

BMC ODG (Organisation Development Group) Partnerships (Work Stream 7) Interim Report

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1. EXECUTIVE SUMMARY

1.1 Context

The Organisational Development Group (ODG) split the full scope of its work down into eight work streams, of which this paper covers half of the Partnerships Work Stream - and specifically that covering Partner and Stakeholder Organisations. A small group of people has been formed to work on this part of the Workstream The Terms of reference are set out in [Appendix 5](#). This paper details the group’s recommendation in relation to Partners Stakeholder Organisations and a separate document will detail those recommendations for Clubs.

The BMC operates alongside a large and diverse range of Partners and Stakeholders with each having complementary aims in at least one of the areas of interest to the BMC. To prepare this report the group has collated information on relevant bodies, gathered them into themes and then analysed the aims of all parties in the relationship. The group has considered current operation and how better delivery of the aims could be achieved in the future. The paper is brought to the Board at this point in order to receive endorsement and feedback before it goes out to wider consultation through the Local Areas and National Council. Our intent is that a more complete and updated paper returns to the Board for approval.

1.2 Definitions used as a basis of this report

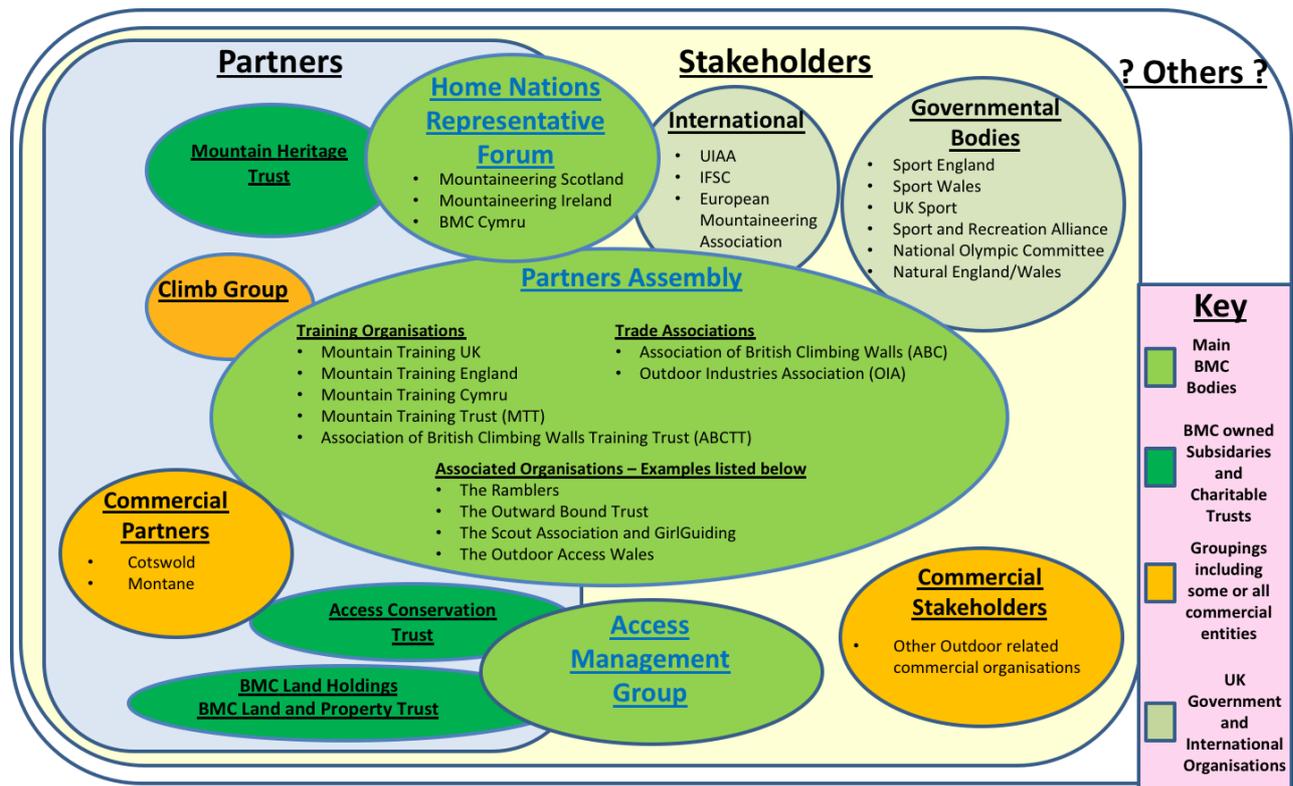
Partners are those organisations who actively participate in the planning, development and/or implementation of any of the BMC’s strategies and activities through a formal arrangement which may be based on the terms of reference, memoranda of understanding, or financial/contractual/legal agreements.

