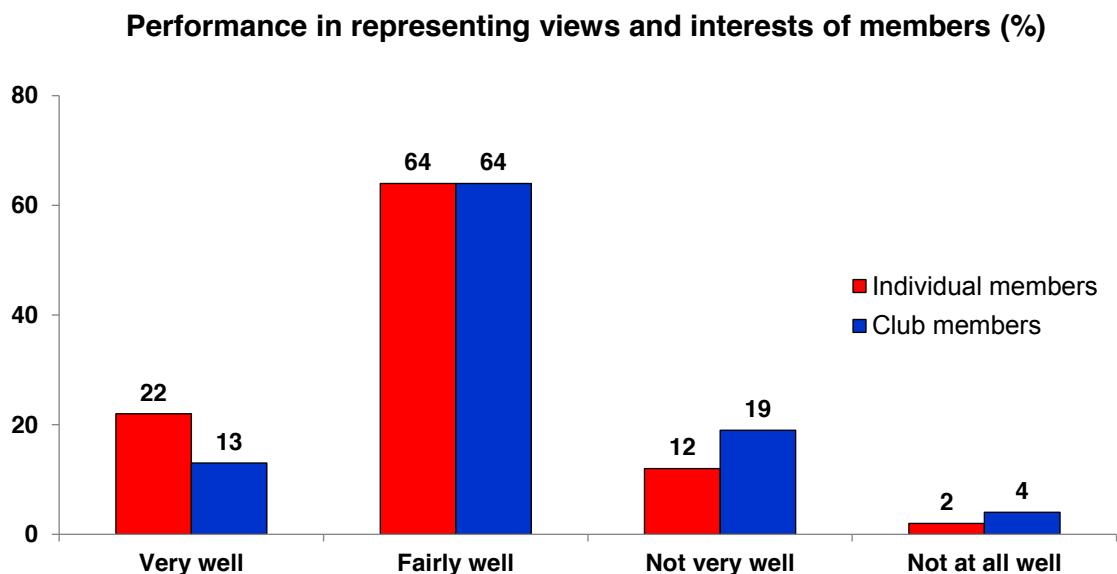
Chart 17: Performance in representing views and interests of membership



Base: Members (4528)

Club members are significantly more likely to feel that members' views and interests are not being represented well by the BMC (23% not very well/not at all well cf. 14% for Individual members).

Chart 18: Performance in representing views and interests of membership - Individual and Club members



Base: Individual members (3245), Club members (1283)

The younger age groups are more likely to consider that the BMC is doing well in representing the views and interests of its members (92% rating it as doing very or fairly well for those aged under 25, 89% for those 25-34, falling to 78% for those aged 65+).

**Table 19: Performance in representing views and interests of membership
- Individual and Club members**

	% within age group					
	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65+
Very well	23	19	20	18	21	22
Fairly well	69	70	64	64	61	56
Not very well	8	9	13	17	15	19
Not at all well	1	1	3	1	3	3
NET (very well or fairly well)	92	89	84	82	82	78

6.1 Reasons for thinking the BMC is performing well

Comments from those who felt that the BMC was performing well have been grouped into categories, to highlight areas where the BMC is perceived to be performing most strongly. Results are presented below, with a count of the number of members within the sample who made a comment within each category.

Table 20: Positive aspects in representing views and interests of membership

Comments	Number of mentions
Broad and balanced representation of member interests	329
Clear and regular communication keeping members informed	260
Members can contribute their views and participate	242
Supports its members well	195
Good management of climbing sites	164
Good at promoting access	142
Good voice in campaigning on specific issues	141
Summit magazine is very good	128
Get most things right most of the time	126
Performs reasonably well	107
Good events and meetings to involve members	102
Good management structure and local national volunteers	91
Good on insurance	91
Vocal on raising profile of the BMC	76
Good on training	51
Is able to influence things	38

Base: Members who felt the BMC was performing very well/fairly well and made a comment (1626)

The most frequent comments reflect on BMC's efforts to provide a broad and balanced representation of members' interests. There is recognition of the significant challenge it faces in trying to represent such a diverse membership, but that it is generally striking a good balance.

"The BMC has great communication nationally and locally and represents the whole range of mountaineering activities"

"It is the only real body representing the voice of the full remit of outdoor hill adventurers and is very professional in every respect"

"Members have diverse interests and the BMC manages to represent them all. ...the current structure of areas and area representatives enables the management to act, knowing the views of the membership"

"Given the many factions, types of activity and varied areas of work, the BMC does well to cover so many things in the current structure"

"The BMC represents the interests of a wide range of mountaineering, natural rock climbing, indoor climbing and hill walking practitioners. The interests of these groups of people are slightly different so no group will feel that the BMC does a brilliant job for them. I think the BMC has found a good compromise"

"The membership is very varied and there are a wide range of views, it would be impossible to please everyone all of the time but the BMC does appear to take an interest in the opinions of its members"

Another area spontaneously mentioned as a strength of the BMC is in providing clear and regular communication to keep its members informed. Comments include positive reactions to information provided through the website, newsletter and Summit, and also through local meetings.

"There is lots of info on the website. Events and area meetings enable good communication"

"Information on websites and in magazines covers a wide range of topics, with a focus on safety and encouraging responsible participation in climbing activities"

"The BMC represents me as a (mainly trad) climber and through its website, emails and social media, it keeps me informed regarding developments and changes in the climbing world"

"It keeps members informed, you can get professional advice if necessary, and it involves members when problems arise"

"The BMC newsletter is emailed regularly and is an easy format to read through. It is regularly updated on new information for safety, courses, events, advice and all its campaigning work"

"I enjoy Summit magazine. Over the years I have learnt a lot of very useful information and great tips on safety, and so on"

"Articles in Summit give the impression that the BMC is actively involved in promoting access to hills and crags on behalf of members"

"Regular e-mail contact informing me of current developments plus informative regional meetings"

The BMC is felt to be representing members' interests well in the management of climbing sites and promoting access.

"I see the BMC involved in activities such as mending mountain paths, publicising access arrangements, and buying crags where necessary – and preserving traditional use of crags (e.g. no bolting)"

"It continues to ensure the countryside is open to all and protected at the same time"

"Continued management of owned climbing venues (crags) and well supported events and activities e.g. Climbing Masterclass...Negotiations with landowners for ongoing access arrangements"

"I have heard good things about negotiating with land owners, seen good posters about climbing safely and looking after the environment at the same time"

"Generally, I like and agree with what I read and hear about from the BMC, particularly with regard to access and conservation issues"

Some of the BMC's activities in lobbying and campaigns also attract positive comment. It is seen as providing a voice in the media to express the views and concerns of mountaineers and hill walkers, and applying pressure to politicians.

"The BMC represents the only "lobby" and voice for the mountain-going community. Without it, we would be walked all over by landowners and such like"

"It seems to be a good voice for the outdoor community, with a good reputation and enough authority to get key priorities achieved"

"They are active lobbying with local landowners, RSPB and government"

"Given that a fair proportion of the media and the general population are largely indifferent to outdoor activities and the outdoor environment, I think the BMC does a good job getting publicity and support for important issues"

"When issues arise, I notice on TV or read in the paper that the BMC is active in promoting our interests"

"It is effective in providing a voice at official level e.g. government, national bodies and the media"

"For a long time the BMC has fought and lobbied for access rights and parking etc. as well as purchasing and protecting crags"

"The BMC are very active in ensuring compliance and lobbying activities. They are the public face of safety on the hills"

"'Right to roam' was a landmark and the BMC worked well with other groups to secure change in the law"

"I enjoy access to a wide range of crags which without negotiation from the BMC would likely not be available for climbers to access. The lobbying and campaign work from the BMC helped the Countryside and Rights of Way Act to be passed"

6.2 Reasons for feeling the BMC is not performing well

Comments from those who felt that the BMC was not performing well have also been grouped into categories. Results are presented below, with a count of the number of members within the sample who made a comment within each category.

Table 21: Negative aspects in representing views and interests of membership

Comments	Number of mentions
Renaming/rebranding was a fiasco	129
Doesn't consult or listen to members' views	126
Too focused on climbing over hill walking	109
Doesn't represent/support its membership or their interests	104
Too focused on competitions/sport climbing	83
Struggles to represent all interests	52
Poor management structure and organisation	47
Lost its focus /wrong priorities	46
Not concerned enough with conservation and environment	28
Too focused on indoor climbing	25
Isn't forward thinking and doesn't encourage young people enough	21
Poor communication with members	21
Insurance is not competitive	19
Summit magazine is poor	15
Not enough meetings, events or engagement with members	15
It's trying hard to be trendy	14

Base: Members who felt the BMC was performing not very/not at all well and made a comment (641)

Most prominent among criticisms for those who felt that the BMC was not performing well in representing the interests and views of its membership was the proposed rebranding to 'Climb Britain'. This was felt firstly to highlight a disconnect between the BMC management and its grass root members, with an intention to take the organisation in a different direction from its core values and objectives.

Secondly, the way in which the rebranding had been approached was seen as reflecting badly on the management, through a lack of proper consultation with the membership on such an important decision.

"The arbitrary change of name to "Climb Britain" and the surrounding publicity made me wonder whether the BMC had lost its way"

"They are perhaps somewhat out of touch with the majority of climbers- the naming/branding incident is a prime example"

"The renaming is the most typical example of an organisation with its management being disconnected from its base. We had not been asked and it was a disaster"

"The proposed name change was a classic example of no reference to members"

"They have gone astray with communication with membership over the rebrand issue. I am not particularly happy with the commercial direction the BMC seems to heading towards"

Reactions to 'Climb Britain' were in many cases personalised to criticism of a core group within the BMC management, who were felt to be pushing their own areas of interest ahead of the views of the wider membership. This is also associated with a feeling of elitism within the BMC management.

