

# BRITISH MOUNTAINEERING COUNCIL

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## Board of Directors

Redacted minutes of the Board meeting held by way of Zoom on Wednesday 19 May 2021 at 6.30pm

Directors Present:	Paul Drew (PD)	Chair
	Flavia Alizetta (FA)	Independent Director
	Paul Davies (PDa)	CEO
	Martyn Hurn (MH)	Nominated Director
	Peter Salenieks (PS)	Council Nominated Director (CND)
	Fiona Sanders (FS)	CND
	Carl Spencer (CS)	CND
	Andy Syme (AS)	President
	Jonathan White (JW)	Nominated Director (Clubs)
	Caroline Worboys (CW)	Independent Director
In attendance:	Lucy Valerio (LV)	Company Secretary (CoSec)
	Lorraine Brown (LB)**	Head of Performance and part Senior Management Team (SMT)
	Paul McKoen (PM)	Chief Financial Officer and part of SMT (CFO)
	Alex Messenger (AM)***	Head of Marketing and part of SMT

\* denotes supporting paper(s) circulated prior to meeting

\*\* left at end of minute 5

\*\*\* left at end of minute 6

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

The Chair reported that due notice of the meeting had been given. He said that Di Hopper (DH) and Jonny Dry (JD) had given their apologies, but that the meeting was quorate, he therefore declared it open.

Conflicts of interests were declared by PDa, LB, PM, AM and LV as members of staff.

The Chair reported that he had received the AOB set out below, but these would be dealt with at the appropriate point of the meeting:

- Rosi Yule had had two roles as the director on the Finance and Audit Committee (FAC) and on the Remuneration Committee, so a replacement was needed

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
	<ul style="list-style-type: none"> <li>• Lynn Robinson had had the role of the Board/staff liaison director and the Board needed to decide if such a position was still required or if that was now the CEO's role, if it was still required a replacement was needed</li> <li>• Rab Carrington had raised some points as chair of the Competition Climbing Performance Group (CCPG) in respect of the position of chair of the CCPG and deputy chair, he had also asked if the Board found the reports he prepared useful as well as the minutes, or if the Board were happy to just have the CCPG minutes</li> </ul>			
<b>2</b>	<b>New Directors</b>			
	<p>The Chair noted that following the AGM held on Saturday 15 May AS had been elected as President and MH as a Nominated Director, he welcomed them to the Board and everyone introduced themselves.</p>			
<b>3</b>	<b>Finance Update</b>			
3.1	<p>The CFO referred to the document uploaded to Teamwork called 'Item 3_Q1 Board Finance Report v5 150521'. He made the following points:</p> <ul style="list-style-type: none"> <li>• Results to end of March against the budget showed: <ul style="list-style-type: none"> <li>○ Membership income £27k worse than budgeted</li> <li>○ Income was £53k less than budgeted</li> <li>○ Expenditure was £83k less than budgeted</li> <li>○ Q1 Summit goes to club members as well as individual members so that was why it was a higher cost than budgeted</li> <li>○ Furlough income was £16k better than budgeted because the budget was based on the old furlough scheme</li> <li>○ Subscriptions were down but there was hopefully a corner being turned in respect of this, AM would report more</li> <li>○ This resulted in the deficit for Q1 being reduced by £30k</li> </ul> </li> <li>• The forecast had been prepared with SMT who sat down with the Q1 actuals and created a ground-up reforecast, this would be done quarterly moving forward.</li> <li>• The reforecast showed the following: <ul style="list-style-type: none"> <li>○ A reduction in the forecast of travel insurance income</li> <li>○ Further cost savings</li> <li>○ An increase in furlough income of about £16k</li> </ul> </li> </ul>			

