0.1	Final Recommendation or post ORG requirement	ODG Primary Workstream	Responsibility												
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	Strategy and Vision	CEO												
2	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	Strategy and Vision	CEO												
3	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	Strategy and Vision	CEO	Work Stream and where it has a do Stream eg Work Stream	table read down d then across the ependency on and 3 has a depende ticular Recommer	columns to find other Work ncy on Work									
4	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	Strategy and Vision	CEO				has a depe	endency delivered b	y this Work Stream,	, in particular from	the numbered reco	mmendations			
5	The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members		CEO	Depen	dencies	1 Strategy and Vision	2 Operations and Finance	3 Culture, Leadership and Management	4 Corporate Structure	5 Governance	6 Policy	7 Partnerships	8 Membership Engagement	Other	
6	The BMC should create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members	Strategy and Vision	CEO		1 Strategy and Vision			R42					R18		
7	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	Strategy and Vision	CEO		2 Operations and Finance	R4, R5, R6, R7			R22, R23, R24, R25	R36			R17, R18, R19		
8	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	Policy	Independent BMC Member or NC Member		3 Culture, Leadership and Management	R7				R27			R18		
9	The BMC should develop and support strategies and programmes to encourage a diverse membership, focussing particularly on young people, to participate in all its activities	Policy	CEO		4 Corporate Structure										
10	The BMC should 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	Operations and Finance	Treasurer		5 Governance				R22					Any changes to AoA, could arise from multiple Work Streams	
11	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)	Operations and Finance	CEO		6 Policy	R7, R15			R22	R36					
12	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	Partnerships	Independent BMC Member or NC Member	ream	7 Partnerships	R2, R3, R5, R14	R11	R48		R33				R32 - with President	
13	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	Strategy and Vision	CEO	his Work Stre	8 Membership Engagement	R4	R16								
14	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	Strategy and Vision	CEO												
15	The BMC should give clarity to members, partners and stakeholders on its level of support for the Olympics	Policy	CEO												
16	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 the activities it supports	Operations and Finance	CEO												
17	The BMC should review how it resources the management of membership engagement	Operations and Finance	CEO												
18	The BMC should implement a technology based national polling and discussion platform to gauge member views on national, international and local issues	Membership Engagement	Paul Evans												
19	The BMC should implement a technology based Annual Member Survey	Membership Engagement	Paul Evans												

0.1	Final Recommendation or post ORG requirement	ODG Primary Workstream	Responsibility						
20	The BMC should ensure it balances communications between sales and commercial functions and organisational and policy		CEO						
21	functions The BMC should remain a not-for-profit Company Limited by Guarantee; however, only following a complete review and	Corporate Structure	CEO/Board						
22	amendment of its governance structure 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		CEO						
	1089516), BMC Land and Property Trust (charity number 1112577) and Mountaineering Heritage Trust (charity number 1083219) The BMC should explore the potential for a clearly defined								
23	sub-group, or creation of a wholly owned subsidiary for some of its commercial activities	Corporate Structure	CEO						
24	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 to support elite level competitive activities such as Team GB	Corporate Structure	CEO						
25	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	Corporate Structure	Will Kilner						
26	The Executive Committee should be restructured and renamed the Board of Directors	Governance	-						
27	The BMC should appoint a Chair of the Board of Directors who is independent from the Members' Assembly  The BMC should ensure that its Board of Directors has clear	Governance	AGM						
28	primacy, to ensure compliance with the Companies Act 2006  The Board of Directors should establish a Nominations	Governance	Board						
29	Committee and a Finance/Audit Committee	Governance	Board						
30	order to ensure it remains effective	Governance	Chair						
31	In addition to publishing minutes (excluding any 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	Governance	Board						
32	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.	Partnerships	President						
33	The National Council should be restructured and become the Members' Assembly, and its role redefined  The BMC should retain the role of President, who chairs the	Governance	President						
34	Members' Assembly, however the role should be separate from the Chair of the Board of Directors	Governance	Board						
35	The BMC should create a Partners' Assembly to strengthen key alliances and sector partnerships	Partnerships	Independent BMC Member or NC Member						
36	The BMC should review Specialist Committees and Working Groups to clarify roles and ensure separation of policy-making and operational activities	Governance	Independent BMC Member or NC Member						
37	Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective	Membership Engagement	Paul Evans						
38	The BMC should implement an online voting platform in order to increase member engagement in its General Meetings	Membership Engagement	Paul Evans						
39	The BMC should introduce an effective process for members to raise grievances about the management of the BMC	Governance	Independent BMC Member or NC Member						
40	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	Governance	Independent BMC Member or NC Member						

0.1	Final Recommendation or post ORG requirement	ODG Primary Workstream	Responsibility						
	The Senior Leadership Team should be expanded and must	Culture, Leadership and							
41	include the two staff Directors, the CEO and the Finance Director	Management	Board						
42	The Senior Leadership Team should have a business plan	Culture, Leadership and	CEO						
	which is approved by the Board of Directors  The Senior Leadership Team should have robust, challenging	Management	0.0						
43	and motivational objectives, based upon the strategic plan,	Culture, Leadership and	CEO						
	which are measured by the Board of Directors	Management							
	The Senior Leadership Team, working with the Management Team, are responsible for ensuring that all staff have robust	Culture, Leadership and							
44	and measurable objectives which are driven from the strategy		CEO						
	and business plan The Senior Leadership Team of the BMC should encourage a								
45	culture of empowerment, delegation and decision making	Culture, Leadership and Management	CEO						
	across the staff structure	<u> </u>							
46	The BMC should create a plan to allow for staff career development and succession planning	Culture, Leadership and Management	CEO						
	The Senior Leadership Team should be responsible for	Culture, Leadership and							
47	performance management, remuneration and reviewing of HR policies	Management	CEO						
	The BMC should ensure it has clear policies that enable its	Cultura Landardhia and							
48	staff to work effectively with partner organisations and	Culture, Leadership and Management	CEO						
	provide training and coaching to staff operating in those roles  The BMC should review how it resources the management of	<del>                                     </del>							
49	volunteers	Operations and Finance	CEO						
	The BMC should look at a volunteer induction policy and plan	Culture, Leadership and	CEO						
50	for volunteer engagement and volunteers should have a clear job description and understand their role	Management	CEO						
51	The BMC should enhance its policies to ensure regular	Culture, Leadership and	President						
	recognition of significant contribution to the organisation FinCom TORs	Management Governance	Board						
_	NomCom TORs	Governance	Board						
54	Process for nomination and election of President & VP	Governance	Board						
55	Process for NC Board Member selection	Governance	President						
	Board TORs	Governance	Board						
57	Article 9.5.5 (b)	Governance	Andy Syme						
58	Article 28.5.1	Governance	Andy Syme						
	4 11 4 20 7 2 4 20 7 2								
	Article 28.7.2 & 28.7.3 Article 28.3.2	Governance Governance	Andy Syme Andy Syme						
	Article 9.8.3	Governance	Andy Syme						
	Add Object to Manage Team GB Nationally	Governance	Andy Syme						
_	Issuing Direction on Policies	Governance	Andy Syme						
64	Ensure directors, staff and officers can't supply self fulfilling services	Governance	Andy Syme						
	Memorandum of Understanding (MOU)	Governance	Andy Syme						
66	Remove Sched 2 and paras 19.8.1 & 19.8.2 and any others	Governance	Andy Syme						
67	In exceptional circumstances a director may be Co-opted onto the Board if this is necessary to ensure that the Board has the	Governance	Andy Syme						
	skills and/ or experience necessary to fulfil its role.								