

BRITISH MOUNTAINEERING COUNCIL

177-179 Burton Road
Manchester M20 2BB

Tel: 0161 445 6111
www.thebmc.co.uk
email: lucy@thebmc.co.uk

Board of Directors

Redacted minutes of the Board meeting held as a hybrid meeting in person at the BMC offices, and by way of Zoom on Saturday 18 June 2022 at 10am

Directors Present:	Roger Murray (RM)	Chair
	Flavia Alzetta (FA)***	Independent Director
	Paul Davies (PD)	CEO
	Martyn Hum (MH)***	Nominated Director
	Peter Salenieks (PS)	Council Nominated Director (CND)
	Fiona Sanders (FS)****	CND
	Carl Spencer (CS)	CND
	Andy Syme (AS)	President
	Caroline Worboys (CW)**	Senior Independent Director

In attendance: Lucy Valerio (LV) Company Secretary (CoSec)

* denotes supporting paper(s) circulated prior to meeting

** joined virtually left at end of minute 5.

*** left at the end of minute 8.3.1

**** left at end of minute 7.1

Item	Topic and Main Aspects Considered	Decision / Action
1	Welcome, apologies & declaration of interests The Chair reported that due notice of the meeting had been given. He noted that CW had joined the meeting virtually. Conflicts of interest were declared by the CEO and CoSec as members of staff. The Chair said the aim of the meeting was to be forward looking, and this was reflected in the agenda.	
2	Safeguarding Report*	
2.1	The Chair introduced John Simpson, the chair of the Safeguarding Group (Safeguarding Chair) who joined the meeting virtually. The Safeguarding Chair referred to the paper uploaded to Teamwork called 'Item 2_Safeguarding report' and noted the Safeguarding Group had had a lot of success over the previous 6 months, as demonstrated by:	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> • adoption of Globocol record keeping system – an online safeguarding management software system which collated safeguarding cases so that they were all in one place, at a cost of £3,000 p.a. • as part of the Sport England funded case management programme, the BMC now had access to Sport Resolutions' safeguarding support services, which meant they were able to get involved on complex cases and provide support and advice, as well as do appeals and hearings, this provided an independent aspect in order to create a robust process • the Case Management Group (CMG), a sub-group of the Safeguarding Group, had met twice so far in 2022 as there had been a sensitive case in April, he could not provide any further details at this point in time due to the confidential nature of the matter • the coaches code of conduct was in the process of being amended as a result of an issue that had arisen during a CMG meeting. This was not a complicated amendment, but might take some time as Mountaineering Scotland also needed to approve it • a Memorandum of Agreement and Hearing Proceedings agreement had been entered into with the funded partners: Association of British Climbing Walls (ABC), National Indoor Climbing Award Scheme (NICAS) and various Mountain Training organisations (MT) (together the Funded Partners). This created a procedure to follow if a safeguarding case arose that concerned the BMC and one or more of the Funded Partners and in which the BMC took the lead. As the National Governing Body (NGB) the BMC was the natural owner of the process, it also had the expertise required to manage cases. It was a working document which could be amended as necessary to ensure cases were managed effectively. • two new members had been recruited to the Safeguarding Group, Alistair Campbell a lawyer, and Shalini Dronavali, a GP, which bolstered the legal and medical experience • Rachel Smith from British Taekwondo was also now on the group as an independent member and to be a critical friend, she was essentially Nick Colton's counterpart at taekwondo • as part of the Sport England bid a full-time safeguarding officer would be appointed • the Child Safeguarding Policy had been updated with support from the Child Protection Safety Unit of the NSPCC, with the addition of a section on how to deal with challenging behaviour 	
2.2	The Safeguarding Chair noted that there were negative aspects of the work that the Board should be aware of:	
	<ul style="list-style-type: none"> • safeguarding cases could come out of the blue, and they have potential serious repercussions for young people, adults at risk, coaches, volunteers, staff, clubs, and individual members of the BMC. The BMC had robust policies and procedures in place though • an incident could lead to reputational damage, as highlighted by the recent case in Milton Keynes, which no-one knew about until it was reported on the BBC website • Nick Colton now only worked three days a week, with only two of those being dedicated to safeguarding, so the hiring of a full time safeguarding officer should be expedited 	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">safeguarding practices at walls remained an issue, work was ongoing with the ABC, but they did not have any control over at least 25% of the commercial walls. Work was also ongoing to ensure that the 'wall finder' on the BMC website only included walls where policies and procedures were compliant and robust <p>The Safeguarding Chair referred to the summary of cases and it was noted there was one ongoing matter which he was unable to report on further. He added that one area which needed to be improved was communication, and ensuring that timely communications were sent once an issue has been raised.</p>	
2.3	<p>The Board then asked questions of the Safeguarding Chair and the points that arose from the discussion were:</p> <ul style="list-style-type: none">the reason for rotating attendance of a director from the Funded Partners was it would be too unwieldy to have a director from each organisation attend all Safeguarding Group meetings, there was also a representative from each Funded Partner that attended the meetingsthe key vulnerability was lack of control over climbing walls, it was hoped that the assurance/accreditation scheme which was proposed would assist with this particularly if it resulted in walls that were not accredited to the BMC finding it difficult to get insurancewalls that were at schools or run by local authorities were less of a concern as they would already have robust safeguarding systems in place due to their locationthe Globocol system would allow all documents in relation to a case to be stored on the system, there would be no limit as to who could feed documents in to the system, but there would be 'gatekeepers' i.e. only those who needed access to the documents would have itif it was possible to feed legacy data in to Globocoleven though it was widely known how to raise a safeguarding issue, it was still difficult for a parent of a child who climbed to understand where the BMC fitted in to the safeguarding role. The new safeguarding officer would be tasked with looking at how to improve this.there was no formal procedure in place which inter-connected outdoor organisations so that they were all aware of perpetrators, there was an informal process in place, but it would be really good for the BMC to take a lead on this in the outdoor sector and to formalise the process <p>The Chair thanked the Safeguarding Chair for his report and attendance and noted he would be asked to report to the Board later on in the year as well.</p>	<p>Safeguarding Chair and NC to find out if legacy data could be added to Globocol system</p>
