

Strategic Plan 2025–2029



BSAC
Dive with us



The challenges

We have listened to our members, clubs and centres, and have researched the wider industry. The BSAC community, and scuba diving in general, has been facing challenges over many years, operating in a shrinking market, impacting BSAC's future.

The challenges must be addressed in order to safeguard and sustain the sport we all enjoy. Through the proposed strategy there is the opportunity to address the trend with innovative thinking and investment in resource.

The challenges:

- Long term decline in the sport and member numbers
- Shortage of volunteers and capacity to deliver training
- Move away from formal training towards a 'just do it' mentality
- Need for market-led training delivery solutions
- Lack of accessibility and diversity in our sport
- Growing environmental and sustainability pressures
- Preference for flexible access to sports, less commitment to one activity, wider range of activities being accessed

The potential solutions:

- Creating more pathways into scuba diving and snorkelling, breaking down barriers to entry
- Provide new methods of assistance to the club and volunteer network, support delivery capabilities
- Deliver additional value to members and adapt to the shift in more 'casual' divers
- Develop and leverage snorkelling opportunities to reach new and wider audiences
- Take bold and decisive action, including campaigning and holding the government to account, to protect the UK's seas



Introducing the strategy...

BSAC is the National Governing Body for scuba diving and snorkelling in the UK, with a history of more than 70 years of underwater adventure, safety and education.

With an extensive network of clubs, dive centres and a passionate community of volunteers and members, we are proud of our heritage and the significant role we play in the diving community. However, as we look towards the future, we recognise the need to evolve and be relevant to the changing dynamics of society. Modern lifestyles often involve increased work and family commitments, leaving less time for traditional sports club participation. Furthermore, the rise of more accessible leisure activities, an ageing UK (and BSAC) population and cost being a primary barrier to participation in sport in the UK, we have challenges to overcome.

Our vision is clear: to be an inspired and accessible scuba diving and snorkelling community, with more people than ever taking part.

Our strategy is built on five core ambitions:

1. **Inspire and promote**
2. **Protect our waters**
3. **Improve accessibility**
4. **Grow our capacity to train**
5. **Increase member value and engagement**

These ambitions are designed to address our current challenges and leverage our strengths, ensuring that BSAC is a vibrant, inclusive and sustainable community into the future. We aim to break down barriers to entry, inspire more people to explore the underwater world, and support lifelong engagement in BSAC diving and snorkelling.

BSAC will continue to develop advanced training courses and safety recommendations. We will be at the forefront in developing new diving techniques and support the adventurous diving that our members and clubs organise.

This strategic plan is not just a roadmap; it is a call to action for our community. We will support our clubs and delivery providers to help them to be ready for the future and join us on the journey.



Our vision

An inspired and accessible scuba diving and snorkelling community, with more people than ever taking part

The underwater world is a treasure that belongs to all of us. We believe everyone should have the opportunity to experience the wonder, adventure and tranquility it offers.

For those who have spent their lives diving and exploring beneath the waves, there is nothing more natural than descending into the blue (or green!) to spend quality time with fellow members in this unique environment.

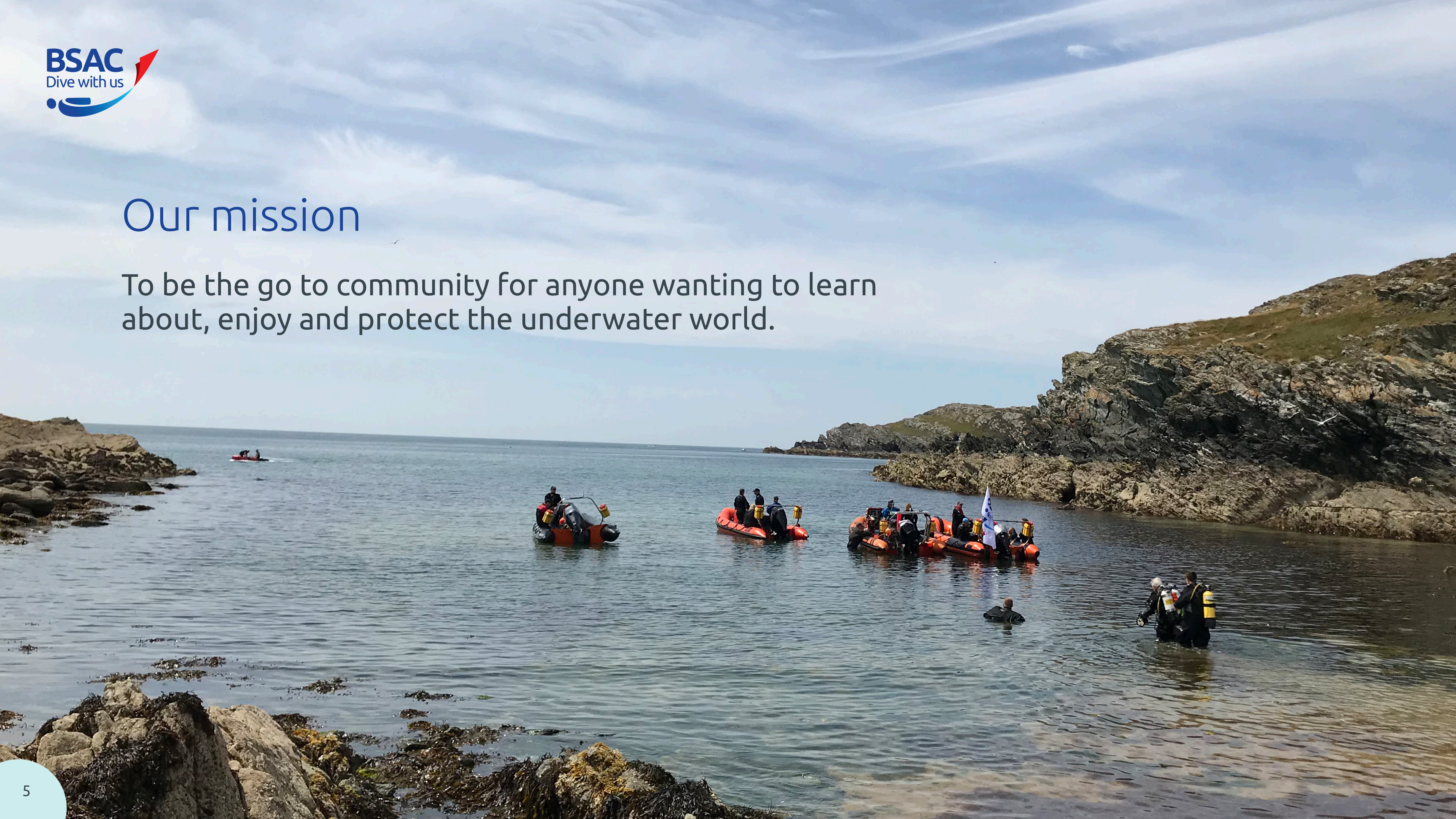
We are determined to support our network and open up our world to everyone with an interest in the underwater world.