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3.2	<p>The Board discussed the paper and the following points were raised:</p> <ul style="list-style-type: none"> <li>• The figures for April were not available yet</li> <li>• There was not much flexibility built into the budget</li> <li>• GB Climbing have the ability to bring in more funds and so the work that LB has been brought on to do would not be hampered</li> <li>• The reforecast would mean that the reserves would drop by £200k and so return to 2019 levels</li> <li>• The reserves policy was being reviewed by the FAC – it would be good if the policy was linked to the risk register and the budget</li> <li>• If now was not the time to use the reserves then when was?</li> <li>• Contingency was not formally built into the budget e.g. there was still reference to travel insurance sales but these were not yet picking up</li> <li>• It would be good to know if the budget allocation was offering value for money</li> <li>• Conversations had been had within the SMT about commercial funding, but it was felt this would be part of the COCO's role</li> <li>• Quarterly reforecasts were welcomed</li> <li>• Income from Montane and Cotswold was in the trading line – AM had done a great job in securing the new Cotswold contract</li> <li>• If a guide to the BMC accounts could be prepared so to pre-empt questions from directors to include items such as when student clubs' income is received</li> <li>• If the Board wanted the previous month's figures, then Board meetings should be held in the fourth week of the following week</li> </ul>	<p>How value for money to be measured to be agreed so that information can be provided.</p>	<p>PS, PM &amp; PDA</p>	<p>By 31.05.21</p>
4	<p><b>CEO and SMT Update</b></p>	<p>Thought to be given on a guide to BMC Accounts</p>	<p>PM</p>	<p>By 30.06.21</p>
4.1	<p>The CEO presented his update, which had also been uploaded to Teamwork 'item 4.1_CEO Update May 21' and noted the following:</p> <ul style="list-style-type: none"> <li>• The dashboard was proving challenging to finalise so work was ongoing</li> <li>• LB had started, the Welsh Campaign Policy Officer had started and Nick Colton had now moved to his new role re Safeguarding and International</li> <li>• The COCO still needed to be recruited – see item 7 below and a Head of Specialist Services</li> <li>• Complaints:</li> </ul>			

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	<ul style="list-style-type: none"> <li>○ He was trying to get a distillation of the complaint about climbing equipment use-by dates. The complainant was using a scattergun approach and so if any Board members were contacted they should state the CEO was dealing with the matter.</li> <li>○ As climbing walls were now open the complaint about a Sri Lankan national was no longer live.</li> <li>○ He was hoping to finalise the complaint about an incident at a GB Climbing training weekend very soon.</li> </ul>			
4.2	<u>Dashboard - risk</u>	<ul style="list-style-type: none"> <li>• The issue of insurance liability and indoor climbing has been raised and it needs looking at. This led to a discussion about the issue and the following points were made: <ul style="list-style-type: none"> <li>○ The SMT had discussed it and there was concern that there might be a similar incident to the one a few years ago which led to an increase in insurance premiums and an increase in subs (at the 2019 AGM).</li> <li>○ Good work had been done on the insurance liability a few months ago, but it would be better to plan for future scenarios than to react to them materialising</li> <li>○ If there was a second serious indoor climbing incident insurers would see this as a pattern as opposed to a one-off and increase insurance premiums</li> <li>○ If insurance premiums were increased whether indoor climbing insurance should be an optional extra like travel insurance or if subs should be increased</li> <li>○ There was only one option for insurance last time it was sought and this was the policy entered into</li> <li>○ There was one insurance broker (Howden), one primary insurer (Hiscox) but elements of this were covered by several underwriters/reinsurers</li> <li>○ Were members who climb at walls effectively double covered i.e. by the BMC and by the wall?</li> <li>○ If the BMC pulled out of insuring members then the insurance premiums of the walls would increase, so could the costs be shared? It was felt the answer was probably 'no', but this needed further investigation.</li> <li>○ There were numerous questions that required answers and the CEO said there would be a review of the insurance cover before a new policy was signed off – the CEO and CFO would conduct this with Board input</li> </ul> </li> </ul>	A review of the insurance cover to take place	JW, PDa, Ongoing PM & Jane Thomps on