3	Future strategy from National Access Survey	
3.1	<p>Dave Turnbull, the Head of Access, Conservation, Environment and Sustainability (Head of ACES) joined the meeting virtually and gave a presentation on the work of ACES following the analysis of a National Access Survey which had happened in December 2021.</p> <p>The key points from his presentation were:</p>	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> the BMC played an important role as a steward of the countryside, through its campaign work and because it was a landowner BMC members consistently rated conserving and safeguarding the environment, negotiating access to crags and mountains, and campaigns and lobbying the government as their top three priorities the work the BMC carried out in this area was for a wide range of people, not just BMC members but the public as well the work was done by experienced ACES staff, which equalled 4.4 full time employees, and dedicated volunteers who sat on various committees as part of the structure including: the Access Management Group (AMG), Land Management Group (LMG), Access Survey Steering Group (ASSG), Hill Walking Group and the boards of BMC Access & Conservation Trust (ACT) and BMC Land & Property Trust (LPT), which were two wholly owned charitable trusts of the BMC the BMC was a landowner and through its subsidiaries it owned eight crags, seven in England and one in Wales, this allowed the BMC to demonstrate good practice in land and habitat management, he gave the example of Horseshoe Quarry in the Peak District, which now included a pond where great crested newts lived, this had been created by volunteers a key issue that arose with landowners was the question of insurance if there was an accident on their land, so the insurance offered to BMC members was incredibly useful in gaining access to land the direction of travel of the ACES team included: <ul style="list-style-type: none"> standing still was not an option increased participation was putting increased pressure on land, this was particularly the case post-Covid as the health and well-being benefits of being outdoors had been highlighted protecting what the BMC had already achieved, access was not a given the climate emergency and commitment to the United Nations Framework connecting with the 'new audience', who were predominantly walkers, and educating them the indoor climbing boom and the need for education if they then made the transition to outdoor activities an increased focus on Wales – the BMC could feel very English at times especially to those in Wales running positive campaigns e.g. Mend our Mountains, the Climate Project and H2O 	
3.2	<p>The presentation then focussed on the results of the National Access Survey:</p> <ul style="list-style-type: none"> this had taken place to establish a baseline, identify priorities and to engage regional volunteers, it was completed by over 40 volunteers and was the first of its kind undertaken by the BMC a report had been provided to the ASSG in mid-January and there had been two ASSG meetings per month at which an action plan had been developed and would be phased in from May 2022 onwards the workstreams which had been identified were: 	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> o environmental education – to both the core audience and the new audience of those going to the countryside for the first time o structures to support local activism o staff and office support and volunteer training • the survey showed that 83% felt that the greatest threat to access in the UK was increased participation and visitor pressure, the other key findings were: <ul style="list-style-type: none"> o honeypot countryside sites were experiencing very high numbers o some climbing sites were under great pressure whereas some were under-used o bouldering and sport climbing sites were seeing high numbers o the Land Purchase Policy remained fit for purpose o more funds were needed for fixed equipment renewal o a multifaceted environmental education programme was needed o there was a demand for volunteer training and networking opportunities o more staff / financial support was needed for local conservation projects as well as more office admin support and improved online resources • the key findings had resulted in the ASSG creating a list of 'calls to action' and there were a number of specific plans already in place: <ul style="list-style-type: none"> o a training programme for access and conservation volunteers and Mountain Training providers was being rolled out in the second half of 2022 o monthly networking Q&A calls for regional representatives would start in July o the ASSG would continue to meet monthly o small grants for local projects would be available from August o volunteer Q&A sessions with senior National Trust and National Parks England reps would be in place from September o the updated Regional Access Database (RAD) would go live in July or August, it was currently being tested o a new relationship with the National Trust was being developed • a number of future needs had been identified: <ul style="list-style-type: none"> o a part time property manager role o the current part time Policy & Campaigns Officer (Wales) role to become full time, this was currently only 3 days per week o the Mend Our Mountains Project Officer to stay in place beyond March 2023 o to embed the Welsh language commitment o to develop a crag and upland restoration fund o dedicated office admin support to be provided o an increased focus on education and positive campaigns 	

