

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 virtual meeting by way of Zoom on Wednesday 27 July 2022 at 6.30pm

Directors Present:	Roger Murray (RM)	Chair
	Flavia Alzetta (FA)	Independent Director
	Paul Davies (PD)	CEO
	Martyn Hurn (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)
	Joelie Chisholm (JC)**	Chief Financial Officer (CFO)
	Lucy Baxter (LB)	Auditor, BDO

* denotes supporting paper(s) circulated prior to meeting

** left at the end of minute 5.4

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 there had been no apologies, the meeting was therefore quorate and he declared it open. Conflicts of interest were declared by the CEO, CFO and CoSec as members of staff. The Chair welcomed LB, stating she was in attendance as part of the audit taking place by BDO on behalf of Sport England and UK Sport.	
2	Quarterly Performance Review*	
2.1	The Chair said that the Strategic Action Plans (SAPs) contained a large amount of good information in a lot of depth, and they were honest. He encouraged all Board members to review them as the summary did not reflect the work undertaken.	

Item	Topic and Main Aspects Considered	Decision / Action
	<p>The CEO shared his screen and ran through a review of Q2, noting that the areas he would update the Board on were:</p> <ul style="list-style-type: none">• Membership• Insurance• SAPs• Risk register• Safeguarding case management• Legal cases against the BMC• Anti-doping <p>He referred to the paper uploaded to Teamwork called 'Item 2_CEO report' which set out further details on these areas.</p> <p>He reminded the Board of the priorities for 2022, and set out the Q2 priorities which had been identified and discussed by the Senior Management Team (SMT):</p> <ul style="list-style-type: none">• New member offers: 100,000 engaged members• Implementation of MarComms structure and function: website – audit/discovery; survey (member and non-member)• Mid-point review of SAPs: simplify, reprioritise• Finance: reforecast for Q3 and Q4 based on Q2; implementation of revised finance structure and function• Sport Councils: submissions and implementation of Funded Partners contracting• Indoor strategy: combining UKS, SE and BMC activity• Recruitment: linked to strategy (enabling strategy delivery); salary benchmarking, banding, performance, reward and recognition• GB Climbing: start of the seasons for lead, speed and boulder; domestic and international campaigns and competitions in full swing• National Indoor Centre: options/viability• Climate: compliance with UN framework	

2.2 Membership

The CEO reported that as at 1 July 2022 the membership numbers were:

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

	At 1 st July 2022	Year End 2021	Diff
Individual	57,513	54,968	2,545
Student Clubs	3,663	3,196	467
Clubs	20,363	20,509	-146
Total	81,539	78,673	2,866

He noted that the number of club members was expected to continue to rise over the coming months as club membership reporting continues.

A heat map of membership numbers showed that the current numbers for individual members were about 3,000 below the peak in 2019.

The hiring of a temporary membership administrator was discussed with the CEO stating that the membership team were having to work harder to serve members and in particular to retain members, and so to help them do this a temp had been hired. At the end of the 6-month contract a cost-benefit analysis would be undertaken.

It was noted that the trajectory for 100,00 members by the end of 2024 was for 81,000 by the end of 2022 and 91,000 by the end of 2023, so at present the BMC was in line with the trajectory.

2.3 Travel insurance

The figures provided showed that sales were below the historic average minimum and maximum, but that in 2022 the profit being made on the sales was above the amount budgeted, so income was currently outperforming what was forecast. The CEO noted the CFO had been doing great work in starting to unpick which policies were the most profitable and how to sell more of them.

2.4 SAPs

The CEO noted the following:

- how SAPs were reported back to the Board had been adjusted
- the enormity of the work undertaken to date and the honesty in respect of progress as at the end of Year 2 Q2
- SAPs were now embedded in day to day working practices, in particular when work was being discussed by SMT or the Senior Leadership Team (SLT), so the perseverance in making them work had paid off
- staff turnover and the need to recalibrate with the Sport England plan had resulted in some gaps
- the BMC was half way through its 5-year strategy which was a good time to recalibrate and reprioritise

