



# BMC ODG

## Workstream 7 Partners: Terms of Reference (ToR)

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### 1. Background

- 1.1. Further to the ORG report and the changes in the Articles of Association, the setting up of a workstream for partnerships with the BMC was agreed within the ODG terms of reference.
- 1.2. The Partnership recommendations was one area in the ORG that attracted considerable comment and questions and therefore will require some considerable consultation with a wide range of groups in order to develop the recommendations into workable proposals.
- 1.3. This work will be impacted by other work carried out by the Board and other ODG Workstreams. Dependencies will be identified and managed, and regular dialogue between workstreams will be necessary.

### 2. General ODG Workstream Principles

- 2.1. The ODG, and all its Workstreams and subgroups, will work under the general principles of:
  - Transparency of operations
  - Ongoing consultation and communications
  - Roles to IG and its sub groups recruited openly and transparently, on a skills basis
  - Being broadly representative of the BMC membership, or relevant section
  - Making recommendations in line with the spirit of the ORG recommendations, as approved by the members at the AGM 2018

### 3. Aim and Scope

- 3.1. The overall aim of the workstream is: “To review, form new, and enhance existing BMC strategic partnerships, proposing the structures and processes to support this in line with the strategy developed in WS1.”
- 3.2. The ORG recommendations relevant to this work stream are:
  - **R12** 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.
  - **R35** The BMC should create a Partners’ Assembly to strengthen key alliances and sector partnerships.
  - **R13** 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.
  - **R14** 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.
  - **R32** 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.
- 3.3. **R13 & R14** are presently also under the strategic workstream - once the strategy is defined it has been agreed it will become this workstreams work to consider the mechanics of making this work
- 3.4. Much work has already been progressed with regard to Mountaineering Scotland and Patrons and therefore the scope of this work will be to review the progress made and consider potential further input as the work progresses.
- 3.5. Therefore the key areas, and partners, for consideration in this workstream are:
  - 3.5.1. Partners assembly
  - 3.5.2. Working with Sport England funded partners
  - 3.5.3. Clubs
  - 3.5.4. BMC Charitable Trusts
  - 3.5.5. Mountaineering Scotland (working with CEO & President)
  - 3.5.6. Patrons (working with Board of Directors)

3.5.7. BMC involvement in partner's Governance

3.6. There are a number of other ORG recommendations that are being worked on by other work streams that will have direct impact on this work:

3.6.1. **R2** 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

3.6.2. **R5** The BMC should recognise, alongside climbing, hillwalking and mountaineering, that indoor climbing is an important activity to the majority of its members

3.6.3. **R11** 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 and commercial purposes

3.6.4. **R14** 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

3.6.5. **R32** 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.

3.6.6. **R33** The National Council should be restructured and become the Members' Assembly, and its role redefined

3.7. This work could result in a rewrite of elements of AoA 2018 in regards to the Partners Assembly and clubs affiliation, but it is not expected that this work will be completed prior to the 2019 AGM.

## 4. Objectives

4.1. This workstream has a high level of interdependencies with other recommendations and therefore other workstreams.

### 4.2. Partners

**Aim:** To ensure that the climbing, hillwalking and mountaineering sector has a strategic working relationship that were appropriate has a focused voice, and that the BMC's is be able to make best use of its own internal resources through having stronger links with other organisations such as MTT, ABCCTT, Mountaineering Scotland and any other appropriate.

4.2.1 Review the present range of partners through a mapping activity and the level/method/success of engagement presently undertaken and provide recommendations to

the Board on potential areas of improvement. This should include Mountaineering Scotland and our charitable trusts as appropriate.

4.2.2 Identify the potential role of Partners, whether via the ORG recommended Partners' Assembly or otherwise. Note: The clear aim is to ensure the BMC Partners are valued and they have a suitable way to input into the BMC and to provide a forum that brings the sector together in addressing their issues and enables the BMC to be the conduit for sector-wide debate. If necessary, this workstream will develop TORs and Operating procedures or MOU for the Partners Assembly or equivalent body.

4.2.3 Review the ORG recommendations related to partnerships and suggest options for implementation to the Board, following consultation with the relevant parties, including National Council, clubs and wider partner organisations.

4.2.4 Provide guidance to the Board on an effective process for identifying and appointing appropriate people to represent the BMC on the Boards or otherwise of Partner organisations.

### 4.3 Clubs

**Aim:** to provide the Board with a recommended strategy to support clubs and to build deeper strategic relationships with them which will enable the BMC to harness the positive elements of clubs whilst ensuring that the collective view of clubs are heard at various levels of the BMC.

- 4.2.1. Identify alongside the Clubs and clubs committee the best way of representing their views within the BMC, reviewing the ORG specific recommendations or suggestions:
  - 4.2.1.1. Board representation, members assembly, clubs committee and partners assembly.
  - 4.2.1.2. How to best canvas views of clubs and to provide them with timely information. This is focused on the club view, as an organisational entity, as opposed to individual club members' views.
- 4.2.2. Review the BMC strategy to support clubs, grow the number of clubs and make recommendations to the Board on how it might be amended or approved.
- 4.2.3. Review the formal relationship between the BMC and Clubs to explore potential alternatives that benefit clubs, club members and the BMC.

## 4.4 Patrons

4.4.1 Review the progress made on the role of the Patrons and make recommendations specifically:

- meeting at least annually with the Chair and President to discuss their activities, wider BMC activities, and how to work with Patrons in the most effective way to the benefit of the BMC and BMC members.
- the Board's collective responsibility to bring about a good working relationship with the Patrons and precise terms of reference for dealings between the Board and the Patrons

## 5. Constitution of this working stream

- 5.1. The key principle is that proposals should be developed by consultation with, and involvement of, representative stakeholders, before they are finalised and presented to the Board/National Council for approval.
- 5.2. This workstream will be lead by Fiona Sanders (NC representative) with support from relevant, staff, partners and clubs.
- 5.3. it is likely that much of the work will need to be done by work groups set up to undertake deeper analysis such as a clubs working group and partner working group.

## 6. Roles and Responsibilities

### 6.1. ODG

- To engage with the work stream to ensure that the work carried out is in line with the overall thinking of ODG
- To act as a conduit of ideas in order to inform the Board of potential issues or clarification requirements
- To provide coordination with work carried out by other work streams or sub groups
- To bring together the work of the sub groups and work streams into a coherent package of changes in order to discuss with the Board or NC as appropriate.

## 6.2. Workstream Lead

- To ensure that spirit of the ORG recommendations is fulfilled in the recommendations and documentations produced
- To attend meetings (face to face or via skype) to work with any Working Groups, and to keep the ODG up to date on progress and next steps
- Work with the Project manager to agree deadlines to meet the BMC Board, NC and area meeting schedules
- Work with the Project manager to produce communiques for the membership in a timely manner

## 7. Timescale Considerations

- 7.1. This work could result in a rewrite of elements of AoA 2018 in regards to the Partners Assembly and clubs affiliation, but it is not expected that this work will be completed prior to the 2019 AGM.