

BRITISH MOUNTAINEERING COUNCIL

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Board of Directors

Confidential draft minutes of the Board meeting held as a virtual only meeting on Zoom, on Thursday 14th December 2023 at 5.00pm

Directors Present:	Roger Murray (RM)	Chair
	John Willmott (JW)	Independent Director
	Flavia Alzetta (FA)	Independent Director
	Martyn Hurn (MH)	Nominated Director
	Neal Hockley (NH)	Nominated Director
	Peter Salenieks (PS)	Council Nominated Director (CND)
	Trevor Smith (TS)	Council Nominated Director (CND)
	Andy Say (ASa)	Council Nominated Director (CND)
	Andy Syme (ASy)	President
In attendance:	Gavin Finch (GF)	Chief Commercial Officer (CCO)
	Catherine Flitcroft	Campaigns and Policy Manager (minute taker)
	Alan Brown (AB)	Financial Controller

* denotes supporting paper(s) circulated prior to meeting

Item	Topic and Main Aspects Considered	Decision / Action
1	<ul style="list-style-type: none">• Welcome, apologies & declaration of interests• The Chair reported that due notice of the meeting had been given and he declared it open.• Caroline Worboys sent her apologies due to a family funeral• Laura Needham sent her apologies• No conflicts of interest were declared• Focus of meeting was to review reserves management and the 2024 budget	

<p>2</p>	<p>Approval of previous minutes</p> <ul style="list-style-type: none"> The minutes of the Board Meeting held on the 1st of November were circulated and were approved 	<p>Decision: Approved 1st November 2024 minutes</p>
<p>3</p>	<p>2024 Budget - Review of current position and required actions</p> <p>Budget Principles</p> <ul style="list-style-type: none"> Full budget to be reviewed at FAC meeting in January 2024 and then it is planned that the Board approve on 8th February Seeking Board agreement of operational costs for first quarter of 2024. There are two areas of spend to be clarified – The First: GBC £200,000 against travel, accommodation, expenses and events. The BMC is waiting for LB to clarify the details / breakdown of this The SMT are seeking Board guidance on the Second: Saving £20,000 by pausing discretionary work in Q1 – See table below FA requested further comments from Board by 18th Dec to help refine the budget for formal approval with proper commentary. A further paper will be circulated on 18th Dec. The Board recognises the need to increase the reserves, but this should be considered when there is a clearer idea of the shape of the 2024 budget. GB Climbing budget has been separated from other BMC work <p>Revenue</p> <ul style="list-style-type: none"> Grants – There is a difference of £71K between 2024 and 2023 because of a catch up with Partners in Q1 2023 Membership fees – expecting a small growth in numbers and growth of income of £52,321 in Q1 Insurance sales – increase due to 9% margin increase and return to pre- covid levels. [REDACTED] Events - £16,000 revenue all related to GBC ASy - European ice Cup is planned in Feb – any income from this? Column H. GF to check with Lorraine Brown The Gross profit is estimated to be £30k less than 2022. <p>Expenditure</p> <p>Membership and insurance</p>	<p>LB</p> <p>ALL – Completed during the meeting</p> <p>ALL</p> <p>GF, LB</p>

- Outdoor incident in 2023 resulting in large claim against 3rd Party liability Insurance (up to £1.5m million) between 2 members of the BMC. Considered a catastrophic incident, which together with another in recent years is expected to increase premiums for this insurance in 2024
- Increase of annual premium for 3rd Party Liability Insurance from £624,000 to c.£900,000 a year. This will affect BMC membership offers and require a piece of work to understand how the BMC should manage this in future.
- Need additional cover layer of £3-5 million, as original underwriter for this layer is reducing to £0-2 million from £0-5 million, and there are fewer insurers in the market.
- If the BMC has another catastrophic claim in the next 2 years, the BMC may not be able to offer 3rd party liability insurance

Staffing

- 6 less FTE than in 2022 – there is a saving here



Office costs

- £3,500 building maintenance included, of which £1500 planned for lighting repairs and replacement
- There are large increase in the cost of energy – as per the market.

Legal fees in Q1

- Current projection might be too low. MH / JW to chat to RM and AB and feedback an estimate of likely legal fees in 1Q 2024

Travel and accommodation

- There is a more detailed budget as a result on new structure and coding. Comparative numbers are in different columns. AB to provide notes on this so Board can better understand.

IT and digital

RM and MH to feedback to FA and AB


AB to provide a more detailed analysis of travel and accommodation costs

- Inflationary costs and move to Teams (licence) - £1500 a month budgeted for this.
- **Expedition grants**
These are allocated in March and paid out in April - already profiled in Q2

Discretionary elements included in expenditure but where savings could be made

Department	Work area	Cost	Agreed
S&CD			
██████████	██████████	██████████	██████████
International	Young Alpinist Group	£6000	25% per qtr. to be paid
International	Womens Expedition Symposia	£1250	Remove from Q1 as unlikely to be during this period. Move to later in year
Climbing Development	Information Resource	£2000	Clarify what this is. If belaying, leave in
Hill Walking	YHA Walk Pilot	£1250	Leave in
ACES			
Managed Sites	Crag Care Fund	£2500	Leave £1k, defer £1.5K to Q2
Marketing	Campaigns	£1250	Leave in
Marcom			
Marketing	Advertising	£5000	Remove from Q1
Merchandising	Ambassadors	£4500	Remove from Q1, reprofile later in year
Admin & Gov			
██████████	██████████	██████████	██████████