Stakeholders being any individuals, groups or organisations that can affect or can be affected by the strategies and activities, successes and failures of the BMC – they can be internal or external and some of them can also be partners. Typically they will include potential conservation, land management or government agencies. However they may also include investors/funders, customers/members, staff, volunteers, and other membership organisations that operate within our sector.

Using these definitions we can cluster our Partners and Stakeholders, as shown diagrammatically below. It is anticipated that we will strengthen existing Partnerships and develop new relationships, all in the service of delivering the BMC Strategic Objectives.

1.3 Partner and stakeholder map:

The Partner and Stakeholder Map provides a visual overview of how typically our partners and stakeholders sit within the BMC and how we are to suggest we can best strengthen the relationships with each of the clusters.



The following summary of recommendations gives an overview of all our recommendations in relationship to the three key areas that can be identified in the diagram above and shown in bright green - specifically: (i) Training partners, (ii) Access, Conservation & Environmental Partners and Stakeholders and (iii) National Bodies.

1.4 Overview of our recommendations

All our recommendations recognise the considerable partnership working that exists within the BMC, aims to build on this base and wherever possible we have aimed to minimise additional resources or work loads. Within each section we identify for you whether we would like your approval or endorsement.

1.4.1 Overall mapping of our partners and stakeholders

1. Endorse the approach to mapping our partners and stakeholders and which organisations will become formal partners within our governance structure.
2. Endorse that BMC members undertaking Mountain Training (MT) represent a sizeable part of the BMC membership and as such should be represented on the National Council in their own right as a constituency councilor.
3. Endorse that the Partnership officer role should support the implementation of the three key areas that are identified in the above diagram

1.4.2 Set up a Partner Assembly to deliver sector wide strategic alliance

1. Endorse setting up a Partner Assembly to engage with training and other associated partners to develop sector wide collaborations that build on the synergies of the differing expertise, skills and attributes in order to identify strategic opportunities, manage risk and create a shared goal. to provide real benefit to the BMC and Partners members.
2. Endorse the Partner Assembly to operate independent of the Board whilst having clear lines of reporting to all the Partner boards, whilst recognising the primacy of all organisations boards.
3. Endorse the engagement of a number of our associated members or other organisations who could add value to the Partner Assembly and as a route to extending partner relationships and sector alliances.
4. Endorse, at least in the short term, a BMC Director being formally assigned to work with, attend meetings and represent the Partner Assembly to the BMC Board. The aim being that in the long term this would be a 'Nominated Director', as defined in the BMC Articles of Association, whom would be drawn from the sector to add depth in knowledge of this sector to the Board.
5. Endorse the recommendation that the Partner Assembly have a position and full vote on National Council (anticipated to be a specialist councilor).

1.4.3 Formalisation of Access Management Group (AMG) terms of reference in order to contribute more effectively to the BMC strategic plan on access, conservation and environment and improve engagement with key stakeholders

1. Endorse the strengthening of our AMG, through both broadening the membership and clarifying its Terms of Reference in order to provide proactive and strategic guidance to the Board and National Council. Offer support to local areas access representatives and help develop strategic priorities with our access, conservation and environmental stakeholders.
2. Approve that the Board will appoint a Director to work closely with the AMG, attend meetings of the AMG and represent the AMG to the Board.
3. A member of the AMG (either the Chair or other nominated person) becomes a trustee of ACT. This would provide a clear interchange of ideas with our key access and conservation trust and enable both groups to ensure the policies and processes are in line with the overall objectives of each organisation.
4. Endorse that the AMG have a position and full vote on National Council (anticipated to be a specialist councilor).
5. Endorse the recommendation to work with the Partnership officer towards converting some of our stakeholders to partners in order to help deliver more effectively the strategic objectives.
6. Endorse that this group, working with AMG, clarifies the role of volunteer access representatives which would include an overview of how the volunteer role works with the AMG, NC and Board.
7. To review the working relationship between ACT and AMG in order to consider how we can utilise our subsidiary to support and deliver clear outcomes on behalf of the BMC in relationship to access, conservation and the environment.

1.4.4 Set up a National Bodies forum to facilitate coherence in UK and international representation and collaborative working

1. Approve a National Bodies Forum to ensure that the BMC works in a co-operative manner with our Partner National Mountaineering Organisations and builds an effective alliance to work with government and other international bodies.

2. Endorse that UIAA and IFSC are key stakeholders and should have an ongoing relationship with the competition group (IFSC) and the Partner Assembly (UIAA) in their strategic planning. Both of these relationships should be monitored by the National Bodies forum and as appropriate the BoD.

