

BSAC Strategic Plan

January 2016 – December 2020



National Governing Body for scuba diving and snorkelling



Purpose:
To grow the nation's love of diving

Mission 2016-2020:
To become more relevant to scuba divers in order to have sustained and steady growth

Organisational goals:

Growing BSAC membership in the UK

Growing the number of people participating in BSAC training and diving

Growing the number of non-member UK divers engaging with BSAC

Why does BSAC exist?

To grow the nation's love of diving through promoting and protecting safe enjoyable British scuba diving

How do we do this?

1. We develop the world's best recreational diving training and deliver it through a network where trainees are nurtured to become self-reliant excellent scuba divers
2. We develop our own safety recommendations to keep the sport as safe as it can be for our own members and other scuba divers
3. We work to safeguard the UK's precious waters and marine life for divers
4. We work to protect British underwater heritage
5. We work to protect the interests of our members and other scuba divers



Integrity

We work in a transparent and sincere manner, making balanced and impartial decisions.

Support

We support our members and safe, enjoyable scuba diving.

Excellence

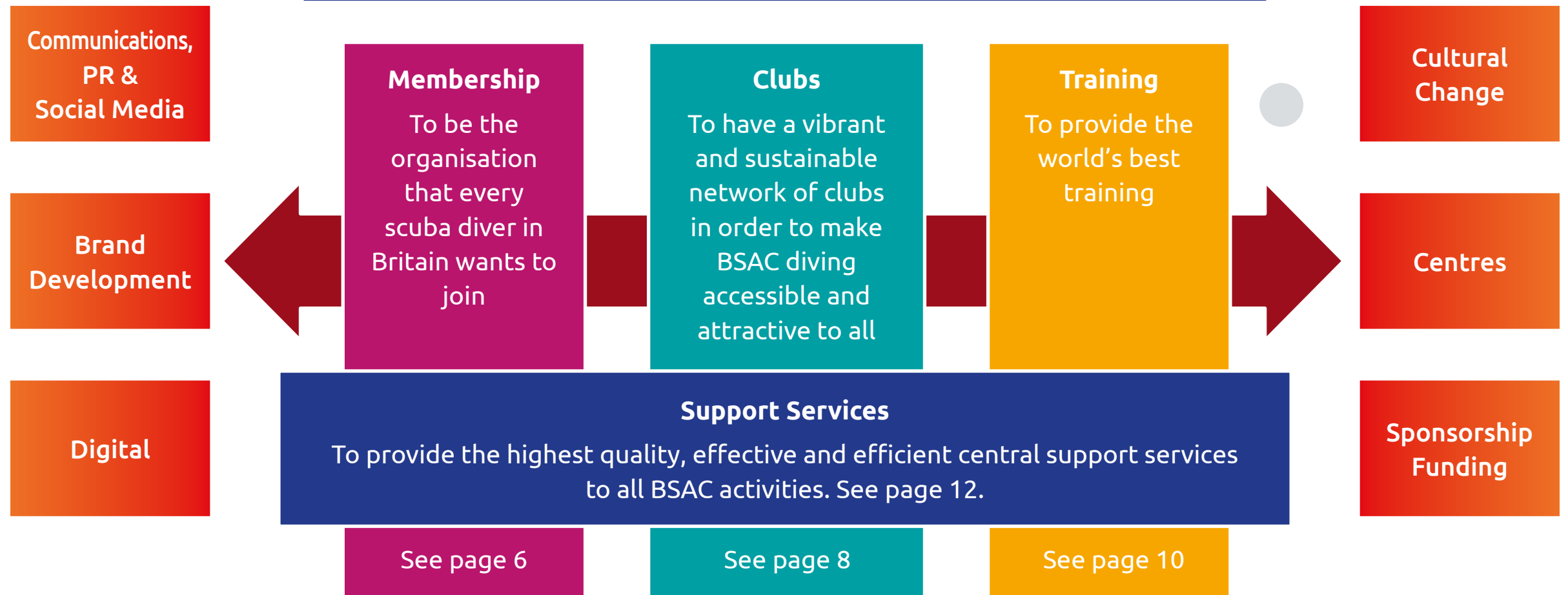
We strive to attain the highest standards and help others to do the same.

Inclusivity

We work to ensure scuba diving is accessible and attractive to the widest possible audience.



