

## BRITISH MOUNTAINEERING COUNCIL

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### Board of Directors

Redacted minutes of the Board meeting held as a hybrid meeting using Zoom, on Thursday 9 February 2023 at 6.30pm

Directors Present:	Roger Murray (RM)	Chair
	Flavia Alzetta (FA)	Independent Director
	Paul Davies (PD)	CEO
	Neal Hockley (NH)	Nominated Director <small>left at the start of Item 9</small>
	Martyn Hurn (MH)	Nominated Director
	Peter Salenieks (PS)	Council Nominated Director (CND)
	Fiona Sanders (FS)	CND
	Carl Spencer (CS)	CND
	Andy Syme (AS)	President
	John Willmott (JW)	Independent Director
	Caroline Worboys (CW)	Senior Independent Director (SID)
In attendance:	Lucy Valerio (LV)	Company Secretary (CoSec)
	Joelie Chisholm (JC)	Chief Financial Officer (CFO)
	Gavin Finch (GF)	Chief Commercial Officer (CCO)
	Dr Catherine Flitcroft (CF)	Head of ACES and part of the Senior Management Team (SMT) <small>for Item 4 only</small>
	Helen Murphy (HM)	Safeguarding Manager <small>for Item 5 only</small>
	Paul Ratcliffe (PR)	Chair of Competition Climbing Performance Group (CCPG) <small>for Item 9 only</small>

\* denotes supporting paper(s) circulated prior to meeting

Item	Topic and Main Aspects Considered	Decision / Action
<b>1</b>	<b>Welcome, apologies &amp; declaration of interests</b>	
1.1	<p>The Chair reported that due notice of the meeting had been given. He noted that there were no apologies, but that NH was calling from Madagascar and it was possible he would drop in and out of the meeting. He noted the meeting was quorate and he therefore declared it open.</p> <p>The Chair welcomed the CFO and CCO, and said he had invited them both to attend all future Board meetings, as they had valuable contributions to make and information to share. The Board welcomed this.</p>	


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1.2	<p>The following conflicts of interest were declared:</p> <ul style="list-style-type: none"><li>• FS had recently been appointed a trustee of the Friends of the Lake District</li><li>• A family member of CS was part of the Development Squad</li><li>• Four members of staff present had a conflict in relation to any staffing issues</li></ul> <p>The Chair said the meeting would be recorded to assist the CoSec with preparing the minutes.</p>	
2	<b>Approval of previous meeting's minutes*</b>	
2.1	<p>The Chair referred to the paper uploaded to Teamwork called 'Item 2_Board mins 26 Nov 2022 for approval'.</p> <p>The Chair asked if the Board approved the minutes, the minutes were unanimously approved.</p> <p>The CoSec would amend the typo and provide a set of minutes for redaction to the Chair and CEO.</p>	<p>Board minutes from 26 November approved.</p> <p>CoSec to prepare set of minutes for redaction and send them to the Chair and CEO.</p>
3	<b>Outstanding Actions Review</b>	
3.1	<p>The Chair reported that there was a long list of actions on Teamwork, the purpose of this item was not to go through them though, but to show the Board how to deal with them.</p> <p>The CoSec then demonstrated to the Board how to use the action list in Teamwork, and noted that it was for those who had been allocated a task to tick off when they had completed it. They could also add comments to update the Board on the progress of an action. The CoSec noted that if the Board required assistance with any of this they could contact her.</p> <p>The Chair asked that all Board members review the action list, and update it prior to 15 March. The Chair, CEO and CoSec would then triage the remaining actions to identify those that required further discussion. These would be brought to the next meeting.</p> <p>It was suggested that as the meeting was being recorded, the explanation provided by the CoSec be clipped out and provided to the Board for future reference.</p>	<p>Board to update the action list prior to 15 March.</p> <p>CoSec to clip out the explanation of Teamwork from the recording of the meeting and provide it to the Board.</p>
4	<b>Environmental Sustainability*</b>	
4.1	<p>The Chair welcomed CF to the meeting and said she had a couple of requests for the Board. He outlined the first which was whether the Board were happy to support the approach to governance being proposed in the draft Climate and Sustainability Action Plan (the CSAP). He stressed the Board was not being asked to approve the</p>	