Approval

	<ul style="list-style-type: none">• Request that Board approve Q1 budget and enable BMC to operate within the current costs but work with Department Heads to ensure there is no overspend during this period. Q1 will then be reviewed at 22nd Jan FAC meeting and performance against this, alongside Board scrutiny at the 8th February Board meeting• Between now and 22nd Jan, a full 2024 budget will also be put together alongside a longer term, 3-year plan for full consideration by FAC at their Jan meeting. They will then recommend a full 2024 budget to be approved by Board at the 8th February Board meeting• Discussion was had by Board members as to why they were asked to sign off a budget that FAC weren't ready to sign off on• It was recognised that a Q1 budget maybe not representative of the rest of the year• FAC wish to approve a full 2024 budget but currently don't have all the information they need to formally approve this. This will be provided by the end of January 2024. This leaves it to the Board to commit to a budget between now and end January• The BMC needs to have an agreed very short term expenditure plan in order to <i>"Keep the lights on"</i> and ensure that the Board would not be asked to approve every single item of expenditure through 1Q 2024.• Board members were pragmatic, realised that they did not have a lot of choice, and that approval of a very short term expenditure plan was the only realistic way forward, as long as expenditure would be monitored carefully and that there would be safeguards in place against enhanced expenditure	<p>Board approved the Q1 2024 budget only</p>
4		

	<p>[Redacted]</p>	
<p>5</p>	<p>Risk</p> <p>RM</p> <ul style="list-style-type: none">• Thanks those that had provided their lists of risks as seen from the perspective of being a Board Director. He has compiled groupings of the risks that had been provided. For those that haven't contributed they were asked to do so. (NH added his to the meeting chat and on file)• The Grouping of risks seems to fit a pattern as follows:<ul style="list-style-type: none">○ People○ Reputation○ Commercial○ GB Climbing○ Governance• Key question 'is there anything else we should be doing?'• The following contributions were made: <p>JW</p> <ul style="list-style-type: none">• Has spoken with TS. Was reassured by his contributions. Reserves, Operational Management• We know what the immediate risks are; Budget/Reserves/Finances but we then need to look at a wider sense of risk. What is coming down the line and on the horizon. <p>ASa</p>	

	<ul style="list-style-type: none"> Concerns around getting the voice of the “<i>Core Membership</i>” heard. Communications and managing relationship with the Members Council. <p>TS</p> <ul style="list-style-type: none"> Development of Member benefits and work with the Members Council. <p>PS</p> <ul style="list-style-type: none"> Visible risks are apparent. Important we look longer term at strategic issues. <p>MH</p> <ul style="list-style-type: none"> Income generation and diversification. <p>JW</p> <ul style="list-style-type: none"> February 2024 budgets, planning around GBC <p>RM</p> <ul style="list-style-type: none"> Will take an action to work with JW to review and update groups of risks within categories/themes Risk Management at a Board Level will be shared and developed during a Board Meeting in 1H 2024 	<p>Board Level Risks to be grouped and shared at Board Meeting in 1H 2024</p>
<p>6</p>	<p>Outstanding Actions Review</p> <ul style="list-style-type: none"> Head of Performance has requested feedback on LA proposal. Supporting documents are on Teamwork. GF to check with Lorraine that latest updated proposal docs are on Teamwork/shared to review – following feedback from UK Sport engagement panel meeting <p>ASa</p> <ul style="list-style-type: none"> Will increased funding require increased investment from BMC? (RM answered that UKS confirmed next cycle will not carry any contribution requirement from NGBs) 	<p>Board to feedback on LA submission documents held on Teamwork</p>
<p>11</p>	<p>AOB & Meeting feedback</p> <p>■</p>	

	<p>[Redacted]</p> <p>[Redacted]</p> <p>ASy tabled AOB item – SkiMo</p> <ul style="list-style-type: none">• GB SkiMo have affiliated with Snowsports Scotland for insurance reasons. Di has had frustrations with BMC’s lack of support for the discipline. ASy believes we are going in the right direction and hopeful that the relationship will improve. They are still required to affiliate to BMC as the recognised National Governing Body. <p>TS tabled AOB item – Academy Clubs</p> <ul style="list-style-type: none">• Has been working with the Members Council to work through associated issues with moving the indoor academy club model forwards	<p>TS and others to bring the Indoor Clubs model forward to the Board in 1Q 2024</p>
12	<p>Date and time of next meeting: 8th Feb</p>	
13	<p>Close of meeting There being no other business, the Chair closed the meeting and thanked everyone for their time</p>	

Summary of Decisions and Actions

Item	Action	Involving	Target date
2	Decision: Minutes of Board Meeting held on 1 st November Approved		
3	Clarify details and breakdown of GB Climbing expenditure of £200,000 against travel, accommodation, expenses and events. Legal Costs to be estimated for 1Q 2024 and provided to FA and AB Decisions – Discretionary Spend Reviewed by Board – See Table in minutes above Feedback on draft budget to FA Confirm whether there will be income from Ice Climbing European Cup in February 2024 More Detailed Travel and Accommodation costs are to be provided Decision – Approval of budget for 1Q 2024 only	LB MH, RM All LB and GF AB	31.01.2024 18.12.2023 18.12.2023 31.01.2024 31.01.2024
5	Board Assessment of Risks to BMC to be grouped and shared at Board Meeting during 1H 2024	RM and JW	30.06.2024
6	Feedback to be provided to LB on LA Cycle Submission to UK Sport	All	31.12.2023
11	New Model(s) for next generation, especially indoor clubs, to be brought forward to both Members' Council and Board	TS with Jane Thompson and Lucinda Whittaker	31.03.2024

The above is accepted as an accurate record of the meeting: