****AMA/Committee/5 Year Plan

ATG(A)

ASCB

Members Area

10 Oct 20

**ARMY MOUNTAINEERING ASSOCIATION 5 YEAR PLAN: 2021-2025**

**Current Situation**

1. **Overview**. The AMA continues to go from strength to strength with a strong foundation across Mountaineering, Sports Climbing[[1]](#footnote-1) and wider governance and support from the wider Committee. Our membership remains relatively consistent, with small gains on an annual basis to a membership of around 2,700 members. Our Constitution remains updated, with any changes being presented for endorsement at the AGM.

2. **Core Activities**. The 2 core elements (impact of Covid-19 aside) of the Association, Mountaineering and Sports Climbing continue to be very active, providing a regular and varied programme of activity. This includes a regular drumbeat of Weekend Meets to develop experience (c8 pa), expeditions ranging from Europe to more remote regions; for example, Baffin Island in 2019. Sports Climbing conduct regular bouldering leagues, regional sports climbing competitions, and are currently dominating most inter-services competitions. The AMA aims to complement the Joint Service Adventurous Training Scheme (JSAT); most notably providing the opportunity for instructors to develop their experience whilst also encouraging novice attendance. This includes hiring the services of civilian instructors where appropriate to learn from wider experience. As always, the Association remains reliant on volunteers to step forward to organise activities for the benefit of the wider membership. There is also increased focus on the promotion and development of ski-mountaineering activities, including the Patrol De Glace.

3. **Safety**. All AMA activity is conducted as ‘on duty’; and is thus compliant with the relevant JSP/ACSO. This includes ensuring appropriate safety and risk management measures are in place. The AMA’s Safety Management Plan dated 07 Jan 20 is hosted on the Members website. As a result of conducting all activity as on-duty, this means that our retired members cannot attend Meets etc. If non-serving members attend the AGM any activity during the day is at their own personal risk and must be not conducted as part of a mixed group with on-duty personnel. All Adventurous Training related activity needs to have a nominated Duty Holder (DH); this can either be the CO or the lead organiser or the Chairman of the AMA. We also continue to espouse the BMC participation statement: *‘The AMA recognises that climbing, hill walking and mountaineering are activities with a danger of personal injury or death. Participants in these activities should be aware of and accept these risks and be responsible for their own actions’.*

4. **Finance**. Financially, the Association remains in good health. Income, including sponsorship, sits at c£97.500k pa. The primary source of income is the annual membership fee of £20 per member. The other main sources of income are the Army Sports Control Board Grant for Sports Climbing and income generated from the Memorial Fund which provides a steady income stream to enable the Association to provide grants in support of unit level expeditions for AMA members. The financial plan is presented and agreed at the AGM on an annual basis therefore the 5 year plan is for indicative planning purposes only and based on a typical year.

5. **Communications**. The AMA’s in-house magazine; ‘Army Mountaineer’, which is produced on a bi-annual basis, is of an exceptionally high quality. The AMA’s website; Army mountaineer.org, which includes a Members Area, provides the main repository for information on the Association. EMail messages are regularly pushed out via our bulk email system (now via the Tardah Content Management System) to help keep our members informed of future events.

6. **Administrative Support**. The AMA continues to employ a part time employee to run the office, administer the membership, process and record our financial payments and income in support of the Treasurer, and support the wider Committee as appropriate. We continue to benefit from having a footprint in, and the support of JSMTC, for which we remain appreciative of as an organisation. The Association has recently transitioned from a largely paper base and time intensive process to outsourcing our membership database to a 3rd party Service Provider (Tardah); this has also ensured GDPR compliance to manage and protect our membership data and give our Members greater direct ownership of their own personal data.

**The next 5 years**

7. **Development of Activity**. The AMA will continue to build upon its strong core foundations and maintain a regular drum beat of activity. This includes:

a. **Sport Climbing.** In line with broader societal trends, the number of keen indoor climbers within the Army is expected to continue to grow significantly over the next 5 years. Competition capacity will be carefully expanded, whilst maintaining the quality and fun-nature of the event programme. Opportunities to encourage crossover between sport and AT will be sought.

b. **Mountaineering.** The intent will be to continue to deliver a broad programme of weekend meets coupled with longer meets/concentrations and a comprehensive expedition plan. All events will aim to increase participant logbook experience, both novice and advanced, and where possible, lead to the delivery of distributed training qualifications such as WMF, WCF and RCF. An expedition to Everest in 2023, with a range of development activities in the run up, is also being planned. Opportunities to encourage crossover between sport and AT will be sought.