3.3 The Head of ACES then took questions and the following were raised:

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> the Volunteer Gala would be a good opportunity at which to provide training to access representatives new ways were being looked at to reach the new participants, especially the younger generation, and those who have not previously engaged with the BMC e.g. via TikTok or equivalent the BMC needed to be more visible to those going out into the countryside a need to look after smaller sponsors, a question was raised about whether Gecko had been contacted recently the BMC had already been doing this work for the last 60+ years and there was a need to protect the base, and this was not a zero-cost activity, it required funds and staff time the idea of using 'adopt a crag', and using social media to have informal clean ups which removed the need for formal club organisation the Sandstone Volunteer Group was a good example of a group of volunteers getting things done, and a case study had been written up as to how it worked so that it could be replicated elsewhere the presentation contained detail that was fundamental to the direction of travel of the BMC and how ACES feeds into everything the BMC does more funds were needed for this work, and it was for Gavin Finch to work on increasing the funds available, so that it was not solely funded by membership fees ongoing and future projects should be looked at with a view to engaging with non-members, in order to encourage them to join the BMC there must be the opportunity for sponsorship in respect of some of the ACES work 	<p>Head of ACES and the President to discuss training at the Volunteer Gala</p> <p>Head of ACES and CEO to see where up to with Gecko</p>

The Chair thanked the Head of ACES for his presentation and attendance at the meeting.

