

## **BMC Annual Governance Statement 2021**

The BMC's annual governance statement explains the processes and procedures in place to enable the organisation to carry out its functions effectively, and outlines our progress since the AGM held on 13 June 2020 (the AGM).

### **Governance Framework**

The framework for the BMC's governance as a diagram is set out in Appendix 1.

- **Members** – as a company limited by guarantee, the BMC is owned by its members and they have certain rights as set out in the articles of association (the Articles) and the Companies Act 2006 (CA06). These allow them to exert control over the board of directors, and include the ability to call a general meeting, propose resolutions at general meetings, to elect and remove directors. The Articles state each member who is over the age of 18 and has paid the appropriate subscription fee is able to vote at any general meeting held.
- **BMC Board of Directors (the Board)** – the Board have overall primacy of the BMC and are the ultimate decision-making body. They set and implement organisational strategy in consultation with National Council. There are 12 directors sitting on the Board, comprising of the Chair, the President, three Independent Directors, three Nominated Directors, three directors appointed by National Council (CNDs) and the CEO. Details of the Board are [here](#).
- **Board Decision Group (BDG)** – this was a temporary Board sub-committee with delegated authority from the Board, established on 15 July 2020 to facilitate a smooth transition to a new Chair as a result of the then Chair agreeing to stand down at the 2021 AGM. Following a number of resignations after 15 July 2020 it also looked at decisions that needed to be made on an expedited basis that did not require full Board approval. Any matters that required full Board approval were discussed at Board meetings. It was open to all Board members to attend. It held its last meeting on 11 March 2021.
- **Finance & Audit Committee (FAC)** – a sub-committee of the Board it has responsibility on behalf of the BMC to oversee and monitor all financial and audit aspects in order to ensure short and long-term viability and integrity. The FAC reports to the Board four times per year. The Board approved the FAC's terms of reference in 2020 and following an informal review in April 2021 agreed not to make any amendments but to further review them after the AGM. The terms of reference can be found [here](#).
- **Nominations Committee (NomCom)** – a sub-committee of the Board it has the responsibility for ensuring open and transparent processes for the selection and recruitment of Board members and the CEO. It leads the process of director appointments and makes recommendations to the Board. This is to make sure that the directors have a wide variety of skills and there is a balance of gender and diversity. It meets as and when necessary to ensure effective succession planning for the organisation. Its terms of reference (which are [here](#)) are currently under review following the work of the Governance Working Group (GWG), which recommended new terms of reference be drafted. Once these are approved they will be published on the website.
- **Competition Climbing Performance Group (CCPG)** – a sub-committee of the Board with the responsibility for the strategic and operational oversight of GB Climbing. It also ensures strong management of risk and resources for GB Climbing. Its terms of reference can be found [here](#).
- **Organisational Development Group (ODG)** – a sub-committee of the Board, its role was to make recommendations to the Board in order to allow the Board to implement organisational change in line with the spirit of recommendations made in 2017 following an independent organisational review of the BMC. It focused on several workstreams including strategy, governance, partnerships, membership engagement, culture, leadership, and corporate structure. Its terms of reference can be found on the dedicated ODG website [here](#). It has been agreed to wind up the ODG, further details of the next stage of the work involved is set out in a paper which is [here](#).

