

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																	
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																	
5	The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members	Strategy and Vision	CEO																	
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																	
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																	
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																	
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																	
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																	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																	
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																	
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																	
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																	

For the following table read down the row to a Work Stream and then across the columns to find where it has a dependency on another Work Stream eg Work Stream 3 has a dependency on Work Stream 1, in particular Recommendation 7										
...has a dependency delivered by this Work Stream, in particular from the numbered recommendations										
Dependencies		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
This Work Stream...	1 Strategy and Vision			R42					R18	
	2 Operations and Finance	R4, R5, R6, R7			R22, R23, R24, R25	R36			R17, R18, R19	
	3 Culture, Leadership and Management	R7				R27			R18	
	4 Corporate Structure									
	5 Governance					R22				
	6 Policy	R7, R15				R22	R36			
	7 Partnerships	R2, R3, R5, R14	R11	R48						R32 - with President
	8 Membership Engagement	R4	R16							

