



# ANNUAL REPORT

2021



# President's Report



2021 was the year we began to work out how to live with COVID-19. Whilst it was a difficult year it did give us the opportunity to reflect both on the benefits that we all gain from climbing, hill walking and mountaineering and to look at how we retain some of the positive changes we have had to make in our approach to work and volunteering over the past two years, helping us to continue to reduce our impact on the environment.

'Going virtual' has massively reduced our carbon footprint but Zoom/Teams/Google calls have their limitations. As we have returned to face-to-face meetings we have not just reverted to what we did before but have embraced the options that remote meetings provide and ensure we travel and meet only when necessary. This not only means a lower carbon footprint, it allows volunteers and staff to reclaim the 'commuting time' and manage their time better. It is a difficult balance, but the change has I believe been beneficial. Our work on the Climate Project continues to gain support from our community and beyond and to grow awareness of the crucial role of protecting our environment and natural spaces for future generations. As we move forwards into 2022 with our work on the climate emergency it is important that we start to embed these new ways of working and continue to harness the collective power of our growing membership.

In May we also changed the National Council to the Members' Council. This was more than a cosmetic name change, Members' Council has really shifted its focus, with each meeting concentrating on a core activity (rock climbing, indoor climbing, hill walking or mountaineering) and we have all learnt a lot about what the BMC does do and identified how we can improve as we move forwards and develop the shared vision for the future. While the BMC retains high levels of satisfaction on our work for rock climbers, we need to do more to ensure that we achieve equal levels of satisfaction and relevance from indoor climbers, hill walkers and mountaineers. I am confident members will see the benefits of this change more and more over the next year.

I'm also personally pleased that we have refreshed our engagement with international bodies. We are already seeing benefits to both the BMC and the international community of the BMC's renewed involvement; from other federations recognising, and starting to replicate, our sector leading approach to carbon reduction, to the BMC gaining more influence in federations of which we are a member, notably the European Union of Mountaineering Associations (EUMA), the International Federation of Sport Climbing (IFSC), and the International Climbing and Mountaineering Federation (UIAA).

We have worked equally hard to strengthen our links with our partners across the domestic sector. The BMC is stronger and better for this but there remains work to be done so that we are, and are seen to be, leading and convening in all parts of the community.

While the staff are a vital part of much of our work, it remains the volunteers who are the lifeblood of the BMC. Their work is often unsung, but without them we would achieve so much less. Tony Moulam, who passed away in October, was an example of the commitment of volunteers both as a past President and for his work as a volunteer through much of his life; our condolences go to all his family and many friends.

Building on my predecessor's work, the staff and I have ensured we put more time into recognising the volunteers' work; from simply acknowledging and thanking them, to organising training and events for their development. I'm particularly pleased that on 8-9 October we will finally be able to get together to thank the volunteers and give out three years' worth of volunteer award prizes at our Gala Dinner.

Looking forwards, the UK Sport and Sport England funding bids will allow us to do much more in our role as a National Governing Body; a welcome and necessary change. This will not however change the fact that, at its core, the BMC is, and will remain, a members' organisation representing everyone in the community. The Members' Council, Board and I strongly believe that future growth will allow us to represent the community better and do more on your behalf, and many volunteers (the International Committee, Technical Committee and Access Representatives, to name a few) have contributed ideas and suggestions as to how we can continue to improve what we do for you, our members. We can and will continue to ensure that the BMC works for all members with equal vigour and enthusiasm, so that we remain a 'broad church' where staff, volunteers and members value the support and delivery we undertake across all our activities for the benefit of future generations.



Andy Syme  
BMC President

# Chair's Report



2021 has been another challenging year within the BMC and in common with rest of the world it has been a year dominated by COVID-19 and its impacts. Despite this background, the BMC has continued to progress and that is described below and throughout this Annual Report, which I encourage you to read.

