

BRITISH MOUNTAINEERING COUNCIL

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Board of Directors

Redacted minutes of the Board meeting held as a virtual only meeting on Zoom, on Wednesday 2 August 2023 at 6pm

Directors Present:	Roger Murray (RM)	Chair
	Flavia Alzetta (FA)	Independent Director
	Paul Davies (PD)	CEO
	Neal Hockley (NH)	Nominated Director
	Martyn Hurn (MH)	Nominated Director
	Laura Needham (LN)	Nominated Director
	Peter Salenieks (PS)	Council Nominated Director (CND)
	Fiona Sanders (FS)	CND
	Andy Syme (AS)	President
	John Willmott (JW)	Independent Director
	Caroline Worboys (CW)	Senior Independent Director (SID) <small>from Item 6.7 onwards</small>
In attendance:	Lucy Valerio (LV)	Company Secretary (CoSec)
	Joelie Chisholm (JC)	Chief Financial Officer (CFO)
	Gavin Finch (GF)	Chief Commercial Officer (CCO)
	Cressida Allwood (CA)	Partnerships Manager <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 Chair) <small>from Item 12 onwards only</small>

* denotes supporting paper(s) circulated prior to meeting

Item	Topic and Main Aspects Considered	Decision / Action
1	Welcome, apologies & declaration of interests	
1.1	<p>The Chair reported that due notice of the meeting had been given. He noted that CW was running late, but would join when she could and that there were no apologies, the meeting was therefore quorate and he declared it open.</p> <p>The following conflicts of interest were declared:</p> <ul style="list-style-type: none">Four members of staff present – in relation to any staffing issues	

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1.2	<p>He said that there were two tough items to deal with: the performance and financial projections – which involved looking at several components including the QPR update and the proposed increase to membership fees; and GB Climbing (GBC) and competition climbing generally.</p> <p>There were also to be presentations on the ongoing partnerships work and safeguarding.</p>	
2	Approval of previous meeting's minutes*	
2.1	<p>The Chair referred to the various minutes uploaded to Teamwork called the following:</p> <ul style="list-style-type: none">Item 2_Board 22 Feb 2022 v0.4 for board approvalItem 2_board mins 5 Apr 2022 v0.4 for board approvalItem 2_board mins 27 Apr 2022 v0.4 for board approvalItem 2_board mins 18 June 2022 v0.4 for board approvalItem 2_board mins 27 July v0.4 for board approvalItem 2_Board mins 11 May 2023 for board approval. <p>The Chair noted that a former director wished to raise an objection to the second bullet point of item 9.3 on page 15 of the minutes of 5 April 2022, the former director did not agree that there had been a lack of clarity, but the Chair, the CoSec and the CEO all recalled their being lack of clarity. The Chair asked if the Board recalled any differently and those directors who were also in attendance at that meeting agreed there had been a lack of clarity so the bullet point should remain.</p> <p>The Chair then asked if the Board approved all of the minutes noted above, the minutes were unanimously approved subject to the 11 May 2023 minutes being amended to reflect the correct figure of £20,000 for the possible cost of holding the EUMA conference and to include the wording PS was to provide to the CoSec.</p> <p>The CoSec would provide a set of minutes for redaction to the Chair and CEO.</p>	<p>CoSec to amend the minutes of 18 June 2022 in respect of the amount of the cost of the EUMA conference.</p> <p>PS to provide the CoSec with the amended wording he wanted at 13.2.1 of the 11 May mins.</p>
3.1	<p>The Chair referred to the paper prepared by the CoSec and asked the Board if they were happy with the approach for the Board to go through the actions on Teamwork, and comment on them or mark them as completed.</p> <p>The Board agreed to this approach.</p> <p>The CoSec noted that the AGM actions had not been allocated a director, and so it would be for the Chair, CEO and CoSec to work through that list.</p>	<p>Board minutes from 22 Feb 2022, 5 and 27 April 2022, 18 June 2022, 27 July 2022 and 11 May 2023 approved.</p> <p>CoSec to prepare set of minutes for redaction and send them to the Chair and CEO.</p> <p>Board to review their actions on Teamwork and update Teamwork as necessary.</p> <p>CEO, Chair, CoSec to work through the AGM actions.</p>

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4	Partnerships update	
4.1	<p>The Chair welcomed CA to the meeting and noted she was here to provide the Board with an update on the work she was doing as Partnerships Manager.</p> <p>CA gave a presentation to the Board, the main points were:</p> <ul style="list-style-type: none">• Her role included managing the Funded Partners, being the Association of British Climbing Walls (ABC), the National Indoor Climbing Award Scheme (NICAS), Mountain Training England (MTE) and Mountain Training UK and Ireland (MTUKI – together with MTE - Mountain Training)• She had developed good relationships with each Funded Partner• She had responsibility for reporting to Sport England and would report next in October when there was an opportunity to clarify the goals the BMC and Funded Partners were aiming for• She had responsibility for managing strategic partnerships• The Partners Assembly (the Assembly) had been pivotal in helping the BMC show its role as a sector leader and influencer, particularly recently in respect of safety messaging within the sector. Sport England’s Head of Campaigns had been invited on to the Assembly, and CA was looking at other key players from Sport England to also attend Assembly meetings to help them understand the BMC more• There were other organisations that attended Assembly meetings including YHA, Ordnance Survey, Mountain Rescue and the Outdoor Industries Association• Discussions had now started with the National Trust, but they were not yet on the Assembly• There were lots of ideas for the future but there was a capacity issue and it was key to look at how to engage and communicate with volunteers so that the BMC could say to organisations it had the capacity to put on various projects• It was key to support the volunteer networks as more engaged volunteers would result in more partnership projects which would hopefully lead to increased membership	
4.2	<p>The meeting then asked various questions and raised points, with the following noted:</p> <ul style="list-style-type: none">• The question of CA providing a precis of the Sport England contract which could be shared with members• There was a page on the website called ‘What have Sport England ever done for us?’ and this should be added to so that the sector and members could understand better the role of Sport England• There was a need for a charm offensive with Sport England• The scope to increase membership benefits with the organisations the BMC was working with – this was being looked at, but the BMC had a finite capacity and so at present it was felt the priority was to build the relationships and increase awareness of the BMC, which was why the relationship with YHA was so important as the message of the BMC could be provided at YHA hostels. Possible membership benefits would be looked at in future.	CA to prepare a precis about the Sport England contract which could be shared with members.

