

BRITISH MOUNTAINEERING COUNCIL

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Board of Directors

Redacted minutes of the Board meeting held by way of GoToMeeting on Tuesday 9 June 2020 at 7pm

Directors Present:	Gareth Pierce (GP)	Chair
	Matthew Bradbury (MB)	Senior Independent Director
	Paul Drew (PD)	Independent Director
	Jonny Dry (JD)	Nominated Director (Fundraising)
	Huw Jones (HJ)	Nominated Director (Finance)
	Amanda Parshall (AP)	Independent Director
	Jon Punshon (JP)	Council Nominated Director (CND)
	Lynn Robinson (LR)	President
	Fiona Sanders (FS)	CND
	Chris Stone (CS)	CND
	Dave Turnbull (DT)	CEO
	Jonathan White (JW)	Nominated Director (Clubs)
In attendance:	Lucy Valerio (LV)	Company Secretary
	Alan Brown (AB)	Financial Controller**

* denotes supporting paper(s) circulated prior to meeting

** until minute 2b

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
1	Welcome, apologies & declaration of interests			

The Chair reported that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chair declared the meeting open. The Chair noted AB was in attendance to answer queries regarding the financial documents uploaded on to Teamwork.

Conflicts of interest declared:

- MB in respect of BMC Access & Conservation Trust (ACT)
- DT and LV as members of staff
- General conflict in respect of several Board members being members of clubs

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
2	CEO Update Report*			
2a	<p>The Chair referred to the document 'Item 2 of 090602 meeting_CEO Report' uploaded on Teamwork and the CEO summarised the main points. The Chair noted that the papers uploaded on Teamwork in relation to the expenditure review and Q1 finances were also relevant to the CEO Report.</p> <p>The Board raised the following points:</p> <ul style="list-style-type: none"> • the most likely scenario in relation to the financial position of 2021 was the middle scenario and a deficit of £121k • a question was asked about press coverage and whether the BMC was getting any, particularly in respect of access: it was noted that this is an area that could be stronger as there is no press officer and it was asked whether a volunteer could perform such a role. • the financial figures have been prepared on the basis that the furlough scheme runs to the end of October with some staff returning on a part time basis • the possibility of furloughed staff returning part time is being reviewed, particularly in relation to competitions and the membership team • that time sheets might need to be used to show staff really are working part time • the loss from travel insurance has probably been underestimated by about £50k • 2021 will be challenging, particularly if there is a second wave of Covid-19 in the autumn • Sport England were flexible about the BMC utilising Sport England funded staff for other work areas, but this was only for the first 6 months of the year • not all Specialist Committees had yet come back with proposed savings and it would be good to know that all committees have agreed to implement savings • the BMC needs to look at the opportunities coming out of Covid-19, in particular being part of the "green recovery" and so staffing and other resources need to be viewed on that basis • the budget process for 2021 needs to start in about 2 months time and a timeline is required for the Board to know when it needs to make decisions about any possible redundancies 	<p>Timeline required for the Board and SMT to know when the budget process for 2021 has to begin, and when decisions need to be taken about any redundancies</p>	<p>HJ, DT, AB</p>	<p>For 15 July Board meeting</p>
		<p>Queries to be made about specialist committee savings</p>	<p>DT</p>	<p>Immediate</p>
		<p>The timelines noted above to be included on the agenda for the Board meeting of 15 July</p>	<p>GP & LV</p>	<p>For 15 July Board meeting</p>
2b	<p>The Board then discussed the issue of attracting new members and noted the following:</p> <ul style="list-style-type: none"> • a marketing strategy paper should be prepared by Head of Marketing and Communications (AM) as a cohesive set of ideas is needed as to how the BMC can engage with all those who want to get back to the countryside and to climbing walls. 			