4 Equity Steering Group (ESG)

4.1 ESG strategy*

4.1.1 Jonny Dry, former director and the current temporary chair of the ESG (ESG Chair) joined the meeting virtually to discuss the ESG strategy. He referred to the document uploaded to Teamwork called 'Item 4.1_BMC EDI Review Full Report' and the background and the process which had resulted in the strategy. He reported on the big takeaways from the process:

- partnership work was key to embedding equality, diversity and inclusivity (EDI) within the BMC, there was lots of good isolated work ongoing, but it needed to be more co-ordinated so it was more efficient and impactful
- leadership in this area was required at all levels including the Board and within the ESG, so there was a clear vision and the BMC knew where it is going
- cultural change was required – different voices needed to be heard and this linked in to encouraging new participants to join the BMC

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> engagement with climbers and hill walkers who were participating in BMC activities via a different pathway to more traditional ones was required. The BMC needed to adapt data needed to be captured, within the membership, of those attending events, within the Board and Council, this was so the starting point could be identified and KPIs could be established the role of the ESG needed to be clarified, it was currently more of a consultation forum that was disparate and unfocussed, although the discussions had by the ESG were valuable the ESG needed to stop working within a silo and there needed to be a link to the Board 	
4.1.2	<p>The meeting discussed the report and the following points were raised:</p> <ul style="list-style-type: none"> requirements 2.1 and 2.2 of the Code for Sports Governance (the Code) required each NGB to produce a Diversity and Inclusivity Action Plan (DIAP) that had to be agreed with Sport England and UK Sport. Sport England had contracted with a third party to help NGBs develop their DIAPs, it would be really important that the work the ESG was to undertake tied in to this, so as to ensure compliance with the Code and avoid duplication of work within the Sport England bid the BMC had made a considerable commitment to youth, equality, diversity and inclusivity (YEDI), and to ensure that the opportunities to engage with young participants were focussed on a YEDI lead would be recruited, with the idea being this was someone who already had experience and knowledge re YEDI, so the only thing they would need to understand would be the BMC, they could therefore hit the ground running, and take a lead on preparing the DIAP the proposal of an EDI Working Group should be put on hold until the YEDI lead was in place, and a new chair for the ESG had been recruited, as there would then be two people in situ who could really drive any such working group forward the right person was required for the role of chair, and the vacancy meant that there was now a real opportunity to realign the work of the ESG and for it to be supported by a member of staff YEDI was a broad subject, so perhaps it should be narrowed down and certain groups focussed on first, before widening the scope e.g. under 18s and women, particularly as if the youth were engaged with, it was highly likely other areas of EDI would flow from this it was recognised that climbing walls were more representative of society than climbing clubs, this is because the UK population was more ethnically diverse in the under 10 age group and in high density populations, which is where walls were set up, so engagement with those who went to climbing walls would be a good starting point 	