I was appointed to the position of Chair of the Board of Directors with effect from the 1 December 2021. I wish to acknowledge my predecessor, Paul Drew, who steered the BMC through a difficult period during the second half of 2020 and throughout almost all of 2021. It was only as I transitioned into the position that I began to appreciate what he had achieved during that time.

Very sadly, in July our past Chair of the Board of Directors, Gareth Pierce, became unwell and died whilst walking on Aran Fawddwy in southern Snowdonia. He led the Board during the difficult and busy period of 2018 to 2020, during which he worked incredibly hard. A Welshman through and through, Gareth was a strong supporter of the Welsh voice in the BMC, which was strengthened under his leadership through the formation of the Wales Committee; a body he remained part of after relinquishing his role as Board Chair.

## Finances

The BMC ended the 2021 year with a deficit of approximately £110k, which was funded out of reserves leaving the organisation at the start of 2022 with reserves of £1.1M. Given the circumstances, this was a good outcome, albeit at the expense of not making progress on renewing the back and front-end IT systems nor on refreshing our marketing and communications. Positively, UK Sport granted £560k in support of elite competition climbing and we managed to retain our staff through the pandemic by accessing £140k of funding from the UK Government Coronavirus Job Retention Scheme.

Clearly the pandemic has negatively impacted membership numbers and sales of travel insurance. Despite this we have seen a steady rebuild of membership through the second half of the year and notably of club membership.

Looking to 2022 we are planning to again run a deficit as we re-establish the BMC after the pandemic and ensure that we can both represent and support the membership as well as continue to improve our delivery as a Sports Governing Body. We are optimistic that our submission for funding from Sport England will be successful.

## Strategy

The 2020-2024 Strategic Plan remains valid and is structured around the five themes of:

- Access and Conservation
- Membership Engagement
- Education and Training
- Sector Leadership and continuing development of the organisation
- GB Climbing

It is increasingly clear that the BMC has to manage both of our two very big and complementary roles; as a National Governing Body for Competition Climbing, almost entirely funded by the public purse; and as the Representative Body for our activities, almost entirely funded by the membership. Looking to 2022 and beyond we must ensure that we deliver on both roles and do that better than we have in the past.

## Organisational Development

Throughout the year there has continued to be organisational development and slowly this is leading to the BMC becoming a more professional organisation in line with the recommendations from the Organisational Review completed in 2018.

The Board of Directors is becoming more effective and strategic. For what is a small or medium-sized business, we have a wide range of responsibilities and a complex corporate structure and in order for the Board to better lead we have put in place portfolios for each Director.

The review of the Specialist Committees came to the Board in February 2021 and with a few small changes was accepted. The report included a wide range of recommendations and starts by recognising the importance of the committees, the great work that they deliver and the substantial workload that the volunteers and staff within these committees dedicate to the BMC and the future of our activities.

2021 was the year when the Senior Leadership began to take shape with the formal appointment of a new CEO, Paul Davies in the second quarter of 2021, appointment of a Chief Commercial Officer (CCO), Gavin Finch, in December 2021, and the appointment of a part-time Chief Financial Officer (CFO), Paul McKoen, who has now moved on to develop his own business; consequently, and learning from Paul's tenure, we have just completed the process of recruiting a full-time CFO, Joelle Chisholm.

The BMC recognises that it needs to increase its presence in Wales and be seen to do so. During 2021 we appointed a Policy & Campaigns Officer and decided that we must maintain the position of an Access & Conservation Officer dedicated to Wales.

Within GB Climbing we made the important appointment of a Head of Performance, Lorraine Brown.

The BMC is being managed and reported upon in a similar manner to what you would expect with a small or medium-sized business, especially where both members' and public money is being spent, whilst trying to ensure that we do not impose a large administrative burden on the organisation.

## Partners

The Partners' Assembly has increased in strength and purpose throughout the year. With our partners, (the Association of British Climbing Walls (ABC), the Camping and Caravanning Club, Mountain Training, the National Indoor Climbing Awards Scheme (NICAS), Plas Y Brenin, the Outdoor Industries Association and the Ramblers), a major delivery has been the survey of over 5,000 people active on the mountains, crags and walls and the associated research led by Leeds Beckett University and all published within the report Your Movement Matters. This considers diversity within our sports, what constrains us from having more diverse participation and makes us consider what could we do which would improve diversity within the sports.