"It is run by a climbing clique. Just look at the recent renaming debacle"

"They only support the elite and well spoken - not the common man. The BMC top table look down on all who haven't been to university"

"It is shown by the disastrous rebranding. The majority of members are middle aged male hill-goers whose money is spent by a small group of rock/mountain climbers on what seems to be elite climbing... the Manchester Males are still out of touch"

"It still is a rock climbers' body which pays lip service to mountaineering and hill walking clubs to keep them affiliated because it needs their money, and to look bigger than it really is"

"The executive are exclusive and lack transparency and have a different agenda than the members it aims to support"

"In my opinion the BMC is nothing more than a cosy club providing jobs for the boys (usually ex graduates unable to get a job in the real world)"

"Climb Britain! Firstly, the members should have been consulted before, not after the decision. Secondly, whether intentional or not, the name favours climbers over walkers, mountaineers etc. and this is not acceptable. In my view the BMC should work primarily for its members, their clubs and the environment - not pander to other organisations or competition climbing"

This closely links to a concern that the emphasis is moving too much towards competition and sport climbing, away from the interests of its wider membership.

"They tried to change their name against the views of the membership and want to waste money on indoor/competition climbing. The BMC should be a much smaller organisation, focussed on crag access and conservation issues"

"The focus on climbing entering the Olympics and sports climbing does not focus on the interest of the majority of members"

"Too much emphasis is on competition climbing and elite climbers. This is not what the majority do and the input from BMC is disproportionate"

"It fails to represent satisfactorily groups other than climbers"

"Whilst the BMC did back down on the proposed rebrand, it went about it in a cavalier way. There's a debate to be had about the merits of encouraging people to climb outside and how it conflicts with conservation which has not been engaged with; and another about the rise of competition and indoor climbing, and the extent to which resources should go to those. These are all crucial issues for the future, and there's not much evidence that the BMC is engaging with the membership about the direction it should go in"

"The rebranding exercise highlighted that the members were not consulted and there are concerns that the BMC is focussing too much on indoor/competition climbing when many feel its primary purpose was on outdoor activities and promoting responsible use of the outdoor environment"

The perceived over-emphasis on climbing at the expense of other interest areas is also reflected in those who criticise Summit magazine, together with the perception that the content is overly commercialised and lacking depth of reading.

“My understanding is that most members of the BMC are hill walkers, and hill walking still feels like very much the poor cousin of climbing as far as the BMC is concerned. Summit magazine would appear to back this up”

“Mountain and hill walkers are not represented as much as climbing. The magazine still heavily geared towards climbing”

“The Summit publication is too climbing-biased; the website has broader coverage”

“The magazines are exceptionally poor quality, dwelling very much on celebrities and competitions rather than on the type of thoughtful and interesting material one used to find in Mountain magazine. The style is dreadful, with eye-catching and bright photographs accompanied by almost no substantive content and, importantly, indistinguishable from the advertisements.... It gives all the appearance of an organisation consumed by commercialism and dictated to by advertisers”

Underpinning criticism of the management structure, there is a feeling of conflict between the influence of Club members and Individual members. There is also some resentment of the BMC Head Office function, with criticisms of staffing levels, associated costs and value.

“The BMC now has many individual members, as well as those affiliated through clubs. It is in part a federation of mountaineering clubs and in part a mountaineering club in its own right. To the club members, the BMC may appear over-influenced by individual members; to individual members the clubs may appear to wield too much power through ‘block votes”

“The management system is a mess between National Council and how much power they have, but the board's necks are on the line, so they have to ultimately sign (things) off”

“There is too much power (or assumed power) with the clubs. Most climbers are not a member of these dying organisations, but the power they seek to wield prevents climbing and the BMC from moving forward”

“BMC Director wages are highly over inflated; money could be used better elsewhere”

“All clubs are run by unpaid volunteers who are responsible for managing their own finances and club huts. The members resent paying such large contributions to the BMC's ever-growing staff, who are all salaried, when their subscription money could be spent on their own huts or club activities”

Communication structures within the BMC, through Area and Regional meetings, are also felt by some to be restrictive and with very low attendance, making the process unrepresentative, and inhibiting proper discussion and good decision-making.

“It is very difficult to attend meetings and otherwise it feels that you don't have a voice”

“Besides this survey and the AGM, I do not see that much engagement with membership. There are meetings but they require travel - couldn't the BMC embrace WebEx and other types of technology to increase participation and engagement?”

“The area meetings are not representative. The London area meeting is held in a venue that holds around 50 people whereas the area has many more members ... but members do not attend and thus the meetings are not representative despite the volunteers' hard work”

“32% of the membership (about 25K) are in the London and SE Region. Go to a meeting and you are lucky to see 20 attending”

“There are too many levels (committees) between the member and the point where a decision is made”

“The regional structure doesn't work. It is meant to be representative of the regions but you have to turn up to a meeting to have your say. The largest area only ever has meetings in London, yet it covers an area from the West Country to Norfolk!”

6.3 Attitudes to management by the BMC

When rating the management of the BMC, there was strong agreement among members that it was good at communicating information about news and events to its members (72% agree cf. 8% disagree). There was also generally strong support for the BMC's performance in representing the interests of its members nationally (51% agree cf. 9% disagree).

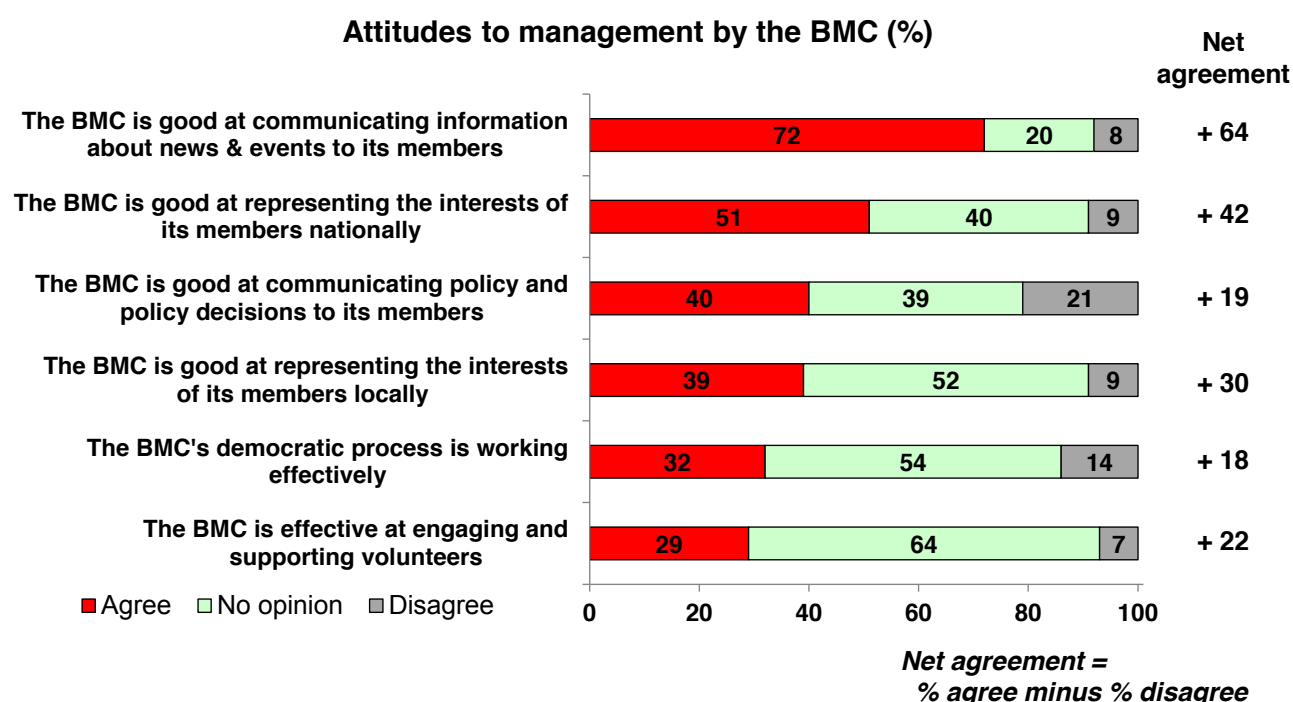
The BMC was seen as performing reasonably well in representing the interests of its members locally (39% agree cf. 9% disagree). The high level with no opinion here is likely to reflect that many members may have little or no experience of activity at the local level.

In terms of communicating policy and policy decisions to its members, opinions of the BMC were mixed. While 40% agreed that the BMC was good at this, there was disagreement from 21%.

There were similarly mixed views on whether the BMC's democratic process was working efficiently (32% agree cf. 14% disagree).

On effectiveness at supporting volunteers, many said they had no opinion (likely again to reflect little or no experience in this area). Opinions were reasonably positive, with 29% agreeing that the BMC did a good job in supporting volunteers cf. 7% disagreeing.

Chart 22: Attitudes to management by the BMC



Base: Members (4528)

Club members are generally less positive about the management by the BMC than Individual members. There is more disagreement with the statements by Club members, as well as a higher level of no opinion.

In particular attitudes are substantially weaker for Club members on the BMC's communication of policy and policy decisions to its members. While for Individual members, 44% agree than the BMC is good in this area (cf. 19% disagree), for Club members only 29% agree that the BMC is good, and slightly more (30%) disagree with this view.

Attitudes of Club members are also correspondingly much weaker in terms of agreement with the statement that the BMC's democratic process is working effectively (for Individual members 34% agree, 11% disagree while for Club members 26% agree, 22% disagree).