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	<ul style="list-style-type: none">• There were no KPIs in place as a lot of the work was new territory for the BMC and the key part at this stage was to build the deep relationships with the other organisations• CA had a meeting with the chair of ABC in September when they would discuss the wall accreditation scheme and so CA could provide an update after that meeting	
	The Chair thanked CA for the update.	
5	Safeguarding update*	
5.1	The Chair handed over to HM.	
	HM noted the following:	
	<ul style="list-style-type: none">• The Child and Adult Safeguarding Policies provided to the Board had been rewritten and reviewed by the Safeguarding Group• She had removed the guidance from the policies, so that this could be changed without having to seek further Board approval, this would allow agility should best practice change• The adult policy was heavily based on the one provided by the Ann Craft Trust	
5.2	HM then asked if there were any questions and the following points were raised:	
	<ul style="list-style-type: none">• The policies should be taken back to the Clubs Committee as they had changed quite a lot• Safeguarding was a legal issue and so mandatory and so any clubs that had youth membership had to have a safeguarding officer• The implementation of improving safeguarding across the BMC would be done in sections, HM was starting with youth clubs• The BMC offered the service through a third party of providing DBS checks for volunteers, but it had no control over who got a DBS and who did not• Whether members going climbing with friends would have to adhere to the policies and if they would prevent family meets• The policies would not affect family meets as the family members would take responsibility. The child safeguarding policy was in relation to those carrying out regulated activities without the presence of a family member.• There was possible a need to review the wording of regulated activities in the child safeguarding policy	
	The Chair suggested that HM, the President and PS have a further discussion to look at various different scenarios and ensure that the wording did not capture situations it should not and agree on the wording to be used. He added he was keen for new policies to be provided as soon as possible.	AS, PS, HM to meet and agree wording of the safeguarding policies.

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5.3	<p>The meeting discussed approval of the safeguarding documents and HM noted they were only to be in place for 12 months before being subject to a review.</p> <p>It was suggested that the Board approve the documents, subject to PS, AS and HM agreeing any amendments required and that they are published with statements making it explicit that they are to be reviewed in 12 months' time. This period could be used as effectively a consultation period and a review period, so that in 12 months' time the policies could be improved upon.</p> <p>The Board agreed to this and asked that AS, PS and HM meet as soon as possible.</p>	<p>Child and Adult Safeguarding Policies and the Safeguarding statement approved, subject to some amendments being made and it being made explicit they are to be reviewed in 12 months' time.</p>
5.4	<p>The meeting then moved to discuss the issue of risk assessments and whether completed risk assessments could be provided to parents, as this had been raised at the AGM.</p> <p>HM had prepared a paper which set out reasons for not providing risk assessments for every single trip and event that GBC ran. The meeting discussed this and made the following points:</p> <ul data-bbox="215 703 1621 1011" style="list-style-type: none">• There was surprise that risk assessments contained personal information, could this be moved to an appendix that would remain private?• Risk assessments had not been completed as well as they could have been in the past and so publishing them could lead to further problems• There was a need to also think about the coaches who were the experts in their field, they should be supported• A different way forward with parents should be explored instead of saying risk assessments would be published• It was possible that at the start of the season an example completed risk assessment could be published <p>The Chair brought the discussion to a close and asked HM to provide parents with a completed risk assessment at the start of the competition season moving forward.</p>	<p>In future a completed example risk assessment to be provided to parents of athletes at the start of the competition season.</p>
6	Quarterly Performance Review – Q2*	
6.1	<p>The CEO recommended that the Board read the CEO report he had prepared for this agenda item as it set out numerous successes in Q2. He then presented information on Q2, the main points were:</p> <ul data-bbox="215 1315 1637 1482" style="list-style-type: none">• There was still one para athlete who was on the UK Anti-Doping whereabouts programme• There had been on appeal which had been rejected• The new complaints system was up and running and there had been 5 complaints received, one had been rejected, three had been resolved and one was ongoing• Membership figures as at 1 July 2023 were:	