1.4.5 Commercial partners

1. The CEO or senior manager to develop a regular relationship with our existing commercial partners in order to establish clear lines of communications to ensure that both partners are achieving the best possible outcomes from these relationships.
2. The CEO should report to the Board on how our strategic objectives and ways of working with our commercial partners can be further enhanced by the end of September and how such relationships will be managed going forward.

2. INTRODUCTION

2.1 Background

In 2018, the Board and National Council set up the Organisational Development Group (ODG) to provide recommendations on implementing the outstanding items from the 2017 ORG report. The ODG has grouped these items into 8 work streams, which together will provide recommendations to Board and National Council on all outstanding items.

The complex use of the word 'Partners' within the BMC meant that this work stream began its work on identifying the range of organisations that the BMC interfaced with in carrying out its business. The range and depth of these organisations required us to identify groupings of partners against which we could provide specific recommendations on how to strengthen and deepen the relationships. Some key membership/Partners metrics as background:

- There are over 84,000 BMC members of which around 23% are present through being active in Mountain Training
- There is the potential to grow our membership through a number of our partners, associated members and other stakeholders
- In general one can categorise our different partners and stakeholders into a variety of areas e.g. training, access, conservation & environment, international, funded and competitions
- The BMC has a complex mix of subsidiaries, trusts and seats on partner boards who engage at different levels with the strategic and operations of the BMC
- The BMC has utilized the 'Climb Group' to manage what is known as the 'Sport England (SE) funded partners' relationship at an operational level
- Our BMC officers, local access representatives and other volunteers interact with a wide range of stakeholders as required particularly in response to particular issues or campaigns
- At a strategic level there is less clearly defined engagement with partners or key stakeholders
- The CEO, President and other ambassadors of the BMC have informal/representative relationships with Mountaineering Ireland, Mountaineering Scotland and within Europe via the European Association of Mountaineering, UIAA and IFSC
- The BMC Access and Conservation Officer for Wales has cooperated with a number of groups within Wales on access issues but there is potential to strengthen the relationship with recently formed groups such as the Outdoor Alliance.

In this paper we focus on the overall approach of how we envisage that the BMC can improve the way it engages with its partners and stakeholders both within our governance structure and more widely to strengthen our long term relationships. Further as we touch many partner and stakeholder organisations through our staff, volunteers and members, we intend to provide in our final report recommendations about support, training and communication.

Two elements have been removed from this work streams terms of reference. The BMC Chair and President formally take over leading the restructuring of the relationship with the Patrons. Further the BMC Board formally accept that the restructuring and Partnership arrangements for Subsidiaries and Trusts is the work of the Corporate Structure Work Stream. **This is the report from Work Stream 7 - Partners. Recommendations relating to the BMC relationships with "Clubs" is provided in a separate document.**

2.3 Consultation

We have engaged with a number of other ODG work streams in particular ODG Work Stream 5- Governance (which includes the National Council reconstitution work group) and working groups on Wales and Competitions. We have undertaken a number of consultations with our Partners, BMC staff and volunteers in order to inform the recommendations. Further we have engaged with BMC staff, AMG and Partners in order to ensure that the recommendations are implementable by those affected.

The basis of all our recommendations is previous reports dating back to the initial ORG Report.

