

ORG Summary - January 2018

Since the launch of the ORG report at Kendal Mountain Festival in November, the ORG has received **significant feedback**. We have conducted a number of focus groups, sought written feedback, and carried out club and member consultation surveys. **We are incredibly grateful** to those who have shared their views with us.

The feedback about the report was widely **positive**, though there are a number of recommendations that the ORG is reviewing and amending in response to the consultation. The ORG will present an **addendum report in early March**.

The ORG was asked by the BMC to prepare new Articles of Association for acceptance at an April AGM. However, one of the **most common pieces of feedback** we heard was that the **process felt rushed**, and that members weren't being given the time to process the information and feed back on it. The ORG has taken this on board and discussed it with the BMC. As a result, the process is **slowing down**.

It is now proposed the **AGM be held in June**, with **a further General Meeting in November**.

For this round of area meetings, we would like Local Areas to review this summary and revised timeline, and feed back to the National Council and to the ORG.

BMC Organisational Review: Revised Timeline

Feb	Mar	April	May	June	Jul ->
Local Area Feedback to National Council and ORG	2nd: ORG amended recommendations published	Local Area Meetings review amendments and draft resolution	BMC submits AGM agenda, papers, and proxy forms to members	National Council Meeting to discuss AGM	New Articles of Association drafted
17th: National Council Meeting discussion on ORG's draft amendments	BMC publishes draft proposed resolutions related to ORG report for June AGM	National Council Meeting reviews amendments and draft resolution	Local Area Meetings to discuss AGM	16th: BMC AGM 2018	Further Local Area Meetings and National Council Meeting Nov: General Meeting vote on new Articles of Association

BMC Member and Partner Feedback General Summary

- Member Consultation Survey showed 81% support overall
- Clarify further which recommendations are to “do” and which are to “consider”
- All groups require more time to digest the ORG’s recommendations
- The ORG needs to explain the reasoning behind some recommendations further
- Desire to know that there is an implementation plan to sit alongside recommendations

The ORG is reviewing approximately 25% of the recommendations which may need some amendments based on specific feedback. The ORG will seek to clarify or add additional detail where requested.

BMC Member and Partner Feedback Specific Recommendation Areas

Headlines

- Widespread support for the ‘broad church’ approach
- General agreement that indoor climbing is important to the BMC, but should not be given prominence above other aspects of climbing, hillwalking and mountaineering
- A few polarised opinions on whether the BMC could be both a ‘representative’ and ‘governing’ body, and how the latter would sit alongside national organisations. Many members were also confused by these terms.

Corporate Structure

- General support for proposed corporate structure
- Clarity needed on how the proposed structure differs from the current one
- Confusion over recommendations to consider setting up subsidiaries. These seek consideration of the cost-benefit of such a structure rather than doing it as a matter of course.
- Request for further clarity on remaining a Company Limited by Guarantee

BMC Member and Partner Feedback: Specific Areas

Governance

- General support for governance recommendations but need for improved organisational chart
- Widespread feedback on the composition/balance of the Board of Directors, including the need to clarify what 'independent' means
- Desire to understand how much power members have to nominate/appoint/elect
- Need to clarify the President's exact role and access to the Board
- More detail sought on how representatives are elected to the Members' Assembly
- The role of clubs in governance should be explained more clearly
- Partners' Assembly supported - emphasise that this is not corporate partners
- Request for re-evaluation of the Patrons recommendation
- Support for diversity recommendations
- Measures to increase transparency appreciated

Strategy and Policy

- General support for recommendations with a distinct sense that prioritisation is key
- Overwhelming support for measures to increase member engagement
- Support for responsible expansion, but mindful of means and the potential for over-expansion
- Strong support for review of membership packages
- Hillwalking should be given more prominence in the strategy recommendations
- Strong polarised views on the Olympics. Again this recommendation was that the BMC *clarify* their level of support, rather than for or against.

Culture, Leadership and Management

- General support for a stronger performance management culture with appropriate delegation and responsibility
- Feedback on structure of Senior Leadership Team and desire to know how appointments would be made
- Appreciation of need for continued and increased transparency
- Recommendations should demonstrate consideration of resourcing structure and activities
- Volunteer support and recognition recommendations appreciated