BMC IG Update: September Area Meetings

30th August 2018

Introduction

The Implementation Group (IG), was set up by the National Council at its June meeting. This group's purpose is to provide an oversight of work required to take forward organisational change to the BMC in line with the spirit of the ORG recommendations. The IG will be carrying out the necessary consultation with members, or other groups, in order to implement the work. The IG will also aim to address those issues identified, but not addressed, prior to to the 2018 AGM by Implementation Group Phase 1 (IG1).

The IG

The core IG comprises:

- John Roberts – Chair
- Lynn Robinson - President (President and Peak area)
- NC representatives
    - Andy Syme (Yorkshire area and IG1 Lead)
    - Fiona Sanders (Lakes area and Clubs committee)
- Amanda Parshall - Independent Director
- Dave Turnbull - CEO
- *2-3 independent BMC members – in recruitment*
- *Project Manager - in recruitment (paid role)*

Recruiting a Project Manager

From the experience of the ORG, it has been recognised that the volume of work required to effectively bring this together will be significant and while the IG will help spread the workload, and therefore we are recruiting a part time Project Manager.

It's a Manchester based role with a 9 month initial contract, working average 2 days per week. The closing date for applications is 9.00 am on Wednesday 5 September 2018. You can find out more at https://www.thebmc.co.uk/bmc-jobs

Recruiting independent BMC member volunteers

We're also recruiting 2-3 independent BMC member volunteers to the IG who have significant experience in one or more of the following areas.

- Finance / commercial
- Communication implementation
- Policy development

- Volunteer and membership engagement

Like the other voluntary roles on the IG, these roles will involve monthly meetings in Manchester, ongoing weekly communications and further work in partnership with staff and other volunteers. Reasonable travel expenses will be paid. The deadline for this Expression of Interest is 9.00am, Monday 10 September 2018.   You can find out more at https://www.thebmc.co.uk/bmc-jobs

What Next?

We are working to finalise our Terms of Reference with the National Council and the Board of Directors on the 15ᵗʰ Sept.   We've divided the work into a number of workstreams, some led by the Board, and some led by the National Council/members. More information is included as an appendix to this update.

We will provide ongoing updates to keep members informed and provide area meetings with the opportunity to discuss key issues over the next 6 months as we move towards the next AGM.

Work on clarifying the BMC's position on the Olympics and defining the BMC's strategy has already begun and the BMC will be sharing more information soon. We've also begun work to ensure the BMC has more robust ongoing legal and compliance support. Recruitment of the Chair of the Board of Directors, via the Nominations Committee, is also ongoing. Again, you can find out more at https://www.thebmc.co.uk/bmc-jobs

The main priority for our initial work will be to address any issues that will affect the Articles of Association agreed at the AGM in June 2018, and therefore need to be fully considered in advance of the AGM in 2019. This includes work such as any restructuring of the National Council, developing the Memorandum of Understanding between the Board and the National Council, and beginning the review of Specialist Committees and working groups.

There is a lot to be done, and on behalf of the IG, we're looking forward to working with BMC members, volunteers and partners, and getting your views in order to move things forward for the benefit of BMC members, and all climbers, hillwalkers and mountaineers.

John Roberts
BMC Vice President and IG Chair

Appendix: Workstreams and Principles of the IG

General Principles of the IG

These principles underpin how the IG intends to deliver its work

- Transparency of operations
- Ongoing consultation and communications
- Roles to IG recruited openly and transparently, on a skills basis
- IG aims to be broadly representative of the BMC membership

Workstreams

There are 8 workstreams split into two groups:

- Board led workstreams
- National Council/Member led workstreams

This is in order to separate those which are largely policy issues, and those which are largely operational. It is recognised that there is still some overlap here, and this will need to be reflected in the transparent and joined up approach to implementation from the IG, National Council and Board of Directors.

Board led work streams in consultation with National Council

The Board led work streams must happen in consultation with the National Council, noting that some of these items are Reserved Matters.

1. **Strategy and Vision**
   Aim: to create the strategy and vision for the BMC, in line with the members' views, and articulate this to all partners and members
   a. Indoor climbing
   b. Hillwalking
   c. Balancing representative functions, with governing body functions
   d. Partnerships
   e. Wales

NB: Note from Schedule of Reserved Matters. The Board should:
"Consult and duly consider the view of the National Council on and in respect of setting a strategy for the organisational direction and vision of the company"

2. **Operations and Finance**
   Aim: to deliver the strategy through effective organisational planning, change and operational and financial management
   a. Business Plan
   b. Financial stability (in partnership with FinCom)

    c. Effective use of subsidiaries

    d. Core activities

    e. Membership Packages

    f. Membership growth

    g. Grant Funding

    h. Commercial partnerships

    i. Digital Strategy

    j. Resourcing

        i. General Staffing

        ii. Volunteers

    k. Member communications

3. **Culture, Leadership and Management**

   Aim: to build a highly performing organisational culture, and ensure the staff team is motivated, has delegated authority, have clear objectives, and is well managed

    a. Senior Leadership Team

    b. Budget delegation

    c. Performance Management

4. **Corporate Structure**

   Aim: to ensure the correct corporate structures are in place to allow the BMC to deliver efficiently and effectively against its strategy

    a. Review of governance of existing subsidiaries

    b. Wales

    c. Competitions

National Council and member led work streams in partnership with the Board of Directors

The following workstreams are primarily membership driven, although some will require close input from the Board of Directors, or certain staff.

5. **Governance**

   Aim: to ensure the correct governance framework and structures are in place in order to effectively administer the BMC, and hold the Board of Directors to account

    a. Board Structure (Board, in partnership with NC)

    b. Recruitment of Chair (Board and Nominations Committee)

    c. National Council Structure

    d. Memorandum of Understanding (MOU)

    e. Board Communications

    f. Legal and Compliance Strategy

    g. Further updates to articles identified following Phase One

6. **Policy**

   Aim: to identify and develop the member led policies of the BMC, and the processes by which they, and future strategies, are achieved

    a. Strategy and Policy Development process

        i. Member and partner input into future new and updates to strategy & policy

        ii. Feedback to members on current delivery

b. Specialist Committee and Working Group Structure (must closely involve Board, and link directly to National Council Structure work)

c. Olympics

d. Growth and participation
   i. Indoor climbing
   ii. Hillwalking
   iii. Diversity
   iv. Young people
   v. Access and conservation

e. Ethics

f. Others as required

7. Partnerships

Aim: to review, form new and enhance existing BMC strategic partnerships

a. Mountaineering Scotland

b. Patrons

c. Partners Assembly

d. Clubs

8. Membership Engagement

Aim: to increase engagement of the BMC membership in local, national and policy issues, and develop volunteering and volunteers across the organisation

a. Local Areas

b. Digital Support (alongside

c. Club Members

d. Volunteers
   i. Recruitment
   ii. Training and support
   iii. Retention
   iv. Recognition