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		Jul 2023	Jul 2022	YoY Diff
	Individual	58,364	57,513	+851
	Student Clubs	3,825	3,663	+162
	Clubs	20,621	20,363	+258
	Total	82,810	81,539	+1,271
6.2	<ul style="list-style-type: none"> A heat map of total membership figures showed that the current figure was ahead of the same time in 2016, but behind the highest figures in 2017-2019 A growth tracker showed where membership growth was compared to the figures used to budget with, this showed that although there was progress against the end of year membership target, this was below the target set of Q1 and Q2 There were numerous initiatives being looked at and put in place, and the CCO would speak about some of those later The risk register was included in his report and highlighted four unacceptable risks prior to mitigation: <ul style="list-style-type: none"> Increase in travel insurance premiums, reduction in scheme competitiveness, product viability Loss of key staff Breakdown in relationship between directors and members' council – this was a new risk which had been added at the request of the Board Breakdown in relationship between staff and directors He was concerned the staff were under a lot of pressure and asked the Board not to inadvertently generate additional work, there was a need to look after the staff after the challenging period they had been through and over the coming months The insurance claim was now settled and now was a good time to have conversations with the insurers as there was more that could be done to reduce the BMC's exposure and have an impact on insurance premiums 			
6.3	<p>The CCO then provided further information on the situation regarding travel insurance:</p> <ul style="list-style-type: none"> On 28 June the BMC were advised that one of the underwriters at Lloyds had revised the compliance and they were not happy with PJ Hayman being the cover holder and the BMC selling the insurance product, they therefore told the BMC it could no longer sell travel insurance There was no warning at all and so overnight the BMC had to stop selling travel insurance Immediate alternative arrangements were swiftly put in place with PJ Hayman becoming the administrator of the policies, so they sold the policies directly to BMC members, this change did not affect policyholders There were short and medium term solutions: <ul style="list-style-type: none"> BMC becomes a Lloyds cover holder, rather than PJ Hayman 			

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6.4	<ul style="list-style-type: none">○ BMC becomes an Appointed Representative of an existing cover holder – either PJ Hayman or Howden○ PJ Hayman could take on the sales and administration of the BMC insurance directly● Payment for the policies was being made directly to PJ Hayman and they were selling the policies under the trading name BMC Travel Cover● The BMC was waiting sign off from Lloyds that everything that had been put in place was now acceptable so that the BMC could start selling insurance again, hopefully the next day <p>The meeting discussed this and it was noted that JW had been involved in discussions with PJ Hayman, Antares and Lloyds. The following points were made:</p> <ul style="list-style-type: none">● From the discussions it was clear that Antares was no longer happy to have this product as part of their syndicate● Antares had given notice and so new underwriters were being sought● If the situation could be resolved the next day, then the CCO was hopeful that August would not be too badly impacted, but the impact in July had been big, with only £8,000 made on travel insurance against a budget of £50,000● There was less competition out there and the BMC had a lot of experience and sold a good product● The travel insurance sales had been behind budget for May and June and this was partly because of the benchmark used which was from 2022 and this was slightly skewed as a result of pent up demand following the pandemic● It was important to note the phenomenal work the CCO and the team had done in order to resolve the issue – the Chair asked for a formal note of thanks to be minuted● Antares had issued notice on their cover to end in November 2023, so PJ Hayman had started to look for alternatives● The BMC would look at how to tailor products for different groups, but the key action was to find new underwriters● All of this did not affect the third-party liability insurance for members	
6.5	<p>The CFO then provided an update on the financial results to the end of June 2023. She made the following points:</p> <ul style="list-style-type: none">● It was the first time that results had been provided four days from month end. The Board congratulated the finance team on this.● The June position showed that the BMC was £60,000 behind budget● Year to date sales on travel insurance were £2,000 behind and £10,000 behind for the month of June● There were a number of membership initiatives that had either gone live or were shortly going to, including gift membership, but membership revenue was behind budget● Partnership revenue was also behind budget, it was a difficult market out there at present	

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	<ul style="list-style-type: none">• The GBC variance was a timing difference with expenditure being made for the World Championships currently taking place, most of this would be recharged to athletes – this would need to have a close eye kept on it to ensure recharges were made in a timely manner and to ensure that the budget was not exceeded• There had been a number of unbudgeted items spent in the year to date and the Finance & Audit Committee (FAC) were concerned that the out of budget process as outlined in the financial delegations were not being adhered to, the CFO reminded the Board that the delegations applied to all, not just staff• The EUMA conference had cost £37,000, the amount built into the budget on the best information available was £7,500 and the estimate was £20,000• Part of the overspend was the need to hire a contractor to help organise it	
6.6	<p>The meeting discussed the financials with the following being noted:</p> <ul style="list-style-type: none">• If there was anything that could be done to stop overspend on events the BMC agreed to hold, such as the World Cup and the EUMA conference?• Early planning was key to budgeting and utilising experts in the area who had a good understanding of what was required and what it would cost• Lessons had been learnt about the human resource and capacity required to deliver certain events• Part of the decision to bid or not to bid for events should include impact on capacity• It was not felt that there needed to be increased expertise within the staff as events like the EUMA conference were not organised often, and those who had been involved now had a better understanding of what things cost, what needed to be thought about and this knowledge could be used for next time• To help reduce budget overspend new systems had been implemented and all budget holders were being provided with training to use the systems	
6.7	<p>The CFO then moved on to the reforecast and medium-term financial projections, she made the following points:</p> <ul style="list-style-type: none">• Low and high options in respect of membership revenue had been produced for 2023, the low option was a deficit of £211k in membership revenue from the original budget and the high a deficit of £187k• The rough estimate of actions taken to date were that using the high option the overall deficit would be £75k and using the low option it would be £98k, the budgeted deficit was £71k• For 2024 the low option would result in a deficit of £30k, and the high option a surplus of £28k it had previously been agreed 2024 should bring the budget to break even• Some assumptions had been made to look at 2025 and 2026, these included a flat 8% membership revenue growth, UK Sport grants and Sport England funding remaining as per contracts, commercial revenue to increase by £50k in 2025 and £100k in 2026 and no changes to staff salaries or operational costs other than an inflationary increase of 5%	