Item	Topic and Main Aspects Considered	Decision / Action
	<p>It was noted that the overview for CCPS (Collaboration: Clubs, Partners & Stakeholder) showed that the overall strategy was at red, but that most of the SAPs had been left blank. The CEO explained that this had been the area most impacted by staff turnover but he agreed it required amending to reflect the actual position, with an explanatory note to set out why the overall strategy was red at present.</p>	<p>CEO to amend the CCPS SAP and set out explanation as to why on red.</p>
2.5	<p><u>Risk Register</u></p> <p>The CEO referred to the document 'Item 2_Risk Register Jul22' which had been uploaded to Teamwork. He noted the following:</p> <ul style="list-style-type: none"> increased loss of data was a concern as some systems were coming to the end of life the use of non-BMC email addresses for BMC business was a concern, in particular if the workforce used personal email addresses which means data could not be accessed for Subject Access Requests, or business continuity purposes this should all be easier once the office had migrated onto Office 365 using a BMC email address would be made user friendly thought would be given as to whether the email address would be someone's name or their position, as the Office 365 system was a pay per email address system, with a suitable resolution for those volunteers who had multiple roles within the BMC being provided a theme was the loss of key staff, this risk could be mitigated but it needed to be front and centre of risks so that sight of it was not lost, the reasons behind recent staff turnover required more thought the relationship between the Board and the staff appeared to be becoming strained again – the Board asked that they be notified of any tensions so that they could discuss how to bridge the gap there was a failure to recruit and retain experienced volunteers across BMC activities <p>The Board discussed the points raised and noted the following:</p> <ul style="list-style-type: none"> the CEO was asked that a paper be provided to the Board which set out what the issues were now and how the move to Office 365 would help address those issues a request to see a plan as to how the BMC could get a more diverse Board, staff and volunteers volunteers were finding it difficult to commit time to the BMC because of the stress they faced in their day jobs it would be useful for each quarterly review of the risk register to show whether the risks were worse or better than the previous quarter a separate risk register was being set up for the IFSC World Cup (the World Cup), this would be integrated into the main risk register thought needed to be given to the risks involved re Covid at the World Cup as Edinburgh was a particular hotspot 	<p>CEO to ask Alvin to prepare a paper on the current IT issues and how these would be addressed by the move to Office 365.</p> <p>CEO to look at how to track risk.</p>

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">• a request for an update on the Ukrainian team's request for support re the World Cup• a request for confirmation that an events management team had been appointed to assist with the organisation of the World Cup	CEO to provide the Board with an update on the Ukrainian team's request for support at the World Cup CEO to provide the Board with confirmation an events management team had been hired.
2.6	<p><u>Staff</u></p> <p>The CEO reported that:</p> <ul style="list-style-type: none">• the Cost of Living situation was a live issue and could not be ignored• bi-monthly check-ins were still being conducted, the question on work-life balance was being looked at whether it was the right question or not as the results for this were proving stubborn• the staff away days had been really good, they had provided a chance for staff to reconnect and that could not be undervalued, the BMC was a great place to be a part of, a family, and he wanted to retain that culture whilst making it more efficient• work was ongoing re salary benchmarking and banding and a clear structure that allowed for progression was being aimed for• external expert assistance had been secured to help with refining the core skills, the progression between levels and the appraisal system	
2.7	<p><u>Anti-doping</u></p> <ul style="list-style-type: none">• UKAD had approved the BMC's strategy and implementation plan• there was nothing to report in respect of any testing results other than one test had been conducted at the IFSC Paraclimbing World Cup in Innsbruck in June and the results were awaited <p><u>Safeguarding</u></p> <ul style="list-style-type: none">• Globocol was being rolled out in respect of online tracking and reporting of cases• a new Sport England post of Safeguarding Officer would be recruited• the Safeguarding Group and Case Management Group had both met 3 times in 2022• ten cases had been considered, 5 of those were now closed, 4 were in progress and 1 had been deferred back to a partner organisation <p>The Board requested that moving forward the safeguarding review set out any trends.</p>	CEO to ensure that safeguarding reviews set out any trends moving forward.

Item	Topic and Main Aspects Considered	Decision / Action
2.8	<u>Appeals</u>	

- There are had been three selection decisions which had taken place and the appeal process followed
- GB Development Squad – 12 appeals received, 6 were unsuccessful and 6 were successful. A further appeal was launched re an unsuccessful athlete and they were ultimately successful and included in the squad
- GB Climbing Team Boulder – 1 appeal received, they were unsuccessful in their appeal
- GB Climbing Junior Team International – 4 appeals received, 3 were unsuccessful and 1 was successful

A comment was raised that the information about appeals had not been discussed by the Competition Climbing Performance Group (CCPG). There was also a discussion about who should sign off on the appeals process and the meeting agreed that policies should be approved by the Board, but processes/procedures did not need Board approval.