- **Remuneration Committee (RemCom)** – this was established at a Board meeting on 25 November 2020 as a result of the need to recruit a new CEO and bolster the senior management team (SMT). It is a sub-committee of the Board and has responsibility for ensuring that the remuneration policy and practices of the BMC reward fairly and responsibly with a clear link to organisation and individual performance, having regard to statutory and regulatory requirements. Its terms of reference can be found [here](#).
- **Wales Committee - Pwyllgor Cymru (PC)**– the Board agreed to establish this as a sub-committee in January 2020 and its terms of reference were approved in April 2021, they can be found on our website [here](#). The committee has the responsibility for addressing issues that are relevant to the BMC’s Welsh members and members who visit Wales and also for developing proposals for future governance arrangements for the BMC’s work in Wales, including in the context of gaining recognition and participating in funding opportunities.
- **Health & Safety Group (HSG)** – it reports directly to the Board. Its responsibilities are to ensure that the BMC is discharging legal health and safety duties placed upon it, in relation to the BMC office, competitions, events (in particular risk assessments), emergency procedures and any training required. The HSG reports to the Board twice a year.
- **National Council (Council)** – this represents the body of members. It has a responsibility to constructively challenge the Board, holding them to account on behalf of the members. It is comprised of representatives from the BMC Areas, BMC Specialist Committees, organisations which work closely with the BMC, and members of the Board. It meets at least four times a year. Subject to approval at this year’s AGM it will change its name to Members’ Council and be subject to new Terms of Reference. These will be uploaded to the website if approved at the 2021 AGM. The current Terms of Reference and Council information can be found [here](#).
- **BMC Areas** – there are 10 BMC Areas – Cymru (South), Cymru (North), the Lake District, London & South East, the Midlands, North East, North West, the Peak District, South West, and Yorkshire. Area meetings are held at least three times a year. At these meetings members discuss local issues and are provided with updates as to matters discussed at Council meetings. Each Area elects two Area Representatives to sit on Council. Further information about Areas can be found [here](#).
- **BMC Specialist Committees** – there are currently 10 BMC Specialist Committees – Access Management Group, Clubs Committee, Equity Steering Committee, Guidebook Committee, Huts Group, International Committee, Land Management Group, Technical Committee and Training, Youth & Walls Committee (sub-committee Child Safeguarding Group).

This [link](#) provides details of the role of each of these. The committees presented their annual reports to the Board and Council in December 2020 and January 2021, and all, except the Guidebook Committee and Huts Group had their Terms of Reference approved by the Board on 24 February 2021. The purpose of these two committees is under review, which will be completed after the 2021 AGM.

The FAC, NomCom, CCPG, ODG, RemCom, Wales Committee and HSG are all sub-committees of the Board and have delegated authority to make decisions on behalf of the Board. The Board and Council are party to a Memorandum of Understanding which sets out the relationship between the two bodies, it can be found [here](#). It will be reviewed after the 2021 AGM as a new President is to be elected at this year’s AGM and there has also been a change in the Chair since it was agreed.

### **Persons and/or organisations with significant influence over the BMC**

As a private company limited by guarantee, the BMC does not have any one shareholder or member with significant influence. However, UK Sport and Sport England do have some influence over the BMC, in the sense that as they provide funding to the BMC, the BMC has to ensure it meets certain standards and requirements e.g. the Code for Sports Governance.

## **Good Practice in Governance**

The primary governance code that the BMC recognises is the Code for Sports Governance (the Code).

### Action Taken

In order to assist with ensuring good governance and adherence with the Code, since the AGM, the BMC:

- has appointed three new Independent Directors, all of whom are female, which has resulted in the BMC meeting the target of 30% of each gender on its Board for the first time
- has undertaken a situational analysis review with the financial support of Sport England to understand the reasons behind the numerous director resignations which occurred in 2020. This was akin to a board external evaluation, but due to the number of resignations which took place in 2020, it was agreed that a situational analysis would be more useful. This resulted in numerous recommendations, which the Board is currently reviewing.
- has established a Remuneration Committee
- has undertaken a review of its Specialist Committees
- has produced and implemented a Board Code of Practice

### Action still to be taken

The BMC regularly monitors its adherence with the Code and it is aware that the following requirements still need some action:

<b>Requirement</b>	<b>Action planned</b>
1.26 A majority of the members of the nomination committee shall be independent non-executive directors and it shall be chaired by the chair (except when it is dealing with the appointment of a successor to the chair, when it shall be chaired by an independent non-executive director).	This requirement is being met, but once the GWG report is fully implemented an independent HR specialist will be recruited to sit on NomCom.
2.7 The Board shall have in place succession plans for orderly appointments to the Board and to key positions within senior management.	Following a number of resignations in 2020 at Board level, and the recruitment of executive members of staff, the succession planning of the BMC will be reviewed after the 2021 AGM.
4.3 The Board shall agree and implement a plan to take forward any actions resulting from a Board external evaluation.	The Board is reviewing the recommendations provided to it by Campbell Tickell following their situational analysis, and consulting with Council as to how and which recommendations should be implemented.

