

Proposal 2 - ORG Development Scope

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P2.1: Summary

This proposal gives an overview of a schedule of planned changes the BMC needs to undertake to implement the recommendations within the Organisational Review Group's Report.

Although some of the proposed recommendations may be implemented quickly, some will require more substantive changes that will require a greater time period to fully implement. While the timescales for the for completion of each recommendation is hopefully realistic. It is recognised that where possible these timescales might be reduced, conditional to it not affecting the core work of the BMC.

P2.2: Action Proposed

The ORG Report includes many recommendations that the National Council believe need to be subjected to appropriate review and comment by the members, as well as partner organisations and other stakeholders, before a final decision is made to accept, reject or amend the recommendations. The number of recommendations means that this needs to be planned to ensure it does not adversely affect the current core business of the BMC. The aim is to agree the scope and costs of a number of distinct workstreams, covering groups of recommendations, and produce clear costed recommendations for member's approval.

P2.3: Work Stream Summaries

Strategy & Vision

Objective: To define a cohesive Strategy and Vision for the BMC covering up to 3 years hence. In particular taking account of the relevant ORG recommendations. It will also take account of the Membership Accountability workstream to ensure the Strategy & Vision document produced is a vision owed by the membership, going forwards.

Membership Accountability

Objective: To define the processes and structures necessary to ensure membership engagement in all the BMC's varied work. In particular, it should define the processes through which the membership will be involved in democratically determining the future of the BMC and the structures that will ensure the decision-makers within the BMC can be held accountable by the membership.

Stability

Objective: To define the strategy by which the BMC maintains financial viability through a range of balanced funding streams, including enticing membership packages and partnerships that remain true to the BMC's core values.

Operations

Objective: To define a process of changes and reviews to improve the day to day operations within the BMC. These changes would be designed to restructure areas of the BMC to ensure clarity of ownership and responsibility for those involved, combined with clear objectives for current and future projects. Both these elements would be supported by periodic reviews to ensure the objectives remain valid and achievable.

Organisation

Objective: To propose the organisational structures necessary for the efficient running, and appropriate separation, of the various activities that the BMC undertakes as both a representative and governing body. These changes would include relationships between internal bodies and with our external partners and subsidiaries.

Governance (Part 2)

Objective: To review outstanding governance issues after Stage 1 and to review the structure of the Board of Directors (currently the Executive Committee) in reference to the appointment of a director with specific responsibility of financial issues and the representation of home nation organisations on the board.

P2.4: Why is this necessary

The ORG is a thorough and comprehensive review, but the scope makes it difficult for anyone to see the outcome. Members were clear that they wanted to understand the detailed implications of the recommendations and to have time to consider the options and implications. The Development Plan is the first step in this journey aiming to define the

grouping and staging of the recommendations and the associated scope of the work and costs associated with this work. The outcome of this work would be a set of specific costed options and proposals for review by members and ultimately a decision on how to proceed at a General Meeting. It is hoped that much of this work will be able to be concluded at the 2019 AGM, but the key thing is to get it right for members; so if your feedback during the process is the consultation on some part needs to take longer then this will be fine.

P2.5: The Detailed Plan

See following pages. Also available as Excel sheet [here](#)

R	Category	Final Recommendation	Workstream (& notes)	Controversial	Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	Who signs it off	How often should it be reviewed
40	Governance	The BMC should review any Memorandum and Articles of Association amendments, including those of its subsidiaries, after three years in order to evaluate their effectiveness, and every three years thereafter	ALL		Review of AA every 3 years	To ensure that the Articles remain effective and appropriate in the light of experience and any changes in the directions of the BMC	1-2 months	Post 2020 AGM once a full set of new AoA are in place the BMC should ensure these are reviewed every 3 years	NC/Exec - Areas	NC Exec	Members	3 yrs
13	Strategy and Policy	The BMC should review its strategic partnerships and where necessary strengthen existing partnerships or develop new partnerships with organisations across the spectrum of the BMC's work	Strategy & Vision		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document.	To ensure that the BMC's strategic partnerships benefit the BMC's aims and to identify new partnerships that may be beneficial	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Partners - Areas - NC - Areas - NC	Working Group, Exec and Staff	NC	3 Yrs
36	Governance	The BMC should review Specialist Committees and Working Groups to clarify roles and ensure separation of policymaking and operational activities	Strategy & Vision		Review of the work/effectiveness of the Specialist coms.	To ensure that the remits of specialist committees contributes towards the BMC's goals and if necessary to develop new specialist committees	18 months	AGM 2019	NC - WG - NC	NCWG	NC	N/A
1	Headline	The BMC should, alongside home nation representative organisations, ensure it is the representative body for all British climbers, hillwalkers and mountaineers, and the governing body for competitive activities across the UK	Strategy & Vision	There is still potential controversy amongst some members around the BMC being the governing body however it is written into the current memorandum "3.10. To oversee, organise and control climbing competitions in the United Kingdom"	Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document. This is at the core of everything that the BMC does. May need to change the wording of the object to include international events	To act as an effective national governing body to manage competitive activities within the UK and to do so in cooperation with all the home nations	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Areas - NC - Areas - NC	Exec NC	NC	3 years