The CEO noted that an independent review of the appeals process was to be conducted by someone from the British Athletes Commission and this would start in September.

- 2.9 The Chair thanked the CEO for a useful report, he highlighted that the partnership situation was not in a good place and this should be recognised on the risk register and steps taken to address the situation.

3 Finances 2022*

- 3.1 The CFO referred to the document uploaded to Teamwork called 'Item 3.1_Q2 results and reforecast' and made the following points:

- the results and reforecast had been discussed by the Finance & Audit Committee (FAC) at its meeting on 18 July
- the results and reforecast for Q2 showed both were ahead of budget, this was before taking into consideration any costs associated with the World Cup

To 30 June 2022	Budget £'000	Actual £'000	Variance £'000
Revenue	1,881	1,828	(53)
Expenditure	(2,087)	(1,969)	118
Deficit	(206)	(141)	65

- membership revenue was slightly down on budget and it was proving difficult to reforecast as current trends were not following 2021 nor pre-pandemic patterns. This was being investigated.

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

- travel insurance was performing well with revenue exceeding budget, and this was offsetting the Summit costs and lack of activity in the shop
- most specialist areas had underspent, this was because of the reprofiling of activity in line with the new Sport England funding and the delays in the recruitment of staff
- GB Climbing was spending because the competition season was in full swing both internationally and domestically, work was being done to ensure the drawdown of UK Sport funding was in line with the activity in these funded areas
- the reforecast for 2022 without any possible additional costs of hosting the World Cup was:

To 31 Dec 2022	Budget £'000	Reforecast £'000 (No World Cup)	Reforecast £'000 (incl World cup)
Revenue	4,034	3,946	4,060
Expenditure	(4,324)	(4,194)	(4,360)
Deficit	(290)	(248)	(300)

- this showed an additional £10k on the budgeted deficit of £290k

3.2 This led the meeting to discuss the costs involved in hosting the World Cup, with the following points raised:

- a prudent budget of £50k had been allocated with the hope that the BMC would break even on the event, but the realistic position was that the BMC might get within £20k of the budget
- talks had been held with UK Sport regarding underwriting the additional spend required to host the World Cup, unfortunately the World Cup was not a direct Olympic qualifier and therefore did not meet UK Sport's criteria for funding assistance
- positive discussions had been held with Edinburgh Council and Event Scotland, with both bodies looking to provide significant sums to assist with the cost
- whether it was still on course to be a high-quality event, as it was the quality of the event that would be remembered
- care needed to be taken regarding the optics of spending £20k of members' money on something they might not choose to spend their money on
- what was being done in order to engage with those attending the World Cup, in particular to encourage those attending to join the BMC

