

Part 1.

Strategic Themes

**1. Membership engagement, services & support**

*Exceptional support for members – new opportunities to engage – modern membership package*

- **Engagement & interaction:** Implement new digital and practical measures to enable club and individual members to better engage with, and influence, the BMC and our partners at a local and national level.
- **Communication:** Create and deliver quality online communications and resources to support and inform members; personalise communications to all members based on activity preferences.
- **Membership growth:** Promote the BMC to under-represented segments within the membership including young people, women and hill walkers; remove barriers to membership and reach out to broader groups / social networks of climbers and hill walkers.
- **Digital membership:** Roll-out a new 'digital membership package' with strands tailored to the needs of indoor climbers and hill walkers.
- **Benefits package:** Develop and improve the membership package (insurance products, discounts); promote the broader social, health and well-being benefits of BMC membership.
- **Summit:** Deliver a consistently balanced member magazine – Summit.

**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.

**2. Access, conservation & environmental sustainability**

*Influencing legislation and policy across England & Wales – campaigning on climate, access & environmental issues – promoting the freedoms, rights & responsibilities of climbers and hill walkers.*

- **Legislation & policy:** Engage with government departments, politicians and key stakeholders in England & Wales to raise awareness of issues of importance to climbers and hill walkers and provide technical input on policy issues and formal consultation documents; support access work in Scotland and internationally as appropriate.
- **Climate emergency:** Increase the BMC's prominence and leadership role in the drive to raise awareness of the impact of climate change on the mountain environment; identify and deliver positive actions and initiatives and increase understanding of impacts.
- **Sector advocacy:** Promote and raise awareness of the importance of environmental conservation and sustainability across the membership and the broader outdoor community.
- **Fund raising & campaigns:** Develop and promote the BMC Access & Conservation Trust (ACT) as the mechanism for funding access and environmental projects across the UK; develop the Mend our Mountains brand and initiate follow-up campaigns.
- **Volunteer support:** Increase levels of direct support and technical advice for volunteers engaged with the BMC's access, conservation and environmental work at local and national levels.

- **Hill walking:** Ensure a strong and balanced voice for the interests of hill walkers within the BMC's access, conservation and environmental work.
- **BMC owned land:** Manage BMC owned properties 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.

### **3. Education, inspiration & skills**

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

- **Media & resources:** Create and deliver quality educational materials promoting skills, good practice and safety; develop the BMC's video resources and communicate new materials to members using all relevant media and social media channels.
- **Supporting clubs:** Offer and deliver technical training to club members, officials and other informal groups / social networks to help new and existing entities flourish and support the recruitment of new members.
- **Indoor climbers:** Deliver resources, events and training opportunities for regular indoor climbers of all levels of skill and aspiration.
- **Hill walkers:** Support and deliver events, information resources and training opportunities for adventurous hill walkers.
- **Activities & events:** Deliver 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.
- **Partnership working:** Work with key partners including Mountain Training, the Association of British Climbing Walls (ABC) and the ABC Training Trust to promote the acquisition of skills and training in climbing, hill walking and mountaineering.

#### **Measures**

- Number and quality 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.

### **4. Leadership & organisational development**

***Promoting the BMC as a focus point for climbers and hill walkers – 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 key partners to government, landowners and others with an interest in our activities in England and Wales; work with

partners to campaign on important safety, environmental and technical matters; increase the BMC's visibility across the membership.

- **International representation:** Contribute directly to the work of the UIAA, IFSC and EUMA.
- **Collaboration:** Support and promote new processes to enable partners and UK based Mountaineering Councils to actively engage with the BMC and contribute to the development of climbing and hill walking activities.
- **Internal structures:** Develop and promote the work of the BMC's three charitable trusts (ACT, Mountain Heritage Trust & the BMC Land & Property Trust) and the BMC's remit and influence in Wales.
- **Ethics & values:** Promote the values of the BMC and the rich history and ethics of British climbing and mountaineering to new generations of climbers and hill walkers; promote the work of the Mountain Heritage Trust (MHT).
- **Equipment standards:** Contribute directly to the work of the UIAA Safety Commission and the EN Standards group in the development of mountaineering equipment standards.
- **Technical guidance:** Work with Mountain Training, the indoor climbing sector and equipment manufacturers to produce clear and accurate advice promoting safe practice amongst 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.

#### **5. Competitions, talented athletes & the GB Teams**

***Fulfilling the role of National Governing Body (NGB) for competitions – running high quality events – supporting talented athletes – partnership working with the ABC and climbing walls sector – celebrating the Olympics***

- **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.
- **GB Climbing:** Develop and promote 'GB Climbing' as the sub-brand under which the BMC runs the competition climbing programme.
- **Talented athletes:** Develop and rollout an effective and relevant 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.
- Numbers of finalists in European and International level events.
- Sponsorship raised to support the competitions programme.
- Podium places achieved.
- GB Climbing social media following.
- Satisfaction levels amongst volunteers, competitors and facility providers.

\*\*\*\*\*

## Part 2.

### Enabling activities (Enablers)

#### a. Finance: 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 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.

#### b. People: staff & volunteers

##### *Quality staff focused on providing quality services for members – well supported volunteers with clear understanding of purpose, roles & expectations*

- **Staff & office:** Introduce measures to improve the efficiency of the staff and office including clear line management, goal setting and performance evaluation in accordance with organisational priorities.
- **Staff & volunteer surveys:** Undertake annual satisfaction surveys to identify measures to improve the quality and efficiency of the staff and office, and areas in which volunteers require additional support; actively encourage greater diversity of volunteers.
- **Volunteer support:** Develop and roll-out a strategy to improve the recruitment, retention and reward of volunteers; emphasise the contribution of volunteers in BMC communications and identify the resources necessary to provide the necessary support.
- **Induction & training:** Create a Volunteer Handbook detailing a Code of Practice, role descriptions and expectations; provide mentoring, training and development for volunteers; produce clear information on volunteer opportunities on the BMC website.
- **Volunteer recognition:** Further develop the volunteer reward and recognition scheme as a clear statement that the BMC values and recognise the essential contribution of volunteers.

#### c. Infrastructure: 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 within the BMC, 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 develop from segmented membership communications to individually personalised communications, using the latest technologies.
- **Member engagement:** Deploy appropriate technology to 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***

- **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 put forward by the Organisational Review Group (ORG) 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 the BMC's work across clubs, key partner organisations, mountaineering councils and external stakeholders.
- **Clubs:** Implement plans to improve the representation of clubs within the BMC's representative structure; develop the BMC's offer to clubs through a collaborative approach involving staff, volunteers and club representatives.

- **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.

\*\*\*\*\*

**Note of additional information to be added the Strategic Plan prior to publication:**

1. Summary of key outstanding recommendations from the ORG and ODG which are still a work in progress, for example the sub-groups reviewing:
  - a. Structural options for the management of competition climbing, and;
  - b. Structural options for BMC / mountaineering representation in Wales.
2. Resource allocation across the strategic themes and enabling activities. A new budgeting process is underway and the Board is reviewing initial departmental requests in late September 2019.
3. Having reviewed Strategic Plans from other sporting bodies the layout of BMC's plan will be based on that of the RYA see <https://www.rya.org.uk/about-us/rya-policies/Pages/rya-strategic-plan.aspx>