3. Recommendations

3.1 Overall mapping of partners and stakeholders

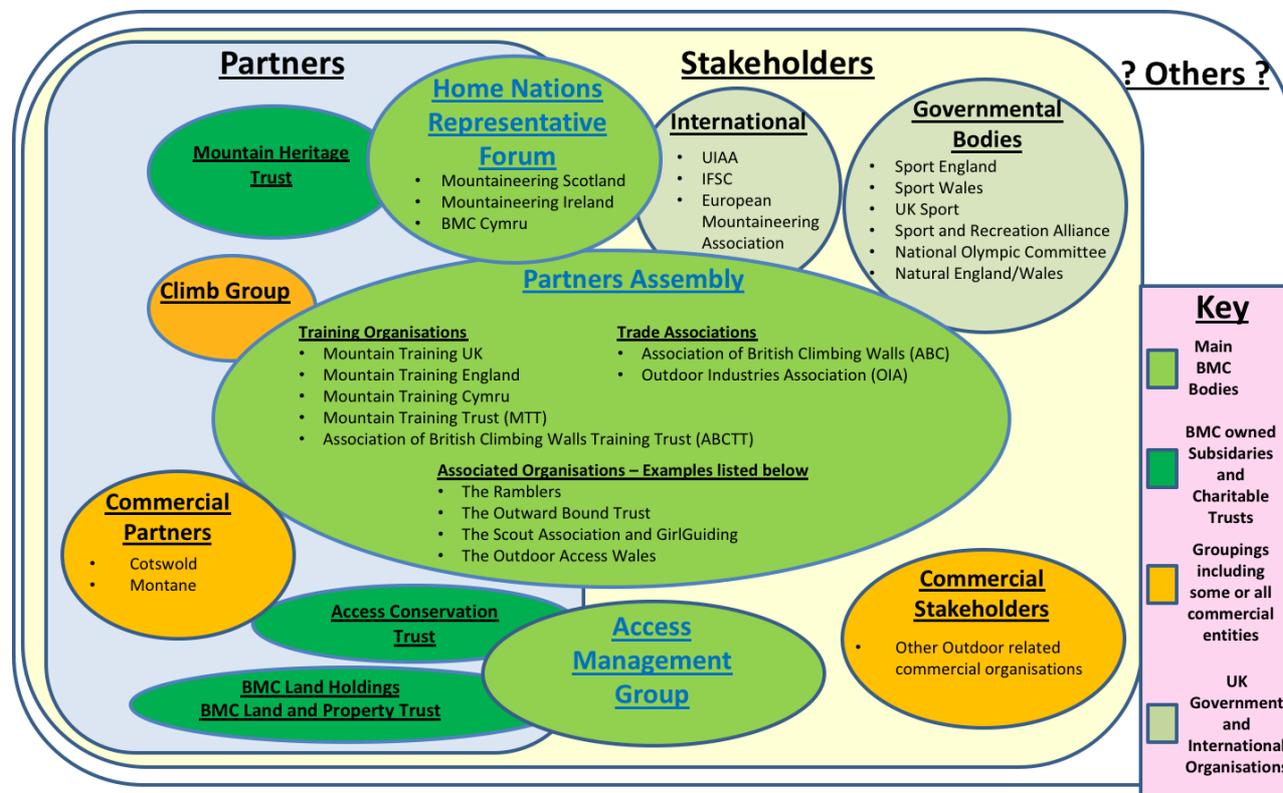
ORG recommendation 13: *The BMC should review its strategic partnership and where necessary strengthen existing partnerships or develop new partnerships with organisations across the spectrum of the BMC’s work.*

The ORG made a number of recommendations in regard to Partner organisations however it did not define a partner organisation and this led to the confusion regarding commercial partnerships. Therefore it was felt that agreeing some definitions would enable us to provide more focused recommendations. **We therefore offer the following definitions as a basis of our recommendations:**

Partners are those organisations who actively participate in the planning, development and/or implementation of any of the BMC’s strategies and activities through a formal arrangement which may be based on the terms of reference, memoranda of understanding, or financial/contractual/legal agreements.

Stakeholders being any individuals, groups or organisations that can affect or can be affected by the strategies and activities, successes and failures of the BMC – they can be internal or external and some of them can also be partners. Typically they will include potential conservation, land management or government agencies groups. However they may also include investors/funders, customers/members, staff, volunteers, and other membership organisations that operate within our sector.

Using these definitions we can cluster our Partners and Stakeholders, as shown diagrammatically below.



Our recommendations in this document focus on the key areas that can be identified in the above diagram and shown in bright green - specifically:

- (i) Training and associated activities partners,
- (ii) Access, Conservation & Environmental Partners and Stakeholders
- (iii) Home nations representatives forum
- (iiii) Other key partners in particular Commercial partners and subsidiaries

It is anticipated that by undertaking the following recommendations we will strengthen existing Partnerships and develop new relationships, all in the service of delivering the BMC Strategic Objectives. We therefore request National Council (NC) and the Board to endorse this approach and identify potential groupings that we as yet we have not explored. We provide more detail about each area in the main report.

3.2 Mountain Training (MT) membership

We highlight that along with MT (in its various forms) being one of our closest partners, it also provides a significant group of our membership. We therefore look to NC and the Board to endorse our recommendation that MT members should be offered the opportunity to elect a constituency member on the National Council. This provides the BMC with an opportunity to ensure that it remains relevant to this group over time and recognises the requirement that, in choosing to undertake study, they become a member of the BMC.

3.3 Partnership officer

We believe that the opportunity of having a partnership officer funded by SE provides significant opportunity to take forward the recommendations set out in this document and any further recommendations likely to be made in the latter reports. Therefore as a starting point we request that the role description and appointee should take into consideration the implementation of the three key areas we have identified.

- 3.3.1. The Partnership officer should be involved in helping implement the recommendations within this report and work alongside the Partnership workstream and the CEO to agree priorities at the time of appointment.
- 3.3.2. Recognise that the number of officers involved in Access, conservation and environment is significant and therefore this role should be balanced between supporting the work of the Partner Assembly, Home Nations Representative Bodies Forum and access and conservation partnerships.
- 3.3.3. The work in access and conservation would ideally be in developing partnerships within a few key stakeholders towards moving them to become partners in a similar way to our funded partners.
- 3.3.4. The Partnership officer should be encouraged to help link the commercial partners with other activities and committees within the BMC in order to promote the importance of partnership working and joint activities across the organisation.