4 Cost of Living

4.1



Item	Topic and Main Aspects Considered	Decision / Action
	<p>The Board agreed the most efficient way to deal with this was for the Chair, President, CEO and CFO to meet and discuss this further. A meeting would be set up for the week commencing 8 August once the CEO and CFO had returned from holiday.</p> <p>The meeting also raised the following points:</p> <ul style="list-style-type: none">• there were two decisions to be made for the remainder of 2022: if the Board was prepared to go above the £300k deficit; if the Board was prepared to add things, it would need to decide what not to do.• decisions needed to be taken as to where to spend the money to come within the current budgeted deficit• there were substantial reserves, this was members' money which should be being used on what members wanted the BMC to spend their money on• reserves should be used for capital expenditure but not for funding trading activities• an audit and risk committee should be established to help the BMC understand the financial implications of non-financial risks	<p>Meeting to be set up w/c 8 August between the Chair, President, CEO and CFO to discuss 2022 budget</p>
5.2	<p>The discussion turned to the paper the CFO had prepared called 'Item 3.1_Reforecast 2023' which had been uploaded to Teamwork. She noted this was a first pass, it had been discussed by the FAC and it had their approval, but further work was needed.</p> <p>The meeting discussed the paper, and noted:</p> <ul style="list-style-type: none">• the budget was based on a 3.86% increase to membership fees in 2023, which along with the trajectory to reach 100,000 members by the end of 2024 would result in a 29% revenue uplift from 2022, with an associated increase in costs of 21%• the RPI increase to membership fees, in August 2021 the Board had voted to approve an annual RPI increase but on the understanding that there would be an improved membership package, this was not yet in place and without this being in place it felt uncomfortable to raise fees again in 2023, as this could result in a backlash from the members• there was confidence that more attractive membership packages would be in place, as the CCO was working on this and had had discussions with MH and CW• the budget should be more radical and ambitious, with the possibility of reserves being used for any capex• that the reserves policy should be reviewed and amended if necessary	<p>Reserves Policy to be reviewed and amended if necessary</p>
5.3	<p>The Chair asked the CFO what assistance she required from the Board at present. The CFO said that what would be helpful would be for her to understand what the Board were seeking from the 2023 budget in respect of a deficit, if they were happy to have a deficit, or if they were looking to break even.</p> <p>A discussion on Sport England and UK Sport funded staff positions and the National Indoor Centre (NIC) then took place with the following noted:</p>	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none"> the BMC did not have to make a co-contribution in respect of the Sport England award, it did have to in respect of UK Sport and this was 15% of the funds awarded if there was any way of measuring the opportunity cost of the time the CEO and other staff spent on the Sport England bid it would be useful to understand which posts were Sport England funded and the shared benefits achieved because of these initial discussions had taken place with UK Sport about financial assistance with the viability of a NIC, and they were interested in working with the BMC but this seems to be on the basis the NIC would be located at Sport City in east Manchester 	<p>CEO to ask Jon Garside to provide the tabular document he has created in respect of Sport England funded posts</p>
5.4	<p>The Chair closed the discussion and concluded that in respect of 2023 budget, the CFO would prepare various scenarios and discuss these further with the FAC prior to returning in front of the Board at its next meeting on 26 October.</p>	<p>CFO to prepare paper on 2023 budget for 26 October Board meeting. CoSec to add 2023 budget to agenda for 26 October Board meeting.</p>
6	Complaints policy/procedure	
6.1	<p>The Chair noted that the CoSec, President and CEO had worked on a new complaints policy. The CoSec referred to the papers uploaded to Teamwork which all contained Item 6 in their title.</p> <p>The CoSec noted that v0.3 of the policy had been amended by the President and had the support of Members' Council (Council), however she would prefer that the list of who would deal with a complaint was not included in the policy as it was too specific and meant the policy was not as flexible as it could be. She added that using a web form would still mean the complaint would come in to a central point, so that it could be logged and triaged and sent to the appropriate person to deal with.</p> <p>The meeting discussed the policies, with the following noted:</p> <ul style="list-style-type: none"> Council wanted the list of who would deal with the complaint included, they felt it resulted in transparency the policy was not just for members, it was for anyone and so it needed to work for everyone whether it was necessary to have informal and formal complaints, whether there should just be formal complaints in such a policy it was hoped that Globocol could be used to help manage and log complaints, but further investigation was required as this would have a cost implication, and so this policy was an interim step complaint handling by Globocol would be separate from the safeguarding case management system used 	

Item	Topic and Main Aspects Considered	Decision / Action
6.2	The meeting agreed that the way forward was for the President and CoSec to work together to finalise a policy to go to the Board for approval.	President and CoSec to prepare final complaints policy for Board approval.
7	Governance Matters	
7.1	Director appointments	
7.1.1	<p>The Chair updated the Board on current vacancies:</p> <ul style="list-style-type: none"> Independent Director – the services of Nurole had been secured, and the role description would be live by the end of this week, the role description noted the person being sought was someone with insurance industry knowledge Nominated Director (Wales) – he was still trying to speak to Neal Hockley about this post as he felt Neal would be an excellent fit. A couple of other directors noted that Neal was in the process of seeking out suitable candidates as he was possibly too busy. Nominated Director – a decision on whether to co-opt someone or not to this position would be made once the new Independent Director and Nominated Director (Wales) were in post 	
7.2	CCPG Chair	
7.2.1	<p>The Chair referred to the paper uploaded to Teamwork called 'Item 7.2_CCPG Chair recommendation'. He took it that everyone had read the paper and asked if there were any objections to Paul Ratcliffe's appointment.</p> <p>There were no objections and so the Board unanimously approved the appointment of Paul Ratcliffe as chair of CCPG.</p>	
7.3	International committee chair	
7.3.1	<p>The President referred to the papers uploaded to Teamwork called 'Item 7.3_Int Comm Chair role description July 2022 final' and 'Item 7.3_Int Mountaineering Comm ToR Jul 22 final' and asked if there were any comments on the documents.</p> <p>It was suggested that at clause 4(b) of the terms of reference, the words 'staff and Board' should be added.</p> <p>There was also a request that on the role description reference should be made to the number of volunteers involved in the BMC.</p>	<p>The words 'staff and Board' should be added to clause 4(b) of the terms of reference.</p> <p>Reference to be made to volunteers in the role description.</p>

