

BMC Strategic Planning process 2018-2020 – outline of timescale and four phase approach

| Timescale | Phase | Actions & key objectives |
|------------------------|--|---|
| July 2018 - April 2020 | Phase I Interim plan - detailed evaluation, costing & implementation of the remaining ORG recommendations | <ul style="list-style-type: none"> Establish Organisational Development Group (ODG) and 8 technical work streams to address subsets of the ORG recommendations (e.g. Digital Engagement, Governance & Compliance). DONE. Appoint Project Manager to structure, prioritise & support the work of ODG and the work stream leads. DONE. Present necessary constitutional changes to the BMC AGM on 31 March 2019. IN PROGRESS Aim to address the bulk of the ORG recommendations by April 2020. IN PROGRESS. |
| April 2019 – Sept 2019 | Phase II Development of new vision, mission & organisational values statements | <ul style="list-style-type: none"> Undertake membership consultation process (online & Areas). Hold facilitated workshops with volunteer groups, clubs, staff and member representatives. Agree new / updated vision, mission & values statements to underpin the development of a five-year Strategic Plan. |
| Sept 2019 - April 2020 | Phase III Development of a five-year Strategic Plan for the BMC | <ul style="list-style-type: none"> Full strategic planning process to begin. Membership consultation and feedback via online platforms and Area Meetings. New Strategic Plan to incorporate changes agreed and implemented as a result of Phase I above. End product to be available by the 2020 AGM. Review, evaluate & re-issue annually. |
| Dec 2019 - April 2020 | Phase IV Production of a detailed Business Plan | <ul style="list-style-type: none"> Define business objectives necessary to achieve overall strategic objectives, to include e.g. membership satisfaction & support, recruitment from indoor climbers and hill walkers, development of commercial revenues. Define specific tasks to achieve business objectives. Review BMC staff resources in accordance with strategic and business objectives. Define Key Performance Indicators to track progress. Review, evaluate & re-issue annually. |