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4.3	<p data-bbox="113 257 1468 302"><u>Membership</u></p> <ul data-bbox="113 302 1468 616" style="list-style-type: none"> <li data-bbox="113 302 1468 369">• The graphs of membership from 2002 to 2020 showed a downward creep re club members and an upward creep of individual members until the end of 2019</li> <li data-bbox="113 369 1468 436">• The profile of club membership was unusual as student clubs have a September registration and all other clubs a January registration, this was shown on the graph where there was a dip in numbers at September</li> <li data-bbox="113 436 1468 504">• 2020 had the lowest curve in respect of club members, there was some uplift, but it was small in comparison to previous years</li> <li data-bbox="113 504 1468 571">• A heatmap of club members from 2010 to 2021 showed that the largest number of club members was in August 2016 to October 2017, numbers then decreased so the drop off in club members was not all down to Covid</li> <li data-bbox="113 571 1468 638">• A heatmap of individual members showed that there had been steady growth with the peak in 2018/2019 but that the decrease in membership numbers had started prior to Covid.</li> <li data-bbox="113 638 1468 705">• The current number of 53,197 individual members was the same number as 6 years ago, so the BMC had lost 6 years' worth of membership growth and it needed to understand why.</li> <li data-bbox="113 705 1468 772">• The data showed that something happened in November 2017 to November 2018 which meant the BMC shifted from steady growth to a flatline in individual members, so pre-Covid.</li> <li data-bbox="113 772 1468 840">• This prompted a discussion by the Board and it was noted:               <ul data-bbox="113 840 1468 929" style="list-style-type: none"> <li data-bbox="113 840 1468 907">○ The subs increase was in 2019 for individual members and 2020 for club members</li> <li data-bbox="113 907 1468 974">○ The motion of no confidence (MONC) was in 2017, there was a lot of governance discussion with the Board moving to primacy in 2018</li> <li data-bbox="113 974 1468 1041">○ It was not clear from the data how much of the decrease is people not renewing and how much not joining</li> <li data-bbox="113 1041 1468 1108">○ The database does not currently have the functionality to look at the rate of churn</li> <li data-bbox="113 1108 1468 1176">○ If the steady growth had continued there would currently be 64,052 individual members</li> <li data-bbox="113 1176 1468 1243">○ UKClimbing had a massive drop off in traffic from 2018</li> <li data-bbox="113 1243 1468 1310">○ A mapping exercise was ongoing against other membership organisations, setting out costs, value for money, benefits, staff numbers etc. It was noted British Canoe Union would be a good organisation to compare the BMC to.</li> <li data-bbox="113 1310 1468 1377">○ It would be good to look at the proposition of other membership organisations in particular the value perceived.</li> </ul> </li> </ul>			

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4.4 Satisfaction Survey – Members 2021

- 74% of members were very satisfied or satisfied with the BMC, those were impressive numbers
- There was a target to track the satisfaction numbers against
- Access and conservation is still viewed as the most important aspects of the BMC's work
- Most members do a variety of BMC activities, with the largest percentage being hill walking, but the BMC has never produced a hill walking guide, the BMC needs to look at what is important to its members and the activities that its members do
- The aim is for satisfaction levels to all reach 80%

5 **Q1 Review of Strategic Action Plans (SAPs)**

5.1 The CEO referred to the document uploaded to Teamwork called 'Item 5\_SAP Review\_Y1Q1' and made the following points:

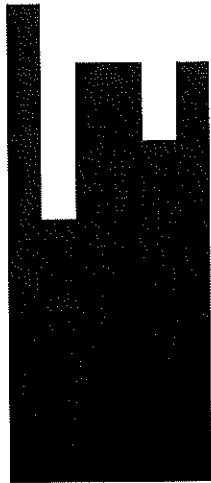
- The dashboard is proving a challenge
- The document needs to be read in context with understanding the red amber green (RAG) rating, as red was not necessarily bad and green was not always that the work had been done, but that it was on track to be done
- It is still a learning process for all involved and it will take a couple more reviews for it to get fully up and running

The CEO then took questions and the following points were discussed:

- The biggest challenge currently facing the CEO is the impact of furlough on staff capacity and how this shows on the SAPs, as when they were first planned they did not take furlough into account
- If it was possible to revisit the use of furlough if it was impacting on capacity
- Furlough had been assumed in the budget process through to Q3
- If it was known how the loss of 20% of staff capacity is affecting delivery – it was not because the SAPs were not in place 2 years ago and so any evidence is anecdotal
- It was in everyone's interest for staff to utilise their annual leave, as the BMC can claim furlough money back for this, and it means that there is then no backlog of annual leave to be taken by staff in Q3 and Q4, so annual leave is being spread more evenly over the whole year.