Table 23: Attitudes to management by the BMC – Individual and Club members

	Individual members				Club members			
	% agree	% no opinion	% disagree	Net agreement	% agree	% no opinion	% disagree	Net agreement
The BMC is good at communicating information about news & events to its members	75	18	7	68	62	28	10	52
The BMC is good at representing the interests of its members nationally	54	38	8	46	44	45	11	33
The BMC is good at communicating policy and policy decisions to its members	44	37	19	25	29	41	30	-1
The BMC is good at representing the interests of its members locally	41	51	8	33	34	54	12	22
The BMC's democratic process is working effectively	34	55	11	23	26	52	22	4
The BMC is effective at engaging and supporting volunteers	31	63	6	25	23	70	7	16

Net agreement = % agree minus % disagree

Base: Individual members (3245), Club members (1283)

About a quarter of the members offered suggestions for how the BMC might improve its communications in future. Suggestions are grouped into common themes below.

Table 24: Suggested improvements to communications from the BMC

Comments	Number of mentions
More transparency about major policy issues	167
Consult members more to get their opinion	150
Use more up to date communication methods	130
Use more social media (blogs and apps)	129
Provide more communication at local level	129
Improve the website	121
Make communications more tailored to my interests	77
Communications to cover a wider variety of topics	63
Improve Summit magazine	53

Base: Members who suggested a way in which communications from the BMC could be improved (1093)

The two main areas for comment reflected on the recent issues within the BMC surrounding the proposed name change and vote of no confidence. There is a demand for changes to ensure that the opinions of all members are heard and taken into account in the BMC decision-making process. The current reliance of local area meetings feeding information upwards is felt to be inadequate for this purpose.

Where local area structures are used, then there is a demand that those opinions should be used to guide decisions at national level, rather than decisions being taken nationally and passed downward to area for comment. The proposed changes in policy or direction need to be more openly communicated to members in advance, rather than being presented as a 'fait accompli'.

“There (needs to be) a formal mechanism. whereby the ongoing agenda is constantly, prominently and loudly broadcast so that the BMC can be confident it has the tacit approval of (its members for) its proposals and actions”

“At the moment the BMC relies on local area meetings feeding into the National Council. This does not work because the local area meetings are not representative of the membership. There is a need for the BMC to give the whole membership access to the National Council - in parallel with the local area meetings - in order to pick up the views of members who are unable to attend local area meetings”

“Allow proposals to be voted on at local level before national council make the decision for us. Openly renegotiate policy with members after a period of time to account for changing attitudes/opinion”

“The CEO and Executive Committee have to be more proactive at informing the membership before critical decisions are taken on their behalf”

“Circulate early policy drafts for discussion at local area and club meetings well in advance of decisions”

The demand for greater consultation by the BMC with its members about policy decisions in many cases is a key issue for many, because they feel concerned that the management of the BMC are looking to take the organisation in a direction which is in conflict with the wishes of many of its members.

Specifically, a significant number voice concerns that the BMC would like to become focused more on sport climbing, and allied to sport funding organisations, rather than being a body looking to protect the wider interests of those in all forms of climbing, mountaineering and hill walking”

“There seems to be an agenda - partially hidden - to make the club some kind of sporting governing body that exists to seek funding and promote a sport rather than an umbrella organisation for mountaineering clubs and individuals interested in climbing, mountaineering and walking/trekking”

“The involvement of the BMC in competitive sports climbing was controversial and I still regret it. It seems now to dominate a body representing what is, for the vast majority of its members, a recreational activity”

“Respect its mountain heritage and don't chase funding through Olympics or other competition climbing”

“Be more open, and discuss proposed major changes properly without trying to sweep them under the carpet in the hope no one will notice”

“Less focus on elitist climbing, competitions and events that are of little interest to most of the membership. Focus on hill walking, mountaineering and those activities that are relevant to most members”

First steps towards a more open communications structure, which are frequently mentioned in suggested improvements, could include a published statement by the BMC of its core priorities, and regular publication of minutes and actions from its executive meetings.

“I have no idea what the BMC's aims and objectives are...this could be addressed”

“Possibly a charter of the 10 prime aims of the BMC which is published and referred to more often”

“Like all businesses, there needs to be central cohesion with a vision shared by all. It doesn't feel that way. It feels like factions and in-fighting”

“The organisation needs a bottom up review and vision assessment to define its future and priority activity areas”

“I think the BMC should have a really good look at itself and decide what it wants to be. It seems completely out of touch with the majority of its members”

“Are minutes of meetings of the two governing bodies available to the membership?”

“Publish the minutes of National Council”

“Provide minutes of its board meetings to all members to improve transparency”

Members suggest that BMC could improve its communications by using more up to date methods, including more email. This applies both to communications on policy and events, at both national and local level.

“Greater use of email - to all members, not just to lead contacts, with better regular synopses of policy meetings and decisions”

“More regular e-mails, better What's On in Summit, and on the front page of website - it always seems an effort to find the info”

“Greater focus on information giving via timely emails rather than glossy editorial magazines”

“More and earlier information on subjects up for review and what options are being reviewed - this would probably have to be by email”

“A regular digest of ideas and discussion points emailed to clubs”

“Better email communication about local events and area meetings”

“Web-based surveys and materials are good - more emails to members”

“I believe local area email communications could be sent. I can't believe that calendar invites (Outlook) aren't issued for local meets, encouraging all to attend”

“There used to be personal email reminders about local events and meetings, but not now”

In addition to more (and targeted) emails, there is an appetite for increased contact and consultation with members through social media and a more regular refresh of the website.

“Greater use of social media (Facebook, Twitter etc.) to highlight specific items/issues/events; a less dated website, with content that appeals to the broad climbing community”

“Is there an app? Most of us have smart phones - these can be a way of keeping us updated”

“The BMC should have a larger Facebook presence”

“More use of social media and technology to disseminate information and a more modern approach of gathering opinion”

“A more comprehensive use of social media to promote the interests and areas that the BMC cover and make the public aware that there is a wealth of information to be had from the BMC - not just a magazine and insurance”

“Better engagement via social media (specifically more regular Facebook updates) and a stronger presence on UK Climbing”

There is also a demand for information to be more regular and distributed in a more timely fashion, so members have time to plan ahead and attend events. Local focused communications could also help boost support and volunteering. Suggestions also include having an option to opt in to communications for specific interest areas.

“As a club member, communications seem to be pretty patchy - I hear pretty much nothing all year”

“I would like to receive information by email which relates specifically to local issues - it is difficult for me to attend the meetings and hard to keep abreast of local events”

“Possibility to subscribe to email updates from regional meetings/groups”

“Communications about local area meetings often come at very short notice and sometimes do not arrive at all”

“Email information timescale should be matched to it being posted on the website. I have been interested in some events after reading the email only to go online and find the event either already full or closed!”

“An ability to opt in to email updates for events in my local area/events I may be interested in, instead of having to search for them online”

“Emails with local news or specifying what is being worked on by local volunteers to help gain additional support for them”

For Summit magazine, it is felt that there needs to be more substantial content on key issues and appeal to the full spectrum of members' interests. Communication also needs to more clearly separate news, and BMC core content, from advertising. This ties in to the wider criticism that the BMC's communications are too heavily focused on sales rather than sharing information.

“More substantial communications about the serious activities of the BMC. More rounded newsletters with details of the various projects and progress to date. General news that is of interest to the mountaineering community. Less marketing and promotions”

“I think communications are too infrequent, and appear often to be advertisements for products so are quickly tossed aside. There needs to be more differentiation between advertisements and important issues and events”

“Make the communications clearer - newsletters could be more straightforward and clearer - easier to navigate. Avoid the constant insurance adverts, which are irritating”

“Summit has become a marketing tool rather than a communication medium”

“One thing I have noticed recently, is an increase in the number of emails from the BMC, mostly related to insurance. I now find myself, just deleting, rather than reading, which could result in my missing some important news”

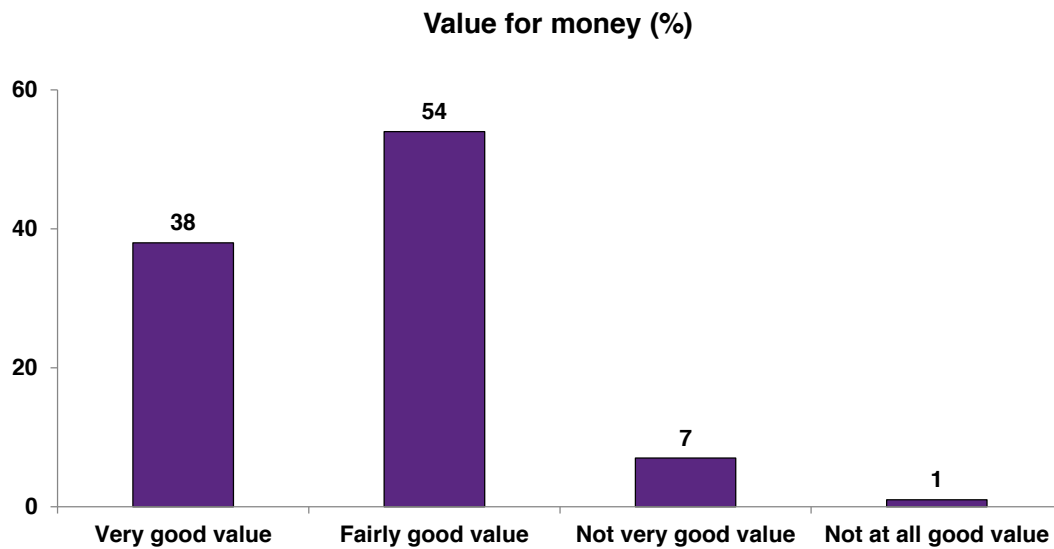
“Stop sending me emails to sell insurance every five minutes - because of these, I bin your emails unread”

7 Membership and funding

7.1 Value for money

Perceptions of members of value for money are extremely strong, with 38% considering BMC membership to offer very good value and 54% to offer fairly good value.