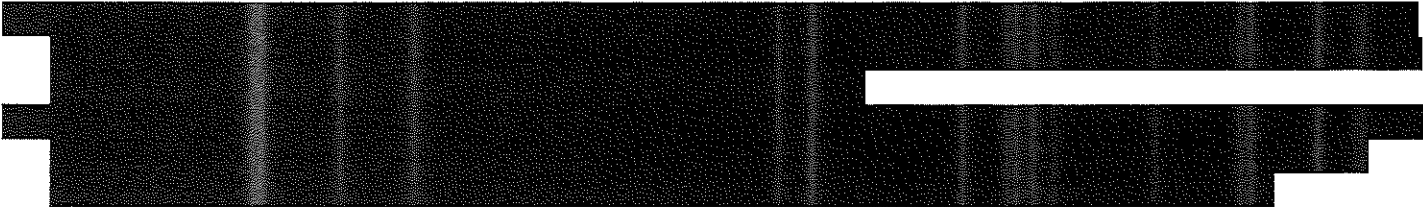

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	<p>action plan, or any targets as that was still a work in progress, but to approve the direction proposed. He handed over to CF.</p> <p>CF ran through a presentation on the CSAP, the key points being:</p> <ul style="list-style-type: none"><li>• the CSAP focused on the actions the BMC could take between 2023 and 2040</li><li>• how it tied in to the BMC's strategy to support the global efforts to address the climate emergency</li><li>• the CSAP was in relation to BMC owned properties and BMC operations such as travel undertaken by staff or volunteers, essentially the BMC was responsible for anything that it paid for and this would be used to calculate our emissions footprint</li><li>• a sustainability roadmap which set out the work already undertaken including the important step taken of joining the UN Sport for Climate Action Framework, and further proposed steps</li><li>• by 2030 the BMC will have reduced its emissions by 50%, with the aim to reach net zero by 2040</li><li>• net zero meant trying to cut all the BMC's greenhouse gas emissions to as close to zero as possible, this meant the BMC needed to know where it was producing the emissions so it could work out what to do to reduce them</li></ul>	
4.2	<p>CF then reported on the BMC's Climate Update Report 2021 (the Climate Report), a copy of which had been uploaded to Teamwork. She made the following comments:</p> <ul style="list-style-type: none"><li>• this was the first Climate Report the BMC had produced and a third party had assisted CF with looking at the BMC's baseline emissions</li><li>• the headlines were that the BMC's footprint in 2019 was 776 tons, and in 2021 it was 400</li><li>• the largest part of emissions was from goods and services and participant travel</li><li>• it would be published on 14 February</li><li>• it would then be updated annually, these would be shorter reports as they would update the information in the Climate Report</li></ul>	
4.3	<p>CF moved on to the next steps, these were:</p> <ul style="list-style-type: none"><li>• to produce a meaningful action plan around 5 pillars:<ul style="list-style-type: none"><li>○ governance</li><li>○ direct impacts – BMC office and operations</li><li>○ delivering and supporting sustainable events</li><li>○ promoting sustainability through education, advocacy and knowledge sharing</li><li>○ supporting nature-based solutions</li></ul></li><li>• to focus on core delivery and develop the plan with staff and volunteer input from every department</li><li>• to prioritise actions that will deliver impact</li></ul>	

