

BSAC Strategic Plan 2021–2023





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Our vision:

For everyone to enjoy and respect the underwater world.

Our mission:

To be the 'go to' community for anyone wanting to learn about, enjoy and protect the underwater world.

Our values:

Integrity - we work in a transparent and sincere manner, making balanced and impartial decisions

Togetherness - we are one team working towards our vision to be the 'go to' community for anyone wanting to learn about, enjoy and protect the underwater world

Excellence - we strive to attain the highest standards and help others to do the same

Inclusivity - we ensure diving is accessible and attractive to the most diverse audience possible

Conservation – we lead by example, promoting environmental stewardship for future generations



We have a clear ambition.

We want to be the 'go to' community for anyone wanting to learn about, enjoy and protect the underwater world.

In developing the strategy much work has gone into thinking about why BSAC exists and what sort of organisation members need us to be. This thinking is informed by what our members tell us but also by full analysis of the society and environment in which BSAC now operates; a fast-paced, complex and demanding world.

At its very core BSAC is about people. BSAC's purpose is to enrich people's lives through growing, developing and protecting underwater sport and its community.

This strategy will require BSAC to transform itself into an organisation that is both agile and responsive to a broader community of member interest. The aim is to create a National Governing Body fit for the future that will deliver better training and diving experience for all, alongside the opportunity to make lasting and positive impacts on both the underwater environment and wider society.

Our aims over the next three years:

Diving & Training

Increase the quality, consistency and relevance of training and increase access to diving and training opportunities; enhancing BSAC's leadership role in underwater sport.

Environment

Strengthen our active contribution in the protection and conservation of the underwater environment.

Community

Utilise enhanced communication methods and technology to understand, mobilise, and connect the BSAC community; ensuring that community is accessible to all.

Delivery

Increase the capacity and capability of BSAC to achieve its strategic ambitions.

Diving & Training

Increase the quality, consistency and relevance of our training and safety recommendations; increase access to diving and training opportunities; and enhance our leadership role in underwater sport.

To reach broader audiences and grow, we need to diversify our offering (create more underwater sport options) and become more accessible (make it easier for all people to participate). Central to this will be a programme to improve the quality and consistency of our training offer to both our core and new audiences by:

- Facilitating a shift to increasingly modularised training, across the range of BSAC training; working closely with branches and centres to improve flexibility to meet changing consumer demand.
- Accelerating the digital training offer across our learning and development.
- Enhancing the effectiveness of safety recommendations by responding to scientific insights swiftly and making the recommendations more accessible.
- Facilitating greater interaction between branches, regions and centres to enable collaboration, share learning and increase diving opportunities.
- Sustaining, augmenting, improving and developing Diving Officer development programmes to improve consistency and reduce local variations in process and standards.
- Introducing a programme of continuous professional development (CPD) for all instructors to maintain standards.



Community

Utilise enhanced communication methods and technology to understand, mobilise, and connect the BSAC community; ensuring that community is accessible to all.

One of the most powerful competitive advantages of BSAC is a strong and engaged community. We need to improve our understanding of our current and potential members needs and aspirations and tailor services and our offer to meet them. To achieve this we'll need to:

- Improve engagement with a wider audience beyond members to better understand trends in sport / diving; utilising communications and marketing as a tool to achieve BSAC's ambitions, not just communicate them.
- Create specific channels of support for university branches; utilising the strengths of the regional teams.
- Review branch-finder and introduce an assessment system to signify local branch- level capacity, facilities and focus to inform choice of branch decisions.
- Invest in technology and data to strengthen understanding of current members and the wider diving community and to personalise the membership experience; adding value and increasing relevant engagement.
- Review models of membership – in particular enhancing the all-age and 'family' offer and developing a targeted offer for infrequent or warm-water only divers.
- Actively enable positive connections between BSAC members, branches, centres and key partners and stakeholders to deliver greater sense of community, broader experience and value.
- Cultivate a more supportive and inclusive culture throughout the network that allows wider audiences to feel welcome and connected to BSAC; starting with the introduction of equality, diversity and inclusion into all training.
- Increase the visibility of BSAC beyond existing audiences – with other sports and communities.



Environment

Strengthen our leadership role in the protection and conservation of the underwater environment.

The new strategy must purposefully place the environment at the centre of BSAC's mission and values. BSAC will strengthen its leadership role and visibility in the protection and conservation of the underwater environment. To achieve this, we will need to:

- Review the environmental impact of both sport diving and business operations and take positive action to mitigate.
- Actively engage members in underwater conservation and underwater heritage – in both diving and additional complementary activities, e.g. snorkelling.
- Engage proactively with other agencies to provide a vehicle for informed action to support environmental causes.
- Connect with research and universities to support research and further enhance ability to achieve environmental benefits.
- Create distinctive qualifications to support these environmental ambitions, in collaboration with partners e.g. marine ecology.



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Delivery

Increase the capacity and capability of BSAC to achieve its strategic ambitions.

For the implementation of strategy to succeed, BSAC must have the tools, capacity, and skills to deliver the desired outcomes. Key changes required will be to:

- Shift rapidly to a broader and skills-based model of governance that better reflect both volunteer-led and commercial interests.
- Adopt new technologies to continue to automate member services, improve member experience and reduce overheads.
- Improve BSAC's ability to capture, analyse and use data to support and drive decision making.
- Develop a stakeholder forum to sustain and grow the involvement and feedback of local clubs and direct members in the future development of BSAC.



Together we will get there

Clubs and members

Volunteers

BSAC Centres and licensees

BSAC Board, committees and Regions

BSAC staff

Funding partners

Charitable partners

Commercial partners

Sport National Governing Bodies





How will we measure our success?

Our strategy will be delivered by living our values and working together to achieve our mission to be the 'go to' community for anyone wanting to learn about, enjoy and protect the underwater world.

Insight will be key to chart our progress. Over the next three years we will be using a range of measurements to ensure we monitor our progress against the key performance indicators set out within our implementation plans. These will include measures of membership numbers, retention rates and diversity and our

impact as a sport and a community on our environment. We will be measuring satisfaction levels across a range of areas, including training and online resources to ensure our members, volunteers and the commercial network are fully supported. And to make sure our voice is being heard as a leader in underwater sport, we will measure our external profile and impact. When we see a positive change in our membership, more people participating in our sport and greater recognition from partners and the public, we will know we are on the road to achieving our core objectives.

What does it mean when we get it right?

- We strengthen BSAC's sustainability for future generations.
- BSAC will be relevant, trusted and attractive to a broad range of divers and snorkellers.
- Everyone involved with diving and snorkelling has the opportunity to reach their potential.
- We create a stronger community with a greater sense of value and belonging.
- We make lasting and positive impacts on the underwater environment.
- Everyone understands how to enjoy the water safely.

Success is being the 'go to' community for our sport