Item	Topic and Main Aspects Considered	Decision / Action
4.2	ESG delivery structure – roles & priorities*	
4.2.1	<p>The Chair then turned to the need to have an Equity Champion on the Board, which had been one of the ESG Chair's roles when he was on the Board. He reported he had spoken to FS who had agreed to be the Equity Champion, on the proviso that someone would takeover her role on the AMG.</p> <p>The Board unanimously agreed FS should be the Board's Equity Champion.</p>	FS to be the Board's Equity Champion.
4.2.2	<p>The Board agreed that YEDI was critically important to the BMC and it was therefore key the right person was recruited to be chair of the ESG. The Chair referred to the document uploaded to Teamwork called 'Item 4.2_ESG Chair Role Description', which the meeting discussed.</p> <p>It was noted:</p> <ul style="list-style-type: none">• the role description needed to be more dynamic and more explicit in what the successful candidate would be asked to do within the role• it needed to incorporate the EDI objectives the BMC wanted to be delivered• it was very important that the successful candidate's face fit <p>It was agreed that the ESG Chair, FS and the CEO would rework the role description with a view to it then being put in front of the Interim Business Committee for approval.</p>	Role description of the ESG Chair to be reworked and then put in front of the Interim Business Committee for approval.
5	Health & Safety Report*	
5.1	<p>The Chair referred to the document uploaded to Teamwork called 'Item 5_HSG Board update for 18 June 2022' and noted there was no-one available from the Health & Safety Group (HSG) to present. He said he had added reports from the HSG to two Board meetings a year as he wanted to be sure the Board were aware of the importance and their accountability for health and safety, and in particular if there was anything that worried the HSG.</p> <p>The meeting discussed the report and noted the following:</p> <ul style="list-style-type: none">• the list of training suggested for staff was a good list, but it was a long list and it was queried whether it was realistic for such training to be delivered within 12 months• the training should be prioritised to ensure the right members of staff received the right training• it would be useful to understand if there was any training which was mandatory• the request for Board involvement on the new Events Approval system was welcomed	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">it was important that the risk assessment for events was consistent and robust and that everyone understood when such an assessment was requiredwhether the Incident & Near Miss Reporting System was a reporting system only or whether it should be used as a trigger for where work needed to be done. It was noted that the BMC's role in this was different if an incident was reported at one of the crags it owned	
6	Vision Event Summary*	
6.1	<p>The Chair noted that the Nationally Elected Councillors (NECs) had been invited to present this item on the agenda, and he was pleased that three of them were physically at the meeting:</p> <ul style="list-style-type: none">Rose Gare-Simmons – NEC for hill walking (RGS)Aaron Hodgson – NEC for mountaineering (AH)Stuart Holmes – NEC for indoor climbing (SH) <p>and that Steve Clark, NEC for rock climbing (SC) had joined the meeting virtually.</p> <p>He stated they were presenting to the Board as a result of the Vision Events that Members' Council (Council) had held, where the spotlight had fallen on each area and the NECs had looked at where they wanted the BMC to be. He said he had wanted to provide them with the opportunity to present their ideas to the Board as there were many excellent ideas. This had resulted in the NEC 'asks' set out in the paper uploaded to Teamwork called 'Item 6_NEC asks from Vision Events'.</p>	
6.2	<p>SH thanked the Board for the opportunity and referred to the joint working asks as set out in the paper. He talked about each one in turn, these generated general discussions and key points are noted below.</p>	

Audit of EDI

- a key point arising from the Vision Events was a sense of community, and the NECs wanted to look at how to turn this sense of community into a business model, so that more members were recruited at the bottom end of the BMC structure, which would result in more people willing to take part in the top end
- a starting point was needed re data and EDI, so that it was easier to then put KPIs in place as to where the BMC wanted to be
- it would be good to get this linked in to the work of the ESG, and this linked to earlier discussions at the meeting

Audit of Marketing and Social Media

- marketing and social media was not being used enough, it needed to be used better, and there also needed to be a plan for what was next in the social media world i.e. the next TikTok