Purpose:
To grow the nation's love of diving



Membership

Vision

To be the organisation that every scuba diver in Britain wants to join

2020 mission

To become more relevant to scuba divers in order to have sustained and steady growth



Goals

- Review member benefits and subscription structures
- Clarify and promote the “why join” proposition to make BSAC membership an automatic decision for British scuba divers
- Identify key audience segments to improve the member experience / member journeys
- Promote the top five identified BSAC activities that most influence membership decisions
- Establish a survey to benchmark, set targets and measure membership value/performance
- Research and create an ‘easy ramp on’ digital membership category for already trained divers
- Provide enhanced digital benefits and a personalised web experience for all members
- Become the most-visited scuba diving website in the UK
- Improve retention rates by promoting Direct Debit membership
- Clearly define lobbying issues (and their desired outcomes) and communicate them as “the voice of British divers”
- Initiate strategic campaigns on issues known to be important to British scuba divers (such as diving safety)
- Maintain and develop Governing Body status for the benefit of members and the sport

Measures

- Number of joiners, lapsed and total members per month
- Direct Debit payers and branches using levy collection service
- Average length of membership
- Number of monthly website visitors (total and unique)
- Non-member sign ups on website

Top 5 BSAC activities that influence people’s decision to become (or remain) a member...

1. Training and club diving
2. Developing safety recommendations
3. Safeguarding the UK’s precious waters and marine life for divers
4. Protecting underwater heritage through the Protect our Wrecks initiative
5. Promoting the interests of divers in the UK and abroad

Clubs

Vision

To have a vibrant and sustainable network of clubs in order to make BSAC diving accessible and attractive to all

2020 mission

To improve the support to clubs in order to increase the 'satisfaction rating' from members in clubs



Goals

- Support training delivery within clubs
- Improve the effectiveness of bsac.com's 'Find It Tool'
- Develop marketing support for clubs including online advice/resources and customisable club websites
- Devise promotions to encourage and reward clubs for membership growth
- Develop digital tools and services to ease administrative burden on clubs
- Develop a programme of club support workshops and webinars
- Encourage clubs to share their trips, courses and events on bsac.com so other members can participate
- Initiate new ways of supporting, rewarding and engaging volunteers
- Develop BSAC Diving Conference to inspire, support and reward key volunteers in their roles
- Make it easier to set up a BSAC club
- Encourage and support inter-branch diving and other activities
- Tailored support to university branches to help with their diving, training, recruitment and retention

Measures

- Number of clubs accessing support resources
- Number of new members, lapsed and total club members per month
- Number of clubs participating in promotions
- 'Satisfaction rating' from Branch Officers on support from BSAC (via new survey)
- 'Satisfaction rating' from club members on their membership (via new survey)



Training

Vision

To provide the world's best training

2020 mission

To ensure the content, support materials, delivery and presentation of all BSAC training is up to date and appealing to candidates, in order to maximise participation in training



Goals

- Growth in Ocean Diver training through identifying and solving delivery challenges at club level
- Determine Regional strategy to support club/member training
- Improve the marketing of BSAC training by promoting relevant training and training options/pathways to members.
- Make it easier for members to find and book onto courses online
- Create instructor support plan to increase the number of active instructors. Including offering free online resources, replacing the need to buy instructor materials
- Ensure content and presentation of BSAC training is up to date and appealing to candidates
- Consult membership and develop training courses/programme according to their needs. Prioritise according to where volume or greatest leverage lies
- Determine initial phase of e-learning strategy
- Make it easier for already trained divers and instructors to join BSAC

Measures

- Number of Ocean Diver qualifications issued
- Number of other qualifications issued, per course
- Number of members participating in training
- Student feedback
- Training pack sales



Support Services

Vision

To provide the highest quality, effective and efficient central support services to all BSAC activities

2020 mission

To increase the efficiency of support services within existing spend ratios in order to prioritise funding for strategic initiatives and provide the best value to members

Goals

- Improve operational efficiencies by simplifying HQ processes (membership, shop, qualification cards, volunteer expenses)
- Maintain efficient procurement procedures to minimise cost
- Excellent customer experience in dealing with BSAC – from online orders to reception visitors
- Outstanding data management, providing valued reporting and KPIs to the business
- Robust IT systems including disaster recovery, PCI compliance, network performance and facilitation of remote working and data sharing
- Ensure effective implementation of the Strategy Plan, including evaluating any new proposed projects by staff or volunteers

Measures

- Administrative expenditure as a percentage of income
- Member satisfaction survey
- Funding repurposed for strategic initiatives, per year

Organisation wide projects

The plan identifies six major organisation-wide projects which impact every area of the strategy