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	<ul style="list-style-type: none"> the paper should set out which groups of members are being targeted at which time and what is being done to target them the paper should include what the plan is for the 'blue' digital membership and be holistic, looking at the current situation and the future a clear scope of what the Board requires, and how it intends to feedback to AM, should be prepared for AM to use as the basis of the paper there was agreement not to pursue DT's suggestion of a facilitated session involving marketing staff and Board members at this stage, as it was felt that AM already had a clear plan which the Board could use as the basis for a future session. 	<p>A scope of work to be prepared for AM</p> <p>A marketing strategy paper to be prepared</p>	<p>GP</p> <p>AM</p>	<p>Immediate</p> <p>For 18 June</p>
3	Resilience/Recovery Plan*			
	<p>The Chair referred the meeting to the document 'Item 3 of 090620 meeting, 'Resilience_Recovery_Plan' uploaded on Teamwork. He summarised the paper and asked if the Board felt it touched on the right themes and if anything was missing. The following points were made:</p> <ul style="list-style-type: none"> there was not enough in the Pioneer section – e.g. the point made about the BMC taking a lead in the "green recovery" should be included the paper was too inward looking, the Pioneer section should look at external opportunities, at present it felt too much like the items listed were Pivot it needs to be more expansive and forward looking, in particular looking at possible other revenue streams to combat the most likely financial scenario of 2021, which might mean that some areas of the BMC need investment there needs to be a cost benefit analysis of the items in the Parked section, with pros and cons set out in relation to the items in all sections (persevere, park, pivot and pioneer) how does the BMC plan to get people who attend events to become members: data should be collated as to how many people sign up to be members at events and this should link in to the marketing strategy paper the paper needs to look at the impact on members and the finances of the BMC and be put in a tabular form and linked to the financial implications the Members Handbook currently seemed to be freely available to anyone through the BMC website - it is supposed to be a publication for BMC members only - it was also possible that was true of the last digital edition of Summit. 	<p>"Pioneer" items need to be more outward looking; Pros and cons to be provided for all sections and a cost benefit analysis for the "Park" items</p> <p>The updated plan to be put on the agenda of the 15 July Board meeting</p> <p>Question to be asked about the Members Handbook and Summit and their distribution</p>	<p>DT</p> <p>GP & LV</p> <p>DT</p>	<p>For 15 July Board meeting</p> <p>For 15 July Board meeting</p> <p>Immediate</p>
5	Strategic Relationship with ACT*			

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	<p>The Chair referred to the document uploaded to Teamwork titled 'Item 5 of 090620 meeting_paper on ACT-BMC relationship final draft' and asked for the Board's thoughts, noting that some points had already been made on Teamwork. The Chair added that, together with MB, he would be preparing an agenda for the joint BMC/ACT strategy day on 19 June.</p> <p>The Board remarked as follows:</p> <ul style="list-style-type: none"> • the extraction of the access and conservation work from the BMC would be difficult • ACT could not be the fundraising arm of the BMC beyond its own work as it is a charity and so can only operate to deliver its objects and it has to report to the Charities Commission each year and demonstrate its independence, it can though be strategically aligned with the BMC • It is possible that the BMC could be used to deliver any project ACT has raised funds for: it is in the gift of the Board to decide how to structure the working relationship • ACT needs its own resources so that it can contract in skills and other resources it needs. • ACT trustees are keen to get stuck in and want to feel part of the BMC and add value to BMC members • funding raised from the Climate Project goes to ACT, not the BMC • there is the possibility for conservation issues to be linked with the work of the Partnership Manager, particularly in respect of fundraising opportunities • the relationship between ACT and the Access Management Group (AMG) is not joined up, and more information should be in the paper about AMG's work and how this could fit in this relationship • ACT and AMG perform very different roles: ACT has a fundraising function whereas the AMG is more practical and supports BMC staff in relation to access issues • access work is largely reactive and so decisions need to be made quickly without lots of layers of bureaucracy. • if ACT was to take on all access work, extensive consultation would be needed, not least as local access volunteers are elected by BMC Areas • the issue in respect of gift aid is key to any future structure. 	<p>Further work required on the paper in respect of the AMG</p>	<p>DT/GP</p>	<p>Ahead of 19 June</p>
	<p>The Board felt that a representative from the AMG should be invited to the strategy day on 19 June.</p>	<p>Andy Tickle to be invited to the strategy day, and if he is unavailable then Ken Taylor</p>	<p>DT</p>	<p>Immediate</p>
	<p>It was agreed that the paper should not be shared with ACT, but the issues within it should be considered by the Board in the light of 19 June discussion.</p>			