3.4 Partner Assembly

ORG Recommendation 35: The BMC should create a Partners' assembly to strengthen key alliances and sector partnerships.

We identified that we have a close relationship with the group known as 'funded partners' and with whom the BMC works on the SE funded activities. They are known as 'The Climb Group' and meet to manage the bidding process and manage the operational elements of the bid. This group includes:

- Mountain Training UK
- Mountain Training England
- Mountain Training Cymru
- Mountain Training Trust (MTT)
- Association of British Climbing Walls (ABC)
- Association of British Climbing Walls Training Trust (ABCTT)

We propose that the "Climb Group" should continue to exist and remain focused on the SE funded activities, with employed officers attending (as is presently the case) to deal with operational issues. However these partner organisations should also form the core of the Partner Assembly but with Board or equivalent representation which was identified as important by the ORG.

Further we established through our consultation that this group would like the BMC to act as a coordinator and National Voice and that it wished the ORG recommendations for a Partner Assembly and Board representation to be introduced. Based on our mapping exercise we established that this group formed the basis of an already strong alliance in the area of training and associated activities and therefore we have come up with the following recommendations in regard to the Partner Assembly.

3.4.1 Establish a Partner Assembly and its purpose to be something in line with:

To act as a body for membership or representative bodies associated with BMC activities for the purpose of identifying and agreeing potential synergies and strategic alliances. Further to constructively challenge and offer guidance, sounding board and communication mechanism on the strategic plans of the BMC and other Partner boards. The focus of the Partner assembly is likely to include such areas as:

- *education skills development across the sector*
- *the olympics, competition and talent development*
- *membership and/or business development*
- *sector leadership across the mountaineering(as defined by the BMC)*

3.4.2 Require the Partners to be associated members of the BMC to enable them to engage with the BMC governance and strategy setting. This will ensure that these Partners are committed to the BMC values and recognise the importance of being a member of the BMC.

3.4.3 Encourage the membership of this group to include other prominent organisations in associated arena's and also ensure Welsh(Cymru) representation. At the present time we suggest the following organisations may be invited to sit on the assembly:

- The Scouting and Guiding associations- because they provide training and experiences to young people who sit within our strategic challenges
- The Ramblers- because they are engaged in helping people gain skills in the lowlands and e.g already developed in partnership with MT a programme of training for hillwalking.
- Calvert Trust or Outward Bound Trusts- because they deal with large number of young or people with disabilities
- Outdoor Industries Association UK because their membership comprises 200 outdoor companies in the UK who run an annual conference and trade exhibitions and campaign for outdoor activities. OIA is a member of EOG, European Outdoor Group.
- Representation from appropriate Welsh organisations as advised by Wales work group -Outdoor alliance?
- BMC competition group or similar

However we also believe other organisations could be encouraged to join such as:

- Association of heads of outdoor education centres
- Joint Services Mountain Training Centre - as a key provider of qualifications in their sector

3.4.4 A Board member sit on the assembly and act as representative to the Board. This will enable the partners' to constructively challenge and offer guidance to the Board and National Council. Further it will enable strategic alliances to be developed and acted on quickly with support from the BoD. Further consideration should be made by the Board to the advantages of making this representation more formal through utilising a Nominated Director position to gain long term insight and the expertise of this group. (as recommended in the original ORG report)

3.4.5 A member of the Partner assembly should have a position as a specialist councillor on National Council and thereby have full voting rights. This will ensure that the Partner Assembly works closely with and understands the broader issues and requirement of the BMC membership. It provides clear recognition of the contribution of the Partners to the role of National Council

3.4.6 In order that the Partner Assembly works effective with both of the above governing bodies it is important that Terms of reference and an MOU are developed in conjunction with the Partners, National Council and the Board.

3.4.7 Further, it is recognised that once the work group on how best to manage competitions within the BMC has made its recommendation that the Board considers including this group within the Partners' assembly. It would also seem sensible that a number of specialised committees such as youth and training, child protection, as well as, representatives who sit on these Partners Boards on BMC's behalf are involved in the workings of this assembly in some form. Further work on exploring how it would be best to keep them informed and engaged should be included in the development of the Terms of reference and MOU.

3.4.8 Also it would be important to recognise that MT Cymru alongside other appropriate welsh organisations should be invited to ensure that we are able to provide a considered approach across all of the Home Nations.