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	<ul style="list-style-type: none"> <li>to take a holistic management approach, not just a net zero strategy</li> <li>to create meaningful and sustainable change</li> </ul>	
4.4	<p>CF then asked the Board if they were happy with the proposed strategic goal, which was 'to ensure that sustainability is systematically embedded in our day to day operations and in all major decision-making processes' and opened the floor to questions. The following points were discussed:</p> <ul style="list-style-type: none"> <li>Whether it was right to state 'reduce the number of people travelling to events/meetings'. It was suggested this might impact heavily on clubs and their meetings and that perhaps the message should be that the number of journeys needed to be reduced by ensuring they were being made for the right reasons.</li> <li>There might need to be some difficult discussions about reducing the number of meetings held in a year, with the idea of holding meetings that have a definite outcome being discussed as opposed to just holding a meeting in March because this had always been done</li> <li>How this could be used to engage with our funded partners and charitable trusts in particular, so that the BMC could make a wider impact and influence those it worked with</li> <li>At present the BMC was not required under statute to report on ESG matters, but it was only a matter of time before this changed and so it should be ready to do this</li> <li>New expense claim forms were being used to record the travel undertaken by staff and volunteers, the form of transport taken and distance travelled etc. travel not claimed for would not be considered at this stage as the CSAP was focussed on travel the BMC paid for</li> <li>The new expense form included a link to the lift share site and there would be a new campaign to promote this</li> </ul> <p>CF let the Board know if they had any comments on the CSAP they could email her with them as she would be working on a further draft, as after speaking to the BMC departments she would be adding further actions to the CSAP. She would circulate a further draft when it was ready.</p>	
4.5	<p>The Chair brought the discussion to a close and asked the Board if they were happy to support CF's approach. The Board said they were. The Chair noted he would ask CF to return to the Board later in the year once further work had been undertaken on the CSAP.</p> <p>CF then said if any of the Board would like carbon literacy training they should email her and she would then sort out providing the training.</p> <p>The Chair thanked CF for attending the meeting and for her work on the CSAP and Climate Report.</p>	<p>Board approved the strategic goal set out in the CSAP and the direction of travel set out therein.</p> <p>Board to email CF with any comments on the CSAP, or if they wanted any training on carbon literacy.</p>

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5	<b>Safeguarding Update/Information*</b>	
5.1	<p>The Chair welcomed HM to the meeting, noting she was still relatively new to the BMC but was a great appointment, as safeguarding was a high-risk area. He would therefore be asking for HM, or Nick Colton, to report to the Board on safeguarding matters every 6 months, he handed over to HM.</p> <p>HM introduced herself and ran through a presentation, the key points were:</p> <ul style="list-style-type: none"> <li>• Achievements of 2022, which included: <ul style="list-style-type: none"> <li>○ passing the Child Protection in Sport Unit (CPSU) child safeguarding audit</li> <li>○ use of Globocol to manage cases</li> <li>○ new members on the Safeguarding Group from Mountaineering Scotland and Mountaineering Northern Ireland</li> <li>○ HM presenting to the IFSC on safeguarding</li> <li>○ Safeguarding training courses being delivered to clubs</li> <li>○ New code of conduct being drafted for GB Climbing coaches</li> </ul> </li> <li>• The number of cases open: <ul style="list-style-type: none"> <li>○ Advice – cases held as information only as it related to low level poor practice – 4</li> <li>○ Level 1 – poor practice cases either high or low level which required investigation – 7</li> <li>○ Level 2 – possible abuse and where statutory agency intervention was considered needed – 3</li> </ul> </li> <li>• It was important to record advice cases to enable HM to spot any patterns of behaviour, as poor practice could turn into abuse and this was a tool to proactively work with people to prevent this</li> <li>• The level of a case could be altered as it progressed</li> <li>• There were 50 previous cases that were dealt with prior to Globocol being used, and work had started on transferring these to Globocol</li> </ul>	
5.2	<ul style="list-style-type: none"> <li>• Priorities for 2023: <ul style="list-style-type: none"> <li>○ Reviewing and updating the child and adult safeguarding policies</li> <li>○ Writing codes of conduct for volunteers, to include a discipline procedure</li> <li>○ Complete safeguarding framework for adult safeguarding</li> <li>○ Complete and pass the annual CPSU audit</li> <li>○ Support GB Climbing</li> <li>○ Work with the funded partners to deliver a service level agreement to have minimum operating standards and embed safeguarding throughout</li> </ul> </li> <li>• Identified safeguarding risks, her role was to minimise the risk of any concerns and to make it as difficult as possible for those who want to behave badly round children to have access. The risks identified were: <ul style="list-style-type: none"> <li>○ A need for safeguarding training across the organisation</li> </ul> </li> </ul>	

