

Index of Recommendations

Changed: Significant changes to the original recommendation

Clarified: General intent of recommendation remains, with small amendments or further clarification and detail added

Unchanged: No change to recommendation

Essential for Primacy: The ORG believes this recommendation must be implemented in order to provide the appropriate member and stakeholder checks and balances for Board primacy

R	Category	Final Recommendation	Changed	Clarified	Unchanged	Essential for primacy
Total:			5	20	26	10
1	Headline	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				
2	Headline	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				
3	Headline	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				

4	Headline	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				
5	Headline	The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members				
6	Strategy and Policy	The BMC should create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members				
7	Strategy and Policy	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				
8	Strategy and Policy	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				
9	Strategy and Policy	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				
10	Strategy and Policy	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				
11	Strategy and Policy	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)				
12	Strategy and Policy	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				
13	Strategy and Policy	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				
14	Strategy and Policy	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				
15	Strategy and Policy	The BMC should give clarity to members, partners and stakeholders on its level of support for the Olympics				
16	Strategy and Policy	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				
17	Strategy and Policy	The BMC should review how it resurces the management of membership engagement				
18	Strategy and Policy	The BMC should implement a technology based national polling and discussion platform to gauge member views on national, international and local issues				
19	Strategy and Policy	The BMC should implement a technology based Annual Member Survey				
20	Strategy and Policy	The BMC should ensure it balances communications between sales and commercial functions and organisational and policy functions				

21	Corporate Structure	The BMC should remain a not-for-profit Company Limited by Guarantee; however, only following a complete review and amendment of its governance structure				
22	Corporate 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 1089516), BMC Land and Property Trust (charity number 1112577) and Mountaineering Heritage Trust (charity number 1083219)				
23	Corporate Structure	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				
24	Corporate Structure	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				
25	Corporate Structure	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				
26	Governance	The Executive Committee should be restructured and renamed the Board of Directors				
27	Governance	The BMC should appoint a Chair of the Board of Directors who is independent from the Members' Assembly				
28	Governance	The BMC should ensure that its Board of Directors has clear primacy, to ensure compliance with the Companies Act 2006				

29	Governance	The Board of Directors should establish a Nominations Committee and a Finance/Audit Committee					
30	Governance	The BMC should engage in an internal Board of Directors review annually with an external review every three years in order to ensure it remains effective					
31	Governance	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					
32	Governance	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.					
33	Governance	The National Council should be restructured and become the Members' Assembly, and its role redefined					
34	Governance	The BMC should retain the role of President, who chairs the Members' Assembly, however the role should be separate from the Chair of the Board of Directors					
35	Governance	The BMC should create a Partners' Assembly to strengthen key alliances and sector partnerships					
36	Governance	The BMC should review Specialist Committees and Working Groups to clarify roles and ensure separation of policy-making and operational activities					
37	Governance	Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective					
38	Governance	The BMC should implement an online voting platform in order to increase member engagement in its General Meetings					

39	Governance	The BMC should introduce an effective process for members to raise grievances about the management of the BMC					
40	Governance	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					
41	Culture, Leadership and Management	The Senior Leadership Team should be expanded and must include the two staff Directors, the CEO and the Finance Director					
42	Culture, Leadership and Management	The Senior Leadership Team should have a business plan which is approved by the Board of Directors					
43	Culture, Leadership and Management	The Senior Leadership Team should have robust, challenging and motivational objectives, based upon the strategic plan, which are measured by the Board of Directors					
44	Culture, Leadership and Management	The Senior Leadership Team, working with the Management Team, are responsible for ensuring that all staff have robust and measurable objectives which are driven from the strategy and business plan					
45	Culture, Leadership and Management	The Senior Leadership Team of the BMC should encourage a culture of empowerment, delegation and decision making across the staff structure					
46	Culture, Leadership and Management	The BMC should create a plan to allow for staff career development and succession planning					
47	Culture, Leadership and Management	The Senior Leadership Team should be responsible for performance management, remuneration and reviewing of HR policies					
48	Culture, Leadership and Management	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					