### Governance Working Group (GWG)

Following the AGM held in 2019, the GWG was established by the Board to review the BMC’s policies and processes relating to AGM communications, proxy voting, increasing membership engagement, the process for appointing Nominated Directors and wider aspects of the role of NomCom. It consisted of a core membership of two to three Board members, a Council representative, an independent BMC member and the Company Secretary. A number of other members assisted by providing suggestions and support. It met regularly between August 2019 and April 2020, with interim reports being presented to the Board and Council in late 2019 and to a consultation pool of engaged members in March 2020. The pandemic resulted in its final element of work being paused until the fourth quarter of 2020, and the GWG then published its report for members’ consultation in March 2021 and held an Open Forum for members to discuss the findings. A copy of the report can be found [here](#). The report contains approximately 130 recommendations, the main ones are:

- Standing arrangements for AGM procedures need to be agreed and communicated
- Written and verbal statements from candidates standing for election should be adopted as standard practice

- Hybrid and virtual meetings should be expressly permitted
- A consistent and transparent election voting procedure should be adopted
- The chair of the AGM to be continued to be appointed as a discretionary proxy by members, but by conscious choice
- Voting totals to be published: votes cast 'live' at the meeting; proxies – directed and discretionary
- The voting record of any proxy holding 10% or more of the total votes cast per election or resolution
- NomCom should be expanded to seven members by adding an independent recruitment specialist
- NomCom procedures to be clarified, including for quorums, interviews, reporting lines and accountabilities
- The Board should be able to co-opt any Director vacancy prior to permanent elections/appointments in accordance with the articles of association
- The Board should be able to co-opt substitute Directors to facilitate exceptional leave
- NomCom should consider 'team fit' in addition to pure skills and experience
- All positions secured at an AGM election to be subject to a further AGM election prior to any second term
- Due diligence checks on candidates should be made prior to appointment

A number of these recommendations have been put in place for this year's AGM, in particular the process for electing Nominated Directors has been improved upon. There are also amendments proposed to the Articles for:

- hybrid and virtual meetings to be allowed,
- a standard election voting system to be used, which will be a simple majority if up to two candidates for one position, and a single transferable vote system for any other combination of candidates/vacancies, such system to be as administered by an independent third party
- the publication of the number of votes held and how those votes were cast of any person appointed a proxy who holds 10% or more of the votes cast on any resolution or election

Feedback from the Open Forum held in March is being fed into a final version of the report which will be presented to the Board after the 2021 AGM.

## **Board of Directors**

### Decisions Taken

The decisions taken have been in relation to:

- issues affecting the BMC as a result of Covid-19, including the decision to partake in the Government's furlough scheme
- recruitment – bolstering the senior management team and recruiting an Interim Executive for the latter part of 2020, a part-time Chief Financial Officer in February 2021 and a Head of Performance in April 2021
- executive staff structure – splitting the role of CEO into two roles, that of CEO and that of Head of Access, Conservation & Environmental Sustainability (Head of ACES), this resulted in the previous CEO moving to Head of ACES and the Interim Executive taking on the role of Interim CEO as from 1 December 2020
- Board recruitment – co-opting a Nominated Director to the Board in September 2020, and appointing three new Independent Directors in January 2021
- updating the 5-year strategic plan to shift its timeframe from 2020- 2024 to 2021-2025
- the budget for 2021
- approved Strategic Action Plans – defining details objectives and KPIs to underpin the Strategic Plan
- improved the financial management to give timely (monthly) updates on BMC finances vs the budget
- implemented a dashboard to enable the Board, CEO and SMT to get timely, accurate and succinct information about the current BMC status

### Biographies

The biographies of all current serving directors are set out on the website – the link is [here](#). The table below sets out the role and names/terms of all directors as at 19 April 2021. All directors, except as indicated below, are appointed for a three year term.