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R	Category	Final Recommendation	Workstream (& notes)	Controversial	Outcome of recommendation	Objective	Target for completion	Start Date After June AGM	Pathway	Who will implement	Who signs it off	How often should it be reviewed
2	Headline	The BMC should create a vision for all climbing, hillwalking and mountaineering activities, including the relationships with clubs, partner organisations and stakeholders across the sector	Strategy & Vision		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document. medium term plan	To define a cohesive strategy and vision for the BMC and a specific plan for activities to support that vision for the next three years	6 months for policy doc, medium term plan within 9 months		NC - S&V WG - Areas - NC - Areas - NC	Exec + Staff	NC	3 Yrs
3	Headline	In order to deliver its vision for all climbing, hillwalking and mountaineering activities, the BMC should create an organisational strategy that focuses on delivering, through staff and volunteers, and alongside its subsidiaries and partners, its priorities and functions for members	Strategy & Vision		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document.	To define a cohesive strategy and vision for the BMC which supports all aspects of climbing	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Areas - NC - Areas - NC	Staff and Volunteers and partners and subsidiaries	NC	3 Yrs
5	Headline	The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members	Strategy & Vision		Ensure an appropriate statement for AA	To define a cohesive strategy and vision for the BMC and a specific plan for activities to support the development of indoor climbing	4 months for agreement of statement	ASAP	NC - Exec	NC	Exec	
7	Strategy and Policy	The BMC must understand and define the breadth of its membership and understand the balance between attracting new members and overexpansion so that it retains focus and relevance	Strategy & Vision		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document.	To develop a policy that will encourage climbers to understand the benefits of supporting the BMC	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Areas - NC - Areas - NC	Working Group, Exec and Staff	NC	3 Yrs
R	Category	Final Recommendation	Workstream (& notes)	Controversial							Who	How often should it be

8	Strategy and Policy	The BMC should responsibly encourage growth in participation in all areas of the activities that it represents, recognising the access, conservation and environmental issues that growth could cause	Strategy & Vision	This recommendation is seen by many as a move away from the existing policy to support existing participants to moving towards recruiting new participants into the activities, which may have a negative effect on resources, access and conservation.	Outcome of recommendation	Objective	Target for completion	Start Date	Pathway		signs it off	reviewed
					Amend recommendation/Discussion document for members. Policy document. It may be appropriate to reword the recommendation to read "The BMC should responsibly encourage growth in Membership in all areas of the activities that it represents, recognising the access, conservation and environmental issues that growth could cause"	To develop a plan for encouraging existing climbers to join the BMC	9 months to have policy in place	As soon as possible a discussion paper via Email to NC to discuss wording change	NC - Area Meets - NC - Exec	Who will implement	Exec	
										Staff		
14	Strategy and Policy	The BMC should work with and develop partnerships with other nations' governing and representative climbing, hillwalking and mountaineering organisations and global climbing organisations such as the UIAA and IFSC	Strategy & Vision		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document. May Change based on decision about whether NGB should be separate org	To understand the aims and goals of other nations' mountaineering organisations and to identify common goals where cooperation would be beneficial	6 months for policy doc, medium term plan within 9 months	After June AGM but may change based on decision about whether NGB should be separate subsidiary	NC - S&V WG - Partners - Areas - NC - Areas - NC	Working Group, Exec and Staff	NC	3 Yrs
R	Category	Final Recommendation	Workstream (& notes)	Controversial							Who	How often should it be