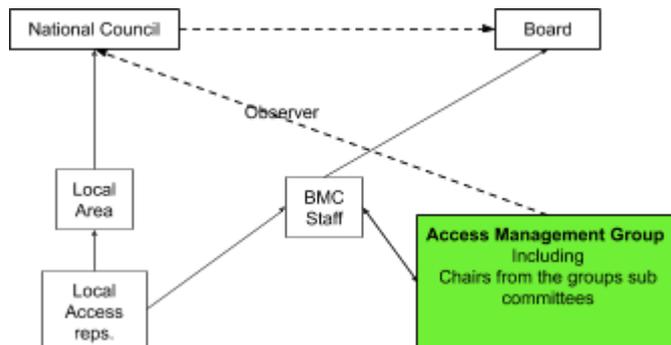
3.5 Formalisation of Stakeholders and Partners in Access, Conservation & Environment (ACE)

3.5.1 Key findings

Access and conservation remains the top priority for BMC members. Presently the BMC has a number of access and conservation officers who all contribute to the delivery of these activities mainly at an operational level or in response to issues arising at a governmental level. The work of the officers is extensive and wide ranging which leads to the following challenges associated with Access, Environment and Conservation Management (ACE):

- Most of our relationships within this arena are stakeholder relationships which may reflect to some degree the size of some of those organisations operating in the field but provides substantial challenges for the BMC in terms of resourcing activities.
- Little reflection of the ACE being number 1 priority in the formal representation of it within the governance structure of the BMC.
- Limited formal relationship between the Access Management Group (the main committee responsible for recommending policy on ACE) and the Board, although its terms of reference require it to set ACE policy.
- Limited ability by our other governing bodies and committees to exploit the expertise that exists within the AMG and limited dialogue with the Access and Conservation Trust (ACT).
- Limited involvement of AMG in the setting of ACE priorities and the development of the ACE element of the strategic plan.
- Limited inter working between ACT, Land management group & AMG to ensure consistent approaches & priorities
- Communications covering Access, Environment and Conservation rely on a handful of staff, who do not have the bandwidth to bring together the strategic, national - international and local issues.
- Local Access Representatives do not have clarity on how to escalate issues to National - International and Strategic Levels, therefore it is often left to chance and the time and insights coming from a BMC officer.

The following diagram shows the current governance relationship of the AMG

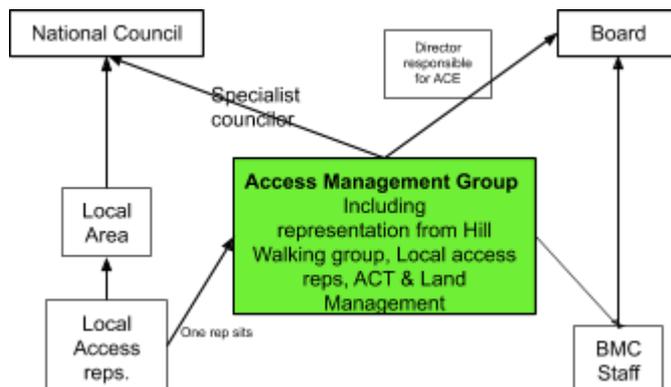


Key:

Solid Line = direct representation

Dotted Line = indirect representation

The following diagram shows the recommendations for strengthening the AMG in order to play a substantive role within the governance and provide strategic direction to the BMC:



3.5.1.1 In summary this would provide a shift from a position where there is only an observer role on NC, no link to

the Board or any interaction between local area representatives as a whole and the AMG to one where there are clear relationships and input into the main governance bodies. The AMG is strengthened through broadening the membership of the AMG and clarifying its Terms of Reference and Ways of Working. The AMG is required to play a substantive role in shaping the strategic plan relevant to ACE and consider the BMC Policy around Access, Environment and Conservation. Further its focus should move towards National - International and Strategic issues, leaving the BMC officers and local areas to deliver the operational requirements. (See [appendix 1.](#))

3.5.1.2 The present membership of the AMG includes a wide range of expertise but is limited to a small number of people. When strengthening the group, we recommend that there should be consideration of the areas of knowledge and experience needed to maximise the effectiveness of this group. These areas are detailed in [appendix 2](#) and include; Government initiatives and processes, Hill walking and rights of way, traditional and sport climbing including quarry access, knowledge of flora and fauna conservation and sustainability issues and knowledge of our key stakeholders such as RSPB, National Parks and Landowner associations.

3.5.1.3 It is anticipated that it will provide strategic oversight of operational activity delivered by Local Area Access Representatives and BMC Staff, providing guidance on the priorities and potential approach.

3.5.1.4 The decision-making process should be clarified to ensure that issues are resolved at the appropriate level in the organisational structure. This is explained in detail in the table in [appendix 3](#).