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	<ul style="list-style-type: none">• The forecasts gave the Board an idea of where the budget would end up using the high and low membership revenue options with the high options resulting in small deficits for 2025 and 2026, being £3k and £44k respectively, using the low option the deficits would be £60k and £112 respectively• All the forecasting work had been done pre the issue with the travel insurance and the further losses that had resulted in, she noted FA and the chair of FAC, Iain Dickinson (ID) had provided support when looking at the latest forecasts• Membership revenue in July 2023 was £16k behind target, if that was extrapolated and continued, then this would mean a further £150k down on membership revenue for 2023, which would mean a deficit of £220k• This was all new information received after the restructuring, but it was possible further cost savings would be required	
6.8	<p>The meeting discussed this and the following points were made:</p> <ul style="list-style-type: none">• Thought needed to be given about the impact of the insurance sales shortfall for July and August• When the month end for July had closed, the Board would have a better understanding of the cost base, this would probably be available in a week's time• There could be an element of risk on the cost side as well so that would need managing• The FAC were going to look at the reserves policy, a request was made that they consider a risk-based reserve policy• The figure the FAC had in mind might be close to £500k, which was the minimum, but this was not known for sure• What was key now was to look at what could be done to minimise the risk of getting closer to the threshold and to minimise the size of the deficit <p>The Chair requested that the Board be provided with the figures for July as soon as possible and suggested that the task and finish group which had been put in place to look at the course corrections, should remain in place to look at the July figures and assist the Board in dealing with this issue. This group was made up of FA, ID, AS, the CEO and the CFO, as the CFO was leaving, the Financial Controller would join the group in her place.</p> <p>He asked if the Board were happy with this approach, they were.</p>	<p>July figures to be provided to the Board as soon as possible.</p> <p>Task and finish group set up to review course corrections to continue and to meet to discuss the July figures once available</p>
6.9	<p>The meeting further discussed the financial situation and noted:</p> <ul style="list-style-type: none">• Sport England funded work also had to be looked at for further cost savings, in particular looking at what the BMC had committed to and seeing if that needed to change• Other NGBs had had such conversations with Sport England and UK Sport in the past in similar situations• £1,250 was needed for the Alpine Club symposium and £3,000 for the Youth Advisory Group	

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	<ul style="list-style-type: none">Some areas had been told they could not have face to face meetings – but it was that there was no money from the BMC for them to hold face to face meetings, the Lakes area had found a way around thatIt was important not to upset key clubs who were important stakeholders <p>The Board discussed the specific funding points above and agreed:</p> <ul style="list-style-type: none">the funding for the Alpine Club Symposium and Youth Advisory Group should continuethere would be no funding for in person Area meetings for 2023	Alpine Club symposium and Youth Advisory Group funding agreed.
6.10	<p>The CFO was then asked what she wanted to see happen in the next 6 or 9 months and what she thought of the situation regarding membership trends and travel insurance, she replied:</p> <ul style="list-style-type: none">A really good look at the cost base was needed, the BMC was good at saying that it had £X and then someone else saying they needed £Y to spend on something else and that being agreed toThe BMC had to be consistent and look at priorities and take funds away from lower priority activitiesIf costs needed to be cut further this would impact activities and projects, but the BMC seemed to not want to do this, but instead reacted to a small number of membersThe trend in membership showed the BMC needed to be more future focused and look at how it monetised membersThe BMC needed to be innovative because the annual membership would not continue to be a cash cow moving forwardIt would be interesting to see how the travel insurance worked with some of the resource burden being lifted from the BMC, if it worked then it would be a model to look at continuing, but the travel insurance was an important income stream and was beneficial to provideIt was for the Board to decide how to spend the BMC's funds, and she understood the arguments for and against spending on certain items, but she was uncomfortable with how financial control was exercised as it sometimes was not in line with the financial delegations previously agreed	No funding to be provided to Areas for face to face meetings in 2023.
6.11	<p>The Chair brought the discussion to a close and said he agreed that a scheme of delegation was important so that everyone knew what they could agree to etc.</p>	
7	CCO Update	
7.1	Major events update*	
7.1.1	<p>The CCO referred to the papers which had been uploaded to Teamwork, these provided information to the Board on the major event strategy being worked on. A specialist in the field of hosting major events had been contracted to assist with the strategy, and UK Sport had provided funding for this. The papers had been through CCPG.</p>	