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					Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	signs it off	reviewed
15	Strategy and Policy	The BMC should give clarity to members, partners and stakeholders on its level of support for the Olympics	Strategy & Vision	Some members still feel the BMC should not be involved in the Olympics and have concerns over the governance IFSC as well as the potential for a change in focus of the BMC and the wider climbing community.	Clear Statement of Current situation around Short term situation. followed by a Strategy Paper and Discussion paper. Clear understanding of the role the BMC will play in future Olympics. Possible set up of subsidiary to run programmes to ensure separation from key core work.	To explain how the BMC will support UK climbers in the 2020 Olympics, including and explanation of the funding mechanisms up to 2020 and the potential funding post 2020. Also to explain all the implications of that support.	18 months	Immediate Statement of Current situation. To Remove time concern ie (next olympic cycle) Discussion document Post 2019 AGM	NC - WG - Exec - Areas - NC	NC / Exec / Staff	NC/Exec	4 yrs
21	Corporate Structure	The BMC should remain a not-for-profit Company Limited by Guarantee; however, only following a complete review and amendment of its governance structure	Strategy & Vision	Some members still feel the BMC should be a charity	The current situation is the BMC are not in a position to be a charity. this should be reviewed at a later date. Policy review	To define a cohesive strategy and vision for the BMC that will be appropriate for the BMC and which will be acceptable to Sport England	6 months	Post Nov 2019 AGM	NC - Fincom - Exec -	Exec	exec	3 yrs
6	Strategy and Policy	The BMC should create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members	Strategy & Vision, Membership Accountability		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document.	To define a cohesive strategy and vision for the BMC and a specific plan for activities to support that vision for the next three years	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Areas - NC - Areas - NC	Working Group, Exec and Staff	NC	3 Yrs
4	Headline	The BMC exists primarily to serve its members. It must therefore be open and transparent and develop specific strategies, policies and structures that engage members democratically in determining its future	Membership Accountability		Inclusion of a statement/action Plan in the BMC's Membership accountability Policy document. MAY need including as an object in the AA	To define the processes and structures that are appropriate to take account of the members' views	6-12 months	Next Round of area meetings as part of the discussion around the Org Addendum	NC - Working Group - NC - Members	Working Group, Exec and Staff	NC	3 years

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9	Strategy and Policy	The BMC should develop and support strategies and programmes to encourage a diverse membership, focussing particularly on young people, to participate in all its activities	Membership Accountability		Equity policy	To define a strategy for ensuring that younger members of the BMC can make their views known and can participate in the BMC	6 months	Next NC	NC- MAWG - ESG - Staff - NC	Staff	NC	Yearly
12	Strategy and Policy	The BMC should ensure it recognises the contribution of clubs and their members to climbing, hillwalking and mountaineering and further develop its strategies to support its broad range of affiliated clubs	Membership Accountability		Inclusion of a statement in the BMC's Vision Statement and Strategic Plan/Policy document.	To define the processes and structures that are appropriate to ensure that the BMC effectively represents all aspects of climbing and mountaineering	6 months for policy doc, medium term plan within 9 months	After June AGM	NC - S&V WG - Areas - NC - Areas - NC	Working Group, Exec and Staff	NC	3 Yrs
16	Strategy and Policy	The BMC should ensure that it has a digital strategy to support potential growth, its members, policy forming and engagement and broader innovations within the scope of the activities it supports	Membership Accountability		The BMC should consider what the options are and consider the effect of a digital strategy on decision making. A working group should be tasked with developing a discussion document.	To develop an effective digital strategy for engaging with members	6 months	This should be completed in the next 18 months to ensure the BMC can stay current and engaged	Exec - Working Group - Exec	Staff	Exec	annual
R	Category	Final Recommendation	Workstream (& notes)	Controversial							Who	How often should it be