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> the website was a big problem as it was not navigable the BMC's use of Facebook was largely for advertisement purposes e.g. next Open Forum, or insurance offers, or Area meetings, there was nothing of substantive content on it Instagram had the largest engagement with the outdoor community and the BMC rarely posted on Instagram, it was missing out BMCTV was great and produced excellent content, but it was not widely known about an audit of where the BMC was in its social media presence would mean that a starting point would be established and KPIs could follow from this as well as a strategy and underpinning plans the strategy needed to have built in flexibility, but also some structure to it volunteers could be asked to spend 1 hour a week uploading content onto BMC's social media especially as lots of volunteers were really savvy in this area outcomes could be selling the good work of the BMC and a 'Couch to summit' campaign 	
6.3	<p><u>Education Liaison Officer</u></p> <ul style="list-style-type: none"> to be a full-time employee whose remit was to look at the full syllabus and see where the BMC and its work could fit in from 2-year olds up e.g. geography lessons could include BMC materials about quarries and how to look after them and rewild them etc. the BMC would then be a household name and in the process, children would grow up being knowledgeable about how to look after the countryside it could also create another pathway to creating competent mountaineers, they would learn about the ethos and ethics of climbing from a young age <p><u>Audit of membership offering</u></p> <ul style="list-style-type: none"> the membership offering had been stale for a number of years it should be looked at whether all members needed to have insurance, or if this could be an add-on so those members who needed it could pay for it packages whereby the membership paid for itself should be explored e.g. if you buy a piece of equipment then an extra is BMC membership for a year the CEO noted that Gavin Finch would have been reviewing all of this since he started at the BMC not all members were aware of the benefits, such as the discounts at various outdoor shops, and this should be communicated better 	
6.4	<p>SC then presented his asks in respect of rock climbing, he noted these were all within the current strategy and some initiatives were already in place:</p>	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> a broader reach for the BMC work on access, sustainability and good practice should be sought e.g. RAD is invisible to a lot of climbers BMC publicity material should be improved to provide a more 'joined-up' picture of the good work done an appropriate platform for the national sharing of good practice for local access volunteers should be provided the BMC should build on the lobbying work undertaken, particularly during this time of significant potential regulatory change those moving from indoor to outdoor climbing were often nervous, and the BMC should be building on the on the existing good work of pathways to help indoor climbers make this move and to be in that space 	
6.5	<p>AH then set out his asks regarding mountaineering:</p> <ul style="list-style-type: none"> mountaineers were not generally representative of the outdoor community as a whole, he wanted mountaineering to be more accessible from an EDI perspective, particularly for women – it was suggested AH be put in touch with the Pinnacle Club to take this forward the barriers to participation needed to be understood and there needed to be an action plan for increasing diversity a pathway from hill walking to mountaineering should be developed and implemented funding for courses such as an introduction to mountaineering already run at Plas Y Brenin should be provided, which would allow more people to try mountaineering annual events such as mountain skills courses should be run, and online workshops there should be a review and forward plan put in place for ski mountaineering making its Olympic debut in 2024 at least one international symposium per annum 	AH to be put in contact with someone at the Pinnacle Club
6.6	<p>SH set out his asks in respect of indoor climbing:</p> <ul style="list-style-type: none"> a review to be undertaken of current staffing allocation versus workload a feeling and attitude survey about the BMC and its membership should be sent to climbing wall owners and managers a national indoor climbing week to be established, with advertising and promotional events a review of social media usage around indoor and competition climbing to take place there to be a further study in to the indoor climbing membership offering an aspiration for a climbing wall in every school <p>It was agreed that SH should speak further to the CEO.</p>	SH and CEO to speak to each other re indoor climbing.
6.7	RGS then spoke about hill walking:	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> the BMC was just not visible to hill walkers, it needed to ramp up its social media engagement, particularly regarding Instagram. RGS noted she had over 20,000 followers and regularly got over 1,000 likes for her photos, the BMC had posted 7 times in the previous month and most of these were adverts for BMC events, not content, the BMC needed to post on Instagram every day there should be 10% engagement so if there were 45,000 followers then content should be getting upwards of 4,500 likes social media content should be increased, new videos commissioned and old content edited for re-use a channel or inbox should be created to allow BMC members to submit content which could then be used by the BMC if certain hashtags were used by members that would mean they were consenting to the content being used by the BMC a national scale annual hill walking festival should be organised there should be more BMC led education for hill walkers the BMC should research who are the hill walkers it would be good for the NECs to know when and where BMC festivals were being held in case they could attend and be a presence at them NECs should report back to the Board annually; the President noted an alternative to this was for there to be better Board attendance at Council meetings the CEO noted that some of these ideas had been discussed by the staff at the recent staff away days <p>It was noted RGS had prepared a longer paper which set out further details, and that this had been uploaded to Teamwork.</p>	
6.8	The Chair thanked all of the NECs for their attendance and all their work. He said that the work would be taken into account into the planning process of work for 2023, but he made no promises that everything would definitely be included.	
8	CEO points	
8.1	Staffing	
8.1.1	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 85%;"></div> <div style="background-color: black; height: 1.2em; width: 15%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div>	

