



**BMC Independent Organisation Review Group**

**National Council Update  
September 2017**

# **Update from Organisation Review Group (ORG) September 2017**

## **Headlines**

1. Member Research Survey results 15<sup>th</sup> Sept
2. Focus Group completed 11<sup>th</sup> Sept
3. Governance and Structure – on going
4. ORG Timeline and Review Against Terms of Reference

# Member Research Survey Overview

The ORG took the decision to commission an independent market research organisation to carry out a member research survey in order to obtain the views of a representative sample of the broad membership base of the BMC with the aim to gather views on:



[www.2020research.co.uk](http://www.2020research.co.uk)

- *Why climbers, hillwalkers, and mountaineers, join the BMC,*
- *How they feel about the democracy and governance of the BMC,*
- *The priorities members feel the BMC should have,*
- *How effective the BMC is against those priorities.*

## **Member Research Survey Timeline**

**May:** 2020 Research Commissioned

**June:** Briefing and survey design process

**21st July:** Survey launched

**15th Aug:** Survey closed

**30th Aug:** Draft analysis delivered

**11th Sept:** Review of draft with 2020 Research

**15th Sept:** Final report delivery

# Member Research Survey

## Survey Response

Overall there was an excellent response to the survey with **5002 responses**. The responses comprising:

- **4,528 BMC members**
- **297 lapsed members**
- **197 non-members**
- **214 different clubs represented in respondents**

There is a high statistical confidence in the results and both BMC and 2020 Research is confident that there has been no weighting on the results by duplicate survey completion, or influence by individuals or groups. The response provides a robust base for analysis.

## Member Research Survey Survey Response

The ORG were keen to ensure a representative sample of the BMC membership across age groups of the BMC membership.

The age breakdown of respondents against the known BMC membership is given below:

Age band	BMC Member Database (%)	Survey Sample (%)
< 25	11.7%	8.7%
25 - 34	19.4%	18.3%
35 - 44	19.4%	18.4%
45 - 54	18.8%	20.2%
55 - 64	12.8%	19.8%
65 +	8.9%	14.5%
Not Known	9.1%	-

# Member Research Survey

## Headline Analysis

- Most members consider that the BMC is performing well in representing the views and interests of its membership, but there are some significant pockets of dissatisfaction
- Highlights areas of priority, success and dissatisfaction, and provides individuals' recommendations for those areas where improvements and changes are required
- 2020 Research noted in their informal feedback that the level and depth of response to the open questions was unparalleled, and showed how conscientious and caring BMC members were of the organisation
- The feedback is now being considered along side the focus group feedback in order to ensure that the recommendations are consistent and representative of member and stakeholder views

## Focus Groups

### Purpose

To examine what key stakeholders felt about:

- The BMC's overall role
- The current democracy, fairness and effectiveness of decision making in the organisation
- The future direction and strategy



## Focus Groups

### Stakeholders consulted



A number of individuals involved in various stakeholders also provided written feedback

## Focus Groups Findings

- Commitment by everyone to wanting the BMC to be successful in representing their interests and to participate in making the ORG successful
- Key themes are developing with respect to what needs to be reviewed in terms of governance, democracy, structure and strategy
- Consistent with membership survey findings

# Governance and Structure

## Governance: Progress to Date

- Reviewed Current BMC Governance and Structures including the associated charities and affiliated groups (inc. M&AAs)
- Reviewed Governance codes including:
  - [Companies Act 2006](#)
  - [Charities Act 2016](#)
  - [The UK Corporate Governance Code](#), Financial Reporting Council (April 2016)
  - [Charity Governance Code](#), ACEVO, NCVO, ICASA et al (July 2017)
  - [The Principles of Good Governance for Sport and Recreation](#), Sport and Recreation Alliance (May 2017)
  - [A Code for Sports Governance](#), Sport England (October 2016)
- Reviewed principles of Governance best practice (Organisational Purpose, Leadership, Integrity, Structure, Effectiveness, Openness and Accountability, Diversity).

# Governance and Structure

## Structure: Progress to Date

- General Review of structure options for a membership organisation (Charitable/Cos & I&Ps)
- Review of Structures of other Sports Governing Bodies (SGBs)
- Review of M&AAs
- Review democratic structures within membership and volunteer based organisations

# Governance and Structure

## Current Work

- Finalise legal support shortlist
- Final tweaks to brief/tender for legal support
  - Review our findings RE structure options for BMC and report to ORG
    - Recommend legal structures RE subsidiaries taking existing subsidiaries into account
    - Review existing M&AAs in context of ORG findings to-date (inc gov codes)
    - With ORG team, review and where appropriate accommodate results of consultations with members, groups and individuals
- When ready, develop a new set of M&AAs for BMC and subsidiaries

## Future work

- Development and discussions with legal advisors
- Conclusions and alignment of survey and focus groups
- Development and review of recommendations
- Communicating recommendations
- Agreeing recommendations
- Implementing recommendations

# ORG Timeline and Review Against Terms of Reference

