

BMC Strategic Plan 2020–24

Summary

This document was agreed by the BMC Board on 29 January 2020 following extensive consultation across the membership, specialist committees, partner organisations and National Council; it sets out the BMC's vision and purpose, and defines the five core values that underpin our work for climbers, hill walkers and mountaineers – Community, Adventure, Sustainability, Respect and Aspiration.

The plan is broken down into Strategic Themes and Foundation Activities as follows:

a. Strategic Themes – the main focus of our work for members:

- Access, conservation & environmental sustainability
- Membership engagement, services & support
- Education, inspiration & skills
- Organisational development & sector leadership
- GB Climbing - competitions, talented athletes & the GB Teams

b. Foundation Activities – the work needed to enable us to achieve our strategic aims:

- People: staff, volunteers & members
- Money: financial management & business development
- Communications & member insight: IT, database & online
- Governance: systems, procedures & standards
- Collaboration: clubs, partners & stakeholders

Since mid-March Covid-19 has had a significant impact on outdoor recreation, Mountain Training and the indoor climbing sector and has required the BMC to temporarily focus on certain urgent requirements including efforts to reopen the countryside, financial planning for 2021 and improved membership engagement. The lockdown restrictions and postponement of all BMC events has led to several staff being furloughed and many of our normal activities being put on hold since March.

The loss of membership and travel insurance income in 2020 will have a significant financial impact on the organisation and the Board is actively reviewing our delivery and financial plans for 2021 and onwards. The government furlough scheme, the positive response from Sport England and the ongoing support of BMC members has greatly assisted us in getting through the initial phase of this uniquely challenging situation.

With the impact of Covid-19 providing a new context, the Board will be updating the strategic plan and related financial profile for 2021-25, taking a fresh look at relative priorities and potential for growth.

Vision

To create a better future for climbers, hill walkers and mountaineers.

Purpose

To represent the interests of climbers, hill walkers and mountaineers and inspire all generations.

Values

Community	We are the voice for our diverse community of climbers, hill walkers and mountaineers.
Adventure	We believe in the freedom to challenge ourselves, taking personal responsibility for the risks.
Sustainability	We protect our crags and mountains, campaign for improved access and promote environmental sustainability.
Aspiration	We help people improve their skills, confidence and achieve personal ambitions.
Respect	We celebrate the rich variety of British climbing, hill walking and mountaineering; we build inclusive relationships and respect each other.

Strategic Themes

a. Access, conservation & environmental sustainability

Promoting the freedoms, rights and responsibilities of climbers & hill walkers – influencing legislation and policy across England & Wales – campaigning on climate change, access & environmental issues

- **Access negotiation & campaigns:** Work with land owners and conservation bodies to secure and improve access to climbing and hill walking areas across England and Wales; promote public access to hills, mountains and open country and campaign against inappropriate developments.
- **Legislation & policy:** Engage with government departments, politicians and key stakeholders to promote the interests of climbers and hill walkers providing technical input on policy issues and key consultation documents; support access work in Scotland and internationally as appropriate.
- **Climate emergency & sustainability:** Engage with members, partners and stakeholders to increase understanding of the impacts of climate change on the uplands; develop initiatives to reduce our contribution to climate change, plastics waste and unsustainable resource use.
- **Conservation & behavioural change:** Promote environmental conservation and good practice across the organisation; raise awareness of the importance of responsible behaviour in the outdoors amongst members and the wider outdoor community.
- **Fund raising & landscape protection:** Develop the BMC Access & Conservation Trust as a mechanism for funding access and environmental projects and campaigns; develop the next phase of Mend our Mountains.
- **Volunteer support:** Increase levels of direct support for volunteers engaged with the BMC's access, conservation and environmental work at local and national levels.
- **BMC land & properties:** Manage our land for the benefit of climbers and hill walkers, as well as the environment, and advise on potential future acquisitions.

Measures

- Amount of funds raised and distributed by ACT.
- Fast, clear and articulate responses to government consultations and policy announcements.
- Number of active volunteers engaged at local and national levels.
- Increased active membership of the All-Party Parliamentary Group for Mountaineering.

b. Membership engagement, services & support

Exceptional support for clubs & individuals – new opportunities for members to engage with the BMC – modern membership package

- **Engagement & interaction:** Implement new and innovative digital and practical measures to enable club and individual members to better engage with, and influence, the BMC at a local and national level.
- **Membership benefits:** Develop and improve the membership package (insurance products, discounts); promote the broader social, health and well-being benefits of BMC membership.
- **Communications:** Deliver quality online communications and resources to support and inform members and the wider outdoor community; personalise communications to members based on activity preferences.
- **BMC media:** Deliver a consistent balance of climbing, hill walking and mountaineering information in BMC online and print media; extend the reach of BMC media outputs.
- **Clubs & club members:** Provide administrative and technical support to new and existing club officials and members on their membership of the BMC.
- **Under-represented groups:** Promote our work to those under-represented in the membership i.e. young people, women, people with health conditions or impairments, LGBTQ and BAME; remove barriers and reach out to broader groups / social networks of climbers and hill walkers.
- **18-26 year olds:** Roll-out a new membership package with strands specifically tailored towards indoor climbers and hill walkers.

Measures

- Membership statistics – growth of targeted segments, take-up of digital membership, income.
- Membership satisfaction and renewal rates.
- Levels of engagement at local and national level.
- BMC reach in social media and national media.

c. Education, inspiration & skills

Inspiring and informing new and existing climbers & hill walkers – providing opportunities for indoor climbers to progress within the sport – supporting students and clubs – delivering events to help people develop their interest in climbing & hill walking

- **Media & resources:** Create quality educational materials promoting skills, good practice and safety; develop our video resources and communicate new materials to members using all relevant media and social media channels.
- **Supporting clubs:** Offer training opportunities for club members, officials and other informal groups / social networks to encourage the recruitment and retention of members.
- **Alpinists, mountaineers & adventurous hill walkers:** Support events and provide information resources and training opportunities for new and existing participants.

- **Indoor climbers:** Provide resources, events and training opportunities for indoor climbers of all levels of skill and aspiration.
- **Activities & events:** Offer a program of engaging local and national events to promote skills, learning and self-confidence in climbing and hill walking – all with discounts for BMC members.
- **Partnerships:** Work with delivery partners Mountain Training, Plas y Brenin, Association of British Climbing Walls (ABC) and ABC Training Trust to develop and promote training opportunities for climbers, hill walkers and mountaineers.

Measures

- Number, quality and range of training opportunities, activities and events delivered per year.
- Quality of events based on member satisfaction reported in post event feedback forms.
- Views of BMC online articles and videos.
- Total BMC social media following

d. Organisational development & sector leadership

Promoting the BMC as a focus point for climbers, hill walkers and mountaineers – representing members views to government across England and Wales – promoting the ethics and values of British climbing, hill walking and mountaineering

- **National influence:** Represent the interests of members and partners to government, land owners and others with an interest in our activities in England and Wales; campaign on safety, environmental and technical matters; increase the BMC's visibility across the membership.
- **National & international collaboration:** Encourage and enable our partners and UK based mountaineering councils to actively engage with the BMC and contribute to the development of climbing and hill walking activities; contribute directly to the work of the UIAA, IFSC and EUMA.
- **Wales:** Complete the work to review the BMC's structure in Wales, consult members and implement the agreed new structure in 2021.
- **BMC charities:** Develop and promote the BMC's three charitable trusts – Access & Conservation Trust, Mountain Heritage Trust and the Land & Property Trust.
- **Ethics & values:** Promote the values of the BMC and the rich history and ethics of British climbing and mountaineering; promote the work of the Mountain Heritage Trust.
- **Technical & safety advice:** Work with the UIAA Safety Commission and EN Standards Group to develop mountaineering equipment standards. Work with Mountain Training, Plas y Brenin, the ABC and manufacturers to produce clear safety advice for climbers and hill walkers.

Measures

- Number of successful campaigns initiated; reach and level of engagement.
- Partner engagement and satisfaction; number of new organisations partnering with the BMC.
- Levels of government funding and commercial sponsorship secured.

e. GB Climbing - competitions, talented athletes & the GB Teams

New structure to fulfil the BMC's role as National Governing Body for competitions – running high quality events for climbers and para climbers – supporting talented athletes – partnership working with the ABC and climbing walls sector – celebrating the Olympics.

- **GB Climbing:** Restructure and launch GB Climbing as a new internal business unit to run competition climbing and associated activities.
- **Events:** Run exceptional national competition events for climbers, para climbers and young people in partnership with indoor climbing walls and sponsors, with all participants being BMC members.
- **GB Teams:** Support the GB Climbing Team, the GB Para Climbing Team, ski-mountaineering and ice climbing competitors and the GB National Development Squad encouraging high performance and success.
- **Talented athletes:** Develop and rollout an effective talent development pathway and Long-Term Athlete Development programme; support facility providers across England and Wales.
- **Governance:** Implement policies and procedures to ensure high standards of operation across competition climbing, to include athlete well-being, safeguarding and team selection.
- **Olympics & World Cup:** Support aspirations for Tokyo 2020, international para climbing events and an application to the IFSC to stage the 2025 Climbing World Cup in the UK.

Measures:

- Numbers of entrants to competitions and finalists in European and International events.
- Sponsorship raised for the competitions programme.
- Podium places achieved.
- GB Climbing social media following.
- Satisfaction levels amongst volunteers, competitors and facility providers.