3.5.2 Board director assigned to ACE/AMG

In order to raise the profile and influence of the AMG and in recognition of the importance of this area to the membership, we recommend that there should be a Board Director assigned to represent the work of the Access, Conservation and the Environment Group (AMG).

3.5.3 AMG position on the National Council & ACT

3.5.3.1 A member of the AMG (either the Chair or other nominated person) becomes a voting specialist member of the reconstituted National Council. This would provide a clear interchange of ideas with our membership and an understanding and input into the strategic and high priority work of the AMG.

3.5.3.2 A member of the AMG (either the Chair or other nominated person) becomes a trustee of ACT. This would provide a clear interchange of ideas with our key access and conservation trust and enable both groups to ensure the policies and processes are in line with the overall objectives of each organisation.

3.5.3.3 To review the working relationship between ACT and AMG in order to consider how we can utilise our subsidiary to support and deliver clear outcomes on behalf of the BMC in relationship to access, conservation and the environment.

3.5.4 Partnership working in the field of Access and Conservation

There are many partners and stakeholders with which the BMC works in order to protect access and the environment. Partners include Mountaineering Scotland, BMC Access and Conservation Trust and BMC Land Holding Ltd. Stakeholders include the National Trust, Welsh Outdoor Alliance and the RSPB. (See [appendix 4](#) for a detailed list.) In the future, it might be appropriate for some stakeholders to become partners although this process would need to be carried out with care to keep all stakeholders 'onside'.

3.5.4.1 At a strategic level the AMG should work closely with the organisations listed above in order to formulate policy and influence legislators with the aim of improving access and preserving the environments in which we climb and walk.

3.5.4.2 The AMG should retain the ability to set up and close down working groups with representatives from some of the bodies listed above for specific issues such as rights of way, coastal access and liability. These working groups will also draw on volunteers from the membership with specialist knowledge appropriate to the issues.

3.5.4.3 At present many local volunteers are unclear of the structures and lines of communication within the BMC. We recommend that the role of volunteer access representatives are clarified and training is provided which would include an overview of how the volunteer role links with the AMG, NC and Board. This should include the role of ACT and its potential support in local area projects.

3.5.4.4 The AMG should work with the access officers to carry out a "knowledge audit" of BMC access and conservation representatives, provide a structured induction, and identifying high risk areas for priority knowledge and skills transfer. Using the result of the audit the BMC should increase investment in appropriate training and paid courses for access and conservation volunteers and club volunteers using the BMCs network of partners/stakeholders where appropriate, and using a "social return on investment" model. See section 4.8 of members engagement paper

3.6 Home Nations Representative Bodies Forum

ORG recommendation 14 is *“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”*.

This section makes recommendations for ensuring that we have a cohesive, focused voice which raises the profile of our national bodies when working in an international field and enables the BMC to build into its strategic plans appropriate alliances with MS, MI and Wales.

- 3.6.1.** The BMC CEO already works with MS and MI and we believe that it would be beneficial if this work was formalised within the Home Nations Representative forum. The CEO or senior representative from MS, MI and a representative from Wales - such as the Outdoor Alliance are encouraged to join this group agree terms of reference and regularity of meetings. The purpose of this group will be to identify international trends that may impact the home nations, agree areas of closer working relationships and provide joined up representation at National and International level as appropriate.
- 3.6.2.** Whilst the ORG amended report did suggest that MS should sit on the Board it is this work streams belief that the relationship with MI, MS and Wales would be better served through this mechanism until we have a better understanding in regard to the results of both the competition work group and the Wales work group.
- 3.6.3.** This forum will not impact the membership or voting rights of National Council. However we strongly recommend that at least annually the National Council require the BMC CEO to provide an update covering progress, challenges and forward plans that cover both national and international aspects.
- 3.6.4.** It is important to note that we already have representation on UIAA, IFSC and European Association of Mountaineering and this relationship could be strengthened through more effective feedback loops into the appropriate committees, strategic planning processes and other governance structures of our organisation.
- 3.6.5.** Further it is anticipated that this National Bodies Forum would work closely with the Partners Assembly and the International Committee.

3.7 Other Key partners

3.7.1 Commercial Partners

It is noted by this work stream that going forward we could work more effectively with our commercial partners, preferably moving away from the concept that they are purely a transactional relationship. In this document we do not address in detail ways of encouraging this as we are focusing on how best we work with partners and stakeholders within our governance structures. However we would strongly encourage that we build on our relationships with Montane and Cotswold to broaden our commercial partnerships and ensure that we are utilising them to promote our campaigns and communications on key issues.