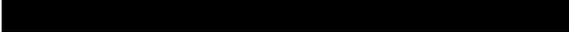
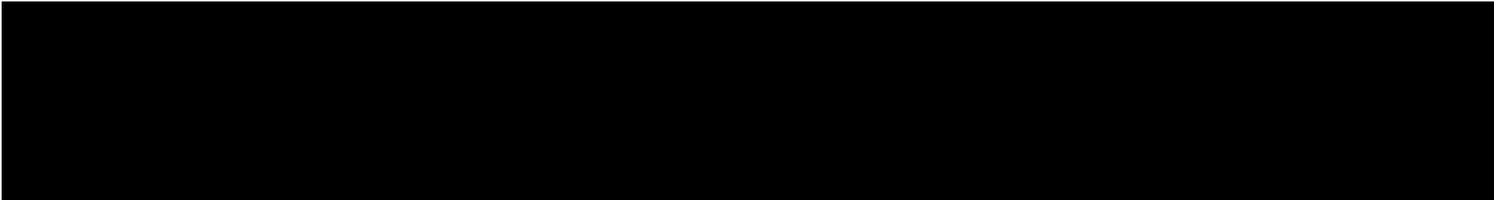
Item	Topic and Main Aspects Considered	Decision / Action
	<p>The meeting discussed the papers with the following points raised:</p> <ul style="list-style-type: none">• The strategy was heavily focused on competitions, but not just those linked to the Olympics, it included a domestic element• Whether there was a need for the strategy to also include international events such as the EUMA and UIAA conferences, so not just competitions, so that such events were not forgotten about• Once all the work had been completed regarding the strategy there would be a target list of events to hold, so that the BMC would then not hold an event if it did not have the capacity or budget for it• Whether an event was break even or to be profit making would come down to the final selections in the criteria, in which you could include that an event had to be at least break even	
7.2	Digital roadmap update – costs and timings	
7.2.1	<p>The CCO then presented an update on the digital roadmap, he made the following points:</p> <ul style="list-style-type: none">• The biggest income stream of the BMC was membership fees• The commercial department therefore had four major projects it was working on which would eventually allow the BMC to deliver personalised content, to then drive income and engage in a more effective way with members• Following the launch of the hill walking microsite (on a Bridge CMS platform), there were two further phases of work to be completed:<ul style="list-style-type: none">○ The redesign and migration of the main website to the same platform○ The implementation of the Bridge Fan Data Platform (FDP)• It was recommended to switch from Mailchimp to DotDigital for emails 	
7.2.2	<ul style="list-style-type: none">• The membership would be restructured to maximise the value of the BMC's content, to drive traffic to owned channels and capture data to build a pipeline of potential members to engage and commercialise• Existing members would be migrated to the premium membership, there would be discounted rates for students, pensioners and under 27s• There would be a review of member benefits	

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	<ul style="list-style-type: none">• Growth planning and income focus areas were being reviewed, this included looking at opportunities from existing income channels and areas to develop, such as events and training, fundraising and grant income, and programmes and initiatives• The next steps were going to be:<ul style="list-style-type: none">○ Updating the benefits○ Consideration of membership price points○ Consultation with clubs and focus groups○ Develop marketing assets○ Launch in Q1 2024 <p>The meeting discussed this and made the following points:</p> <ul style="list-style-type: none">• In the membership hierarchy, those who just subscribed would be asked what they were most interested in supporting so that data could be gathered to show what drove people to subscribe• Once there was data to show what subscribers were interested in this could be used to allocate resources accordingly• It was good to see that the philanthropic benefits of the BMC were being mentioned• Ultimately the goal would be to have a tier above the premium tier• The associate membership of the BMC was also being looked at	
7.3	Commercial partners update	
7.3.1	This was not discussed due to time constraints.	
8	Update on Mountain Training Trust (MTT) and Plas y Brenin (PyB)	
8.1	The Chair said that due to time constraints he would not provide an update to the meeting, but he would provide one to any director who wanted one as he had only met with interim chair of MTT earlier that day, but he said things at MTT were improving.	
9	Update on Board/Council/SLT facilitated session	
9.1	<p>The Chair asked JW and CW to update the meeting, and the meeting discussed the session with the following points made:</p> <ul style="list-style-type: none">• Council had now nominated the Councillors to partake in the session• JW had not seen the proposal that Peter Neden, on behalf of Council, had prepared• The Chair said he wanted to think about the AGM comments and how they tied in to the work required	Chair to forward Council's proposal to JW, CW and PD

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	<ul style="list-style-type: none">• As the CFO was leaving, there would need to be a member of staff take on her role in the organisation of the session• It would be sensible to involve the Senior Management Team (SMT) of the BMC, this was because of concerns of behaviour the SMT had recently raised, which included:<ul style="list-style-type: none">○ What appeared to be tolerated from members would not be tolerated if staff behaved like that○ The behaviour of some members was affecting staff and the ability to do their job○ Staff did not feel respected○ There had been mention of gaslighting and bullying○ The SMT would like to speak to the Board• The Chair agreed that representatives from SMT should attend the session• The session was needed as everyone was on the same team but it was important to work out who did what	<p>CEO to think who should take the CFO's place in organising the session</p> <p>Representatives of SMT to also attend the facilitated session.</p>
10	Governance matters	
10.1	Docs for approval*	
10.1.1	<p>The Chair referred to the Lone Working Policy which had been amended in line with comments made at the 11 May board meeting.</p> <p>He asked if the Board now approved the policy, PS abstained but all other directors voted to approve the policy.</p>	Lone Working Policy approved.
10.1.2	<p>The Chair referred to the Sickness Absence Policy uploaded to Teamwork and asked if there were any comments. The following points were raised:</p> <ul style="list-style-type: none">• The policy would be amended to take into account the pro-rataing of days for part time employees• If there was any impact on the staff in introducing the policy now when morale was low – there was not as this policy was a massive improvement on the current one which only allowed 10 days sick leave no matter how long a member of staff had worked at the BMC• If there had been an impact assessment done on the cost of implementing the new policy and if it had been benchmarked• Benchmarking was difficult because of the variety of sick leave policies out there, which ranged from civil service offering two years to zero hours contracts not providing any• There would be no immediate financial impact as the BMC had been implementing this anyway <p>The chair asked if the Board approved the policy, PS abstained but all other directors voted to approve the policy.</p>	Sickness Absence Policy approved.
10.1.3	<p>The Chair noted that the safeguarding documents which required approval had been dealt with earlier in the meeting at item 5.3.</p>	