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	<ul style="list-style-type: none"><li>○ Lack of ability to check and monitor the compliance of members, coaches and clubs i.e. there was no database in use to allow HM to check if someone had a DBS check, or had undergone safeguarding training</li><li>○ Lack of consistency re coaching qualifications and ability to monitor them as they are often not BMC members</li><li>○ Inability due to the articles of association (the Articles) to suspend or remove membership of individuals to clubs, at present HM could only recommend to a club that a person be suspended</li><li>○ Inability to easily affiliate clubs which are commercial, as the current Articles provide Board approval would be needed for such clubs</li><li>• What to do if you have a safeguarding concern:<ul style="list-style-type: none"><li>○ if any Board member had a safeguarding concern, they should report it within 24 hours using the safeguarding email address</li><li>○ it is not your responsibility to decide whether what you saw is poor practice or abuse, that is for the safeguarding team to decide</li><li>○ if someone believed a child was in immediate danger or risk of harm they should call the police</li></ul></li></ul>	
5.3	<p>HM opened the floor to questions and discussion and the following points were raised:</p> <ul style="list-style-type: none"><li>• In HM's experience (she had previously worked at British Gymnastics and the FA) the number of cases was low, but other sports had different mechanisms for reporting e.g. referees' reports, she expected the number of advice cases to increase as youth participation in climbing increased</li><li>• The cases on Globocol were only those reported to the BMC, so if a case was not reported e.g. the case from Milton Keynes in 2022, then this was not on the system</li><li>• The highlight of a lack of disciplinary measure was welcomed, and in particular the spotlight on the Articles, this was a change Council had been seeking for three years now</li><li>• HM's input into the Council code of conduct would be appreciated to look at it from a safeguarding and disciplinary view point</li><li>• If there was a safeguarding concern at a BMC club, they should report it to the BMC and not try and manage it themselves as it was unlikely they had the understanding of whether something was poor practice or abuse, that was HM's role</li><li>• It would be useful to brief the Clubs Committee and involve them in relation to safeguarding at clubs</li></ul>	
5.4	<p>[REDACTED]</p> <p>[REDACTED]</p>	<p>PS to speak to HM about how to involve the Clubs Committee in relation to safeguarding</p> <p>[REDACTED]</p>

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	<p>The Chair then thanked HM for her time and presentation and told the Board they needed to complete the Ann Craft training which the CoSec had set up for them. He reminded the Board that if they had a safeguarding concern the first step they should take was to report it to HM.</p>	
6	<b>CEO Report/Quarterly Performance Review – Q4*</b>	
6.1	<p>The Chair welcomed the CCO, and noted that as part of this item he would be providing commercially sensitive information which was not to be shared. He then handed over to the CEO.</p> <p>The CEO provided the Board with information on the risk register and noted there were three risks that were unacceptable before mitigation:</p> <ul style="list-style-type: none"><li>• loss of Sport England funding due to lack of compliance with the Code for Sports Governance (the Code);</li><li>• safeguarding issues, particularly the lack of a suitable database to monitor coaches etc;</li><li>• legal challenge to GB Climbing e.g. in relation to selection policies</li></ul> <p>Action was being taken to help mitigate those risks. There were also three risks that were unacceptable after mitigation:</p> <ul style="list-style-type: none"><li>• further claim on the liability insurance scheme</li><li>• loss of Sport England or UK Sport funding due to a failure to deliver on commitments made</li><li>• difficulty and cost of recruiting suitably experienced directors</li></ul>	
6.2	<p>The CEO handed over to the CCO. The CCO ran through a presentation in relation to commercial projects and the focus for 2023. The main points made were:</p> <ul style="list-style-type: none"><li>• Four key projects for 2023:<ul style="list-style-type: none"><li>○ Commercial partner programme</li><li>○ IT roadmap/digital/website</li><li>○ Brand narrative</li><li>○ Membership development</li></ul></li></ul> 	

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6.3	 <ul style="list-style-type: none"><li>• The BMC's proposition offered a number of vital attributes to brands:<ul style="list-style-type: none"><li>○ New breed of popular 'challenger' lifestyle sports</li><li>○ Met the demand for purpose-led partnerships</li><li>○ A creditable activation platform for brands seeking a connection with various qualities such as ESG, youth and young people and mental health and wellbeing</li><li>○ A clean commercial landscape free from the burden of legacy</li><li>○ Ownership, primacy and dominance</li></ul></li></ul>	
6.4	<p>The CCO then showed the Board the new hill walking website, he noted the following:</p> <ul style="list-style-type: none"><li>• Identity work was undertaken to underpin the delivery of this area of the website, this included:<ul style="list-style-type: none"><li>○ A need to develop an identity for hill walking via iconography, colour palette, fonts and aesthetic</li><li>○ Ensure the website was visually appealing/welcoming for all levels of hill walkers</li><li>○ To be part of the future BMC 'masterbrand'</li></ul></li><li>• The Hill Walking Group had been engaged in developing the content and structure, and the design work had been outsourced</li><li>• It was a beta site so it could be iterated, any directors who had feedback could provide this to the CCO</li><li>• Existing content had been reviewed and re-purposed, including 140 videos and over 100 articles, new videos had been developed to plug into the new site and share across channels</li><li>• It would plug into the customer data platform to allow the BMC to provide a more personalised experience, this would be in place for the full site migration</li><li>• It was mobile optimised and it could highlight the specific campaigns the BMC was involved in</li></ul>	
6.5	<p>The Board discussed the new website with the following points made:</p> <ul style="list-style-type: none"><li>• If a Google search was undertaken it would not take you to this website yet, the BMC needed to build up its search engine optimisation score.</li></ul>	