We aspire to become a place where more people than ever can join us, where everyone feels they belong and where we all work together to enjoy and help protect the underwater environment.



Our mission

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



Our purpose:

To positively impact people's lives through inspiring and supporting a safe and fun environment for them to enjoy the benefits of scuba diving and snorkelling.



Our values

Fun

We create a fun and supportive community where members can thrive.



Open

We are welcoming, outward facing, accessible and inclusive.



Safe

We ensure divers can access the training and support needed to stay safe.



Together

We work collaboratively and transparently, together.



Responsible

We act with integrity and care towards our community and planet.



Five years, five ambitions

So that we are clear on what we will do to deliver our vision of an inspired and accessible scuba diving and snorkelling community, with more people than ever taking part, we've created five ambitions to achieve by 2029.

→ 2029



Inspire and promote

We will inspire more people to take part in scuba diving and snorkelling with BSAC.

Protect our waters

We will strengthen our message and commitment to environmental conservation.

Improve accessibility

We will deliver more accessible opportunities to attract wider audiences.

Grow capacity to train

We will grow BSAC's capacity to deliver entry-level and Sports Diver training.

Increase member value and engagement

We will deliver a more valued member experience so members stay for longer.



Inspire and promote

We will inspire more people to take part in scuba diving and snorkelling with BSAC.

Our goal is to raise awareness of the benefits of diving and snorkelling and encourage more people to take part. We will expand our marketing efforts, ensuring our message resonates with our target audiences. By highlighting personal stories and experiences of our current members, we aim to connect with people on an emotional level and inspire them to take the plunge. Additionally, we will launch a new online 'find it' facility to streamline the user journey, making it easier for people to discover and participate in diving and snorkelling opportunities.

We will measure our progress and success by growth in 'learn to dive' enquiries and new members joining.

Protect our waters

We will strengthen our environmental message and our commitment to environmental conservation.

By leading through example, we will adopt more sustainable practices in delivering our services. We will inspire positive action within our community and collaborate with partners to create impact via underwater and beach clean ups, surveys and other initiatives. We are committed to publishing a sustainability plan for BSAC. Additionally, as a member of the Clean Water Sports Alliance, we will advocate for policy changes, including accelerated action on pollution to significantly improve the health of UK waters by 2030.

We will measure our progress and success by reducing BSAC's carbon footprint and (in collaboration) improving the health of UK waters by 2030.





Improve accessibility

We will create more accessible and inclusive opportunities for wider audiences to enjoy the underwater world.

We will review and modernise BSAC's snorkelling courses. Supporting clubs and working with new partners such as wildlife trusts, leisure centres and holiday parks, we will create engaging snorkelling training and experiences that attract a broader audience. With snorkelling we aim to make it easier for more people to have a go and get involved with BSAC.

We will measure our progress and success by growth in snorkel training participation.

Grow capacity to train

We will grow BSAC's capacity to deliver entry-level and Sports Diver training.

We will create more opportunities for new members. Recognising the challenges faced by many clubs struggling with instructor capacity, we will actively support and grow our volunteer instructor network and clubs. The aim being to help grow clubs and the industry, for a vibrant diving/snorkelling community.

We will offer improved resources and support for our volunteers, instructors and instructor trainers. Additionally, we will develop multiple delivery channels, to cater for those who prefer to learn more quickly. By making scuba diving more accessible and appealing, we aim to attract a more diverse range of new members.

We will measure our progress and success by the growth in entry-level and Sports Diver training course participation.





Increase member value and engagement

We will deliver a more valued member experience so more people choose to stay involved in the BSAC community for longer.

We will deliver a more engaging, relevant and valued member experience, supporting and guiding individuals on their journey with BSAC. By investing in digital technology, we aim to deliver greater connection between the community and greater relevancy for all members, to deliver a more valuable experience for all. The strategy includes the introduction of an Association Management System (AMS), a Learning Management System (LMS) and an online community space, all of which will enable us to better serve our community. We will run more training and other regional events to unite clubs and members.

We will measure our progress and success by increased training participation and renewal rates.

Have your say and track progress

Now the journey begins! We're poised to embark on a transformative journey. With the right team, plan and determination in place, we're ready to tackle challenges.

Every year we will publish our progress, tell you how we are doing and what you can do to help. We can't wait to welcome more people into the BSAC community.

If you have any feedback, please get in touch.

Have your say and track our progress at bsac.com/strategy

If you have any questions or would like to contact us, please email strategy@bsac.com