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10.2	T&F Group to help with governance documents This agenda item was moved to a later date.	
10.3	Meeting dates 2024*	
10.3.1	<p>The Chair referred to the document uploaded to Teamwork which set out proposed board meeting dates for 2024 along with proposed agenda items. He noted that FA had commented on Teamwork that an overall growth revenue strategy and plan needed to be developed, which he agreed with and so this would be added to the agenda points.</p> <p>He said it was intended as a straw man, but that it was important to get the dates for next year in everyone's diaries as soon as possible.</p> <p>He asked the Board to comment on the document which they agreed to do. He also said that a conversation would be had between himself, the President and the CoSec about the date and the nature of the AGM in 2024.</p>	<p>Board to comment on the dates and agenda points for Board meetings in 2024.</p> <p>The Chair, President and CoSec to meet to discuss the AGM in 2024.</p>
10.4	Decisions taken since last board meeting*	
10.4.1	<p>The CoSec reported that the Board had taken three decisions via electronic form since the last board meeting and these were an agenda item at this meeting to ensure they were minuted.</p> <p>The decisions made and the number of directors who approved them were:</p> <ul style="list-style-type: none">• Approval of course corrections and cost reductions – approved on 5 July 9am as 10 out of 12 directors had approved them and this included at least one CND and one independent director, one director abstained• Approval of delegation of authority to CCPG to review and ratify the selection policies for 2024 – approved on 5 July at 9am as 11 directors out of 12 had approved this, this included at least one CND and one independent director• Approval of the purchase of Kilnsey Crag - approved on 5 July at 9am as 11 directors out of 12 had approved this, this included at least one CND and one independent director <p>There was one director who did not vote on any of the matters for technical reasons, not because they had abstained.</p>	
10.5	Chairs of specialist committees*	
10.5.1	<p>The CoSec referred to the paper uploaded to Teamwork and made the following comments</p> <ul style="list-style-type: none">• The current process for appointing chairs to specialist committees was too complicated, took too long and created a barrier	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">• There were a number of specialist committees who required a new chair – Land Management Group (LMG), Technical Committee and Safeguarding Group• There were volunteers for the chairs for LMG and the Technical Committee• It was possible someone from the Safeguarding Group would be willing to take up the chair role• It was not possible to change the current process wholesale at the moment as that would require consultation with various parties, so the proposal was:<ul style="list-style-type: none">○ The President set up an electronic poll on Teamwork for Council to approve, or not, the appointment of Tim Daniells as chair of LMG and Spenser Gray as chair of the Technical Committee○ If Council approved the appointments, the Board would then be asked to approve the appointments via email○ If a current member of the Safeguarding Group was willing to be appointed chair and the outgoing chair recommended their appointment, that Council and then Board's approval be sought	The President to set up a vote on Teamwork for Council to approve, or not, the appointments of chairs to LMG and Technical Committee.
10.5.2	The meeting discussed this and the Board agreed that if Council approved the appointment of Tim Daniells and Spenser Gray that they would also agree to the appointments.	Appointment of Tim Daniells and Spenser Gray as chairs of LMG and Technical Committee respectively approved subject to Council's approval.
	It was agreed that the Safeguarding Group chair would be dealt with separately.	Safeguarding chair to be dealt with separately.
	It was also agreed that in the future the process for the recruitment of specialist committee chairs should be reviewed.	Specialist committee chair recruitment process should be reviewed.
10.6	RPI increase to membership fees*	
10.6.1	The CFO referred to the paper uploaded to Teamwork and made the following points: <ul style="list-style-type: none">• The BMC had committed to announcing any membership fee increases in September of each year• Fees could be increased by RPI each year, if an increase was to be more than this it would have to go to Council or the members as it was a reserved matter• The CFO and CCO had spoken about proposed increases and also the messaging to provide to members in respect of an increase• Two figures were used 10.7% which was the forecast RPI for December, and 7.4% which was the forecast CPI for December• 2023 membership fees were increased by less than RPI as the BMC said it would absorb some of the cost• The 2024 budget had not been built yet and so costs could be adjusted to fit the revenue, but a break even budget was desired and if fees were increased by 7.4% this would result in membership revenue of £3,027k	