<b>Role</b>	<b>Name, appointment date</b>
Chair	Paul Drew – appointed an Independent Director on 25.11.19, moved to the role of Senior Independent Director on 29.07.20, and then to Acting Chair on 30.09.20. He was appointed Chair on 13.01.21, to hold this position until a permanent chair can be recruited.
President	Lynn Robinson* (LR) 22.04.17 (was Vice-President for the first year and elected President at the 2018 AGM)
Council Nominated Director	Fiona Sanders (FS) 31.03.19
Council Nominated Director	Peter Salenieks (PS) 29.10.20
Council Nominated Director	Carl Spencer (CS) 29.10.20
Independent Director	Caroline Worboys (CW) 13.01.21
Independent Director	Flavia Alzetta (FA) 06.01.21
Independent Director	Diane Hopper (DH) 06.01.21
Nominated Director	Rosi Yule* (RY) – co-opted on to the Board as a Nominated Director on 01.10.20 for a term to end on the date of the 2021 AGM (15.05.21)
Nominated Director	Jonny Dry (JD) 31.03.19
Nominated Director	Jonathan White (JW) 31.03.19
CEO	Paul Davies (PDa) 01.12.20 – ex-officio role as CEO

\*Lynn Robinson and Rosi Yule will both step down as directors the 2021 AGM. Elections for their successors are being held at the 2021 AGM

Since the AGM there have been the following changes at Board level:

<b>Name and Role</b>	<b>Appointment Date</b>	<b>Resignation Date</b>
Jon Punshon, Council Nominated Director	28.03.20	14.08.20
Matthew Bradbury, Senior Independent Director	22.04.17	23.08.20
Amanda Parshall, Independent Director	16.06.18	23.08.20
Huw Jones, Nominated Director	31.03.19	01.10.20
Chris Stone, Council Nominated Director	28.03.20	25.10.20
Gareth Pierce, Chair	21.11.18	30.10.20
Dave Turnbull, CEO	16.06.18	01.12.20

### Conflicts of Interest

One of the first matters dealt with at Board meetings, is a declaration of a conflict of interest on matters to be discussed. In addition, upon appointment any conflicts of interest are declared and kept on file for the duration of their term. The Company Secretary is planning to introduce annual updates of these forms.

### Induction and Ongoing Training

This past year it has been challenging, as new directors have been unable to meet each other, incumbent Board members, or staff, due to the pandemic. Upon appointment, the new directors have:

- been provided with the BMC Director's Governance Manual and given access to various Teamwork projects which contain various useful documents e.g. articles on directors' duties from The Chartered Governance Institute, details of the BMC's director's liability insurance etc.
- had a remote induction with the Chair and the Company Secretary

Continuous professional development is something that needs to be improved upon. The Company Secretary made some progress on this over the course of 2020, but the pandemic resulted in less progress than planned being achieved. The Company Secretary maintains a folder on Teamwork which contains useful articles and guides in relation to directors' duties and does look out for training opportunities. The Board did hold one remote facilitated session using an external consultant, Campbell Tickell and is planning additional face to face sessions shortly after the 2021 AGM. In March 2021 a handful of directors were able to attend a workshop on directors' duties provided by the Sport & Recreation Alliance.