Item	Topic and Main Aspects Considered	Decision / Action
8	<p>Date and time of next meeting</p> <p>The Chair noted that the date of the next meeting was Wednesday 26 October, it was a virtual evening meeting with a 6.30pm start.</p> <p>The CoSec noted that there had been no comments from the Board in respect of the proposed dates for the meetings in 2023 as set out in a paper from the 18 June 2022 meeting, she would therefore be sending placeholder invites to the Board in respect of those dates.</p>	CoSec to send invites to the Board for 2023 meetings.
9	AOB	
9.1	The President raised the point about admin support for the President, Patron and Chair roles. The CEO noted that this was being looked into, particularly in respect of how such a role would be funded and the impact on the 2022 budget, it might be that this was a post that would not be available until 2023.	
9.2	CS raised the idea of having deep dives into various areas, particularly if the next Board meeting was not until October. The CEO agreed a review meeting would be useful and that specific topics and dates would be looked into.	CEO to look into topics and dates for deep dives.
9.3	<p>MH raised the proposal that the Technical Committee was seeking to sit under the Training, Youth and Walls Committee (TWYC). The following points were raised:</p> <ul style="list-style-type: none"> Specialist committees were a very sensitive area and so this needed a well thought through proposal/paper to be prepared and provided to Council and the Board TWYC should be split into different committees as it covered such a broad range of areas one of the reasons for the proposal was lack of volunteers and it was felt there was often duplication of work between training and technical <p>The Chair proposed that a paper was presented to the Board and Council at the Specialist Committee review taking place on 9 October 2022.</p>	
10	Close of meeting	
	There being no other business, the Chair closed the meeting and thanked everyone for their time.	

Item	Action	Involving	Target date
2.4	CEO to amend the CCPS SAP and set out explanation as to why on red.	PD	15.08.22

Item	Action	Involving	Target date
2.5	CEO to ask Alvin to prepare a paper on the current IT issues and how these would be addressed by the move to Office 365.	PD	31.08.22
2.5	CEO to look at how to track risk	PD	Ongoing
2.5	CEO to provide the Board with an update on the Ukrainian team's request for support at the World Cup	PD	15.08.22
2.5	CEO to provide the Board with confirmation an events management team had been hired.	PD	15.08.22
2.7	CEO to ensure that safeguarding reviews set out any trends moving forward.	PD	Ongoing
5.1	Meeting to be set up w/c 8 August between the Chair, President, CEO and CFO to discuss 2022 budget	RM, AS, JC, PD	08.08.22
5.2	Reserves Policy to be reviewed and amended if necessary	JC	30.08.22
5.3	CEO to ask Jon Garside to provide the tabular document he has created in respect of Sport England funded posts	PD	15.08.22
5.4	CFO to prepare paper on 2023 budget for 26 October Board meeting.	JC	16.10.22
5.4	CoSec to add 2023 budget to agenda for 26 October Board meeting.	LV	16.10.22
6.2	President and CoSec to prepare final complaints policy for Board approval.	AS and LV	15.08.22
7.3.1	The words 'staff and Board' should be added to clause 4(b) of the terms of reference.	AS	31.07.22
7.3.1	Reference to be made to volunteers in the role description.	AS	31.07.22
8	CoSec to send invites to the Board for 2023 meetings.	LV	31.07.22
9.2	CEO to look into topics and dates for deep dives.	PD	15.08.22