8. **Ensure Appropriate Governance, Transparency and Accountability**. In order to maintain the transparency, accountability and reputation of the AMA, we will continue to ensure that our underpinning processes evolve to incorporate changes in legislation, Defence policy/guidance and accepted best practice. If required, this will include drawing on professional services, to support what is otherwise a small and volunteer Committee.

9. **Develop External Engagement and Stakeholder Relationships**. The AMA remains dependant on its wider supporters and sponsors. Within the MoD, amongst others, this includes ATG(A), the ASCB, JSMTC and the various Chains of Command of the volunteers who are essential to contributing to the Association. Externally, we remain reliant on our various sponsors. Our Annual Presidents Dinner remains a pivotal annual opportunity to pass on our appreciation to both our internal and external support network and provides an opportunity to promote what the AMA has been up to and our look forward. Members who benefit from the wider support are encouraged to attend to help continue to foster these relationships.

10. **Maintain our Heritage**. I am conscious that now all activity is conducted as ‘On Duty’ this makes the AMA Offer to our retired (non-service) members more limited. However, we still value their support and input into the Association and hope they continue to take a keen interest in the Association’s activities and interests. The Honorary President and Vice Presidents are a key link into our non-serving membership and help provide a longer-term view and counsel to the current Committee. This includes being the custodians of the Streather Award, which is awarded to AMA expeditions that are deemed to be exceptionally exploratory and innovative, and ensuring we capture and reflect on our heritage, for example, through Journal articles. The AGM and Presidents Dinner are the 2 key events where the AMA will actively encourage wider attendance from our Retired members.

11. **Recruiting.** Junior Officers and Ranks remain the long-term life blood of the AMA; therefore, these will be the target audience for recruiting. As per the AMA Constitution, those wanting to join the AMA must be serving at their time of application. Unit expeditions, Sports Climbing Competitions and word and mouth continue to remain a key source of new members.

E A DALLYN

Colonel

Chairman - Army Mountaineering Association

Annexes:

A. Sports Climbing

B. Mountaineering

C. Annual Financial Plan – outline per annum.

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**SPORT CLIMBING**

1. **Overview.** The AMA will continue to deliver a broad programme of competitive events and training opportunities, across both bouldering and roped climbing. As the largest and most active of the 3 single service clubs, the AMA will continue to act as the lynchpin for sS climbing activities, for example through organising of the Armed Forces Bouldering League (AFBL) and a European Military Climbing Competition.

2. **Trends and development.** There has been a huge increase in the popularity of indoor climbing over the past 10 years, particularly among the younger demographic from which the Army recruits. Attendance at AMA events has grown in line with this, and this trend is likely to continue. To exploit and manage this increased participation, our focus will be on delivering a professional and fun event programme for an expanded base, whilst also encouraging crossover between sport and AT.

3. **Priorities.**

 a. Competitive events, accessible to grassroots.

 b. Competitive events, representative.

 c. Training opportunities, for representative athletes (e.g. small group coaching/individualised plans).

 d. Training opportunities, for grassroots (e.g. BMC FUNdamentals courses).

4. **Major Events.** In addition to the regular drumbeat of activity, the AMA will deliver: the Army Festival of Climbing every 3 years; the Inter-Services every 3 years; and a European Military Climbing Championships every 5 years. These are tabulated below.

|  |  |  |
| --- | --- | --- |
| **Year** | **Event** | **Remarks** |
| 2021 | Expanded Army Lead Climbing Championships | Similar to Olympic format. To mark the inaugural inclusion of climbing within the Olympics.  |
| 2022 | Host Inter-Services |  |
| 2023 | Army Festival of Climbing |  |
| 2024 |  |  |
| 2025 | Host Inter-Services, Host European Military Climbing Championships |  |
| *2026* | *Army Festival of Climbing* |  |
| *2027* |  |  |
| *2028* | *Host Inter-Services* |  |
| *2029* | *Army Festival of Climbing* |  |
| *2030* | *Host European Military Climbing Championships* |  |
| *2031* | *Host Inter-Services* |  |

**MOUNTAINEERING**

1. **Overview.** The AMA will continue to deliver a broad programme of weekend meets coupled with longer meets/concentrations and a comprehensive expedition plan. All events will aim to increase participant logbook experience, both novice and advanced, and where possible, lead to the delivery of distributed training qualifications such as WMF, WCF and RCF.