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	<ul style="list-style-type: none"> <li>The ability of the website to have a language toggle between English and Welsh, this would take time but the use of Google translate was being looked into, as this would translate everything.</li> <li>The work undertaken by the CCO and the team was tremendous at it was very complex work due to the nature of the infrastructure under the website that the BMC had in place, expectations had been exceeded.</li> <li>The focus on hill walking was very welcome and the new site looked great.</li> </ul> <p>The Chair thanked the CCO for all his hard work on this, it had clearly been a challenging piece of work but the results were fantastic.</p>	
<b>7</b>	<b>Finance</b>	
<b>7.1</b>	<b>Q4 Update*</b>	
7.1.1	The Chair handed over to the CFO to report on the finances from Q4 of 2022.	
	<p>The CFO took it that the Board had read the papers which had been uploaded to Teamwork. She made the following points:</p> <ul style="list-style-type: none"> <li>the numbers for December 2022 were still to be audited, so they were subject to that and may therefore move from those in the paper</li> <li>the Finance &amp; Audit Committee (FAC) had reviewed and approved the figures</li> <li>the results showed a better than budgeted result of a deficit of £273,000, which included an £81,000 deficit from the IFSC World Cup</li> <li>in Q4 there was a large release of deferred income for membership and travel insurance sales had outperformed</li> <li>membership numbers at the end of 2022 were 83,000. A graph showing membership number patterns demonstrated that current membership figures were not following a known pattern and so this would be monitored in case it was a shift in the consumption of sport and annual membership models</li> <li>a number of specialist areas underspent, this was due to reprofiling of activity in line with new Sport England funding and delays in the recruitment of staff</li> <li>GB Climbing overspent, this was for a number of reasons it was the first post-pandemic year of competitions so there was lots of international activity on top of domestic competitions</li> <li>Despite revenue achieved being higher than budgeted the World Cup cost more than originally budgeted for a number of reasons: <ul style="list-style-type: none"> <li>An increase in costs due to the short timeframe and this being the first time in a while the BMC had held a world cup event</li> <li>Sports presentation and broadcasting costs were higher than anticipated</li> <li>The assistance received from IFSC was lower than anticipated</li> <li>Potential funding from UK Sports major events team did not materialise</li> </ul> </li> </ul>	

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	<ul style="list-style-type: none"> <li>There were now over 48 full time equivalent members of staff, 18 of whom were Sport England or UK Sport funded, an organisation chart had been provided</li> </ul>	
7.1.2	<p>The CFO then dealt with some of the questions that had been raised prior to the meeting and commented as follows:</p> <ul style="list-style-type: none"> <li>The BMC did not currently allocate general overheads to any department specifically e.g. her time would not be split out across the departments, nor were office costs. This was being looked into.</li> <li>The amount of BMC contribution to GB Climbing was to non-funded activities, including domestic competitions, all of the winter disciplines and anything the BMC did with athletes which did not fall under any UK Sport or Sport England funding, this was very little as athletes were on the whole self-funded</li> <li>Questions had been raised about the 15% overhead allocation of GB Climbing, there were ways of reporting the GB Climbing numbers to be looked at e.g. pulling out domestic competitions and the BMC contributions</li> <li>The overspend of GB Climbing had not been a result of car hire and the inability to recover costs from the athletes, it was not due to one thing in isolation but a number of reasons</li> </ul>	
7.1.3	<p>The meeting discussed the results and the following points were raised:</p> <ul style="list-style-type: none"> <li>It was fantastic to finish the year on 83,000 members</li> <li>There had been huge benefits to holding the World Cup, and it was important to make the point that it was not a loss, but an investment due to the positives arising from the event e.g. some of the conversations the CCO had been able to have with potential commercial partners, this should be the message shared with Council</li> <li>The Board had asked the staff to make sure the World Cup was a good event, and they had delivered on that</li> <li>A paper had been prepared setting out the benefits and lessons learnt from the World Cup, the CEO uploaded this to Teamwork, this was well received and could be shared with Council</li> <li>There was no formal template to take from holding the World Cup, but the way that everything was approached in other events was being looked at in terms of benefits and the learning to take forward.</li> </ul> <p>The Board agreed that the World Cup had been an investment and there were benefits being reaped from it.</p>	
7.2	<b>Outside of Budget Items*</b>	
7.2.1	<p>The CFO reported that there were currently no out of budget items. A reforecast would take place at the end of Q1, or if any material information come to light prior to this.</p>	