During the second half of 2021 the BMC has led the bidding process with Sport England working with Mountain Training, ABC and NICAS. As at the end of the first quarter of 2022 we have a good indication of the scale of the award and are working within the partnership on exactly what we must deliver by when, along with getting clarity on the resourcing that will be required.

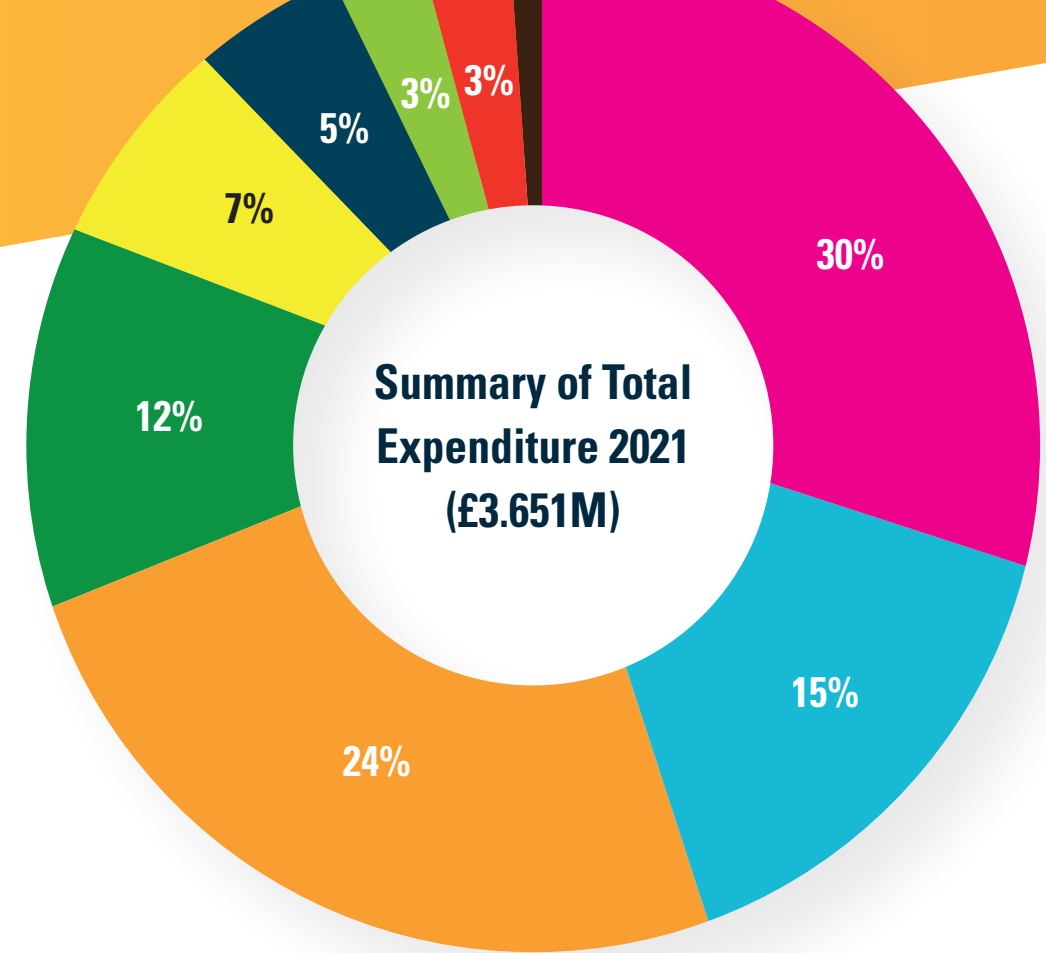
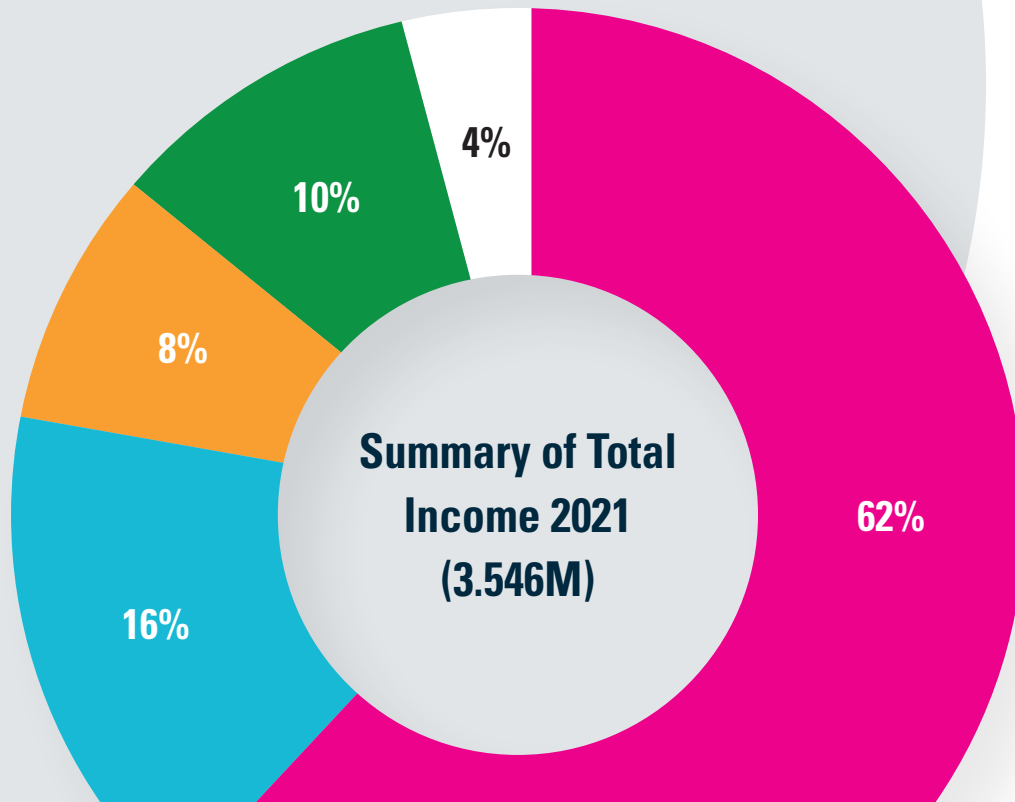


