

Recommendation	ORG Category	ODG Workstream	Recommendation statement : The BMC should:	Commentary
1	Headline	1. Strategy and Vision	alongside home nation representative organisations, ensure it is the representative body for all British climbers, hillwalkers and mountaineers, and the governing body for competitive activities across the UK	Increased working relationship with Mountaineering Scotland, Ireland and overseas. Competition department and clarity within strategic plan
2	Headline	1. Strategy and Vision	create a vision for all climbing, hillwalking and mountaineering activities, including the relationships with clubs, partner organisations and stakeholders across the sector	Included within the strategic plan, clubs strategy document. Still to work with partner organisations and stakeholders to create this vision
3	Headline	1. Strategy and Vision	create an organisational strategy that focuses on delivering, through staff and volunteers, and alongside its subsidiaries and partners, its priorities and functions for members	Strategic plan approved and published with a business plan being developed and work begun with subsidiaries and partners
4	Headline	1. Strategy and Vision	The BMC exists primarily to serve its members. It must therefore be open and transparent and develop specific strategies, policies and structures that engage members democratically in determining its future	members engagement paper being implemented, developments of members council. Much more work to be done as part of the strategic plan
5	Headline	1. Strategy and Vision	recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members	As part of the strategic plan, working with partners and the setting up of the competition dept. Still to deliver consistently
6	Strategy and Policy	1. Strategy and Vision	create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members	process published and followed for this strategy cycle and plans to review on an annual basis with members
7	Strategy and Policy	1. Strategy and Vision	The BMC must understand and define the breadth of its membership and understand the balance between attracting new members and over-expansion so that it retains focus and relevance	Part of discussions 1st April Board meeting

8	Strategy and Policy	6. Policy	responsibly encourage growth and participation in all areas of the activities that it represents, recognising the access, conservation and environmental issues that growth could cause	Part of discussions 1st April Board meeting
9	Strategy and Policy	6. Policy	develop and support strategies and programmes to encourage a diverse membership, focussing particularly on young people, to participate in all its activities	part of the strategic plan
10	Strategy and Policy	2. Operations and Finance	ensure that it is financially stable, has a reserves policy and that core activities are sustainable through self-generated income, both from membership fees and commercial activity	Reserves policy agreed, sustainable income part of discussions 1st April Board meeting
11	Strategy and Policy	2. Operations and Finance	Full membership of the BMC should remain one member one vote. However, it should review its membership packages to ensure that it is commercially meeting the individual needs of its members and consider non-voting associate members for particular partnerships (for example, new and young indoor climbers) and commercial purposes (for example, insurance)	To be actioned by new Head of Operations and Development
12	Strategy and Policy	7. Partnerships	ensure it recognises the contribution of clubs and their members to climbing, hillwalking and mountaineering and further develop its strategies to support its broad range of affiliated clubs	strategic plan for working with and developing clubs at discussion stage with members
13	Strategy and Policy	1. Strategy and Vision	review its strategic partnerships and where necessary strengthen existing partnerships or develop new partnerships with organisations across the spectrum of the BMC's work	Partnership manager appointed and work on going
14	Strategy and Policy	1. Strategy and Vision	work with and develop partnerships with other nations' governing and representative climbing, hillwalking and mountaineering organisations and global climbing organisations such as the UIAA and IFSC	work started by CEO and President- ongoing as part of the strategic plan

15	Strategy and Policy	6. Policy	give clarity to members, partners and stakeholders on its level of support for the Olympics	policy statement published and setting up of the competition department with clear intent in strategic plan
16	Strategy and Policy	2. Operations and Finance	ensure that it has a digital strategy to support potential growth, its members, policy forming and engagement and broader innovations within the scope of the activities it supports	Digital strategy to be presented to NC 28th March 2020
17	Strategy and Policy	2. Operations and Finance	review how it resurces the management of membership engagement	Members engagement paper being delivered
18	Strategy and Policy	8. Membership Engagement	implement a technology based national polling and discussion platform to gauge member views on national, international and local issues	National pooling available but decision made that no platform will be made available at this time
19	Strategy and Policy	8. Membership Engagement	implement a technology based Annual Member Survey	
20	Strategy and Policy	2. Operations and Finance	ensure it balances communications between sales and commercial functions and organisational and policy functions	to be part of digital strategy and work of newly appointed HOD
21	Corporate Structure	4. Corporate Structure	remain a not-for-profit Company Limited by Guarantee; however, only following a complete review and amendment of its governance structure	to be considered in 2021 review of strategic plan
22	Corporate Structure	4. Corporate Structure	ensure that it has effective oversight and governance of its charitable subsidiaries, ensuring that all of their legal and governance obligations are being met, in order to optimise their charitable outputs, and at the same time respecting their organisational autonomy. These are the BMC Access and Conservation Trust (ACT) (charity number 1089516), BMC Land and Property Trust (charity number 1112577) and Mountaineering Heritage Trust (charity number 1083219)	Review still be carrying out by the subsidiaries work stream and to be considered on 1st April board meeting