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7.3	<b>KPIs and Operational Measures*</b>	
7.3.1	<p>The CFO thanked FA for her help in shaping the KPIs and operational measures. The CFO then reported that:</p> <ul style="list-style-type: none"> <li>• The KPIs and operational measures were to keep the budget aligned with the strategic plan.</li> <li>• The KPIs would be hard measures, that if not met, might require an intervention e.g. if membership figures were ahead of target then what programmes could be accelerated, but if they were behind, what costs would need to be saved</li> <li>• The KPIs would be measured using a dashboard, which the CFO demonstrated, and which set out information on: P&amp;L, membership revenue, insurance revenue, cash balance, membership actual vs budget etc.</li> <li>• All budget holders would have access to the dashboard and finance reports could be prepared to assist them in their roles</li> </ul> <p>The Board noted how exciting the dashboard was and thanked the CFO for her hard work in setting up the BMC on to such a financial system.</p>	
7.3.2	<p>The CEO then spoke about the operational measures, making the following points:</p> <ul style="list-style-type: none"> <li>• They would be linked to each Strategic Goal and Area of Focus and they would demonstrate the progress being made towards achievement of the strategic goals</li> <li>• Work was ongoing with the staff to ensure that underneath each goal would sit the areas that would need to be focussed on to reach the goal</li> <li>• The measures would be SMART, and help was being provided to the staff to ensure that they were SMART</li> <li>• An example was provided in the paper uploaded to Teamwork, the aim was to have all the operational measures presented at the next Board meeting</li> <li>• The measures would then form part of the overall quarterly reporting to the Board</li> </ul>	<p>CEO to ensure that the operational measures are ready for presentation to the Board on 22 March</p> <p>CoSec to add an agenda item to the 22 March meeting re the operational measures</p>
7.3.3	<p>The meeting discussed this with the following points noted:</p> <ul style="list-style-type: none"> <li>• The measures would be shared with the staff, so they could see the work to undertake and how their role played a part in it, so it would help break down the silo working</li> <li>• At this stage the document did not require further input of specialist committees because their input was included as part of the 2023 planning exercise. The measures were to be presented at the next Board meeting; the document would be a springboard for better co-creation between staff and volunteers moving forward.</li> </ul>	