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10.6.2	<p>and a surplus of £3k which was not a large buffer, if they were increased by 10.7% this would result in membership revenue of £3,071k and a surplus of £47k, which would provide more of a buffer if commercial revenue targets were not achieved</p> <p>The meeting discussed the paper and suggestions and made the following comments:</p> <ul style="list-style-type: none">• It was likely that the BMC would face criticism at 7.4% and so it might as well go for the 10.7%• Comms on this would need to be tight and well thought through and highly effective• Membership appeared to be fairly sticky at 83,000 but it was not known what impact a 10% price rise would have on membership numbers• The BMC had now increased membership fees by RPI twice and there had been no noticeable change in membership numbers• The RPI forecast for December should be used, not the actual number, as the fee increase had to be announced in September to help clubs with their budgeting• The big three clubs would be spoken to prior to any announcement being made• Membership fee increases should be added to the agendas of summer board meetings in 2024 and onwards• In future the BMC should start analysing the impact on membership of changes to membership fees	CoSec to add membership fees to the agenda items for the August 2024 meeting
	<p>The Chair brought the discussion to a close and asked if the Board agreed to increase membership fees by close to the RPI forecast for December of 10.7%, the Board unanimously agreed to this.</p>	Board agreed to increase membership fees by close to 10.7%
11	Update on ORG*	
11.1	<p>It was agreed that this item would be brought back to the September board meeting, but FS asked the Board if they agreed to close down the ORG/ODG website, as it was costing the BMC money, and migrate information to the BMC website.</p> <p>The Board unanimously agreed to close down the ORG/ODG website.</p>	<p>ORG/ODG website to be closed down.</p> <p>CoSec to add this agenda item to the September board meeting.</p>
12	Update on CCPG proposals  	

Item	Topic and Main Aspects Considered	Decision / Action
12.1.2	<p>The CEO then updated the Board on a couple of other recent errors involving athletes which had been a result of human error. He noted that updated internal procedures would be introduced to ensure these did not happen again.</p> <p>The CCPG Chair was invited to comment, and he noted:</p> <ul style="list-style-type: none"> • The Athlete, and other athletes, should never have been put in such a position, it was heart-breaking for them • The BMC had to look at internal processes and in particular understand timelines involved so that it had a system set up that A needed to happen on B date and X needed to happen on Y date etc. • The athletes needed to be walked through the process so they know what it looks like • Double checks needed to be put in place together with the right level of support for both the athletes and parents 	
12.1.3	<p>The meeting discussed the issues raised and the following was noted:</p> <ul style="list-style-type: none"> • None of what had happened was acceptable • A podium athlete is awarded two pots of funding: the Athlete Personal Award (APA), which goes direct from UK Sport to the athlete, but the BMC as NGB was involved in the process and had to complete numerous actions on behalf of the athlete; and the podium award where the money is sent to the NGB and it is then their responsibility to distribute it • There was now an athlete agreement in place with the Athlete which could be used as a blue print for other athletes • These were some serious failings and the failure rate was unacceptable, the implications had to be significant, it was not clear what was being done to address the failings • There needed to be some comms on this which clearly set out a mea culpa, the new process to be implemented and who was responsible to ensure the mistakes did not happen again • The comms was an internal piece to go to the athletes and parents and coaches • One of the athletes involved had said they did not want a conversation about it until after the World Championships, which were currently taking place in Switzerland • The comms needed to be future focused and should happen after the World Championships so as not to unsettle athletes 	<p>Letter to go to athletes and parents to let them know what processes were being put in place to make sure recent failings were not repeated, this to be done after the World Championships.</p>
12.2	Update on CCPG proposals*	
12.2.1	The CEO referred to the paper uploaded to Teamwork and noted the following:	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">• Consultations were under way with key stakeholders regarding the future proposal for CCPG to be the GB Performance Group (GBP Group) and for commissions to be set up to cover skimo, ice climbing, and sport climbing (the Commissions)• There was broad agreement on many things from the stakeholders, but some concerns had been raised regarding the Commissions, and where they sat in any future structure• There was also concern about the removal of representation on GBP Group and the impact on partnership working and whether the GBP Group should report direct to the Board, or there be an overarching commission or committee overseeing the GBP Group• The CEO felt that there did not need to be a committee or commission that sat in between the Board and GBP Group and that the primary driver for participation in GBP Group was skills and expertise and not representation• A suggested timeline proposed that the inaugural meeting of the GBP Group would be in October, with members being recruited in September, in parallel to this the concept of the Commissions needed to be further explored• UK Sport had offered to part-fund a consultant to perform this work, the details of this were being finalised	
12.2.2	<p>The meeting discussed the proposals with the following points raised:</p> <ul style="list-style-type: none">• The structure would only be as good as the information provided, it needed to be very clear where the decision-making lay and who was accountable• The idea of an independent expert of GBP Group was a good idea, however there was a risk that some people would think this was just UK Sport enforcing its position• A plan for grassroots competitions and grassroots climbing would have to be announced at the same time as the GBP Group, as otherwise the BMC was leaving itself open to criticism• The suggested hierarchy in the structure was a concern as it was not clear how elite and grassroots would be aligned• Time should be taken to get this right, in particular how the BMC would work with its partners but that should not stop the right level of accountability being put into the structure so that everyone was clear where the decisions were made• It needed to be clear how the proposals solved the problems the BMC had had in the past• At present it was not clear from CCPG's terms of reference who was doing what, which was a contributing factor to some of the issues• If accountability was important, then the structure was important• It was known that what was needed to support a high-performance programme was different to what was required for grassroots programmes, this had been the issue with the CCPG that it was trying to support two different requirements• It felt like the BMC was scared to say it wanted a world class elite performance programme, it should be more unapologetic that this was its goal	