Roger Murray  
Chair, BMC Board of Directors

# Finance Report

- **£2.213M** of membership subscriptions comprising **£1.796M** from Individual Members and **£417k** from Affiliated Clubs.
- **£561k** to support the competitive activities of GB Climbing (including **£386k** grant income)
- **£281k** of trading income, of which travel insurance contributed **£144k**
- **£352k** of all other income (including **£167k** grant income)
- **£139k** from the government Coronavirus Job Retention Scheme (CJRS)

Income (before interest & CJRS) was up 9% on 2020, the increase due both to the ability to run events and an increase in grant funding, both of which alleviated the 6% reduction in membership income.



- **£1.099M** of membership support costs including the costs of the insurance programme
- **£530k** of office and admin costs including trading and the AGM
- **£889k** of gross costs for GB Climbing (net costs after grants and other income **£327k**)
- **£453k** for access and conservation work including owned and managed sites
- **£247k** to support technical and training programmes
- **£177k** committed to partnerships, heritage and sector leadership
- **£113k** to support clubs and huts
- **£114k** to support youth and equity programmes
- **£29k** to support expeditions and international representation

Costs have increased by 20% as activities have resumed and also as a direct result of the increase in grant funding, i.e. where grant is spent on activities.

# Headlines & highlights

## Access, Conservation & Environmental Sustainability

We promote the freedoms, rights and responsibilities of climbers and hill walkers, work on their behalf to influence legislation and policy across England and Wales, campaign on climate change, access and environmental issues, and ensure that the BMC leads by example in all aspects of environmental impact.

Having just celebrated the 20th anniversary of the Countryside and Rights of Way (CROW) Act, the year began with our objection to the government's proposals to make trespass a criminal offence, which would risk deterring people from accessing the countryside, and raising concerns about the proposed introduction of new laws which threaten the right to peaceful protest. In October, we provided a direct response to the Dartmoor byelaws public consultation, expressing concern about some of the proposed changes which we believe could have the unintended consequence of impacting upon responsible users of Dartmoor in respect of parking and wild camping, and of commercial activities undertaken by guides and instructors.

As the realities of climate change build, we're changing too. Our mission is to reduce our impact on the environment and do what we can to take action against the climate crisis. In March, we published two series of advice codes and films to support minimal impact climbing, walking and camping trips: Respect the Rock and Respect the Wild. In September, we launched a Liftshare website, making it easier for climbers, hill walkers and mountaineers to get to the mountains and crags we love whilst saving money, cutting emissions, and reducing stress. Working in partnership with Surfers Against Sewage, the Million Mile Mountain Clean aimed to inspire, empower and support 100,000 volunteers undertaking 10 miles of mountain and beach cleaning action. Created in direct response to the pandemic, the campaign reconnects communities with the environment, whilst

promoting the benefits of volunteering for both mental health and physical wellbeing. Our Hills 2 Oceans (H2O) litter pick campaign, launched in 2020, also returned for 2021.

Two major Mend Our Mountains projects were completed in 2021 in the Peak District, carrying out footpath repairs to the Cut Gate Bridleway connecting the Derwent and Little Don valleys between Ladybower and Langsett reservoirs, popular with walkers, horse riders and mountain bikers, and to the Great Ridge, an extremely popular path with spectacular views running from Mam Tor to Lose Hill and separating Edale from Castleton.

In November, we undertook our first ever 'National Access Survey' in which we asked our regional volunteers and technical specialists from across England and Wales for their views on a wide range of cliff and mountain access and conservation issues, the main impacts they've observed, and proposed solutions. The results will help guide our work for years to come. There is an appetite for more central office support for volunteer-led environmental restoration projects so we're boosting our funding for local initiatives in 2022.

Throughout the year, we worked with colleagues from other organisations on numerous political briefing papers including on the Environment Act, the Access Commission, the Planning Bill, as well as the future Environmental Land Management Schemes. We hosted a number of online meetings of the Mountaineering All-Party Parliamentary Group which covered issues such as COVID-19 Recovery: strengthening the connections between sport, physical activity and the outdoors to improve the health of the nation, and Mountain Tourism post-BREXIT: the rights of training providers to operate in Europe and the impact on Outdoor Education and Outdoor Recreation in the UK.





### Membership Engagement, Services & Support

We aim to deliver exceptional support for clubs and individuals, by providing new opportunities for members to engage with the BMC in a modern membership package, and extending awareness of the BMC to existing non-member participants to increase membership.

Joining forces with seven of the UK's leading walking, climbing and outdoor leisure organisations, we launched Your Movement Matters, a ground-breaking research project examining the demographics of people who go walking and climbing, with the aim of building a clear picture of what participation currently looks like, in order to support the development and implementation of evidence-based diversity and inclusion strategies within each organisation. In addition, we conducted an online survey of our members who go hill walking, to find out about their activities and help us develop and deliver initiatives which walkers would like to see more of, one such initiative being Wild Horizons, a new hill walking podcast series with over a dozen episodes already available to tune into.

COVID-19 continued to impact on our ability to hold in-person quarterly BMC Area Meetings in the ten Areas covering England and Wales, and these continued to be hosted online, although towards the end of the year, we did manage to hold two hybrid (online and in-person) meetings, in the London & South East and North East Areas, and we will look to run this format of meeting in future since it offers members more choice in how they engage with the meetings.