23	Corporate Structure	4. Corporate Structure	explore the potential for a clearly defined sub-group, or creation of a wholly owned subsidiary for some of its commercial activities	this is to be reviewed as part of the HOD role
24	Corporate Structure	4. Corporate Structure	create a joint subsidiary for competitive activities in partnership with Mountaineering Scotland and other relevant home nation governing bodies for the purposes of managing competitive activities and to support elite level competitive activities such as Team GB	Competition sub group set up but not as a subsidiary but as a department after the results of the work group recommended this approach. Review of effectiveness on quarterly basis
25	Corporate Structure	4. Corporate Structure	The BMC should research the benefits of creating a sub-group or subsidiary to support its operations and activities in Wales/Cymru, and to help maximise region-specific funding opportunities	Board committee set up to provide guidance on Wales/Cymru issues; Complete full investigation of sub group. Increased resources for regional specific work
26	Governance	5. Governance	The Executive Committee should be restructured and renamed the Board of Directors	Completed
27	Governance	5. Governance	appoint a Chair of the Board of Directors who is independent from the Members' Assembly	Completed
28	Governance	5. Governance	ensure that its Board of Directors has clear primacy, to ensure compliance with the Companies Act 2006	Completed
29	Governance	5. Governance	The Board of Directors should establish a Nominations Committee and a Finance/Audit Committee	Both established but undergoing review from the Board 2020
30	Governance	5. Governance	engage in an internal Board of Directors review annually with an external review every three years in order to ensure it remains effective	Results of first review 1st April 2020
31	Governance	5. Governance	In addition to publishing minutes (excluding sensitive matters) after every meeting, the Board of Directors should produce a communiqué (summary of key themes and discussions), to be published on the BMC website	This requires further work to be consistent and timely in sharing information

32	Governance	7. Partnerships	The Board of Directors must work with the Patrons to create a strong basis for working relationship and clarify the mechanism for bringing new Patrons into the organisation.	
33	Governance	5. Governance	The National Council should be restructured and become the Members' Assembly, and its role redefined	Resolution to go to AGM 2020
34	Governance	5. Governance	retain the role of President, who chairs the Members' Assembly, however the role should be separate from the Chair of the Board of Directors	Completed
35	Governance	7. Partnerships	create a Partners' Assembly to strengthen key alliances and sector partnerships	Completed and two meetings done
36	Governance	5. Governance	review Specialist Committees and Working Groups to clarify roles and ensure separation of policy-making and operational activities	Work group set up and work begun - completion date XXXX
37	Governance	8. Membership Engagement	Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective	being delivered as part of the membership paper
38	Governance	8. Membership Engagement	implement an online voting platform in order to increase member engagement in its General Meetings	Completed
39	Governance	5. Governance	introduce an effective process for members to raise grievances about the management of the BMC	Completed but to be reviewed 2020
40	Governance	5. Governance	review any Memorandum and Articles of Association amendments, including those of its subsidiaries, after three years in order to evaluate their effectiveness, and every three years thereafter	Article updated to be presented at AGM 2020 and sign off of subsidiaries Articles to be completed by XXX
41	Culture, Leadership & Management	3. Culture, Leadership and Management	The Senior Leadership Team (SLT) should be expanded and must include the two staff Directors, the CEO and the Finance Director	Existing department heads set up as Senior Management Team (SMT). Budget and process in place for recruitment of a Head of Operations and Development. Review to be completed final quarter 2020

42	Culture, Leadership & Management	3. Culture, Leadership and Management	The SLT should have a business plan which is approved by the Board of Directors	SMT producing business plan in line with strategic plan
43	Culture, Leadership & Management	3. Culture, Leadership and Management	The SLT should have robust, challenging and motivational objectives, based upon the strategic plan, which are measured by the Board of Directors	Board member working with SMT to develop
44	Culture, Leadership & Management	3. Culture, Leadership and Management	The SLT, working with the Management Team, are responsible for ensuring that all staff have robust and measurable objectives which are driven from the strategy and business plan	Dependent upon R43 above
45	Culture, Leadership & Management	3. Culture, Leadership and Management	The SLT of the BMC should encourage a culture of empowerment, delegation and decision making across the staff structure	SMT now meeting weekly with ToR and agenda; this will take time to filter across the staff structure
46	Culture, Leadership & Management	3. Culture, Leadership and Management	Create a plan to allow for staff career development and succession planning	Board member working with SMT to develop
47	Culture, Leadership & Management	3. Culture, Leadership and Management	The SLT should be responsible for performance management, remuneration and reviewing of HR policies	Board member working with SMT to develop
48	Culture, Leadership & Management	3. Culture, Leadership and Management	ensure it has clear policies that enable its staff to work effectively with partner organisations and provide training and coaching to staff operating in those roles	SLT to produce 2020
49	Culture, Leadership & Management	3. Culture, Leadership and Management	review how it resources the management of volunteers	Part time Volunteers office identified - review in relation with R52 necessary final quarter 2020
50	Culture, Leadership & Management	3. Culture, Leadership and Management	look at a volunteer induction policy and plan for volunteer engagement and volunteers should have a clear job description and understand their role	SMT to allocate time for officer to deliver

51	Culture, Leadership & Management	3. Culture, Leadership and Management	enhance its policies to ensure regular recognition of significant contribution to the organisation	Award programme developed other regular methods still tbd
----	--	--	---	--