Item	Topic and Main Aspects Considered	Decision / Action
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]

8.1.2 Managing high impact employee retention and increasing levels of income

In 2020 when the CEO was appointed as an Interim Executive he inherited a lot of overlap in respect of salary bands e.g. co-ordinators and administrators on the same band. He had been looking at this and working on these with the HR & Office Manager since then, but it was still a work in progress. Some overlap would remain as there were several longstanding employees.

A key part of retaining people was to show progression. The Board also had it in their gift to award a bonus at the end of year. The last time this happened was December 2019. The Board felt that, apart from the Senior Leadership Team (SLT), it should be for the CEO to determine bonuses, with the Board's role being that it authorised a set amount of funds for this purpose.

The CEO stated that there was not currently a performance management system in place, but he was hoping to have a reward and recognition system in place by April 2023. It needed to be transparent and fair, because the staff spoke to one another about these issues.

Item	Topic and Main Aspects Considered	Decision / Action
8.1.3	<u>Retaining coverage across the traditional base</u>	
	<p>The CEO referred to the resignation of James McHaffie and noted he was an exceptional climber, but this did not mean that there were no other climbers on staff. At the staff away days, staff had been asked to state which of the four activities they did and which was their primary activity, and there was a good spread across all the staff. He said this might help the BMC to engage with those who are 'middle' climbers as opposed to exceptional ones. He also added that in terms of expertise required for a role he would take a qualified person over a climber who did not have the qualifications needed.</p>	
8.2	IFSC and World Cup in Ratho	
8.2.1	<p>The CEO reported that this was a fast-moving issue but the opportunity to host an IFSC Speed and Lead World Cup in Edinburgh on the weekend of 9-11 September had arisen due to the cancellation of the event that was supposed to take place in China.</p> <p>He referred to the paper uploaded to Teamwork called 'Item 8.2 IFSC World Cup Ratho 22' and highlighted the options available to the BMC and in particular options 1 and 2 which had costs attached to them. He said an application for UK Sport – Performance Events Programme Investment had been submitted with a request for deficit funding of £70,000, and that GB Climbing sponsor Secur-it would possibly provide up to £30,000 in sponsorship. If funding was not forthcoming from UK Sport then the possible deficit to underwrite was £93,500, this would be reduced to about £46,000 if UK Sport provided funding.</p> <p>He said it was possible that some of the organisation would be outsourced, which would be a brilliant opportunity for the Competitions Programme Manager to get involved in and learn more about how to hold World Cups. He added he felt the value in holding the World Cup was £40,000 - £50,000.</p> <p>The meeting discussed the issue and the following points were raised:</p> <ul style="list-style-type: none"> the BMC should look at what else it could do at such an event, e.g. invite the MPs from the All Parliamentary Party Group to the event, look at how to really milk the event and use some of GB Climbing's marketing budget to really push GB Climbing and the BMC if there was an opportunity cost to holding the event - the intention was not to drop delivery, but the dial may need to be turned down on a couple of things that the reserves should be used to cover any deficit that might arise, reserves were well above what was set out in the current reserves policy merchandise could be sold at the event as a further income stream it was a great opportunity to bang the BMC drum and flag up all the events happening after the World Cup, and to really engage with climbers attending such an event and show them why they should join the BMC 	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> there would also be an international market, as the event would be live streamed and so the commentator could speak about the BMC during breaks in the competition given the international stage of the event it must be delivered to a very high standard and very professionally 	
8.2.2	The Chair summarised that the outcome of the discussion was that the BMC should host the IFSC World Cup, but with a package of what it was going to do at the event and that sponsorship should be sought and publicity should be maximised.	
8.3	Union Internationale des Association d'Alpinisme (UIAA) annual meeting attendance	
8.3.1	<p>The President said that the UIAA's annual general meeting next year was being held in Leeds, and it was the role of the host nation to pay for the executive board of the UIAA to attend, there was therefore a cost associated to this.</p> <p>In parallel, the General Assembly of the European Mountaineering Association (EUMA) would be held at the same time at the same location.</p> <p>He said it was prestigious to hold it and so he highlighted the fact that the cost would need to be incorporated into the 2023 budget. He estimated that it would be in the region of £20,000. He added he was going to ask the Yorkshire area to hold a festival and so a member of staff would be required to help organise and run this.</p> <p>The Board were supportive of this and agreed it was an excellent opportunity for the BMC and so costs would be built into the 2023 budget.</p>	
7	Governance Matters	
7.1	Dates of meetings 2023*	
7.1.1	<p>NB: There were no independent directors in attendance for the rest of the meeting so it was no longer quorate.</p> <p>Due to time constraints and the lack of a quorum the Chair asked the directors to review the paper that had been uploaded to Teamwork called 'Item 7.1_2023 Meeting Dates' and send any comments they had on it to the Chair and the CoSec.</p>	Board to provide comments on the proposed schedule to the Chair and CoSec.
7.2	Recruitment of directors	
7.2.1	The Chair reported that a Nominations Committee (NomCom) meeting was scheduled for 30 June at which they would discuss the role description for the Independent Director. He said that the skills to be sought would be those that Di Hopper had brought to the Board. He would report back following the NomCom meeting.	

Item	Topic and Main Aspects Considered	Decision / Action
-------------	--	--------------------------

In respect of the co-option of Nominated Directors, he had approached Neal Hockley, the current chair of the Wales Committee, and he was hopeful that Neal would agree to be co-opted on to the Board. The Chair said he would bring valuable contributions and knowledge to the Board and representation for Wales, and the rest of those present agreed.

He was unaware of any suitable candidates for the Nominated Director role re business acumen and insurance, and so it was possible that this role would not be filled and the Board would continue with 11 directors, as it was important the right person was co-opted and that co-option was not just because there was a vacancy. This led to a general discussion about whether the Board was too big or not, with a mixture of views being aired.

9 Date and time of next meeting

The Chair noted that the date of the next meeting was Wednesday 27 July, it was a virtual evening meeting with a 6.30pm start.

10 AOB

- 10.1 The President said that Council was close to deciding on who to approach to be patrons of the BMC. He said that in order to provide them with the support they would need, administrative support should be provided from the office. This was another ask to go into the budget for next year, but such a person could also provide administrative support to the Chair and President.

11 Close of meeting

There being no other business, the Chair closed the meeting and thanked everyone for their time.

Item	Action	Involving	Target date
2.3	Safeguarding Chair and NC to find out if legacy data could be added to Globocol system	NC	ASAP
3.3	Head of ACES and the President to discuss training at the Volunteer Gala	AS and DT	ASAP
3.3	Head of ACES and CEO to see where up to with Gecko	PD and DT	ASAP
4.2.2	Role description of the ESG Chair to be reworked and then put in front of the Interim Business Committee for approval	FS, PD and JD	ASAP
6.5	AH to be put in contact with someone at the Pinnacle Club	FS and AH	ASAP

Item	Action	Involving	Target date
6.6	SH and CEO to speak to each other re indoor climbing	PD and SH	Ongoing
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
7.1.1	Board to provide comments on the proposed schedule to the Chair and CoSec.	All	30.06.22