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	All directors indicated that they expected to be present at that meeting.			
6	Risk Register*			
	The Chair referred to the updated risk register, which had been uploaded to Teamwork that afternoon.			
	The CEO reported that it had now been reviewed by the SMT and the yellow items were the most pressing at the moment. The Board asked if the SMT had found the process and the document useful in respect of managing the organisation. The CEO noted they had found it difficult. The Chair suggested that the SMT might benefit from some training on risk management and the use of a risk register.	Provide comments to DT on the updates. Training on risk management to be sourced for the SMT	Board members DT/GP	Immediate On-going
8	Rolling Action List*			
	The Chair referred to the latest Rolling Action List and noted it now included actions from the meeting of 14 May.			
	The Chair asked the Board to email any comments on the document to the company secretary so that it could be updated.	Comments to be provided on the Rolling Action List	Board & LV	On-going
9	Minutes of previous meetings – 26,30 March, 1, 9 & 16 April *			
	The company secretary noted that minutes for the above dates had been uploaded to the Teamwork folder BoD_May & June Additional Board Meetings, as comments had been received and so they were hopefully ready for approval.	Comments on the minutes to be provided to the company secretary	Board & LV	By 1 July
	Comments on minutes from 23 & 30 April and 14 May were still awaited. The Chair reminded the Board that the minutes of 14 May were in a different format as they were transactional minutes and thanked the company secretary for the work on this.			
10	Mountain Heritage Trust (MHT)			
	The Chair reported that MHT had sent an email immediately prior to the meeting to himself and JD. He asked JD to report further: <ul style="list-style-type: none"> • the new statement about the furloughing of MHT staff and the BMC's position had replaced the old statement on MHT' website 			

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	<ul style="list-style-type: none"> MHT have several proposals for the next stage of their fundraising, which includes expanding the membership of MHT, changing its registered office, having its own bank accounts and insurance, and adopting new articles of association. the trustees are going to consider whether to apply for Heritage Emergency funding <p>The Chair suggested a meeting should be proposed between MHT and a few members of the Board in July, and that MHT's paper be shared with the Board.</p>	<p>Meeting between MHT and some Board members to be arranged</p> <p>MHT's proposals to be shared with the Board</p>	<p>GP & JD</p> <p>JD</p>	<p>Immediate</p> <p>Immediate</p>
11	ODG			
	<p>The Chair referred to the paper 'Item 11 of 090620 meeting_Future of the ODG' and thanked FS for her hard work on the paper and as chair of ODG. He asked the Board if they were happy that ODG be moved forward in accordance with the paper.</p> <p>The Board approved the paper.</p>	<p>Paper approved</p> <p>Paper to be added to the BMC ODG website</p>	<p>CS</p>	<p>Immediate</p>
11	AOB			
	<p>The Chair noted there was no AOB.</p>			
12	Date of Next Meeting			
	<p>The Chair noted the next Board meeting is on 15 July with the time tbc.</p>			
13	Close of meeting			
	<p>The Chair closed the meeting.</p>			

Item	Action	Involving	Target date
2a	Timeline for 2021 budget process and for when decisions need to be made about any redundancies to be prepared	HJ, DT, AB	10 July
2a	Budget process and redundancy timeline to be added to the agenda for 15 July meeting	GP & LV	Immediate
2a	Queries to be made about savings being made by specialist committees	DT	Immediate

Item	Action	Involving	Target date
2b	Scope of work to be prepared so that AM knows what the Board is expecting from a Marketing Strategy Paper and how it will provide feedback	GP	Immediate
2b	Marketing strategy paper to be prepared	AM	18 June
3	The Recovery plan to be amended so that it is more outward looking in respect of Pioneer actions, contains a cost benefit analysis of the items parked, and pros and cons for all other items	DT	10 July
3	Updated recovery plan to be added to the agenda of the 15 July meeting	GP & LV	Immediate
3	Confirmation to be sought as to whether the Members Handbook and last digital edition of Summit were available to members only	DT	Immediate
5	The paper on ACT to be expanded to include the relationship with the AMG	DT & GP	Immediate
5	Andy Tickle to be invited to the BMC/ACT strategy day and if he cannot make it, Ken Taylor.	DT	Immediate
6	Provide comments to DT on risk register update.	Board	Immediate
6	Possible training for the SMT on risk management and risk registers to be sourced.	DT & GP	On-going
8	Comments to be sent to LV on the Rolling Action List	Board & LV	1 July
9	Comments to be sent to LV on board minutes from meetings since 26 March	Board & LV	1 July
10	Meeting to be arranged between some Board members and MHT	GP & JD	Immediate
11	Future of the ODG paper to be uploaded onto the BMC ODG website.	CS	Immediate