

BMC STRATEGIC PLAN 2020 - 2024

(AMENDED SEPT 2020 DUE TO COVID)



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Version	Published	Comments	Author	Review date
1.0 200129	29 January 2020	First Issue	BMC	2024 (4 years)
3.0 200930	30 September 2020	Reprioritisation across the Strategic Themes in response to the Covid-19 pandemic	BMC	2024 (4 years)

FOREWARD

This amended version of the BMC's Strategic Plan was agreed by the BMC Board on 30 September 2020 and includes a reprioritisation across the Strategic Themes in response to the Covid-19 pandemic.

These amendments were agreed following a period of staff and member consultation (August and September 2020) that sought to identify the areas from the original plan that should be prioritised over the 12-18 month period from January 2021 – June 2022.

For clarity, all amendments are identified by *italicised text*, where amendments have been made to already italicised text this is identified by [light blue text](#).

Priorities for 2021-2022 are identified by [dark blue text](#).

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1. 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.

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2. BMC STRATEGIC PLAN 2020 – 24

(Amended Sept 2020)

2.1. Our Vision

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

2.2. Our Purpose

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

2.3. Our Mission

By 2024 we will...

Create an organisation that links the work of all our staff, volunteers and partners; so that we can campaign effectively, drive our engagement, and become a stronger voice in representing the interests of climbers, hillwalkers and mountaineers.

2.4. Our 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.

The BMC will promote these values and the rich history and ethics of British climbing and mountaineering in all the work that it does.

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3. STRATEGIC THEMES

3.1. Access, Conservation & Environmental Sustainability (a)

Promoting the freedoms, rights, and responsibilities of climbers & hill walkers – influencing legislation and policy across England & Wales – [consolidating existing campaigns](#) on climate change, access & environmental issues [and ensuring that the BMC leads by example in all aspects of environmental impact.](#)

- ▶ **Access Negotiation & Campaigns:** Consolidate our work with landowners and conservation bodies to continue 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.
- ▶ **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.
- ▶ **Legislation & Policy:** By consultation and through joint working, engage across the separate legislatures and executives with departments, politicians, and key stakeholders, to promote the interests of climbers and hill walkers, by providing technical input on policy issues and key consultation documents; support access work in Scotland and internationally as appropriate.
- ▶ **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.
- ▶ **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.
- ▶ **Fund Raising & Landscape Protection:** Develop the BMC Access & Conservation Trust as a mechanism for funding access and environmental projects and campaigns; *produce a campaign to raise awareness and celebrate the work already completed through Mend our Mountains and investigate the need for a follow-up project.*
- ▶ **Volunteer Support:** Increase levels of direct support for volunteers engaged with the BMC's access, conservation, and environmental work at local and national levels.

Note:

The need for this Strategic Theme to be agile and responsive, considering the potential for changing political, economic, and social environments is recognised.

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.

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3.2. Membership Engagement, Services & Support (b)

Exceptional support for clubs & individuals – new opportunities for members to engage with the BMC – modern membership package – [extend awareness of the BMC to existing non-member participants and increase conversion.](#)

- ▶ **New member *Engagement and Growth*:** Identify and produce a membership offer that meets the needs of those existing climbers, hillwalkers and mountaineers that are not currently BMC members; promote the broader social, health and well-being benefits of BMC membership.
- ▶ **Under-Represented Groups *Engagement and Growth*:** Promote our ongoing work to engage those currently under-represented in climbing, hill walking and mountaineering (i.e. young people, women, people with health conditions or impairments, LBGTQ and BAME); by removing barriers and reaching out to broader groups / social networks of existing and potential climbers and hill walkers.
- ▶ ***Engagement & Interaction:*** Support and inform members and the wider outdoor community by: Implementing new and innovative methods of digital and practical delivery; delivering increasingly personalised and targeted communications to members and potential members, based on activity preferences; ensuring that a consistent balance of climbing, hill walking and mountaineering information is maintained in all online and print media; supporting sector leadership, influence and visibility by extending the reach of BMC across media outputs.
- ▶ ***Clubs & Club Members:*** Promote collaboration and sharing of best practice between clubs; Support new and existing club officials and members through technical support and targeted growth initiatives. Enable club and individual members to better engage with, and influence, the BMC at a local and national level.
- ▶ **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.