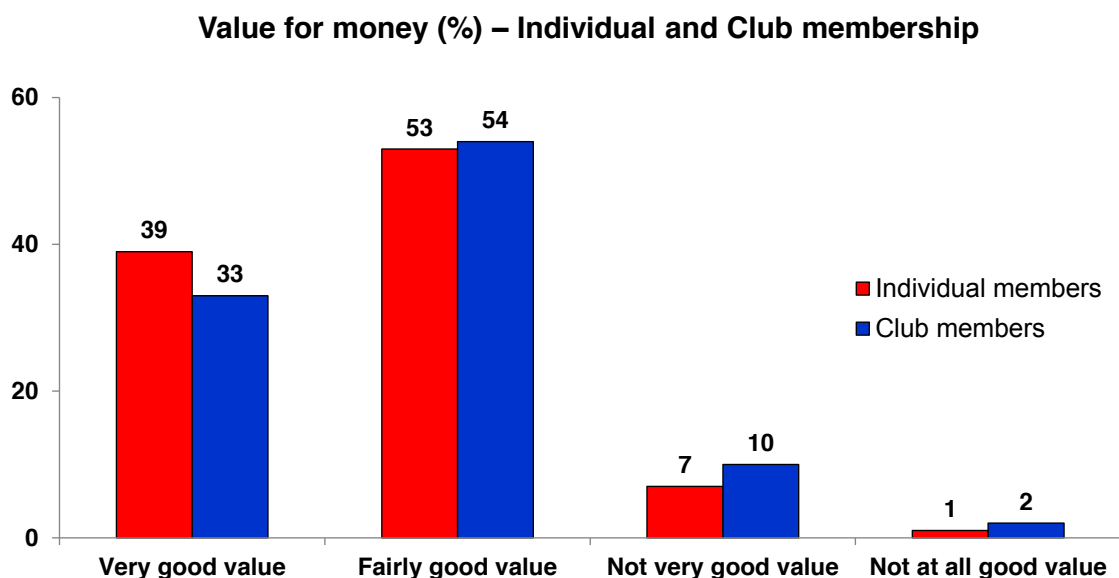
Chart 25: Value for money



Base: Members (4528)

Value for money of the BMC is rated highly by both Individual and Club members. 92% of Individual members rate BMC as offering very good or fairly good value for money, and ratings are only slightly lower among Club members (87%).

Chart 26: Value for money – Individual and Club members



Base: Individual members (3245), Club members (1283)

Those who joined the BMC for the main reason of supporting the BMC’s work for climbers, hill walkers and mountaineers largely consider the membership to offer good value for money (96% very good or fairly good value).

Perceptions of value for money are also strong among those who joined with the primary objective of gaining access to membership discounts (96% very good or fairly good value), or to receive third party liability insurance (94% very good or fairly good value).

Among those whose main reason was that they were required to join as part of membership of an affiliated club, perceptions of value are weaker (14% consider it to be not very good or not at all good value).

There are also pockets feeling the membership offers poor value for money among those whose main reason for joining was to register for a Mountain Training Award (11% not very good or not at all good value) or to take part in BMC events (12% not very good or not at all good value).

Table 27: Value for money – Variation by main reason for joining the BMC

Main reason for joining the BMC	Rating of value for money (%)			
	Very good	Fairly good	Not very good	Not at all good
To support the BMC's work for climbers, hill walkers and mountaineers	47	49	4	1
To take out BMC travel insurance	39	53	7	1
To register for a Mountain Training Award	31	58	10	1
Required as part of membership of an affiliated club	33	53	11	3
To get access to membership discounts	45	51	4	0
To receive third party liability insurance	40	54	6	1
To take part in BMC events	37	50	11	1

Base: Main reason for joining – support the BMC’s work (1010), take out travel insurance (943), register for Mountain Training Award (956), required as membership of an affiliated club (1077), access membership discounts (150), receive thirds party liability insurance (230),take part in BMC events (92)

7.2 Requirement to join the BMC

More than half the members agree that those holding or undertaking professional qualifications ought to be required to join the BMC (60% yes, 25% no). This balance of opinion applies both to Individual and to Club members.

Opinions are more evenly split on whether Affiliated Club members ought to be required to join (36% yes, 30% no). The balance between yes and no is equal in terms of the views of Individual Club members (31% yes, 31% no), while among the Club members there is a balance in favour of Affiliated Club members being required to join (48% yes, 29% no).

For National and international competition climbers, the opinions regarding whether they should be required to join the BMC are closely matched (33% yes, 36% no). Individual members are more or less equally split on this (36% yes, 35% no), while for Club members, the balance of opinion is against this being a requirement (26% yes, 40% no).

Table 28: Groups who should be required to join the BMC

		Total	Individual members	Club members
Affiliated Club members	Yes	36	31	48
	No opinion	34	38	23
	No	30	31	29
Those holding or undertaking professional qualifications	Yes	60	61	55
	No opinion	15	14	19
	No	25	25	26
National and international competition climbers	Yes	33	36	26
	No opinion	31	29	34
	No	36	35	40

Base: Individual members (3245), Club members (1283)

7.3 Activity by the BMC to increase membership and improve participation

Overall 77% of the BMC's members believe it is appropriate for it to undertake activities to increase its membership, and 73% think it is appropriate that it should look to increase participation in climbing, hill walking and mountaineering. These views are held more strongly by Individual members than Club members (79% v 69% on increasing membership, 77% cf. 64% on increasing participation).

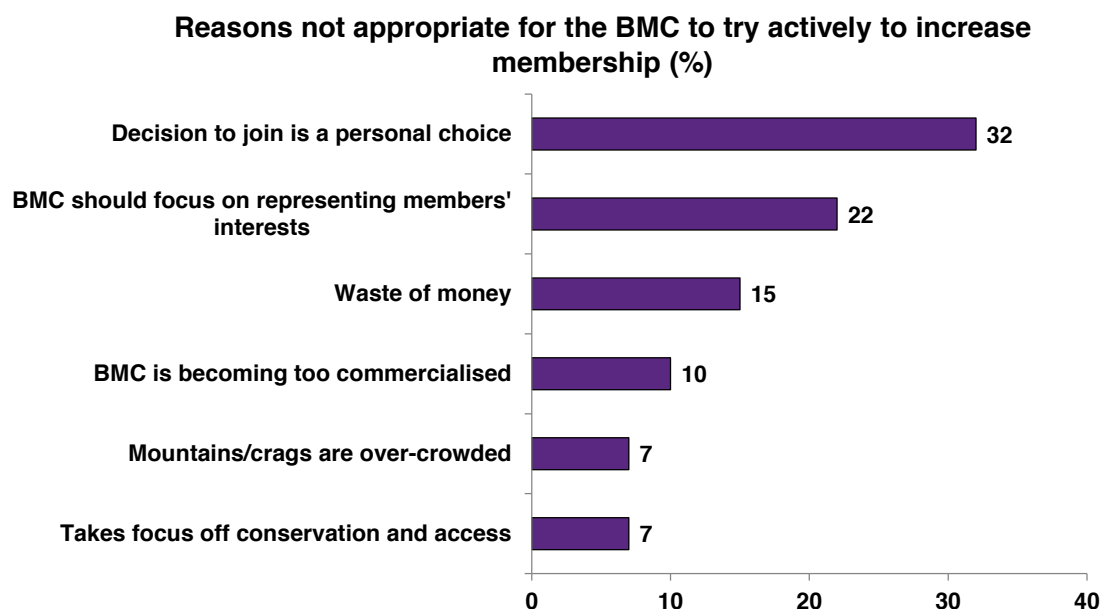
Table 29: Appropriateness of the BMC seeking to increase membership and improve participation

		Total	Individual members	Club members
Appropriate for the BMC to undertake activities to increase its membership	Yes	77	79	69
	No opinion	16	15	20
	No	7	6	11
Appropriate for the BMC actively to seek to increase participation in climbing, hillwalking & mountaineering	Yes	73	77	64
	No opinion	13	13	16
	No	13	11	20

Base: Individual members (3245), Club members (1283)

Among the minority who feel that it is not right to increase the membership, 32% of them feel that the decision to join should be a personal choice, because the individual decides themselves that it is an appropriate organisation for them, rather than being actively encouraged to join. 22% of those who feel it is not right for the BMC to try to increase membership feel that the BMC ought to concentrate its efforts on representing the interests and concerns of its current membership.

Chart 30: Reasons not appropriate to try to increase membership



Base: Members (who felt it inappropriate for the BMC to try to increase membership (202)

“The priority should be people joining because they have an interest in the mountains already and the values of the outdoors not the BMC going out trying to promote itself and make it look new, trendy, and appealing to all”

“The role of the BMC should be to serve the interest of climbers and mountaineers. In my view it is inappropriate to try to recruit people to these activities. People find climbing - we don't need to persuade them. Increasing membership for the sake of it seems to be a job creation scheme”

Underpinning the comments, there is also a concern that by expanding the membership to a wider base, that the principles of the BMC will be diluted, or diverted to a different agenda.

