

Summary of BMC Strategic Plan 2020-2024 (Draft)

This document gives a high-level overview of the BMC's draft Strategic Plan for the period 1 January 2020 to 31 December 2024 as developed by the BMC Board of Directors, National Council and staff over the past six months. The following notes are provided to assist interpretation:

- **Vision:** Consideration of a new vision statement has been intentionally left until the end of the strategic planning process. An open forum discussion at the BMC AGM 2019 concluded that the current vision statement – 'to be the organisation every climber and hill walker wants to join' – is no longer suitable and that a new vision is needed.
- **Mission:** The version presented below is the working draft as agreed by the BMC National Council in September 2018.
- **Values:** The five organisational values have been defined by a combination of staff and volunteers and are designed reflect the nature of climbing and hill walking activities and the BMC's ethos as an organisation.
- **Strategic themes:** Five key Strategic themes have been identified for 2020-2024. These encompass the bulk of the work the BMC carries out on behalf of members. The bullet points listed beneath each theme refer to the subject headers within each theme.
- **Enabling activities:** These refer to the fundamental building blocks or foundation activities which must be in place to enable the BMC's to deliver its' key strategic work for members.

Consultation and review process from now:

- **September:** Area meetings to consider draft documents with broader consultation across the membership.
- **21 September:** National Council to review feedback and suggest additions and amendments.
- **25 September:** Board to consider National Council feedback, outputs from key Organisational Development Group (ODG) workstreams (e.g. those covering competitions structure and Wales) and initial budget proposals and integrate these into the next draft.
- **October:** Third draft to be issued for consultation.
- **25 November:** Board to consider further comments and fourth draft to be produced.
- **7 December:** Final review by National Council.
- **December:** Board to agree final version.
- **1 January 2020:** Implementation of both the Strategic Plan and an annual Business Plan.
- **June 2020:** Feedback from BMC AGM to inform update of the plan for 2021-25.

Points to note:

- The summary document should be read alongside the accompanying paper which defines in more detail the work to be undertaken within each of the (total 10) Strategic Themes and Enablers.
- Future drafts of the Strategic Plan will reflect the conclusions of the annual budget review process (currently underway) and outputs from key ODG workstreams.
- The BMC is also producing an annual Business Plan (from 1 January 2020) which will define the detailed business and operational tasks required to deliver on the Strategic Plan.

Vision

Mission

To promote the interests and protect the freedoms of climbers, hill walkers and mountaineers; to celebrate our heritage, promote sustainable access to the cliff and mountain environment and engage new generations in the development of our activities.

Values

Community
We provide a united voice for our diverse community of climbers, hill walkers and mountaineers.

Sustainability
We protect the crags and mountains, safeguarding access for the future.

Adventure
We believe in the freedom to challenge ourselves, taking personal responsibility for the risks.

Aspiration
We help people progress, develop their skills and achieve excellence in the sport.

Respect
We respect the values, variety and rich history of British climbing and mountaineering.

Strategic themes

Membership services, support & engagement	Access, conservation & sustainability	Education, inspiration & skills	Leadership & organisational development	Competitions, talent & the GB Teams
<ul style="list-style-type: none"> Engagement Communication Growth Digital membership Benefits package Summit 	<ul style="list-style-type: none"> Legislation Advocacy Campaigns Climate emergency Volunteers Hill walking BMC land 	<ul style="list-style-type: none"> Media & resources Clubs Indoor climbers Hill walkers Events Partnerships 	<ul style="list-style-type: none"> National influence International Collaboration Internal structures Ethics Standards Guidance 	<ul style="list-style-type: none"> Events calendar GB Teams GB Climbing Talented athletes Governance Olympics & World Cup

Enabling activities (Enablers)

Finance: financial management & business development
People: staff & volunteers
Infrastructure: IT, database & online resources
Governance: systems, procedures & standards
Collaboration: clubs, partners & stakeholders