

What the legal advice said:

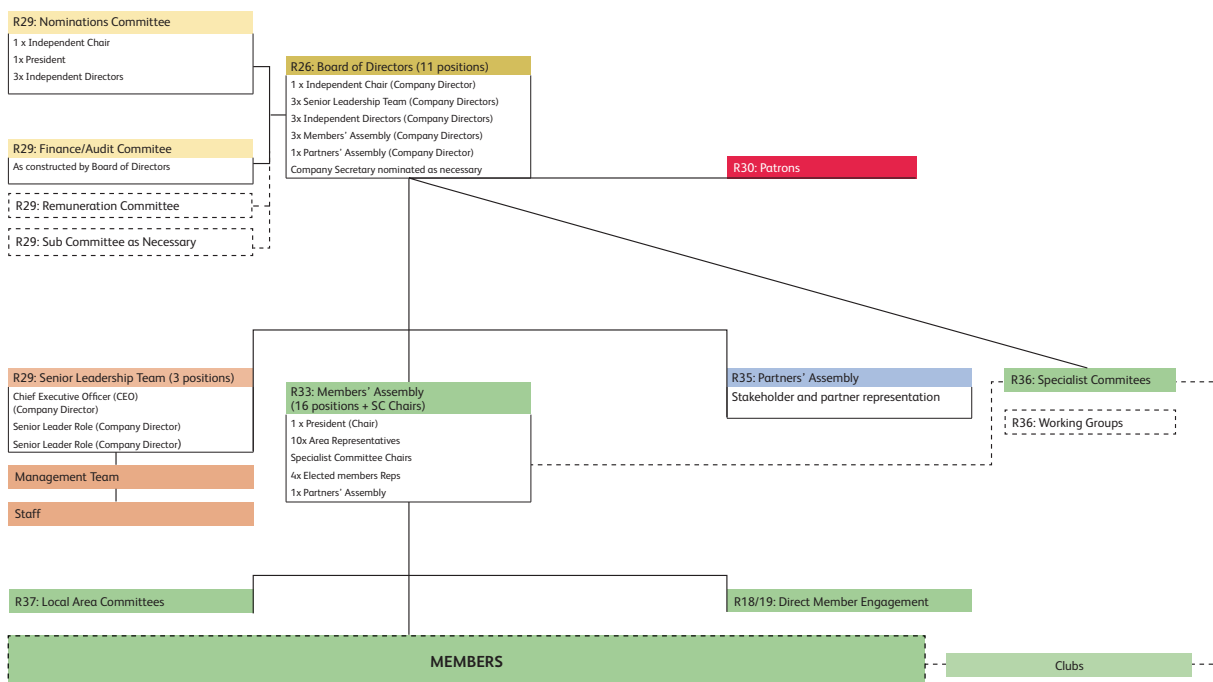
“In our view, the M&AA as currently drafted do not reflect best practice, do not reflect good governance, create legal uncertainty and risk for the BMC and those involved in its governance.”

Womble Bond Dickinson

Recommended BMC Corporate Structure:



Recommended BMC Organisation Structure:



Next Steps:

- Member Consultation Survey launches next Tuesday, closes 22/12/17
- Area Meeting and National Council feedback
- Focus group written feedback until 22/12/17
- New Articles of Association prepared for AGM
- Resolutions at AGM 2018

Key Recommendation Themes

Below is a summary of the key themes of the recommendations, broken down into the categories the ORG has recommended.

Headlines

The BMC should ensure it is both the representative body for all climbers, hillwalkers and mountaineers and the governing body for competitive activities. On behalf of, and in conjunction with, its members, the BMC should:

- Create a vision for the sector that includes the relationships with clubs, partner organisations and stakeholders
- Create an organisational strategy to deliver this vision through its staff and volunteers
- Serve its members openly and transparently, developing strategies to engage members democratically in determining its future
- Recognise the importance of indoor climbing as an activity in its own right

Corporate Structure

- Remain a not-for-profit Company Limited by Guarantee
- Ensure oversight and effective use of its charitable subsidiaries and joint entities; Access and Conservation Trust, Land Management and Property Trust and Mountain Heritage Trust
- Consider sub-groups or wholly owned subsidiaries for:
 - Commercial operations
 - Competitive activities
 - Supporting activities in Wales/Cymru

Governance	Strategy and Policy	Culture, Leadership & Management
<ul style="list-style-type: none"> • Executive Committee disbanded and replaced by a Board of Directors, chaired by an independent Chair • Re-creation of a Nominations Committee and Finance/Audit Committee under the Board of Directors • National Council disbanded and replaced by a Members' Assembly chaired by the President • Creation of a Partners' Assembly • Clarity on role of Patrons • Review of Specialist Committees and working groups • Operational changes to Local Areas • Implementation of online voting for AGMs • Introduction of an effective grievance process • Effectiveness review of Articles of Association changes after three years 	<ul style="list-style-type: none"> • Creation of a strategy development process • Review of who target members are, mindful of over-expansion • Encourage responsible growth in climbing, hillwalking and mountaineering • Remain one member one vote, but restructure membership packages to meet the needs of individual members • Grant funding for non-core initiatives and projects only • Strategy to support clubs more effectively • Review, extend and strengthen strategic partnerships at home and abroad • Clarity on Olympic support • Creation of a digital strategy • Implementation of digital membership engagement platforms • Review management of membership engagement • Balance communications between sales and policy 	<ul style="list-style-type: none"> • Senior Leadership Team expanded to three Directors; CEO, plus two other senior roles • Senior Leadership Team to create a business plan approved by the Board of Directors • Senior Leadership Team measured, by the Board of Directors, to robust and challenging objectives • Senior Leadership Team responsible for performance management and HR • Senior Leadership Team to encourage culture of empowerment and delegation • Senior Leadership Team responsible for creating robust and measurable objectives for staff • Creation of plan for staff career training and development • Clear policies for staff when working with partner organisations • Review to enhance volunteer support, induction and management • Policy for regular recognition of significant contributions to the BMC