Social media is an increasingly important element of engagement, and we added 15k Likes to Facebook, increased our Instagram Followers by 5k, and added a whopping 70 films to BMC TV including 32 new Women in Adventure films and seven new Respect The Rock and Respect The Wild films.

Some annual events that could only be held online in 2020 returned in the flesh in 2021, including the BMC stand at Kendal Mountain Festival's 'Basecamp' and our Mountain Skills tent at the Keswick Mountain Festival held later in the year than usual. Volunteer-led outdoor events also began to re-establish themselves, including Area hill walks and conservation days.

BMC travel insurance in 2021 was a year of two halves. We started the year with restrictions still in place for international travel with little or no opportunities for members to travel abroad. From July onwards as travel restrictions started to ease demand for BMC travel insurance increased steadily.

Another year of strong BMC online shop sales revealed some new trends. The downturn in international travel caused an upswing in sales of UK climbing and walking guidebooks as the popularity of the staycation boomed. Sales of campaign-related merchandise increased; our Hills 2 Oceans pack of hand-held litter picker and reusable, biodegradable bin bags, and our Respect the Rock pack containing an impact-reducing trio of crag towel, bouldering brush made from plastic waste collected in the oceans, and eco chalk ball, proving very popular.

We partnered with Easyfundraising, so that members can support the work of the BMC Access and Conservation Trust (ACT) when shopping online with over 4,000 retailers, and teamed up with YHA to offer a year of discounted stays to all BMC members, helping make heading out to the mountains that little bit easier (and cheaper), with annual YHA membership costing young BMC members as little as £1.

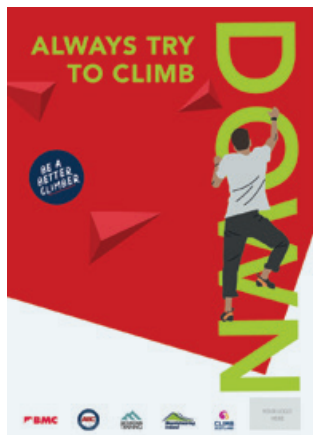




The BMC was founded in 1944 by 25 constituent clubs, and clubs continue to be at the heart of our organisation. During the year, the Clubs' Committee worked with the club network, staff and volunteers to implement its new Clubs Strategy, and meet its goals of supporting recovery from the pandemic, growing club membership, and improving BMC and club engagement. Training Essentials, a series of skills courses for club members organised with the Association of Mountaineering Instructors, provided club members with the opportunity to develop their skills in scrambling, climbing and navigation. The Find Your Adventure campaign, launched in the summer, helped new participants connect with friendly local climbing and walking clubs. The creation of Local Area Club Networks has enabled improved communications between clubs, supporting the sharing of good practice and solutions to common problems. Many BMC affiliated clubs own huts, and we updated our guidance on reopening club huts during COVID-19 in line with latest government and World Health Organisation advice.

Volunteers are the lifeblood of the BMC, and in recognition of the contribution they make, we encourage members to nominate volunteers for our annual awards. In 2021, the worthy recipients were: Alan Huyton and Bob Moulton (George Band Award for Exceptional Voluntary Contribution to Mountaineering); Andrew Higson and Graeme Hill (Rehan Siddiqui Award for Exceptional Voluntary Contribution towards promoting Equality and Diversity in the BMC); Lewis Perrin Williams and Rehna Yaseen (Young Volunteer of the Year Award). In addition, the inaugural recipient of the Lord Greaves Award for Voluntary Contribution to BMC Access and Conservation Work was Louise Hawson; the award was instituted following the death in March 2021 of the BMC Patron who had been instrumental in securing the passage of the Countryside and Rights of Way Bill through Parliament.

We ended the year with 78,673 members, an increase of 1,525 on the snapshot taken at the end of 2020, following another year impacted by COVID-19. We would like to take this opportunity to thank those members who have continued to support us, and new members who have joined us, during another year of significant economic uncertainty which has been challenging for so many people.



### Education, Inspiration & Skills

Our goal is to inspire and inform new and existing climbers, hill walkers and mountaineers, provide opportunities for them to develop their knowledge and skills, and develop resources to support club delivery, recognising the potential for high-quality events to be a source of revenue.

Throughout the year, we run a wide range of courses, lectures, workshops and other training opportunities. 2021 was no different and included: climbing courses for young people; hill, rock and mountain skills courses for adults; women-specific climbing courses; training courses for BMC club members; winter skills lectures; coach education workshops; child protection training.

COVID-19 once again meant sometimes having to take a different approach, as in the Youth Lockdown Lecture Series we ran early in the year to provide young people off school, college or out of work with some free inspirational and educational entertainment and advice. To mitigate against skills fade upon returning to activity after a long break due to pandemic-related restrictions, we worked with our partners to produce and promote safety videos.

The annual Student Safety Seminar, traditionally held in-person over a weekend at Plas y Brenin, the National Outdoor Centre in Capel Curig, became a day of webinar workshops and a day of practical workshops in various locations in England and Wales on two consecutive weekends in October. Additionally, we ran a series of six free webinar workshops for students involved in climbing, hill walking or mountaineering clubs in March and April.

The mental health benefits of climbing, hill walking and mountaineering are becoming more well known, but that doesn't mean that participants are immune to mental health issues, so early in the year we ran three mental health webinars to offer reassurance about mental health matters and direct members to resources that are available to help.

Finding Our Way, our new podcast to champion walkers, climbers and mountaineers from diverse backgrounds, was launched in September, to create a place for discussion, inclusion and practical advice, and shine a light on diverse role models.

As indoor climbing becomes ever more popular, we produced a series of posters in partnership with Climb Scotland, Mountain Training, the ABC and NICAS with essential safety messages, available to download and print for free or purchase from the BMC online shop as high-quality posters, and we relaunched our Route Setting for Coaching workshop for anyone who does some coaching and wants to improve their route setting ability in developing technical climbing problems.

In response to the increased interest in climbing generated by its appearance in the Olympics, we joined forces with Climb Scotland, Mountaineering Ireland, Mountain Training, Plas y Brenin, the ABC and NICAS to launch Get Climbing, helping new audiences discover climbing and supporting climbing walls across Great Britain and Northern Ireland.

Many climbers who start indoors transition to outdoor climbing, particularly sport climbing, so we published a two-part guide to bolts; the first part covering what you need to know about the bolts and belays you may encounter when sport climbing outside, and the second providing the latest advice and guidance on the correct equipment to use and how to install it competently.

## Organisational Development & Sector Leadership

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

At the start of the year, we joined other leaders from the indoor climbing industry who formed part of a group presenting evidence to the Digital, Culture, Media and Sport Committee, and requested financial support to help safeguard the future of the sector.

We continued to highlight the threat to outdoor education centres caused by the loss of business, particularly during the period of the pandemic when UK and Welsh Government policy prevented overnight outdoor educational visits in England and Wales, highlighting the sector's desperate need of financial assistance, and encouraging members to write to their MP to support our request for Parliaments in England and Wales to decide urgently on when outdoor residential centres will open and for the respective Education Ministers to provide clear guidance to schools on allowing children to participate in overnight stays.

At the first 2021 meeting of the All-Party Parliamentary Group for Mountaineering in April, there was discussion of the important topic of mountain tourism and development of mountain knowledge post-BREXIT, in particular the rights of training providers to perform short-term work in Europe and the potential impact of this on the wider outdoor education and outdoor recreation sector in the UK. The meeting included presentations by the BMC, British Mountain Guides, British Association of International Mountain Leaders, and Mountain Training UK & Ireland, and produced positive discussions with agreement on a number of follow-up actions to bring the issues to the attention of MPs and relevant committees and groups in Parliament.



Our recruitment of a Policy & Campaigns Officer specifically for Wales in 2021 has enabled us to strengthen our representation of climbers, hill walkers and mountaineers in Wales, and we worked with other outdoor organisations to form a new cross-Parliamentary group in the Senedd on outdoor recreation. We published a Manifesto for Climbing and Hill Walking in Wales, highlighting the need for access to coast and countryside for all, sustainable management of Wales' stunning land and seascapes, an active, healthy nation participating in outdoor activities, and recognition of the value of hill walking and climbing. In the run-up to the May elections, we hosted a Welsh hustings event on access and the environment featuring representatives from all the major parties.

In May, Paul Davies was appointed as CEO, having held the role of interim CEO since November 2020 when Dave Turnbull stepped down. Having more than 20 years' experience in the elite sport world and a lifelong passion for the outdoors, Paul easily settled into the role of CEO despite having to immediately deal with difficulties caused by the pandemic. In December, Gavin Finch joined in the new role of Chief Commercial Officer, further strengthening the senior executive team.

Despite COVID-19, progress has been made on rolling out the strategic plan, and translating the plan into delivery plans has allowed staff to prioritise work more readily.



### **GB Climbing – Competitions, Talented Athletes & the GB Teams**

GB Climbing is an internal department of the BMC, working to fulfil the BMC's role as National Governing Body for competitions, by running high-quality events for climbers and paraclimbers, managing the GB Climbing Teams (senior, junior, paraclimbing, ice climbing, ski mountaineering), supporting talented athletes, and working in partnership with the Association of British Climbing Walls and the climbing walls sector.

Across the year, we delivered a packed calendar of national competitions across the disciplines and age categories, all within the backdrop of government COVID-19 framework and protocols.

In April, Lorraine Brown was appointed as Head of Performance, bringing with her a wealth of experience and expert knowledge of the workings of elite sport from pioneering leadership roles at high profile organisations such as Sport England, Paralympic GB and the English Institute of Sport. A subsequent realignment of staff, roles and responsibilities against strategic areas was undertaken.

Despite all the challenges thrown up by the pandemic, we were able to run some national events. The British Bouldering Championships took place in July, with entry for the male category selling out in just a few hours. The Youth Climbing Series resumed in September, culminating in the Grand Final in November. And in a three-week period in late November and early December, we managed to host the Junior British Bouldering Championships and the British Lead Climbing Championships including the Paraclimbing Championships. GB Climbing would like to thank the continued support of all host venues and volunteers who are integral in making these events happen.

The highpoint of the year saw sport climbing's Olympic debut finally happen when the delayed Tokyo 2020 Olympic Games were held in August. Although it wasn't quite the fairy tale ending for Shauna Coxsey in her final event before retiring, having been hampered by injury in the run-up to the Games, her place in the history books as Britain's first climbing Olympian was secured; a fitting end to her competitive career as Britain's greatest competition climber. In September, Shauna was elected as President of the International Federation of Sport Climbing's Athletes' Commission. We are already looking forward to, and preparing for the Paris 2024 Olympic Games.

In other international events, the standout performer was Hamish McArthur, who became a double world champion by climbing to the top of the podium in the junior category for both boulder and lead disciplines at IFSC Youth World Championships in August, and then went on to win a bronze medal in the lead discipline at his first senior World Championships in September. In the same month, the GB Paraclimbing Team amassed a haul of six medals at the IFSC Paraclimbing World Championships, with Abbie Robinson (Visual Impairment, B2) and Matthew Phillips (Upper Extremity Amputee, AU2) retaining their titles for the third consecutive time. Overall, the year provided the best set of international results ever by the national teams.

Of course, good results don't materialise without laying the groundwork, and domestic training programmes included a residential camp, competition simulation and selection events for juniors, and a 12-week pre-season training programme for seniors which enabled athletes to train during a national lockdown when all other facilities were closed.

## Our Vision

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

## Our Purpose

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

## 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.

## Our 2020–2024 Mission

We will link the work of all our staff, volunteers, clubs, and partners, to campaign effectively and increase engagement, becoming a stronger voice for climbers, hill walkers and mountaineers.



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