“You would change the demographic of the BMC and thereby change its priorities - you'd in effect water down its long standing principles”

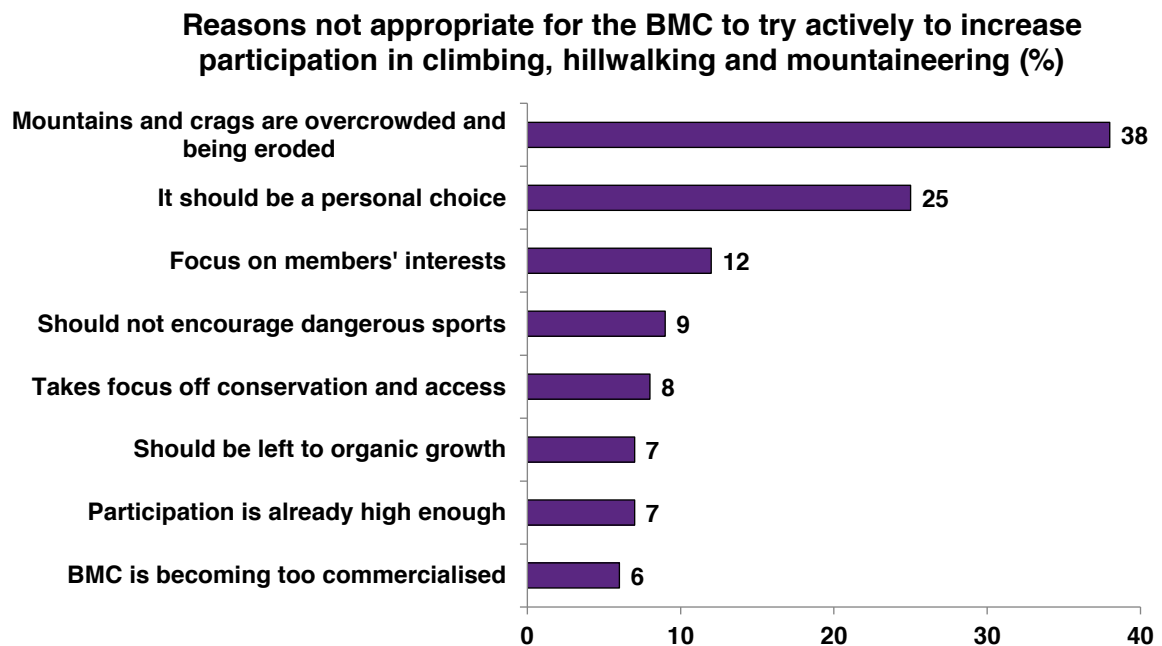
“Trying to increase membership will cause the club to do activities that could compromise the Club - it will start to obey politically correct agendas. You should simply keep the club open to people who would like to join”

“Truly interested people will come to BMC of their own accord. Active recruitment carries risk of drawing in people who are either not committed or have their own agenda, which is not necessarily aligned with the core membership”

“The only situation in which it is important to increase the number of members is where those individuals have an interest in the aims and objectives of the BMC. Otherwise they are just silent money paying passengers who dilute the voice of true members by not voting on issues”

For those (13%) who feel that it is not right for the BMC actively to seek to increase participation in climbing, hill walking and mountaineering, opinions again reflect that the decision to get involved should rest with the individual, and the BMC should stay focused on its core principle of representing interests of its members.

Chart 31: Reasons not appropriate to try to increase participation



Base: Members (who felt it inappropriate for the BMC to try to increase participation) (478)

There is also a significant concern that encouraging further participation could lead to overcrowding and erosion.

“Crags are often very busy anyway and I have concerns about maintaining these”

“(Increasing participation) works against the BMC’s ‘policies’ of environmental protection, sustainability, access etc.”

“Increasing participation is damaging the natural environment that led many of us to want to go to the mountains in the first place. I never thought I would see queues to stand on Snowdon summit or gritstone flakes smashed to free jammed friends or routes polished by endless top-roping on Stanage, or stone staircases being constructed to deal with the erosion of paths that had survived for hundreds of years on Lakeland fells. And then there’s litter!”

“There is plenty of publicity out there to attract people to a healthy, outdoor lifestyle without further inducements to turn out on crags and mountains, often for the wrong reasons”

“Why would someone like myself who enjoys the crags and hills want them even more overrun than they already are? With the internet (social media, YouTube, meetup sites etc.), it’s easier than ever to get into outdoor sports like climbing. I don’t think it is necessary to encourage what is already a growing trend”

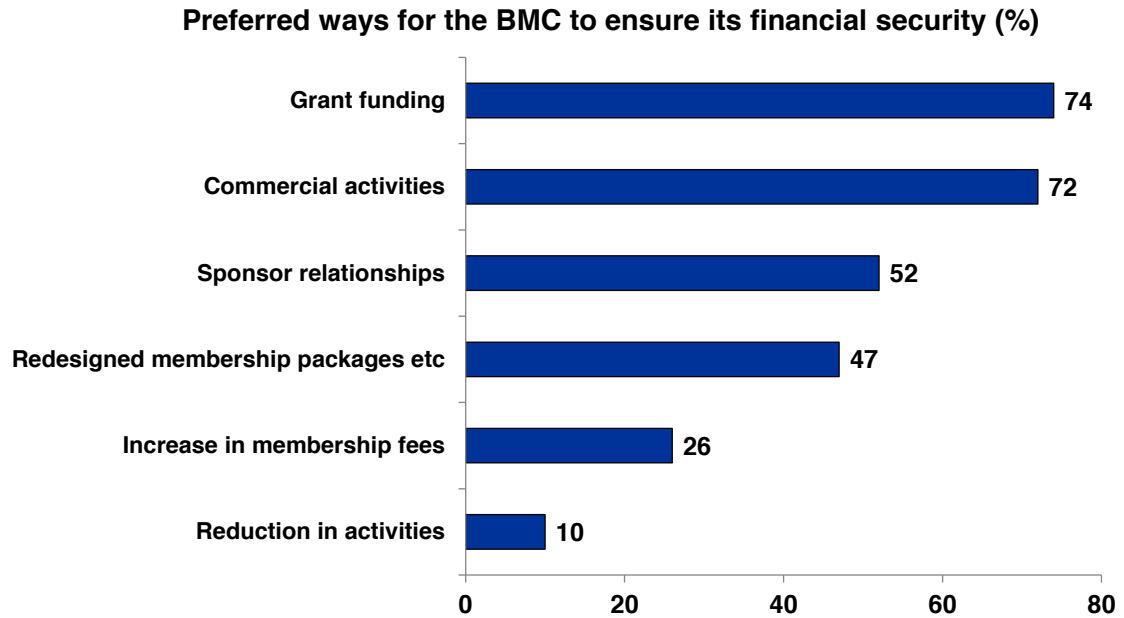
“More people in the hills equals more pressure on the environment”

“Whilst there are still corners in the UK where one can escape, the more popular areas are being saturated by the increasing population of the UK seeking that escape”

7.4 Financial security and funding of the BMC

Prompted with the different ways in which the BMC might ensure its financial security in future, the most preferred options were through grant funding (74%) and by commercial activities (72%). Least popular options were a reduction in activities (10%) and increase in membership fees (26%).

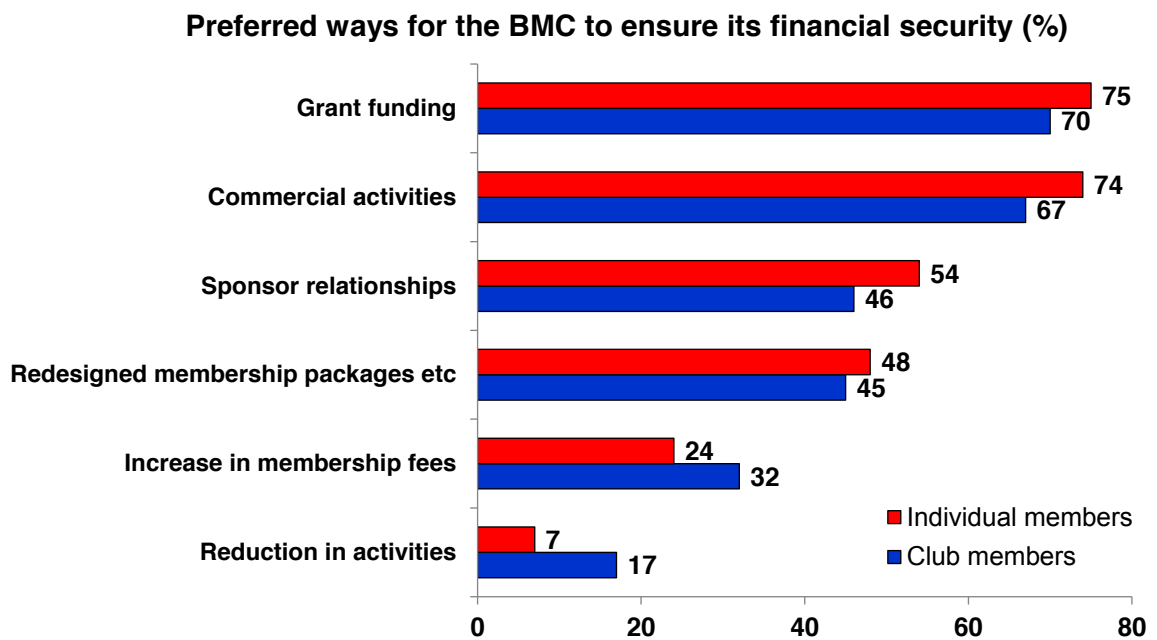
Chart 32: Ensuring the financial security of the BMC



Base: Members (4528)

Support for grant funding and commercial activities was slightly higher among Individual than Club members.

**Chart 33: Ensuring the financial security of the BMC
- Individual and Club members**



Base: Individual members (3245), Club members (1283)

7.5 Comments on how members would change the BMC

There were a very wide range of comments from members on ways in which they would change the BMC.

Over 1600 members provided a suggestion, and these grouped into the areas shown below.

Table 34: Comments on how to change the BMC

	no. of comments
Changes to BMC internal organisation	256
Modernise it to appeal more to young	174
Separate off indoor climbing	146
Raise the profile of the BMC	139
Provide more for hillwalkers	124
Focus on its current membership (not growth)	120
More for average (rather than elite) climbers	116
More on access and crags purchase	104
More communication and feedback from members	100
Keep to the core values	100

Base: Those making comments about ways in which they would change the BMC (1643)

Comments on the BMC structure include the importance of defining and communicating the core objectives of the organisation, and having an internal structure in place which aligns with those objectives. Transparency is also sought in terms of how the organisation is structured and managed, with some voicing concerns that too much authority rests with national functions, without any independent oversight.

There are reservations as to whether one organisation can meet the needs of its different interest groups, and specifically whether indoor climbing and sport climbing fit with the BMC remit, or should be managed separately.

“Can the BMC represent indoor sports climbing, securing access to crags, hill walking and expedition climbing? I don't think it can”

“The role of governing body for formal competitions and representative body for everything else are mutually incompatible and competitions should be given over to a separate body”

“Restructure competition climbing. Create an 'arms-length' sub organisation to develop and run it or allow it to be run by an entirely new organisation independent of the BMC”

“The representative role of the BMC has to be separate from commercial interests to maintain its influence...Climbing competitions, commercial activities, training & qualifications and representing the views of outdoor professionals should come under a separate organisation with links to the BMC”

“The sports and instructional bodies should be constitutionally separate. The BMC should focus on engaging more recreational mountain users and making them more engaged with each other”

“There are a number of roles within the BMC - Executive, National Council, Patrons, Honorary Patrons; it is unclear what role, if any, the patrons have. How does the commercial business operate within the BMC and under whose management. It would be good to see an organisation chart on the website”

“The BMC needs to be responsible to something or someone. This could be best achieved by involving the associate clubs in the decision making process. The larger clubs: Climbers, Rucksack, Fell and Rock, AMA, RAFMA etc. should somehow be represented on the Management Committee”

“The office in Manchester is in too powerful a position. This is where all information goes and all real decisions are made. The volunteers on the National Council and the Exec are not able to spend the time in the office to be able to control the organisation”

“The BMC sprang from individuals and clubs and its metamorphosis into a centralised 'bureaucracy' has weakened its links and connection with clubs and individuals, appearing to be interested mainly in internal and transient matters. It should return to working principally via clubs, and meeting their expressed needs. Its superstructure has become too great for its intrinsic worth and needs reorganising”

“The essence of the hills is freedom for the individual to be able to enjoy them in the various pursuits represented in the BMC. It is not to create a large business monolith more important to its employees and board members than to the vast majority of its members”

While more tightly defining its own role, there is also a demand to see the BMC work better with other organisations, to provide a more co-ordinated pressure lobby.

“Work more closely with other organisations for the common cause of maintaining access to the hills and mountains, encouraging membership and participation and mutually beneficial commercial enterprises. I'm thinking organisations such as the ramblers which have a much larger membership and commercial base, but the BMC seems to be too aloof to even entertain this”

“Work closer (more prominent and better publicised relationships and projects with other organisations with similar aims – e.g. conservation, National Trust, National Park Authorities, RSPB, John Muir Trust”

“Work closely with other similar groups to pool resources e.g. Mountaineering Scotland and maybe mountain biking groups”

Relationship with sponsors and with the Sport England are also flagged as important areas, which need to be carefully managed, to ensure that they do not conflict with the objectives of the BMC and the interests of its membership.

“We have for too long had the Sports Council's tail wagging the BMC dog. Sports Council funding is fine provided it aligns with BMC objectives, and constantly jumping through more complex hoops for ever diminishing funding is a waste of effort and compromises our integrity”

“The BMC needs to be self-financing to avoid being dictated to by outside agencies, whether these are Sports Council or sponsors or 'interested parties' with hidden agendas”

“Remove it from the clutches of Sport England and trim activities and staff to suit the resultant budget. Stop support for competitions and elite activities. ...Act as a voice for mountaineering, even if it offends Sport England”

“Reduce the reliance on grant funding - this will free us from the unhelpful conditions that come with this kind of grant. We will then be free to pursue our own policies that are appropriate to mountaineering”

“Stop chasing ephemeral and unreliable government-funding which only compromises independence”

“Move away from Sports England - they are a poisoned chalice driven by commercial necessity. Focus more on the areas and local level - this has been neglected of late”

Another leading area of comment is the importance of modernising the BMC and making it more relevant and appealing to a younger audience, while still retaining true to its core principles, and reaching out to them through the full range of its communications (including the use of social media).

This area of the BMC embracing younger adults presents a significant challenge. There are seen as issues with the image of BMC (as older and conservative), and also many recognise that the interests of this younger age group are very likely to include indoor climbing.

“To keep it active and moving forward as an organisation, it needs to engage younger members of the climbing community and show what it can offer them and make itself attractive to them”

“There is a need to get youth and ethnic women and ethnic minorities involved, but I don't know how to do it”

“They need to modernise, but not lose sight of the traditions and values of UK climbing, hill walking and mountaineers”

“Try and move the organisation into the 21st century by combining support for young adults aged 16-25 in larger groups instead of selected individuals”

“To gain the interests from the young generations, with more social media activity”

“More qualifications for teens and more opportunities for young climbers”

“More opportunities for young people to learn climbing More opportunities for indoor climbers to learn how to safely climb outdoors”

“The BMC needs to embrace the modern trend of indoor climbing and not be over focussed on traditional climbing. The youth need support, be it competition climbing or outside, and the BMC needs to stay up to date with current practices”

“I do feel the emphasis on getting younger people to engage with the outside in an appropriate way is probably something that could be more important to the organisation”

“The BMC does appear to be a bit stuffy.....I can't see it appealing to younger people. More organised events at local level would be a good start. Get more younger people out there on the hills and teach them not to leave their rubbish behind!”

“Stop giving the impression that it is an antiquated old boys club”

“Reduce the impact of old established cliques”

APPENDIX 1 METHODOLOGY

Research was undertaken using an online quantitative survey, which was designed and hosted by 2020 Research. Links to the survey were emailed by the BMC to its current members, and also to a sample of recently lapsed members. The survey was also actively promoted through the BMC website and other communications, as well as through affiliated clubs.

Responses to the survey were collated by 2020 Research, enabling the anonymity of respondents to be assured.

For those who did not wish to complete the survey online, options were provided by 2020 Research for it to be undertaken by telephone, or for a paper copy to be provided.

In total the survey attracted over 5000 responses (4528 from members), representing a robust base for analysis (representing over 5% of the membership).

A copy of the survey questionnaire is included for reference.

Independent Organisation Review - BMC Member Survey

S1 Are you a
(Please tick one box only)

Current member .1 **GO TO S2**
Lapsed member .2 **GO TO S5**

S2 Which of these best describes the type of BMC membership which you hold?
(Please tick one only)

Individual member .1
Family member .2
Student member .3
Club member .4
Student Club member .5
Upgraded Club member .6

S3 How long have you been a member of the BMC?
(Please write in)

_____ years

S4 Which BMC affiliated clubs are you a member of?
(Please write in)

Go to Q1

S5 Which of these best describes the type of BMC membership which you held when you were a member?
(Please tick one only)

Individual member .1
Family member .2
Student .3
Club member .4
Student Club member .5
Upgraded Club member .6

S6 For how long were you a member of the BMC?
(Please write in)

_____ years

S7 Which BMC affiliated clubs were you a member of?
(Please write in)

Q1 Which of the following were reasons for you initially joining the BMC?
(Please tick all which apply)

- | | | |
|---|----|--------------------------|
| Required to as part of membership of an affiliated club | .1 | <input type="checkbox"/> |
| To take out BMC travel insurance | .1 | <input type="checkbox"/> |
| To receive third party liability cover | .1 | <input type="checkbox"/> |
| To register for a Mountain Training award | .1 | <input type="checkbox"/> |
| To support the BMC's work for climbers, hill walkers and mountaineers | .1 | <input type="checkbox"/> |
| To get access to membership discounts | .1 | <input type="checkbox"/> |
| To take part in BMC events | .1 | <input type="checkbox"/> |
| Other | .1 | <input type="checkbox"/> |
- If other, please specify**

IF YOU HAVE TICKED MORE THAN ONE ABOVE, THEN GO TO Q2 OTHERWISE GO TO Q3

Q2 Which one of these would you say was the main reason for you initially joined the BMC?
(Please tick one only)

- | | | |
|---|----|--------------------------|
| Required to as part of membership of an affiliated club | .1 | <input type="checkbox"/> |
| To take out BMC travel insurance | .1 | <input type="checkbox"/> |
| To receive third party liability cover | .1 | <input type="checkbox"/> |
| To register for a Mountain Training award | .1 | <input type="checkbox"/> |
| To support the BMC's work for climbers, hill walkers and mountaineers | .1 | <input type="checkbox"/> |
| To get access to membership discounts | .1 | <input type="checkbox"/> |
| To take part in BMC events | .1 | <input type="checkbox"/> |
| Other | .1 | <input type="checkbox"/> |
- If other, please specify**

Q3 Which of the following activities do you participate in?

(Please tick all which apply)

Hill walking .1

Rock climbing .1

Mountaineering (incl. ski mountaineering) .1

Indoor climbing .1

Other .1

If other, please specify

**IF YOU HAVE TICKED MORE THAN ONE ABOVE, THEN GO TO Q4
OTHERWISE GO TO Q5**

Q4 And which one of these is the main activity you are involved in?

(Please tick one only)

Hill walking .1

Rock climbing .2

Mountaineering (incl. ski mountaineering) .3

Indoor climbing .4

Q5 The BMC is involved in a number of different areas of activity. Please tick which of these you think are low priority, which are medium priority and which are high priority?
(Please tick one box in each row)

	Low priority	Medium priority	High priority
Conservation and safeguarding the environment	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Providing testing and advice to improve safety	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Providing support to encourage participation of young people (under 25)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Supporting volunteers	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Negotiating access to crags, mountains and open countryside	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Supporting professional training, qualifications and development	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Supporting and governing competition climbing	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Providing support for clubs	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Providing specialist insurances	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Purchasing and managing property (huts)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Purchasing and managing land (crags)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Supporting international events and expeditions	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Lobbying and campaigns	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Conserving mountaineering heritage and tradition	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>

Q6 How satisfied are you with the performance of the BMC when it comes to handling each of these areas? **(Please tick one box in each row)**

	Very dissatisfied	Fairly dissatisfied	Neither satisfied nor dissatisfied	Fairly satisfied	Very satisfied
Conservation and safeguarding the environment	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Providing testing and advice to improve safety	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Providing support to encourage participation of young people (under 25)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Supporting volunteers	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Negotiating access to crags, mountains and open countryside	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Supporting professional training, qualifications and development	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Supporting and governing competition climbing	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Providing support for clubs	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Providing specialist insurances	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Purchasing and managing property (huts)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Purchasing and managing land (crags)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Supporting international events and expeditions	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Lobbying and campaigns	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>
Conserving mountaineering heritage and tradition	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>	.4 <input type="checkbox"/>	.5 <input type="checkbox"/>

Q7 How well does the BMC performs in representing the views and interests of its membership?