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					Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	signs it off	reviewed
17	Strategy and Policy	The BMC should review how it resources the management of membership engagement	Membership Accountability	There maybe some concerns around using online feedback such as surveys or forum results to influence the decision making processes, as it could be skewed by the way the questions/discussion topics are worded. Some of the more complex issues may not be appropriate for this type of feedback system.	The BMC should consider what the options are and consider the effect of a digital strategy on decision making. A working group should be tasked with developing a discussion document.	To consider how digital technology can be used effectively within the BMC to ascertain members' opinions in an unbiased way	6 months to have AGM voting policy in place. 12 months to have general policy document.	Next NC meeting	NC - Area Meets - NC - Exec	Staff	Exec	
18	Strategy and Policy	The BMC should implement a technology based national polling and discussion platform to gauge member views on national, international and local issues	Membership Accountability	There maybe some concerns around using online feedback such as surveys or forum results to influence the decision making processes, as it could be skewed by the way the questions/discussion topics are worded. Some of the more complex issues may not be appropriate for this type of feedback system.	Implementation of online voting for AGM. Could be online assignment of a proxy.	To consider how digital technology can be used effectively within the BMC to ascertain members' opinions in an unbiased way	3 months	ASAP	NC - staff - NC	Staff	NC	3 yrs

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19	Strategy and Policy	The BMC should implement a technology based Annual Member Survey	Membership Accountability			To develop unbiased ways to understand the interests of members using digital technology	6 months	This should be completed in the next 18 months to ensure survey results are available by the 2020 AGM	Exec - Working Group - Exec	Staff	Exec	Annual
33	Governance	The National Council should be restructured and become the Members' Assembly, and its role redefined	Governance & Membership Accountability			To restructure the National Council and define its role within the BMC; that of scrutinising and holding the Board to account for the membership, also working with the Board to create a communications plan to foster a healthy and transparent working relationship between the two bodies.	AGM 2019	Post 2018 AGM	NC - Working Group - Areas - NC	NC	Members	3 yrs

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37	Governance	Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective	Membership Accountability		Policy document on local area engagement as well as review of local area guidance notes.	To ensure that Local Area Committees provide an effective way to communicate their views to the NC	12-18 months	this workpiece should be completed in 2 years	NC - Working Group - NC - Exec - Staff	Staff and area volunteers	National Council	3 years
51	Culture, Leadership and Management	The BMC should enhance its policies to ensure regular recognition of significant contribution to the organisation	Membership Accountability		Policy document	To promote and recognize contributions from volunteers	Within 9 months	Next NC meeting	NC - Exec	Staff	Exec	
38	Governance	The BMC should implement an online voting platform in order to increase member engagement in its General Meetings	Membership Accountability		Discussion document for members. Clarifying that this is around voting at only at General Meetings not voting on policy or strategies at local areas. Policy document also covering Recs 17, 18, and 19.	To increase membership participation in AGMs	6 months to have AGM voting policy in place. 12 months to have general policy document.	Next NC meeting	NC - Area Meets - NC - Exec	Staff + Survey moderator	Exec	
31	Governance	In addition to publishing minutes (excluding any sensitive matters) after every meeting, the Board of Directors should produce a communiqué (summary of key themes and discussions), to be published on the BMC website	Membership Accountability		Exec summary published after each meeting.	To provide all members with information about the policies and plans of the BMC and how they are to be implemented	ASAP	post next Exec meeting	NC - Exec	Exec	Exec	Annual

R	Category	Final Recommendation	Workstream (& notes)	Controversial	Pathway	Who	How often should it be
					NC - Exec		

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					Outcome of recommendation	Objective	Target for completion	Start Date		Who will implement	signs it off	reviewed
11	Strategy and Policy	Full membership of the BMC should remain one member one vote. However, it should review its membership packages to ensure that it is commercially meeting the individual needs of its members and consider non-voting associate members for particular partnerships (for example, new and young indoor climbers) and commercial purposes (for example, insurance) (Further explanation around requirement for membership to receive insurance)	Stability, Membership Accountability	Explanation around the requirement for people who buy insurance to be members as it is a members insurance scheme.	Policy document for membership categories, Information required from staff on current research to be passed onto a working group. We may need to amend the AA to add additional member categories.	To consider whether different categories of membership would be appropriate.	12 months to confirm current policy or to amend membership categories	Next NC meeting		Staff	exec	
10	Strategy and Policy	The BMC should ensure that it is financially stable, has a reserves policy and that core activities are sustainable through self-generated income, both from membership fees and commercial activity	Stability		Finance Strategy Policy Document	To ensure that the BMC will be able to sustain its core activities, irrespective of external funding	6 Months to have policy in place	Next Fin Com meeting	NC - FC - FC2 - Exec	Finn Comm + Staff	Exec	Annual
49	Culture, Leadership and Management	The BMC should review how it resources the management of volunteers	Operations		Volunteers Policy	To assist volunteers to undertake activities that benefit the BMC and to optimize the value that they derive	3 months / in place?	Next NC	NC - Exec (LR)	Staff	NC	3 yrs
42	Culture, Leadership and Management	The Senior Leadership Team should have a business plan which is approved by the Board of Directors	Operations		Annual Business Plan	To ensure that all staff are provided with clear objectives for the work that they are required to undertake	By start of financial year	This can begin at the next Exec Meeting	SLT - Exec & Fin Comm	SLT and Staff	Exec	annual
R	Category	Final Recommendation	Workstream (& notes)	Controversial	Objective				Pathway NC - Exec	Who		How often should it be