1.
Communications,
PR and
social media

2.
Brand
development

3.
Digital

4.
Cultural
change

5.
Centres

6.
Sponsorship
funding

Projects

1. Communications, PR and social media

Mission

To raise the profile of BSAC and to become the recognised authority on promoting and protecting safe and enjoyable British scuba diving

Goals

- Targeted communications and digital marketing strategy to:
 - a. retain existing members
 - b. support clubs
 - c. increase participation in training
 - d. reach out to already trained divers
 - e. raise profile of BSAC (internally and externally) with a focus on the top five identified BSAC activities that most influence membership decisions:
 - i. BSAC training and developing training
 - ii. BSAC developing safety recommendations
 - iii. Safeguarding the UK's precious waters and marine life for divers
 - iv. Protecting underwater heritage through the Protect our Wrecks initiative
 - v. Promoting the interests of divers
- Social media strategy to:
 - a. Establish meaningful engagement with members and divers
 - b. Devise campaigns aimed at already trained divers
 - c. Test new digital marketing trends/techniques

Measures

- Member, non-member and club feedback
- Training sales conversions from email marketing
- Number of Twitter followers and Facebook 'Likes'
- Number of monthly website visitors (total and unique)
- Non-member sign ups on website

2. Brand development

Mission

To build a consistent, respected and recognised brand in order to maximise value to BSAC

Goals

- Create a brand identity to re-establish BSAC in the British diving market place
- Develop clear brand guidelines for clubs, regions, centres and other BSAC stakeholders
- Update all BSAC branded materials (offline and online) with new identity
- Manage roll-out of the new brand in line with new website
- Prepare and support clubs, regions and centres on the roll-out of the new brand
- Communications plan to ensure internal and external brand recognition
- Post launch brand awareness/visibility campaign (online and offline)

Measures

- Hard copy materials ready for website launch
- Clubs, regions and centres prepared in time for website launch
- Survey to measure brand recognition



Projects

3. Digital

Mission

To become a data centric organisation where all operational systems are connected, and where BSAC data is readily accessible across the entire organisation, driving the identification of insights, opportunities and future enhancements

Goals

- To create a scalable platform (website) with operational functionality at the core, that can act as a digital hub for members, clubs, regions, centres and divers
- Increase membership acquisition and retention by making it easier and more attractive for people to sign up
- Increase participation in training by making it easier and more attractive for members and prospective members to get involved
- Build relationships and a sense of belonging for members by establishing stronger bonds within the organisation and with prospective members
- Deliver operational efficiencies at all levels of the organisation (BSAC HQ, clubs, regions, centres)

Measures

- Number of online joiners, renewals and training courses booked, per month
- Number of members and non-members engaging with website, per month
- Operational cost savings at BSAC HQ
- Feedback from clubs, regions and centres
- Identify, clean and connect all existing data records



4. Cultural change

Mission

To enable personal and organisational success through inspiring and enriching people's lives throughout the organisation.

Goals

- Assess whether the existing structure and culture are best suited to delivering the organisation's strategy.
- Look across the entire organisation and define what it looks like from a variety of perspectives. Are we achieving the 'values' we have set ourselves?
- Plan and deliver greater transparency throughout the organisation.
- Develop a volunteer support plan for club volunteers, Regional Team members, Coaches, ITS instructors, NDC and Council.
- Look at Board's effectiveness and whether it needs to 'evolve' to best support achieving BSAC's organisational goals.
- Increase speed of business decisions

Measures

- Establish a survey for members and volunteers - to benchmark, set targets and measure membership value/performance



Projects

5. Centres

Mission

Develop a strategy for how we better support and promote BSAC Centres.

Goals

- Create valued packages for BSAC Training Centres and Resorts.
- Encourage collaboration between active BSAC training centres and clubs
- Allow centres to list their training events on bsac.com so members can participate
- Allow Centres to easily update their own profile on the Find It Tool

Measures

- Feedback from Centre owners and members
- Training pack sales to Centres
- Numbers of Centres
- Revenue from Centres



6. Partnerships

Mission

To identify BSAC's assets and opportunities with the goal of converting these into revenue-generating and sustainable commercial programmes

Goals

- Identify and determine BSAC's most valuable sponsorship assets and opportunities (and our sponsorship USP)
- Identify who to partner with i.e. which organisations are a good fit for BSAC and who will want to work with us
- Develop a realistic and robust partnerships plan/strategy

Measures

- Sponsorship revenue





If you have any feedback, ideas or questions relating to this strategy please get in touch, we'd love to hear from you.

Please email us at strategy@bsac.com

or you can call Mary Tetley, BSAC's Chief Executive on **0151 350 6220**.