Item	Topic and Main Aspects Considered	Decision / Action
	<ul style="list-style-type: none">The grassroots was more about the pathway it was not necessarily about putting grassroots and elite together, it was ok to put expertise at both ends which could then meet somewhere in the middle	
12.2.3	<p>The Chair summarised the discussion and noted the following:</p> <ul style="list-style-type: none">there seemed to be general agreement that the BMC should not return to a single committee to deal with both grassroots and elite competition climbing as this had been proven not to workthe Board had previously approved the need for an elite performance group i.e. GBP Groupthere was a lack of understanding of how to put grassroots and elite together and more work was needed to look at this and in particular how to tell the story to membersthere had to be a headline on grassroots climbing announced at the same time as the new proposed structure for elite climbing	<p>A single committee covering grassroots and elite climbing did not work and should not be returned to.</p> <p>The Chair and MH to work on an announcement about grassroots climbing.</p>
12.3	CCPG Review	
12.3.1	<p>The Chair said he was grateful to the President for all of the work he had undertaken to get this in the position it was now in. The President referred to the various papers uploaded to Teamwork and noted the following:</p> <ul style="list-style-type: none">He felt that the CCPG Review and various other documents, which included the findings of the task and finish group which reviewed the CCPG Review and the future proposals, should be publishedHe had therefore drafted a cover letter to be published along with various documents so as to provide context/further information, the cover letter made the following points:<ul style="list-style-type: none">The commissioning of the original review was not perfect which meant that the review was not perfectDespite this, the Board had approved the recommendations found in the review and agreed to action the recommendationsThere was no way through for the BMC to not publish the CCPG Review and accompanying documents	
12.3.2	<p>The meeting discussed the cover letter and noted the following:</p> <ul style="list-style-type: none">The letter should be a bit more positive in its messagingIt was great that the BMC was moving forward with this as something had to be doneThe CEO, President and Chair should sign the letterThere should be engagement with key stakeholders prior to the letter and documents being publishedThe documentation should be published after the World Championships, this was so as not to unsettle the athletes as the publication would undoubtedly create a lot of noise	

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12.3.3 The Chair summarised the discussion and noted that the CEO and President should work together on any amendments required to the cover letter to make it more positive.

He asked if the Board agreed that the cover letter, subject to amendment, and other documents should be published. The Board agreed.

Decision / Action

CEO and President to work on the cover letter to be published alongside the CCPG Review.

Cover letter and supporting documents in relation to the CCPG review to be published after the World Championships.

13 AOB and Feedback of meeting

13.1 The Chair noted that the meeting was the final meeting of the CFO, she had had a positive impact on the BMC and she would be missed.

The Board thanked the CFO for all her work during her time at the BMC and wished her well for the future.

13.2 The Chair then asked for feedback on the meeting, the following points were noted:

- It had been a very long meeting
- There were some areas where points were being repeated
- There had been a number of operational points discussed, it would be good to pull back on this and make board meetings more strategic focused

14 Date and time of next meetings

14.1 The Chair noted the next meeting was quite an important one as it would look at the shape of the budget, and it was an all day meeting on Saturday 23 September, it would be online.

15 Close of meeting

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

Item	Action	Involving	Target date
2.1	CoSec to amend the minutes of 18 June 2022 in respect of the amount of the cost of the EUMA conference.	LV	15.08.23
2.1	PS to provide the CoSec with the amended wording he wanted at 13.2.1 of the 11 May mins.	PS	15.08.23
2.1	CoSec to prepare set of minutes for redaction and send them to the Chair and CEO	LV	15.08.23
3.1	Board to review their actions on Teamwork and update Teamwork as necessary.	All	11.09.23

Item	Action	Involving	Target date
3.1	CEO, Chair, CoSec to work through the AGM actions.	RM, PD, LV	11.09.23
4.2	CA to prepare a precis about the Sport England contract which could be shared with members.	CA	11.09.23
5.2	AS, PS, HM to meet and agree wording of the safeguarding policies.	PS, AS, HM	11.09.23
5.4	In future a completed example risk assessment to be provided to parents of athletes at the start of the competition season.	HM	Ongoing
6.8	July figures to be provided to the Board as soon as possible.	PD, AB	11.08.23
6.8	Task and finish group set up to review course corrections to continue and to meet to discuss the July figures once available	PD, FA, ID, AS,	ASAP after getting July results
9.1	Chair to forward Council's proposal to JW, CW and PD	RM	ASAP
9.1	CEO to think who should take the CFO's place in organising the session	PD	24.08.23
10.3.1	Board to comment on the dates and agenda points for Board meetings in 2024.	All	31.08.23
10.3.1	The Chair, President and CoSec to meet to discuss the AGM in 2024.	RM, AS, LV	31.08.23
10.6.2	CoSec to add membership fees to the agenda items for the August 2024 meeting	LV	31.0.8.23
11.1	CoSec to add ORG/ODG update as an agenda item to the September board meeting.	LV	13.09.23
12.1.3	Letter to go to athletes and parents to let them know what processes were being put in place to make sure recent failings were not repeated, this to be done after the World Championships.	PD	After 28.08.23
12.2.3	The Chair and MH to work on an announcement about grassroots climbing.	PD and MH	31.08.23
12.3.3	CEO and President to work on the cover letter to be published alongside the CCPG Review.	PD, AS	24.08.23
12.3.3	Cover letter and supporting documents in relation to the CCPG review to be published after the World Championships.	PD, AS	After 28.08.23