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20	Strategy and Policy	The BMC should ensure it balances communications between sales and commercial functions and organisational and policy functions	Operations		Outcome of recommendation	To ensure that commercial decisions are made sensitively and that they are in members' interests	Target for completion	Start Date		Who will implement	signs it off	reviewed	
					Policy document		6 months to have policy in place	Next NC meeting		Staff	Exec	Annual	
30	Governance	The BMC should engage in an internal Board of Directors review annually with an external review every three years in order to ensure it remains effective	Operations			Policy document Already in place?	To ensure that the Directors work effectively in the interests of members in the light of experience and any changes in the directions of the BMC	Policy in place	Already in place and is already happening	NC - Exec	Exec	Exec	
43	Culture, Leadership and Management	The Senior Leadership Team should have robust, challenging and motivational objectives, based upon the strategic plan, which are measured by the Board of Directors	Operations			KPI set for SLT	To provide clear goals for the staff against which performance can be assessed	3 months	Post 2019 AGM	Exec	Exec	Exec	1/Year
44	Culture, Leadership and Management	The Senior Leadership Team, working with the Management Team, are responsible for ensuring that all staff have robust and measurable objectives which are driven from the strategy and business plan	Operations			The SALT should use the BMC strategy and vision documents to set staff targets so each department has a series of KPIs including robust and measurable objectives which are driven from the strategy and business plan	To ensure that all staff are provided with clear objectives for the work that they are required to undertake and to provide realistic KPIs for that work	this should be completed as soon as possible to allow staff to begin planning and looking at any relevant budget requirements.	as soon as the relevant documents (strategy, policy and vision) have been completed.	Exec-SLT-Staff	SLT	Exec	Annual

R	Category	Final Recommendation	Workstream (& notes)	Controversial	Objective	Pathway SLT - Exec	Who	How often should it be

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45	Culture, Leadership and Management	The Senior Leadership Team of the BMC should encourage a culture of empowerment, delegation and decision making across the staff structure	Operations		Outcome of recommendation	To ensure that staff are provided with a working environment that is motivating and which encourages both cooperation with others and innovation	Target for completion	Start Date		Who will implement	signs it off	reviewed
					Strategy document by SLT		Within 6 months	Next NC meeting		SLT	Exec	annual
46	Culture, Leadership and Management	The BMC should create a plan to allow for staff career development and succession planning	Operations		Policy on staff development and succession	To provide clear career paths for all staff and plan for changes in responsibilities	Possibly in place	Possibly in place	Ceo/SLT	Ceo/SLT	Exec	1/Year
47	Culture, Leadership and Management	The Senior Leadership Team should be responsible for performance management, remuneration and reviewing of HR policies	Operations		Policy document on implementation of HR and remuneration etc	To ensure that all staff are provided with clear objectives for the work that they are required to undertake and to provide realistic KPIs for that work	Already in place? Check with DT/KA	Already in place? Check with DT/KA	SLT/Staff	SLT/Staff	Exec	annual
48	Culture, Leadership and Management	The BMC should ensure it has clear policies that enable its staff to work effectively with partner organisations and provide training and coaching to staff operating in those roles	Operations		Strategy document by SLT	To ensure that staff are provided with appropriate guidance and information for tasks that involve partner organisations	Within 6 months	Next NC meeting	SLT - Exec	SLT	Exec	1 year
50	Culture, Leadership and Management	The BMC should look at a volunteer induction policy and plan for volunteer engagement and volunteers should have a clear job description and understand their role	Operations		volunteer induction policy and plan for volunteer engagement	To assist volunteers to undertake activities that benefit the BMC and to optimize the value that they derive	This has been started by LR so will just need to be taken forward and reviewed	already started	NC - WG - NC	WG and Staff	NC	3 Years