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7.4	<b>Funded Partner Agreements*</b>	
7.4.1	<p>The Chair noted a good paper summarising the current position regarding the funded partner agreements had been uploaded to Teamwork, and that he was hopeful that the agreement to be entered into with the Association for British Climbing Walls (ABC) was close to being finalised.</p> <p>The CFO reported that it was close to being signed, she just wanted to check a couple of points with MH. The CFO reported on the paper:</p> <ul style="list-style-type: none"> <li>• Apart from ABC, all the funded partners had signed an agreement</li> <li>• Mountain Training England, Mountain Training UK &amp; Ireland and the National Indoor Climbing Award Scheme had each received their initial payment</li> </ul>	
7.4.2	The Chair commented that there had been a phenomenal amount of effort put in to getting all these agreements finalised and he thanked the CFO and MH for their input, noting the huge transformation from the start of December to now.	
8	<b>BDO Governance Audit Review*</b>	
8.1	<p>The Chair said that the main aim of this item, was to agree the way forward in response to the BDO Governance Audit report (the BDO Report). He noted there was some good stuff in the BDO Report, but it was a difficult read and the recommendations required responses from the BMC as a whole.</p> <p>He referred to the papers that had been uploaded to Teamwork and set out the proposed way forward which was that a director from each constituency i.e. independent, nominated and council nominated, would contribute to a working group, that would also include one of the CEO and CFO and the CoSec (the BDO Working Group).</p> <p>The BDO Working Group would draft what BDO had called 'Management Responses' to the recommendations in the BDO Report, but these were effectively organisational responses, and present these to the Board at the next meeting on 22 March. The responses were to Sport England and UK Sport as BDO had completed their part of the audit.</p>	
8.2	<p>The Chair suggested the following directors for the BDO Working Group:</p> <ul style="list-style-type: none"> <li>• Independent – JW</li> <li>• CND – FS</li> <li>• Nominated – MH</li> </ul> <p>The meeting discussed this with the following points raised:</p>	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> <li>Whether the BDO Working Group had full delegated authority in respect of the high priority recommendations, as some of these dealt with the current structure of the BMC and how it was run</li> <li>It was likely that there would be some robust conversations within the BDO Working Group and that was fine, the Chair would like them to report on any differences of opinion in respect of the high priority recommendations</li> <li>There were some fundamental errors in the BDO Report and they had missed the context in reaching some of their findings</li> <li>BDO had possibly not appreciated the nuances of a member led organisation</li> <li>The CEO, Chair and President had spoken prior to the meeting and they agreed that the BDO Working Group should look at the high priority recommendations to come up with suggestions for the Board to review</li> <li>In the proposed terms of reference there needed to be a statement on preserving confidentiality</li> <li>There were a number of the recommendations which were more straightforward to respond to</li> <li>The BDO Report had value in it as an input for the BMC to improve the way it does things</li> <li>That BDO had been engaged by Sport England and UK Sport to carry out the audit and that should be borne in mind</li> <li>There was a broader context in that although BDO were engaged by Sport England and UK Sport due to the public money the BMC receives, and although that was not on a par with membership income, this might change over time as the BMC was still at the start of its journey in respect of achieving success through its high-performance program</li> <li>The BDO Report was based on good governance standards and best practice</li> <li>The working group should ensure any timelines proposed were realistic</li> </ul>	
8.3	<p>The Chair brought the discussion to a close and noted that the working group would have a mandate to look at the three priority recommendations.</p> <p>He therefore asked the Board if they agreed with the proposed way forward, and if they approved the terms of reference.</p> <p>The Board approved the establishment of the working group and the terms of reference. The CoSec would email the working group to set up the first meeting.</p>	<p>Working group to be established to suggest responses to the BDO Report.</p> <p>CoSec to set up first meeting.</p>
9	<b>CCPG Review*</b>	
9.1	<p>The Chair then welcomed PR to the meeting and asked him to say a few words to introduce himself.</p> <p>The Chair then referred to the paper uploaded to Teamwork which set out the proposed way forward regarding the CCPG Review Report (the CCPG Report). The proposal was akin to that of the BDO Report, in that a working</p>	

Item	Topic and Main Aspects Considered	Decision / Action
	<p>group would be established to review the CCPG Report (the CCPG Working Group) and its recommendations and prepare responses, and included in such review would be a 'Lessons Learnt' review, looking at how the CCPG Report was commissioned and the execution and reporting of it.</p> <p>The Chair suggested the following members for the CCPG Working Group:</p> <ul style="list-style-type: none"> <li>• the President</li> <li>• the CCO</li> <li>• PR</li> <li>• An independent performance director from a different sport, possibly sailing</li> <li>• Colin Knowles, as he was on the group that prepared the CCPG Report</li> </ul> <p>The CCPG Working Group would be asked to prepare a report for the next Board meeting on 22 March and would operate under terms of reference as per the BDO response working group, with a couple of tweaks.</p>	
9.2	<p>The meeting discussed the proposal with the following points raised:</p> <ul style="list-style-type: none"> <li>• The BMC owed it to the athletes, coaches and community that have been through a bit of pain as part of the review, to communicate to them what the next steps are now the CCPG Report had been provided to the Board</li> <li>• The BMC needed to move to a point where it was involving people and not informing people</li> <li>• A formal minute of thanks to those involved in the CCPG Report</li> <li>• It would be good for CCPG to have a separate meeting to discuss the CCPG Report, but this should be held after the Board meeting on 22 March i.e. once the CCPG Working Group had prepared a response and the Board reviewed it, as then PR could show CCPG that the Board had not just accepted the CCPG Report, but reviewed it accordingly</li> <li>• This review was slightly different as it was to include a 'lessons learnt' as the review had caused a bit of stress and angst and it was originally supposed to be a fast and light review but ended up taking 10 months</li> </ul>	<p>Chair, CEO and PR to put a communique together to let various stakeholders know the next steps re the CCPG Report.</p>
9.3	<p>The Chair brought the discussion to a close and asked if the Board approved of the way forward and the setting up of the CCPG Working Group. The Board approved this.</p>	<p>CCPG Working Group to be set up and the President to set up the first meeting.</p>
10	<b>Governance Matters</b>	
10.1	<b>AGM update*</b>	
10.1.1	<p>The CoSec referred to the paper uploaded to Teamwork which contained all the deadlines the BMC needed to adhere to in respect of the AGM. She made the following points:</p>	

