



## Key:

1	Strategy and Vision	5	Governance
2	Operations and Finance	6	Policy
3	Culture, Leadership and Management	7	Partnerships
4	Corporate Structure	8	Membership Engagement

	2019	2020
	Completed	Completed/ implemented
	Scope clear and timeline ok	Completed differently
	Scope or timeline risk	Decision made - not yet implemented
	Scope and timeline risk	Awaiting paper
		Requires Decision/Approval

ODG	Final recommendation or post ORG requirement	2019	2020
			Now responsible or decision at/by
1	The BMC should, 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.		SMT
1	The BMC should create a vision for all climbing, hillwalking and mountaineering activities, including the relationships with clubs, partner organisations and stakeholders across the sector		Board
1	In order to deliver its vision for all climbing, hillwalking and mountaineering activities, the BMC should create an organisational strategy that focuses on delivering, through staff and volunteers, and alongside its subsidiaries and partners, its priorities and functions for members.		SMT
1	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.		Board/NC
1	The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members.		SMT
1	The BMC should create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members.		SMT
1	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.		SMT
1	The BMC should review its strategic partnerships and where necessary strengthen existing partnerships or develop new partnerships with organisations across the spectrum of the BMC's work.		SMT
1	The BMC should 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.		SMT
2	The BMC should ensure that it is financially stable, has a reserves policy and that core activities and sustainable through self-generated income, both from membership fees and commercial activity.		Board
2	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].		SMT/NC/Board
2	The BMC should ensure that it has a digital strategy to support potential growth, its members, policy forming and engagement and broader innovations within the scope of activities it supports.		ODG-digital strategy
2	The BMC should review how it resourced the management of membership engagement.		CEO/SMT
2	The BMC should ensure it balances communication between sales and commercial functions and organisational and policy functions.		ODG -digital strategy
2	The BMC should review how it resourced the management of volunteers.		SMT
3	The Senior Leadership Team should be expanded and must include the two staff Directors, the CEO and the Finance Director.		Board/SMT
3	The Senior Leadership Team should have a business plan which is approved by the Board of Directors.		SMT
3	The Senior Leadership Team should have robust, challenging and motivational objectives, based upon the strategic plans, which are measured by the Board of Directors.		CEO/Board
3	The Senior Leadership Team, working with the Management Team, are responsible for ensuring that all staff have robust and measurable objectives which are drawn from the strategy and business plan.		CEO/SMT
3	The Senior Leadership Team of the BMC should encourage a culture of empowerment, delegation and decision making across the staff structure.		CEO/SMT
3	The BMC should create a plan to allow for staff career development and succession planning.		CEO/SMT
3	The Senior Leadership Team should be responsible for performance management, remuneration and reviewing of HR policies.		CEO/SMT
3	The BMC should 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.		CEO/SMT
3	The BMC should look at a volunteer induction policy and plan for volunteer engagement and volunteers should have a clear job description and understand their role.		President/SMT
3	The BMC should enhance its policies to ensure regular recognition of significant contribution to the organisation.		President/NC
4	The BMC should remain a not-for-profit Company Limited by Guarantee, however, only following a complete review and amendment of its governance structure.	✓	Board
4	The BMC should 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 Mountain Heritage Trust (charity number 1083219).		Board
4	The BMC should explore the potential for a clearly defined sub-group, or creation of a wholly owned subsidiary for some of its commercial activities.		Board
4	The BMC should 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 so support elite level competitive activities such as Team GB.		Board/ CPPG
4	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/Cymru committee
5	The Executive Committee should be restructured and renamed the Board of Directors.	✓	Board
5	The BMC should appoint a Chair of the Board of Directors who is independent from the Members' Assembly.	✓	Board
5	The BMC should ensure that the Board of Directors has clear primacy, to ensure compliance with the Companies Act 2006.		board
5	The Board of Directors should establish a Nominations Committee and a Finance/Audit Committee.	✓	Board
5	The Senior Leadership Team, working with the Management Team, are responsible for ensuring that all staff have robust and measurable objectives which are drawn from the strategy and business plan.		Board

5	In addition to publishing minutes [excluding any sensitive matters] after every meeting, the Board of Directors should produce a continual summary of the key themes and discussions to be published on the BMC website.		Board
5	The National Council should be restructured and become the Members' Assembly, and its role redefined.		AGM2021
5	The BMC should retain the role of the President, who chairs the Members' Assembly, however the role should be separate from the Chair of the Board of Directors.	✓	NC
5	The BMC should review Specialist Committees and Working Groups to clarify roles and ensure separation of policy making and operational activities.		ODG-specialist committee review
5	The BMC should introduce an effective process for members to raise grievances about the management of the BMC.	✓	SMT
5	The BMC should 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.		Board/SMT/AGM2021
6	The BMC should 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.		SMT
6	The BMC should develop and support strategies and programmes to encourage a diverse membership, focusing particularly on young people, to participate in all its activities.		SMT
6	The BMC should give clarity to members, partners and stakeholders on its level of support for the Olympics.		SMT
7	The BMC should 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.		ODG-clubs strategy
7	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.		President/Chair
7	The BMC should create a Partners' Assembly to strengthen key alliances and sector partnerships.		SMT
8	The BMC should implement a technology based national polling and discussion platform to gauge member views on national, international and local issues.		SMT
8	The BMC should implement a technology based Annual Member Survey.		SMT
8	Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective.		NC
8	The BMC should implement an online voting platform in order to increase member engagement in its General Meetings.		Board/NC