Foundation Activities

a. People: staff, volunteers & members

Quality staff focused on providing quality services for members – well supported volunteers with a clear understanding of purpose, roles and expectations – exceptional services for members

- **Staff & office:** Ensure the BMC workforce (staff and volunteers) is structured to best meet the needs of the organisation, with clear line management and performance evaluation within a climate of continuous learning.
- **Recognition & well-being:** Embed a motivating culture of recognition and reward for staff and volunteers and support the mental and physical well-being of all those involved with the organisation.
- **Satisfaction surveys:** Conduct annual surveys of staff, volunteers and members to identify measures to improve organisational efficiencies and services to members.
- **Volunteer strategy:** Roll-out a strategy to improve the recruitment, retention and reward of volunteers; promote the contribution of BMC volunteers, encourage diversity and put in place new measures to improve the way the BMC supports volunteers.
- **Induction & training:** Create a Volunteer Handbook detailing a Code of Practice, role descriptions and expectations; provide mentoring and training for volunteers; promote volunteer opportunities on the BMC website.

b. Money: financial management & business development

Prudent financial management – increased focus on business development

- **Budgeting & financial control:** Introduce a new budget planning process to align finance with strategic priorities; monitor expenditure and budget variances for review by senior staff, the Finance & Audit Committee (FAC) and Board.
- **Commercial development:** Develop new income streams and mutually beneficial relationships to support specific work programmes and enable the BMC to become more self-sufficient.
- **Management information:** Improve the format, content and presentation of financial information for reporting to internal committees.
- **Cash flow & reserves:** Monitor cash flow to ensure sufficient working capital to service the BMC's needs; monitor and adjust reserves in light of expenditure and report divergences to the Board.
- **Audit function:** Further develop the role of the FAC to encompass a wider audit function.

c. Communications & member insight: IT, database & online

Digital strategy & transformation programme – improved engagement with members – high standards of member data security

- **Digital transformation:** Roll out a digital transformation programme using the latest technology, leading with a strategy of video and mobile first.
- **Digital & CRM strategy:** Invest in a new digital and CRM strategy to move from segmented membership communications to individually personalised communications, using the latest technologies.
- **Member engagement:** Deploy appropriate technology to improve communication and facilitate local and national engagement with members.
- **New member recruitment:** Deploy appropriate marketing technology to engage with potential new members.
- **Data security:** Ensure GDPR compliance and the highest standards of care for member data.
- **Insight:** Develop the BMC's capability to make optimal use of datasets, using this data and insight to make data-based decisions to improve the delivery of services to members.

d. Governance: systems, procedures & standards

Robust governance fit for the future – transparency and clarity for members, partners & stakeholders – data security

- **Corporate structure:** Support the BMC and its subsidiaries by monitoring and maintaining best governance practice as promoted by Sport England, UK Sport, the SRA and other applicable bodies; apply this in the most appropriate way for the BMC.
- **Constitution:** Enable an effective Board and AGMs by clearly interpreting, developing and implementing practices and processes as set out in the articles of association; review the articles on no less than a three-yearly basis.
- **Compliance:** Develop and maintain a system to track compliance with all statutes, regulations and codes of governance applicable to the BMC.
- **Organisational development:** Evaluate the outstanding recommendations of the Organisational Review Group and support the Organisational Development Group in the implementation of new systems, structures and working practices.
- **GDPR:** Ensure compliance with data protection regulations, using members' information properly and fairly to build trust whilst recognising members' rights to have control over their own identity.
- **Competitions:** Support the development of competition climbing with appropriate governance and adherence to regulations and policies as required; ensure compliance with specific obligations related to UKAD (anti-doping) requirements and IFSC membership.

e. Collaboration: clubs, partners & stakeholders

New mechanisms to facilitate collaborative working – new opportunities to develop and promote our collective interests

- **Embed new structures of collaborative working:** Promote and further develop new internal structures and mechanisms (as below) for improving our work across clubs, key partner organisations, mountaineering councils and external stakeholders.
- **Clubs:** Implement plans to improve the representation of clubs within the BMC's structure; develop our offer to clubs through a collaborative approach involving staff, volunteers, club representatives and partner organisations.
- **Key partners:** Develop and promote the new Partner Assembly as a means of bringing together key organisations from the outdoor sector and indoor climbing in a forum to identify mutually beneficial projects and policy initiatives.
- **Mountaineering Councils:** Establish a National Governing Bodies Forum to improve dialogue and cross organisation working between the BMC, Mountaineering Scotland and Mountaineering Ireland.
- **External stakeholders:** Extend links and engagement with key external stakeholders to promote the benefits of climbing, hill walking and mountaineering activities and identify opportunities for partnership working.