R	Category	Final Recommendation	Workstream (& notes)	Controversial	Outcome of recommendation	Objective	Start Date	Pathway NC - Exec	Who	How often should it be
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41A	Culture, Leadership and Management	The Senior Leadership Team should be expanded and must include the two staff Directors, the CEO and the Finance Director	Operations	Decision around composition of SLT is an exec decision and not controversial	An increase in the size of the SLT should be reviewed by the exec.	To establish an effective top tier of the staff hierarchy	Target for completion	This should be completed ASAP subject to agreement	Who will implement	signs it off	reviewed	3 years
							6 months		Exec	Exec		
23	Corporate Structure	The BMC should explore the potential for a clearly defined subgroup, or creation of a wholly owned subsidiary for some of its commercial activities	Organisation, Operations	Some commercial activities may be seen as not appropriate for the BMC to be involved with. There is a risk of upsetting other organisations.	Discussion document for national council prepared by a working group	To ensure that the BMC's commercial activities are undertaken sensitively and that they do not conflict with core activities	9 months to decide whether to set up a commercial subsidiary	Next NC meeting	NC - Exec	NC & Staff - FinComm - Exec	Exec	
24	Corporate Structure	The BMC should create a joint subsidiary for competitive activities in partnership with Mountaineering Scotland and other relevant home nation governing bodies for the purposes of managing competitive activities and to support elite level competitive activities such as Team GB	Organisation, Operations	The BMC already has an object that talks about competition climbing 3.10. "To oversee, organise and control climbing competitions in the United Kingdom" however this does not cover international events, this object may need changing. The BMC must maintain overall control over the subsidiary to ensure there is not conflict with the BMC's core objectives.	Clear Statement of Current situation around Short term situation. followed by a Strategy Paper and Discussion paper. Clear understanding of the role the BMC will play in future Olympics. Possible set up of subsidiary to run programmes to ensure separation from key core work.	To act as an effective national governing body to manage competitive activities within the UK and to do so in cooperation with all the home nations	18 months	Immediate Statement of Current situation. To Remove time concern ie (next olympic cycle) Discussion document Post 2019 AGM	NC - WG - Exec - Areas - NC	NC / Exec / Staff	NC/Exec	4 yrs

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25	Corporate Structure	The BMC should research the benefits of creating a sub-group or subsidiary to support its operations and activities in Wales/Cymru, and to help maximise regionspecific funding opportunities to better engage with Welsh Government and other organisations in Wales. The BMC should also develop a Welsh language policy.	Organisation, Operations	There are some members who believe Wales should not have any elevated status over other areas. There are also concerns over costs of running another subsidiary and the requirement for additional resourcing.	Outcome of recommendation This recommendation needs review and rewording to reflect the main point with less emphasis on the financial issue as this is a red herring. Once complete a working group need to prepare a document weighing up the reasons for/against creating a subsidiary in Wales	Objective To provide an effective communication channel with the Welsh Assembly	Target for completion 12 months	Start Date this workpiece should be	Pathway Exec - NC - Working Group - NC - Exec - Staff	Who will implement Staff	signs it off Members	reviewed 3 years	
completed in 2 years													
35	Governance	The BMC should create a Partners' Assembly to strengthen key alliances and sector partnerships	Organisation, Operations	Some members perceive the "Partners Assembly" as the likes of Cotswolds/Snow and Rock instead of the intended "partners" such as likes of Mountain Training, the National Trust etc.	Initial discussion paper to define policy and its terms of reference. List of of potential alliances	To create and maintain effective partnerships with that share many of the BMCs concerns, in order to co-operate in mutually advantageous activities and issues	12 months to produce initial policy	Next NC meeting	NC - Area Meets - Potential partners - NC - Exec	NC	Exec		
R	Category	Final Recommendation	Workstream (& notes)	Controversial								Who	How often should it be

