

Appendix 3 - Access Environment and Conservation: Strategic and Operational Leadership and Management - Future State

As part of the process of strengthening the Access Management Group, we believe that it is important to formalise its role and methodology. This includes setting out clearly, how it links to the Board and National Council, how it works with partners, stakeholders and sub-groups, and how it is involved in campaigns. This is set out in appendix 1 in the suggested 'Ways of Working' and new Terms of Reference. The table below illustrates how decision making powers are distributed across different parts of the BMC.

In order to clarify the roles of individuals and groups involved in access and conservation work, we are proposing the following structure:

Access, Environment and Conservation Strategic and Operational Leadership and Management - Future State

Intent is that all issues are aimed to be resolved at the lowest feasible level.
DECISION RIGHTS: R = Responsible, A = Agree or Veto, P = Perform, I = Input and Inform, D = Decides

Action or a decision is needed at:	<u>Local Area level</u>	<u>National, International and Strategic level</u> Covers National and International Problems and Opportunities which have strategic implications. Also likely to include issues which cover more than one Local Area
Governance	Managed and Decisions made by Local Area (D or A)	Governed by BMC Board (D or A) Managed and Decisions made by CEO and BMC Senior Officer accountable for Access, Environment and Conservation (D or A) National Council Informed of past activity and input to future plans (I and A)
Local Area Access Representatives	Takes action or makes decision in line with local policy (D and P and R)	Input to the work on the Strategic Issues Implements at a local level what has been decided on by BMC CEO and Senior Officer accountable for Access, Environment and Conservation (I and P)
BMC Staff	Supports the Local Area Access Representatives, in particular where specialist advice or services and the related funding is required (I and P)	Input to the work on the Strategic Issues Access Officers resolve issues in line with existing BMC policy and within delegated authority from CEO and Senior Officer accountable for Access, Environment and Conservation. (I and P)
AMG Group	Provides strategic oversight of operational activity undertaken by Local Area Access Representatives and BMC Staff (I and A)	Sets the direction for Access, Environment and Conservation work and advises specifically on strategic issues Offers advice, support and guidance on issues of national and / or having wider implications (R and P and I)
Access and Conservation Trust	The A&CT does not directly engage in operational matters or the strategic direction of the BMC, rather it has complimentary goals of supporting education and conservation projects across the United Kingdom and Ireland in order to promote sustainable access to cliffs, mountains and open countryside. This is seen through pre planned projects and initiatives, instead of resolving issues as they arise	