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5.2	<ul style="list-style-type: none"> <li>• If there were any areas where staff could make more progress if they were not furloughed – this was difficult as everyone felt their area was a priority which was why parity of the scheme across the whole organisation was useful</li> <li>• There are some blanks in the SAP document because they were waiting for members of staff to be appointed to deal with those</li> <li>• Staff members who are engaged in revenue generation should have their furlough reviewed</li> </ul> <p>The above discussion led the Chair to ask the Board if they were comfortable with the furlough situation or if they wanted to increase the deficit in order to deliver more.</p> <p>This led to a discussion and the outcome was that there was a steer from the Board to see a higher deficit so for the CEO and CFO to review furlough, particularly in relation to staff members who generate revenue.</p>	Furlough to be reviewed by CEO and CFO	PDa & PM	By 31.05.21
<b>6</b>	<b>Marketing/Membership update</b>			
<b>6.1</b>	<b>Marketing update</b>			
6.1.1	AM gave a presentation on recent marketing projects and stated that a lot of the work cuts across the activities undertaken by BMC members.			
	<u>Current Campaigns</u>			
	<ul style="list-style-type: none"> <li>• Respect the Wild: a largely mobile based campaign all about wild camping with 3 films produced, over 120,000 views and the campaign has been shared with other organisations</li> <li>• Respect the Rock: this is more targeted and tailored for different platforms, 11 films have been released and there are 5 more to be released</li> <li>• Be a Better Climber: the overall aim is to reduce the risk of insurance claims, it is proving successful, it is in partnership with ABC, Climb Scotland, Mountaineering Ireland and Mountain Training</li> </ul>			
	<u>Digital advertising</u>			
	<ul style="list-style-type: none"> <li>• There are 40 variants and three different messages, these are being tried out to see what works, they were paused over the lockdown earlier in 2021</li> <li>• If someone clicks on an advert it takes them to a specific landing page</li> </ul>			

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- Focus of marketing is to drive the CPC down, [REDACTED]. CPC is being reviewed on a monthly basis and using a red, amber, green rating: green being [REDACTED] which is to increase spend, refine and review; amber being [REDACTED] which is to continue spend, refine and review; red being [REDACTED] which is to pause and review
- If something is working it would not be stopped at Q4, it was understood that some adverts may be a loss leader in the first year

Membership numbers

- The new membership funnel, launched in October 2020, is working well with a 39% conversion rate compared to 31% with the old funnel and 85% of new memberships are via direct debit compared to 55% with the old funnel
- The predicted number of new members for May 2021 was over 700
- The database means it is difficult to tell if those joining have been a member previously, but the U27 membership figures suggest that new members are being reached

6.1.2 Upcoming projects

- Get Climbing: this is in partnership with the ABC, NICAS and Mountain Training. A branding agency has been commissioned and a survey sent to non-climbers to gauge their responses. This is a campaign brand and aimed at non-climbers, it is something new and not a change to current branding.
- People will be taken on a journey to get them to a local climbing wall which will result in a database of all those who have signed up being created
- Branded membership – GB Climbing: content will be delivered via member only pages on the website, there will be non-member, email member and full member content.
- Exclusive content – indoor climbing: members will have access to e.g. coaching videos of how to climb walls. Exclusive content will be created for other activities – hill walking etc.



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Budget spend to date

- Summit: there is anecdotal evidence that some members did not like the digital only version [REDACTED], so the revenue savings partly eroded the cost savings. This led to a discussion about hard copy versus digital only with the following points made:
  - The hard copy is used to send out membership cards. [REDACTED]
  - There are barriers to the digital only version, members have to log in, whereas the hard copy arrives and is visible
  - A hard copy magazine is not terribly green
  - Longer term, a hard copy Summit could be replaced with other benefits
  - British Diving went digital only, but after feedback from their members went back to a hard copy
  - It is a complex issue which needs research and data before any final decision is made
- There are a number of budget items which are Covid dependent, these relate to the Olympics and national events e.g. trying an Olympic event, press and PR around the Olympics, hill-walking national events (with Montane).

**6.2 Clubs Growth Plan**

6.2.1 JW gave a presentation, the main points to note were:

Clubs Strategy

- The Board approved the Clubs Strategy 2020-24 in September 2020
- There are 4 strategic themes underpinned by 21 tactical objectives over 5 years
- Club Retention & Growth:
  - Phase 1 stabilise and survive - 2020 priorities were hut operators, moving clubs online, networks, student club
  - Phase 2 organic growth – 2021 Q2/Q3 priorities were recruitment campaign for existing clubs and Q4 priority support student club recovery

**When**

**Who**

**Item**

**Topic and Main Aspects Considered**

**Decision / Action**

- Phase 3 new clubs – 2020 priorities were widening the 1944 club definition and possibly adding a new membership category
- Growth is important because sport and recreation is growing and developing and the BMC and its clubs need to grow and develop too; Covid has significantly impacted club membership with standard club members down 11% on 2020 and student club members down 46% on 2019/20; post-lockdown there will be increased interest in the outdoors; post-Olympics there will be increased interest in the indoors which is often a pathway to the outdoors.