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					Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	signs it off	reviewed
41B	Culture, Leadership and Management	The Senior Leadership Team should be expanded and must include the two staff Directors, the CEO and the Finance Director	Organisation	The composition of the board is not straightforward and some people feel staff should not be on the board.	There should then be a review by a working group and a discussion paper around composition of the board should be taken to areas. Changes to the composition of the board may affect the AA so may need approval at a GM	To provide a greater voice for staff on the BoD	6 to 12 months	This should be started ASAP subject to agreement	NC - Areas - NC - Exec -2019 AGM	Exec	Members	3 years
22	Corporate Structure	The BMC should ensure that it has effective oversight and governance of its charitable subsidiaries, ensuring that all of their legal and governance obligations are being met, in order to optimise their charitable outputs, and at the same time respecting their organisational autonomy. These are the BMC Access and Conservation Trust (ACT) (charity number 1089516), BMC Land and Property Trust (charity number 1112577) and Mountaineering Heritage Trust (charity number 1083219)	Organisation, Governance (Part 2)		All subsidiaries should complete a report and governance action plan to ensure that they meet the relevant codes. The AA of that subsidiary may need reviewing as well	To develop appropriate organisational structures for monitoring and supporting the BMC's charitable subsidiaries	12 - 18 months as it may take a full year cycle to avoid the need for additional meetings etc	As soon as possible	Exec - subsidiaries - Working In Group	subsidiaries via working group with oversight from Exec	Exec?	3 years
32	Governance	The Board of Directors must work with the Patrons to create a strong basis for working relationship and clarify the mechanism for bringing new Patrons into the organisation.	Governance		Policy document for "The Role of the Patrons" appropriate statement may need to be included in the AA	To clarify the role of patrons and the criteria for becoming a patron	12 months	this workpiece should be completed in 2 years	NC - Working Group - NC - Exec - Staff	Staff	Members	3 years
R	Category	Final Recommendation	Workstream (& notes)	Controversial							Who	How often should it be

Version 1.0 Issued 6/4/18

					Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	signs it off	reviewed	
Ad d		Rec 26 not dealt with in Stage 1 The decision on a permanent staff role of Finance Director is deferred to stage 2, so the Board composition will allow for an additional co opter director.	Governance	The composition of the BOD is a controversial issue as some members think the board should be made up mostly of elected members. Changes to the composition of the board may affect the AA so may need approval at a GM	a discussion paper over the composition of the BoD needs to be written for discussion with members. if agreed a policy document draughted to include how reps are chosen Changes to the composition of the board may affect the AA so may need approval at a GM	To define a structure for the membership of the Board of the BMC that will be appropriate for the BMC and which will be acceptable to Sport England	12 months by 2019 AGM	Next NC	NC - Areas - NC - M&AA - AGM	Exec	Exec	3 yrs	
Ad d		Rec 26 not dealt with in Stage 1 The decision on Partner representation on the Board is deferred to stage 2, so the Board composition will allow for an additional co opter director.	Governance	The composition of the BOD is a controversial issue as some members think the board should be made up mostly of elected members.	a discussion paper over the composition of the BoDY needs to be written for discussion with members. if agreed a policy document draughted to include how reps are chosen Changes to the composition of the board may affect the AA so may need approval at a GM	To define a structure for the membership of the Board of the BMC that will be appropriate for the BMC and which will be acceptable to Sport England	6 months Max including selection of representative	this should be started on completion of the first phase subject to agreement in principle	NC- PA	PA	Exec	3 year	
R	Category	Final Recommendation	Workstream (& notes)	Who									How often should it be
				Controversial									

					Outcome of recommendation	Objective	Target for completion	Start Date	Pathway	Who will implement	signs it off	reviewed
Ad d		Rec 26 not dealt with in Stage 1 The NC are responsible for the selection of NC members on the Board. The process for this selection will be defined in Stage 2.	Governance		a discussion paper over the composition of the BoD needs to be written for discussion with members. if agreed a policy document draughted to include how reps a re chosen Changes to the composition of the board may affect the AA so may need approval at a GM	To define a structure for the membership of the Board of the BMC that will be appropriate for the BMC and which will be acceptable to Sport England	Policy document within 9 months. Policy for 2019 AGM	Next NC meeting	NC - Area Meets - NC - Exec	Exec	Exec	3 year