2. **Trends and development.** Currently there are a number of keen AMA volunteers, both Regular and Reserve, who have been able to organise AMA mountaineering events. This has been combined with the ability of the AMA to tap into a group of highly skilled and experienced military instructors, many of which are Army Reserves. This has enabled the AMA to develop a comprehensive offer to its members, and it is expected that this will continue into the future. In order to continue to organise and offer these opportunities in sp of its members and wider military outputs, the AMA will continue to need to rely on support from formation/unit chain of commands. For example, to hold Duty Holding responsibilities and provide wider administrative support inc use of UIN to order loan pool eqpt and RAO type support to help manage expedition funding.

3. **Priorities**

 a. Provide an attractive offer and return of investment to AMA members

 b. Achieve the aims of AT & Sport as per AGAI 5 & 11

 c. Develop mountaineering capability within the Army in order to assist Regular and Reserve units with the delivery of mountaineering as AT and Sport

 d. Create an Army retention-positive experience for our serving members.

4. **Events.** See below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Expedition** | **Week + Meets / Concentration** | **Weekend Meets** |
| ~~2020~~ | ~~Nepal Exploratory~~ | * ~~Scotland Winter Meet~~
* ~~Spain Hot Rock~~
* ~~Norway Cold Ice~~
* ~~Alps Summer~~
 | ~~Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training~~ |
| 2021 | * Nepal Exploratory
* Yosemite
* Patagonia
 | * Scotland Winter Meet
* Spain Hot Rock
* Norway Cold Ice
* Ski Mo
* Alps Summer
 | Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training |
| 2022 | * Peru (as Everest PDT)
* Greenland Exploratory
 | * Scotland Winter Meet
* Spain Hot Rock
* Norway Cold Ice
* Ski Mo
* Alps Summer
 | Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training |
| 2023 | Everest South Side | * Scotland Winter Meet
* Spain Hot Rock
* Norway Cold Ice
* Ski Mo
* Alps Summer
 | Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training |
| 2024 | Tri Service Quadrennial – Army Lead | * Scotland Winter Meet
* Spain Hot Rock
* Norway Cold Ice
* Ski Mo
* Alps Summer
 | Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training |
| 2025 | Greenland | * Scotland Winter Meet
* Spain Hot Rock
* Norway Cold Ice
* Alps Summer
 | Up to 12 per year across the UK including climbing coaching courses and outdoor first aid training |

**ANNUAL FINANCIAL PLAN: OUTLINE PER ANNUM**

1. The AMA financial plan for the forthcoming year is always proposed and agreed via the AGM; which allows for annual variances depending on both the financial health of the AMA and overlaid against projected demands and income. The below table is indicative of an AMA budgetary forecast based on typical years.

**Table 1: Income**

|  |  |  |
| --- | --- | --- |
| **Income** | £ | Remarks |
| Subs | 50,000 |  |
| Investment Income | 25,000 | From the AMA Memorial Fund |
| Sports Climbing Entry Fees | 7,500 |  |
| ASCB Grant/Sponsorship | 15,000 | Used to benefit from Team Ethos |
| **TOTAL** | **97,500** |  |
|  |  |  |
|  |  |  |

**Table 2: Expenditure**

|  |  |  |
| --- | --- | --- |
| **Expenditure** | £ | Remarks |
| Staff Salaries | 18,000 |  |
| Sports Climbing | 26,500 |  |
| Expeditions | 15,000 |  |
| Meets | 15,000 |  |
| Journal | 18,000 |  2 pa – only benefit for non-serving |
| Admin/Office Sp | 2,200 |  |
| Insurance | 600 |  |
| BMC | 800 |  |
| Web Service/Comms | 1200 |  |
| **TOTAL** | **97,500** |  |

1. Competitive indoor climbing, including both bouldering and roped climbing. [↑](#footnote-ref-1)