Outline Plan

- Campaign to support recovery and growth of membership of non-student clubs
- Complements parallel campaigns for student clubs and individual members
- Refocus attitudes in clubs and BMC to attract new club members
- Refresh existing BMC and clubs' resources – websites etc.
- Proactively advertise club membership to new and existing participants
- New landing pages on BMC website to draw and direct enquiries
- New BMC 'directory' pages so it is easier to find club and prospective member resources
- Club driven programme of welcome events and behaviour supporting retention
- Partner-supported programme to reduce sector impact and reputational risk (this is at an embryonic stage)

6.2.2 Potential Benefits

- For the BMC
  - New long-term members and a bounce back in numbers and revenue
  - Heightened club engagement
  - Mitigation of reputational risks, especially access and safety
  - Clubs take most of the workload, this should not be seen as a campaign to increase BMC membership, but the BMC facilitating prospective members joining clubs, of which BMC membership is just one of many benefits
- For affiliated clubs
  - New, active members
  - Revenue recovery and growth
  - Increased reach for recruitment activities
  - Increased support to broaden membership
  - Self assessment and peer assessment of 'customer experience'

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
	<ul style="list-style-type: none"> <li>○ Increased engagement with the BMC</li> <li>● For new members                             <ul style="list-style-type: none"> <li>○ Like-minded people to participate with</li> <li>○ A sense of community and belonging</li> <li>○ Experienced people to learn from – for free?</li> <li>○ Access to the hut network</li> <li>○ A structured events programme</li> <li>○ Participation pathways to other disciplines and sports</li> <li>○ BMC member benefits</li> </ul> </li> </ul>			
6.2.3	<u>Progress and Steering Group</u>			
	<ul style="list-style-type: none"> <li>● January 2021: BMC Regional Clubs Forum</li> <li>● February – April 2021: structure developed via Clubs and Huts Core Group</li> <li>● 4 May 2021: BMC Club Growth Webinar and Focus Groups, 56 attendees from 40 clubs were present</li> <li>● 10 May 2021: Clubs Are Open steering group formed</li> <li>● 12 May 2021: clubs resource directory/landing page launched</li> <li>● 19 May 2021: update to the Board</li> <li>● Steering Group consists of:                             <ul style="list-style-type: none"> <li>○ Lead - Dominic Oughton</li> <li>○ Staff – Jane Thompson and marketing team</li> <li>○ Sponsors – JW and PS</li> <li>○ A Message – Dominic Oughton</li> <li>○ B Audience – Charlotte Rivers and Jo Dodd</li> <li>○ C Connections – Ian Wyatt and Paul Justin</li> <li>○ Members – Mike Spooner</li> </ul> </li> </ul>			
	<u>Next Steps</u>			
	<ul style="list-style-type: none"> <li>● May and June: steering group develops proposals for each workstream</li> <li>● 9 June: second BMC Club growth webinar</li> <li>● 15 June: BMC Partners' Assembly – awareness briefing</li> <li>● 21 June: launch and ongoing development of communications campaign</li> <li>● Tbc August: first follow-up webinar to review output and returns</li> <li>● Q4: campaign transfer to business as usual</li> </ul>			
6.2.4	<u>Business Case</u>			

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
6.2.5	<p>The meeting discussed the presentation and the following points were made:</p> <ul style="list-style-type: none"> <li>• Younger climbers use different methods to find people to go climbing with e.g. Facebook, MeetUp, climbing walls etc. so how does the strategy help clubs attract younger members? There are some pilot schemes being developed for this as it is a challenge and these will be tried over summer.</li> <li>• Key groups should be targeted e.g. retired members who can use huts during the week, allow members to bring their grandchildren, organise family meets so that long term connections can be made</li> <li>• Clubs should look at what they are good at and the BMC help them to focus on that</li> <li>• There is a huge potential for hill walking clubs, the problem at the moment is they are all perceived as climbing clubs</li> <li>• The strategy should be linked to environmental policy as clubs were originally formed to provide transport as well as other benefits, and once the pandemic has eased and transport can be shared again then this could be a valuable benefit particularly to younger members who may not own a car</li> <li>• More funding was required – it was agreed to fund stage 1, with stage 2 (partners) to be revisited once proposals developed and stage 1 progress had been shown (quarterly progress updates to be provided). A separate conversation would take place about this between JW, the CEO and CFO</li> </ul>	<ul style="list-style-type: none"> <li>• 24,000 club members assumed in budget – in 6 months fallen to c.20,000</li> <li>• New contribution from clubs of c.£250k now has a £36k gap in 2021, possibly a £59k gap in 2022</li> <li>• Target is to break even of cost versus net contribution, with ongoing retention</li> <li>• Breakeven for stage 1 is 980 members and stage 2 is 1,780 members</li> <li>• Funding needed: stage 1 - £11k; stage 2 - £9k – previously affordable from initial clubs budget</li> <li>• Deliverable by the Clubs Committee volunteers with support from clubs and staff</li> <li>• Funding sources – need about £15k for stages 1 and 2</li> </ul>	<p>JW, PDa and PM to discuss the budget for the clubs strategy</p>	<p>JW, PDa, By 12.06.21 PM</p>
7	<p><b>Chief Operations and Commercial Officer (COCO) – job description</b></p>			
7.1	<p>Before the agenda item was discussed the Chair proposed that the CFO, if he was willing, be invited to attend all Board meetings as an observer, so he would have access to the Board papers but he would not be able to vote. The Board agreed with this proposal.</p>	<p>CFO to attend all Board meetings and CoSec to ensure he is added to all future Board Teamwork projects.</p>	<p>LV</p>	<p>Ongoing</p>