(Please tick one box only)

Very well	.1 <input type="checkbox"/>	
Fairly well	.2 <input type="checkbox"/>	GO TO Q8a
Not very well	.3 <input type="checkbox"/>	GO TO Q8b
Not at all well	.4 <input type="checkbox"/>	

Q8a Why do you say that the BMC performs well?
(Please write in)

_____ **GO TO Q9**

Q8b Why do you say that the BMC does not perform well?
(Please write in)

GO TO Q9

Q9 Please can you indicate whether you agree, disagree or have no opinion either way on the following statements about the way in which the BMC is being managed?
(Please tick one box in each row)

	Agree	Neither agree Nor disagree	Disagree
The BMC is good at communicating information about news and events to its members	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
The BMC is good at communicating policy and policy decisions to its members	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
The BMC's democratic process is working effectively	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
The BMC is good at representing the interests of its members nationally	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
The BMC is good at representing the interests of its members locally	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
The BMC is effective at engaging and supporting volunteers	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>

Q10 Do you have any suggestions for ways in which communications from the BMC could be improved?
(Please write in)

Q11 How do you feel about BMC membership in terms of value for money?
(Please tick one box only)

Very good value	.1 <input type="checkbox"/>
Fairly good value	.2 <input type="checkbox"/>
Not very good value	.3 <input type="checkbox"/>
Not at all good value	.4 <input type="checkbox"/>

Q12 Do you think the following should be required to join the BMC?

(Please tick one box in each row)

	Yes	No	No opinion either way
Affiliated club members	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
Those holding or undertaking professional qualifications (for example Mountain Leader)	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>
National and international competition Climbers	.1 <input type="checkbox"/>	.2 <input type="checkbox"/>	.3 <input type="checkbox"/>

Q13a Do you think that it is appropriate for the BMC to undertake activities to increase its membership?

(Please tick one only)

- Yes .1 **Go To Q14**
No .2 **Go To Q13b**
No opinion either way .3 **Go To Q14**

Q13b Why do you think that it is not appropriate for the BMC to undertake activities to increase its membership?

(Please write in)

Q13c Do you think that it is appropriate for the BMC actively to seek to increase participation in climbing, hill walking and mountaineering?

(Please tick one only)

- Yes .1 **Go To Q14**
No .2 **Go to Q13d**
No opinion either way .3 **Go to Q14**

Q13d Why do you think that it is not appropriate for the BMC to actively seek to increase participation in climbing, hill walking and mountaineering?

(Please write in)

Q14 The BMC is currently funded through a combination of subscriptions, commercial activities and funds from grant making organisations (e.g. Sport England). In the future, how would you prefer BMC to be funded? **(Please tick all that apply)**

- | | | |
|--|----|--------------------------|
| Increases in membership fees | .1 | <input type="checkbox"/> |
| Sponsorship relationships | .1 | <input type="checkbox"/> |
| Commercial activities (e.g. travel insurance, BMC shop etc.) | .1 | <input type="checkbox"/> |
| Re-designed membership packages, products and services | .1 | <input type="checkbox"/> |
| Grant funding (e.g. Sport England) | .1 | <input type="checkbox"/> |
| Reduction in activities | .1 | <input type="checkbox"/> |
| None of these | .1 | <input type="checkbox"/> |

Q15 In fewer than 100 words, given the opportunity, how would you change the BMC?
(Please tick one box only)

The final questions are for classification purposes only, so that your answers can be grouped with others.

Q16 What is your gender?
(Please tick one box only)

- | | | |
|-------------------------------|----|--------------------------|
| Female | .1 | <input type="checkbox"/> |
| Male | .2 | <input type="checkbox"/> |
| Other (please specify) | .3 | <input type="checkbox"/> |
| _____ | | |
| Prefer not to say | .4 | <input type="checkbox"/> |

Q17 What is your age group
(Please tick one box only)

- | | | |
|-------------------|----|--------------------------|
| 0-17 | .1 | <input type="checkbox"/> |
| 18-24 | .2 | <input type="checkbox"/> |
| 25-35 | .3 | <input type="checkbox"/> |
| 35-44 | .4 | <input type="checkbox"/> |
| 45-54 | .5 | <input type="checkbox"/> |
| 55-64 | .6 | <input type="checkbox"/> |
| 65+ | .7 | <input type="checkbox"/> |
| Prefer not to say | .8 | <input type="checkbox"/> |

Q18 Are you currently involved in volunteering for the BMC?
(Please tick one box only)

- | | | |
|-----|----|--------------------------|
| Yes | .1 | <input type="checkbox"/> |
| No | .2 | <input type="checkbox"/> |

Q19 Are you registered for an award with Mountain Training?
(Please tick one box only)

Yes .1
No .2

Q20 Do you currently hold any formal qualifications to guide, lead, coach or instruct in any of the following activities?
(Please tick all areas where you have a qualification)

Hill walking .1
Climbing .1
Mountaineering .1
None of these .1

Q21 Are you studying to achieve formal qualifications to guide, lead, coach or instruct in any of the following activities?
(Please tick all that apply)

Hill walking .1
Climbing .1
Mountaineering .1
None of these .1

Q22 So we can group answers on a geographic basis, please can you enter the first part of your postcode (e.g. WA15)

Q23 Do you have any other comments that you would like to make about the BMC?

Yes .1
No .2

If yes, please comment here

CLOSE

That is the end of the survey. If you would like to be entered in the prize draw, please can you enter your name and contact details below

Name _____

Telephone _____

Email Address _____

APPENDIX 2 CLUB REPRESENTATION

Responses were received from 1,283 current BMC Club members who were drawn from 214 separate clubs, as detailed below.

Climbers	Christian Rock Mountain Club
Alpine Club	Ceunant Mountaineering Club
The Fell and Rock Climbing Club of the English Lake District Limited	Cambridge University Mt Club
AMI (England and Wales)	Univ of London Mountaineering Club
Royal Navy Royal Marines Mt Club	Surbiton Kingston Mt Club
Peak Climbing Club	Lincoln Mountaineering Club
Midland Association of Mountaineers Ltd	Fylde Mountaineering Club
London Rockhoppers MC	ABMSAC-Association of British Members of the Swiss Alpine Club
The Rucksack Club Ltd	Wolverhampton Mountaineering Club
Pinnacle Club	Wellingborough Mountaineering Club
South Devon Mountaineering Club	Southampton Uni Mountaineering Club
Oxford University Mountaineering Club	Rugby Mountaineering Club
Chester Mountaineering Club	NST - Southern LGBT climbers
Chamois Mountaineering Club Ltd	Milton Keynes Mountaineering Club
Mynydd Climbing Club	Leeds University Mountaineering Club
Ibex	Gritstone Club
Wayfarers	The Mountain Club - Stafford
Southampton Climbing Club	St Helens Mountaineering Club
Red Rope Walking Climbing Club	Marylebone Mountaineering Club
Kendal Mountaineering Club	Lancashire Mountaineering Club
Cleveland Mountaineering Club	Lancashire Climbing and Caving Club
Merseyside Mountaineering Club	ICAS Climbing Club
Extreme Sports Central	Guildford Mountaineering Club
Exmoor Climbing Club	East Cheshire Outdoor Group
Cambridge Climbing Caving Club	Derwent Mountaineering Club
North London Mountaineering Club	Castle Mountaineering Club
London Mountaineering Club	Cambridge University Hillwalking Club
Karabiner Mountaineering Club	Aylesbury Climbing Club
Royal Air Force Mountaineering Association	Army Mountaineering Association - Climbing Section
Leeds Mountaineering Club	York Mountaineering Club
Ipswich Mountaineering Club	Warwick Climbing Club
Bowline Climbing Club	Wanneys Climbing Club
Avon Mountaineering Club	Univ of Birmingham Mt Club
Univ of London Graduate Mt Club	Tunbridge Wells Mountaineering Club
Oread Mountaineering Club	Oxford Mountaineering Club
Northumbrian Mountaineering Club	Lanchester Mountaineering Club
Four Points Climbing	Hill Mountain Walking Club
Brecon Beacons Climbing Mountaineering Club	Hertfordshire Mountaineering Club
Yorkshire Ramblers' Club	Harpden Expedition Club
York Alpine Club	Gwydyr Mountain Club
Yeovil Mountaineering Club	Exeter University Climbing Club
Wessex Mountaineering Club	Eden Valley Mountaineering Club
Swindon Mountaineering Club	East Grinstead Climbing Club
South Wales Mountaineering Club	Bath University Mountaineering Club
Solihull Mountaineering Club	Yorkshire Mountaineering Club
Slough Mountaineering Group	Wrekin Mountaineering Club
Shrewsbury Mountaineering Club	West Cumbria Mountaineering Club
Mercian Mountaineering Club	West Bromwich Mountaineering Club
Keswick Mountaineering Club	Vibram Mountaineering Club
Junior Mountaineering Club of Scotland	Vagabond Mountaineering Club
Gloucestershire Mountaineering Club	UEA Climbing Club
Croydon Mountaineering Club	Sunderland Mountaineering Club
Craven Mountaineering Club	Sphinx Mountaineering Club
Coventry Mountaineering Club	Reading Mountaineering Club
Colchester Climbing Club	Norwich Climbing Mountaineering Club
Clwyd Mountaineering Club	Mountaineering Club of North Wales
Clwb Mynydda Cymru	Mountaineering Club of Bury
Carlisle Mountaineering Club	Loughborough Students Mt Club
Buxton Mountaineering Club	Lindsey Climbing Club
Alton Mountaineering Club	Kings College London Mountaineering Club
Adventure and Expedition Society	Keele University Mountaineering Club
Yeti Club	Innominata Mountain Club
University of Surrey Mountaineering Club	Hillingdon Mountaineering Club
Univ of Bristol Mt Club	Hereford Climbing Club
The LMC Mountaineering Club	Hastings Rock Fell Club
South Cheshire Climbing Club	Gwent Mountaineering Club
Salford University Mountaineering Soc.	Durham University Mountaineering Club
Romsey Climbers	Coventry University Mountaineering Soc
Preston Mountaineering Club	Cornwall Climbing Club
North Kingston Hillwalking Club	Clogwyn Mountaineering Club
Newcastle University Mt Club	Calderdale Mountaineering Club
Malvern Mountaineering Club	Burnmoor Lodge Club