	Decision / Action
role and it was	CoSec to arrange a time for a NomCom meeting
his,	
an open d be inviting	CoSec to send invite to Board for the Nominated Director open session
	CoSec to add role descriptions to 22 March agenda
person to be then run	Chair to draft role description for Council representative to sit on NomCom
ie of the which	
had been	
d so it did not ne had alised, it	CEO to provide updated paper on the List to the President for finalising so it could then be shared with Council and the Board

Item	Topic and Main Aspects Considered	Decision / Action
11.2	<b>Turkey/Syria Earthquake</b>	
11.2.1	<p>FS raised the awful earthquake which had taken place on Monday in Turkey and Syria and wondered if the BMC should do anything.</p> <p>The meeting briefly discussed this and felt that there should be a mountaineering link and so it would be a good idea to reach out to the climbing bodies in both those countries to see if they had any suggestions as to how the BMC could help.</p> <p>It was also suggested that the BMC could add some signposting on its website to direct its members to websites where they could help.</p>	President to reach out to the presidents of the climbing associations
12	<b>Date and time of next meeting</b>	
	The Chair said the date of the next meeting was Wednesday 22 March 2023, it was noted that as it was looking like a packed agenda that it would now start at 6pm.	
13	<b>Feedback and close of meeting</b>	
	<p>The Chair asked for any feedback on the meeting, with the following being noted:</p> <ul style="list-style-type: none"> <li>It had gone well with some upbeat reports and a couple of difficult issues dealt with</li> <li>It was efficient, particularly with the suggestion of working groups to delve deeper into more time-consuming issues</li> </ul> <p>There being no other business, the Chair closed the meeting and thanked everyone for their time.</p>	

Item	Action	Involving	Target date
2.1	CoSec to prepare set of minutes for redaction and send them to the Chair and CEO.	LV	13.02.23
3.1	Board to update the action list prior to 15 March.	All	15.03.23
3.1	CoSec to clip out the explanation of Teamwork from the recording of the meeting and provide it to the Board.	LV	28.02.23
4.5	Board to email CF with any comments on the CSAP, or if they wanted any training on carbon literacy	All	28.02.23
5.3	PS to speak to HM about how to involve the Clubs Committee in relation to safeguarding	PS	28.02.23



Item	Action	Involving	Target date
7.3.2	CEO to ensure that the operational measures are ready for presentation to the Board on 22 March	PD	15.03.23
7.3.2	CoSec to add an agenda item to the 22 March meeting re the operational measures	LV	28.02.23
8.3	CoSec to set up first meeting of the BDO Working Group	LV	13.02.23
9.2	Chair, CEO and PR to put a communique together to let various stakeholders know the next steps re the CCPG Report.	RM	28.02.23
9.3	President to set up first meeting of the CCPG Working Group	AS	17.02.23
10.1.1	CoSec to arrange a time for a NomCom meeting	LV	17.02.23
10.1.1	CoSec to send invite to Board for the Nominated Director open session	LV	17.02.23
10.1.2	CoSec to add role descriptions to 22 March agenda	LV	28.02.23
10.1.2	Chair to draft role description for Council representative to sit on NomCom	RM	14.02.23
11.1.1	CEO to provide updated paper on the List to the President for finalising so it could then be shared with Council and the Board	PD	28.02.23
11.2.1	President to reach out to the presidents of the climbing associations in Turkey and Syria	AS	28.02.23