- 3.7.1.1.** The CEO or senior manager to develop a regular relationship with our existing commercial partners in order to establish clear lines of communications to ensure that both partners are achieving the best possible outcomes from these relationships.
- 3.7.1.2.** The CEO should report to the Board on how our strategic objectives and ways of working with our commercial partners can be further enhanced by the end of September and how such relationships will be managed going forward.
- 3.7.1.3.** The Partnership officer to liaise with the CEO to identify ways that our COmmercial partners may engage more effectively with our committees and staff to enhance the products and services we offer our members.

3.7.2 Other key partners

Within our definition of Partners and stakeholders, we identify a number of Partners that have only briefly or do not fit within the key areas we have recommended above. Therefore the following provides a summary of recommendations to ensure that the BoD are aware of potential actions that can be taken around these groups of partners.

Partner group	Recommendation
Access and Conservation Trust	Closer ties should be explored between ACT and AMG. We have established within the AMG potential ways of encouraging this as a step to future work

	together in this area
Mountain Heritage Trust	Ethics and heritage is a strong ethos of our membership and therefore a more structured relationship is recommended. We recommend that this work should fall into the Work Stream 4 which will be reviewing Subsidiaries and Charitable Trusts.
Land holding limited; Land & property trust plus national hut trusts	A review of the relationship between AMG, National Bodies forum and these charitable trusts and subsidiaries should be undertaken within WorkStream 4.
Patrons	Approve that the Chair & President take the lead with respect to the Patrons recommendations and report to the BoD on appropriate steps taken, The partnership work stream to cease all work around Patrons.
Associated members	There are many organisations that could potentially add value to the BMC and the associated membership should be explored to encourage more organisations to sign up to the principles and values of the BMC. Organisations such as those partaking in large event challenges should be encouraged to join as Associate Members and the BMC should consider an appropriate fee structure to support these organisations.

4. Costs and Timeline

4.1 Costs

It is anticipated that the bulk of the cost associated with implementing these recommendations will be in the time of staff. This additional workload will add to their already busy schedules. In order to deliver an effective Partners Training Assembly, Access Management Group and National Bodies Forum it will be necessary to either re-prioritise other work or increase the staff resource.

In addition there will be direct costs associated with training and the meetings which include but are not limited to hire of venues, catering and expenses etc. The scale of impact on staff resourcing and direct costs will be assessed further in the next stage of this work on Partners and Stakeholders.

4.2 Timeline

We recognise that the decisions associated with Partners and Stakeholders have implications for both reconstitution of the National Council, the shape of the Specialist Groups and potentially the structure of subsidiaries and trusts. Both the reconstitution of the National Council and the shape of the Specialist Groups are being worked on during 2019. We hope that the BMC will be able to make progress on implementing the recommendations around Partners and Stakeholders in coordination with the Reconstitution of the National Council, the reshaping of the Specialist Groups, Wales working group and competitions.

There may be the potential for our recommendations around Partners to require changes to the Articles of Association which will need to be approved at the 2020 AGM.

Since the Board meeting on 8th May 2019 we have updated the paper in line with some of the feedback and shared this with our funded partners to gain agreement and further suggestions. We propose the following timeline which is subject to the outcome of the decisions and the level of support provided by the National Council meeting on the 22nd June:

- Update the paper as a result of feedback to all work stream papers presented to the National Council on the 22/6/19
- Develop with NC reconstitution group and the clubs work group an abridged version that can be shared with the areas before returning to NC and the Board at the end of September 2019
- Reset the roles and responsibilities of the Access Management Group and its associated Partners and Stakeholders in collaboration with the Chair of AMG and ACT
- Developing the draft of the Terms of reference and MOU for the Partner Assembly, in collaboration with Partners and Board
- Review as necessary legal advice and the Board to establish if any recommendations require Articles of Association changes. Any changes associated with Partners and Stakeholders are to be agreed at the 2020 AGM.

Following Board approval the actions taken by the delegated persons:

- The Home Nations Bodies Forum is formalised and formal leadership of the Forum is confirmed as being the BMC CEO. In collaboration with the other National Bodies determine objectives, frequency of meetings, and reports to Board.
- Setting up the Partner Assembly is delegated as appropriate to the Partnership Officer who will report to the CEO. The first meeting of the Partner Assembly is to complete prior to end 2019.
- The Chair of AMG, who will report to the Board, will organise the new AMG and its associated Partners and Stakeholders and ensure that it meets within the first quarter 2020 based on the new remit.
- The Board Directors have been appointed in order to support each of the three Partnership Bodies and the National Council has welcomed as Specialist Councillor, the chair of AMG, a representative from the Partner Assembly and a Nationally Elected Councillor who will represent the BMC members who are undertaking mountain training.