Item	Topic and Main Aspects Considered	Decision / Action	Who	When
7.2	<p>The Chair reported on the progress of the job description for the COCO:</p> <ul style="list-style-type: none"> <li>• It was in evolution, the CEO had sent it to some of his colleagues for input</li> <li>• The Board were supportive of the need for the position and confirmed their approval</li> <li>• The salary has been in the budget starting May 2021 and it is in the forecast</li> <li>• The recruitment for the role is for the CEO to manage, it is outside of the Nominations Committee's remit</li> <li>• There was more work to do in relation to the commission-based aspect of the proposed salary</li> </ul>			
7.3	<p>The meeting discussed how to finalise the job description and it was agreed that:</p> <ol style="list-style-type: none"> <li>1) Board members would send their comments on the draft to the CEO within the next 7 days</li> <li>2) The CEO would collate these comments into a further draft</li> <li>3) A small group of directors would then finalise the job description</li> <li>4) The President would help develop the message to members about the need for the role</li> </ol>	<p>Board to send the CEO comments on the draft job description</p> <p>Small group of directors to form a group to finalise the job description</p>	<p>All</p> <p>PDa, PD, JW, MH and DH</p>	<p>By 26.05.21</p> <p>Post 26.05.21</p>
7.4	<p>The meeting discussed the role generally and the proposed structure under the COCO and noted the following:</p> <ul style="list-style-type: none"> <li>• Whether commercial and operations should be swapped round in the job title – to be looked into</li> <li>• The CFO is now dealing with insurance and so it is not as urgent that this is part of the COCO's role</li> </ul>			
7.4	<p>The Chair noted that it was getting late and it was agreed that the remaining agenda items would be dealt with at the facilitated session being held on 26 May. The CoSec noted someone would have to take the minutes as she was on annual leave next week. She also stated that from now on if directors do not provide comments on draft board minutes prior to the deadline provide, then their comments will not be included as once amended board minutes are uploaded to Teamwork they are for approval, not further comments.</p>			

**8 Information on the Facilitated Session**

**Item Topic and Main Aspects Considered**

FS provided the following information:

- Joining instructions would be sent out by Suzanne Jones by the end of the week
- Everybody should have received a leadership questionnaire, they must complete this before the session is held
- The session would look at how to make decisions, what to put on agendas, how to work together

It was agreed formal thanks should be given to Suzanne for all her hard work

Chair to send formal thanks to Suzanne for all her work PD By 26.05.21

**9 Close of meeting**

There being no other business, the Chair closed the meeting and thanked everyone for their time.

Item	Action	Involving	Target date
3.2	How value for money to be measured to be agreed so that information can be provided.	PS, PM & PDa	By 31.05.21
3.2	Thought to be given on a guide to BMC Accounts	PM	By 30.06.21
4.2	A review of the insurance cover to take place	JW, PDa, PM & Jane Thompson	Ongoing
5.2	Furlough to be reviewed by CEO and CFO	PDa & PM	By 31.05.21
6.2.5	JW, PDa and PM to discuss the budget for the clubs strategy	JW, PDa, PM	By 12.06.21
7.2	Board to send the CEO comments on the draft job description	All	By 26.05.21
7.2	Small group of directors to form a group to finalise the job description	PDa, PD, JW, MH and DH	Post 26.05.21
8	Chair to send formal thanks to Suzanne for all her work	PD	By 26.05.21