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3.3. Education, Inspiration & Skills (c)

Inspiring and informing new and existing climbers, hill walkers & mountaineers – providing opportunities for them to develop their knowledge and skills – working in partnership with clubs to identify and develop relevant resources to support club-delivery – [reviewing and enhancing the way in which we deliver events](#) [recognising the potential for high-quality events to be a source of revenue](#).

- ▶ **Education, Inspiration & Skills Strategy:** *Create a strategy to guide our delivery in this area; to explore opportunities to build closer relationships with partners and generate revenue; to ensure that all delivery remains relevant and can realise the full potential that BMC and its partners can bring to clubs and the broader membership.*
- ▶ **Activities & Events:** Offer a program of engaging local and national events, *using face to face, virtual and hybrid methods of delivery* to promote skills, learning and self-confidence; incentivising BMC membership through discounts for members.
- ▶ **Partnerships:** *Explore closer partnerships and shared delivery models and methods with Mountain Training, Plas y Brenin, Association of British Climbing Walls (ABC) and ABC Training Trust; to develop and promote training opportunities.*
- ▶ **Media & Resources:** Create high quality educational materials that promote 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:** *Continue to recognise the importance of clubs and support their growth and development through training opportunities for club members and officials, that support clubs in the recruitment and retention of members.*

Note:

The need for this Strategic Theme to be agile and responsive considering the potential for changing political, economic, and social environments, is noted - especially with regard to the restrictions placed upon traditional methods of delivery and the ongoing desire to minimise environmental impact is recognised.

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

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3.4. Organisational Development & Sector Leadership (d)

Promoting the BMC as a focal 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

- ▶ **Raising Awareness of the BMC and its Work:** *Effective internal and external communication of the structure of the BMC and the work that occurs under its umbrella; clearly demonstrating the value that each part brings to its members and to the climbing, hill walking and mountaineering communities.*
- ▶ **National Partnerships and Influence:** 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. Represent the interests of members and partners to government, landowners, 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.
- ▶ **Wales:** Implement the agreed new structure for Wales; supporting the Welsh Committee and staff to ensure the organisation has a stronger Welsh identity to represent and engage with the issues in Wales.
- ▶ **BMC Charities:** Develop an action plan to ensure that the BMC's three charitable trusts (Access & Conservation Trust, Mountain Heritage Trust, and the Land & Property Trust) are aligned to and can support the delivery of our strategic priorities.
- ▶ **Clubs Strategy:** Support the growth and evolution of clubs and safeguard ongoing mutual support between clubs and the BMC, through the delivery of the Clubs Strategy.
- ▶ **International Partnerships:** Influence the UIAA, IFSC and EUMA in the interests of the BMC, its partners, and its members.
- ▶ **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.

Note:

The need for this Strategic Theme to be agile and responsive considering the potential for changing political, economic and social environments, is noted - especially with regard to the need for ongoing Sector Leadership should the Covid-19 pandemic continue to affect the activities of climbers, hill walkers and mountaineers.

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.

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

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:** *Establish GB Climbing as a new internal business unit of the BMC and secure grant and commercial revenue to support the development and delivery of a 'grass roots to performance' system for GB's competitive climbers.*
- ▶ **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.
- ▶ **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.
- ▶ **Talented athletes:** Develop and rollout an effective talent development pathway and Long-Term Athlete Development programme; *engaging with partners and facility providers across England and Wales to support this ambition.*
- ▶ **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.

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4. FOUNDATION ACTIVITIES

4.1. 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.

4.2. 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.

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4.3. 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.

4.4. 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.

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4.5. 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.