Brunei Climbing
Bassetlaw Hill Mountain Club
Aldermaston Mountaineering Club
Yr Hafod Scout Activity Centre
Yorkshire Walkers Climbers Club
Worcester Mountaineering Club
Warwick University Climbing Club
Vertigirls
University of Chester Mountaineering Club
University College London Union Mountaineering Club
Univ of Sussex Mountaineering Club
Univ of Nottingham Climbing Club
Univ of Huddersfield Mountaineering Club
The Outcasts
The Chapel Mountaineering Club
Thames Valley Climbing Club
Swansea University Mountaineering Club
Sussex Climbing Community
Staffordshire University Mountaineering Club
Southfields Mountain Sports Club
Skyline Mt Club - Burton on Trent
Sheffield Hallam Fellwalking Mountaineering
Saltley Hillwalking Group
Reading University Mountaineering Club
Powers Mountaineering Club
Polaris Mountaineering Club
Peterborough Mountaineering Club
Pembrokeshire Climbing Club
North Yorkshire Fell Club
North Leicestershire Mountain Club
North East Wales Mountaineering Club
Newbury Mountain Club
MPMC LTD
Manchester University Mt Club
Maidstone Mountaineering Club
Loughton Mountaineering Club

Liverpool University Mountaineering Club
Lichfield Mountaineering Club
Leicester University Mountaineering Club
K Fellfarers
Jersey Rock Climbing Club
Imperial College Union Outdoors Club
Highdown Hillwalking Mountaineering Club
Herts and Essex Climbing Club
Hampshire Mountaineering Association
Guernsey Mountaineering Club
Gentian Mountaineering Club
Exploration Group of North Somerset
East Pennine Outdoor Club
Durham Mountain Sports
Dockyard Venturers
Derby Mountaineering Club
Degrees Climbing Club
Dacorum Adventure Group
Cromlech Club
Clwb Mynydd Mon
Clitheroe Mountaineering Club
Clingons Climbing Club
Cliffhangers Climbing Club
Chester Great Outdoors Club
Chelmsford Mountaineering Club
Bromsgrove Redditch Mt Club
Brighton Explorers Club Climbing and Walking Section
Bremex Mountaineering Climbing Club
BMS CMC
Bedford Mountaineering Club
Basingstoke Climbing Club
Barrow Mountaineering Ski Club
Barnsley Mountaineering Club
Anabasis Mountaineering Club

APPENDIX 3 LAPSED MEMBERS AND NON-MEMBERS

Context

The survey was designed with the primary objective of obtaining the views of a representative cross-section of existing members of the BMC. Invitations to participate were also sent by the BMC to a sample of recently lapsed members, and a total of 297 responses were received from this group.

The survey was promoted through the BMC website and communications, and also through websites and other communications of affiliated clubs. It therefore attracted responses also from a number of non-members who wished to express their views. In total 197 responses were received from those who were neither members nor lapsed members.

The results from lapsed members and non-members are contrasted here with those from the existing membership, highlighting any areas of significant difference.

Results

The first thing to note is the contrast in the profile of the non-members in terms of their activity. While the profile of lapsed members is very close to that of existing members, the non-members group includes a significantly higher proportion whose main area of activity is indoor climbing.

Table 35: Main activity comparison – Members, Lapsed members & Non-members

	% main activity		
	Members	Lapsed members	Non-members
Hillwalking	33	36	28
Rock climbing	37	35	22
Mountaineering	14	12	7
Indoor climbing	13	13	39

Base: Members (4528), Lapsed members (297), Non-members (179)

The relative prioritisation of the different areas of activity of the BMC is very close for those who are lapsed members and those who are members. Areas where the lapsed members afford slightly lower priority to the BMC activities are in Providing testing & advice to improve safety (50% cf. 57%) and in Lobbying & campaigns (41% cf. 48%).

For non-members, while negotiating access to crags, mountains and open countryside is still the top priority area, its rating is significantly lower than for members and lapsed members (75% cf. 87%, 83%).

Much lower priority is also given by the non-members group to Lobbying & campaigns (30% cf. 48%, 41%) and to Supporting professional training, qualifications & development (44% cf. 52%, 51%).

Conversely the non-members group place relatively higher priority on Supporting international events & expeditions (30% cf. 15%, 21%) and to Supporting & governing competition climbing (26% cf. 18%, 20%).

Table 36: Priority areas – Members, Lapsed members & Non-members

	% rating as high priority		
	Members	Lapsed members	Non-members
Negotiating access to crags, mountains etc.	87	83	75
Conserving & safeguarding the environment	76	75	72
Providing testing & advice to improve safety	57	50	55
Conserving mountaineering heritage etc.	52	48	49
Supporting professional training etc.	52	51	44
Lobbying and campaigns	48	41	30
Providing support to encourage young etc.	42	41	48
Providing specialist insurances	42	41	36
Supporting volunteers	41	43	45
Providing support for clubs	37	35	45
Purchasing and managing land	35	36	34
Purchasing and managing property	18	23	18
Supporting and governing competition etc.	18	20	26
Supporting international events etc.	15	21	30

Base: Members (4528), Lapsed members (297), Non-members (179)

In their attitudes to the BMC, opinions of Lapsed members are lower than for existing members on its performance in communicating news and events (65% cf. 72%), and on the effectiveness of its democratic process (25% cf. 32%).

Attitudes of the non-members are broadly similar. Non-members are slightly more positive about the perceived effectiveness of the BMC at engaging and supporting volunteers.

Table 37: Attitudes to the BMC Management – Members, Lapsed members & Non-members

	% agree		
	Members	Lapsed members	Non-members
The BMC is good at communicating information about news & events to its members	72	65	61
The BMC is good at representing the interests of its members nationally	51	46	49
The BMC is good at communicating policy and policy decisions to its members	40	43	45
The BMC is good at representing the interests of its members locally	39	35	39
The BMC's democratic process is working effectively	32	25	32
The BMC is effective at engaging and supporting volunteers	29	27	40

Base: Members (4528), Lapsed members (297), Non-members (179)

Lapsed members are slightly less in favour of affiliated club members and those holding or undertaking professional qualifications being required to join the BMC (31% cf. 36% and 51% cf. 60% respectively). Non-members are even less in favour of this being a requirement (only 23% supporting it being a requirement for members of affiliated clubs and 42% for those holding or undertaking professional qualifications).

Table 38: Requirement to join the BMC – Members, Lapsed members & Non-members

		Members	Lapsed members	Non-members
Affiliated Club members	Yes	36	31	23
	No opinion	34	33	41
	No	30	36	36
Those holding or undertaking professional qualifications	Yes	60	51	42
	No opinion	15	12	22
	No	25	37	36
National and international competition climbers	Yes	33	39	35
	No opinion	31	21	22
	No	36	40	44

Base: Members (4528), Lapsed members (297), Non-members (179)

Attitudes of Lapsed members and Non-members are very close to those for existing members, when it comes to whether the BMC should actively seek to increase its membership, or to increase participation in climbing, hill walking and mountaineering. In both cases, over two thirds believe that it is appropriate for the BMC to undertake activities in these areas.

Table 39: Appropriateness of the BMC seeking to increase membership and improve participation – Members, Lapsed members & Non-members

		Members	Lapsed members	Non-members
Appropriate for the BMC to undertake activities to increase its membership	Yes	77	71	74
	No opinion	16	21	21
	No	7	8	6
Appropriate for the BMC actively to seek to increase participation in climbing, hill walking & mountaineering	Yes	73	70	73
	No opinion	13	14	19
	No	13	17	8

Base: Members (4528), Lapsed members (297), Non-members (179)

APPENDIX 4 2020 RESEARCH

The survey has been designed and analysed by an independent market research agency, 2020 Research. Details of the company background and relevant experience, and its associated quality credentials are given below.

Agency Background and Experience

2020 Research is an independent research agency, founded in 1996. Initially, focused on the financial sector, retail and publishing, it has subsequently broadened its customer base, expanding into education, sport and leisure, and research for the public sector.

It has worked for a range of clients in the sports sector, from national sports associations and major sports venues, to individual clubs and organisations, and local sports venues and facilities.

The company provides a full range of both quantitative (online, telephone and face to face) and qualitative (focus groups, depth interviews) research. It is committed to offering its clients the highest standards of service throughout, and our directors are fully immersed in research programmes throughout, from initial methodology specification, design and production of questionnaires and discussion guides, through to data analysis and reporting and presentation.

Quality Credentials

2020 Research is a member of the Market Research Society (MRS) Company Partner Scheme and fully subscribes to the MRS principles and quality standards. Core MRS principles include :

- ensuring questionnaires are structured without any bias
- sampling is balanced and representative
- anonymity of those taking part in market research studies is assured &
- reporting is balanced and presents a fair and accurate reflection of the survey data.

2020 Research is registered with the Independent Commissioners Office (ICO) under the Data Protection Act 1998, and has strict processes and policies in place to ensure that data is held securely. Quality and processing standards of 2020 Research have been independently verified by Hellios Risk Management.

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