### **NomCom**

NomCom consists of six members: the Chair, the President, the three Independent Directors and a representative of Council. The membership of NomCom since the AGM has fluctuated due to the resignations of two Independent Directors in July 2020 and the previous Chair in September 2020. At a meeting held on 27 July 2020 it was agreed that as NomCom was not fully quorate, any decisions of NomCom would go to the Board for approval. In addition, NomCom tried to recruit an independent recruitment expert on a voluntary basis from its membership. Unfortunately, no suitable candidate was found and so it was agreed that another representative of Council should attend NomCom meetings and they did so from 14 August 2020 until January 2021. In January 2021 three new Independent Directors were appointed and Paul Drew was appointed as Chair and so NomCom returned to full strength.

NomCom has been involved in several recruitment processes:

- Independent Directors – the BMC hired Odgers Berndtson (Odgers) with a remit to seek two new Independent Directors and a Chair. Odgers ran a really successful open recruitment process and provided NomCom with a longlist of candidates for the Independent Directors, NomCom discussed the list with Odgers, drew up a shortlist of candidates, and interviewed them. This led to three stand out candidates being identified, and ultimately appointed.
- Chair – as noted above Odgers were hired to assist the BMC with recruiting a new Chair. This campaign was less successful, and although an interview was held, no suitable candidates were forthcoming. Due to the success of the Independent Director campaign, and the desire to recruit the three stand out candidates, the Board discussed the possibility of Paul Drew, subject to his agreement, being appointed as Chair, following a recommendation from NomCom. This was because Paul had been through an open selection and recruitment process when appointed an Independent Director, and the Articles and Code state a Chair should be appointed following such a process. NomCom met in January 2021 to review his credentials and ability to be the Chair, and recommended to the Board that Paul be appointed Chair until the 2021 AGM. The Board approved the appointment.
- Nominated Director – NomCom reviewed the applications received for the vacancies prior to their names being put on the ballot paper
- CEO – the BMC hired Odgers to assist with the recruitment of a new CEO. A successful recruitment campaign ensued with a broad and high quality longlist being presented to NomCom. NomCom discussed the list with Odgers and prepared a short list of candidates that were screen interviewed by NomCom, before a further shortlist of four candidates was decided upon. These candidates gave a presentation to the Board who then selected two candidates for final face to face interviews with the Chair and President. NomCom then met to discuss the two final candidates and made a recommendation to the Board.

### **FAC**

The FAC consists of 10 members: a chair, four independent BMC members, two Council representatives, two Board member and the Chief Financial Officer. It has had a busy year and has been instrumental in providing the Board with

financial projections and forecasts in respect of the impact of the pandemic on the BMC. It has also reviewed the draft statutory accounts prepared by Hurst Accountants Limited.

In January 2021 two members of the FAC along with the Interim CEO carried out the sift, interview and recruitment for the new part time CFO. A strong field of candidates resulted in the appointment of Paul McKoen in February. This senior role brings a much needed increase in resources to the BMC finance function at a time when BMC finances have become increasingly complex and under pressure.

The FAC have carried out scrutiny of the 2021 marketing business plan and are currently carrying out a review of the BMC reserves policy.

### **CCPG**

At present the CCPG consists of 8 members: the chair of the CCPG, a vice-chair, the Chair, the Lead Officer of GB Climbing, a representative of Mountaineering Scotland, a representative of the Association of British Climbing Walls and since January 2021 two external specialists in competition and elite sports. The Head of Managed Sports from the English Institute of Sport attends meetings as an observer. The CCPG has met several times and has been involved in the following:

- Successfully bidding for UK Sport Progression funding, with GB Climbing being awarded £1.25m over four years
- Successfully bidding for UK Sport Continuity funding to assist with competitions being held in accordance with Covid-19 restrictions
- Looking at sponsorship options for GB Climbing
- Feeding the strategic plan of GB Climbing into the BMC's strategic plan
- Preparing a risk register for GB Climbing
- Managing the budgets of GB Climbing
- Supporting the appointment of a Head of Performance in conjunction with UK Sport

### **RemCom**

RemCom consists of three Board members, including the Chair. It has met once in order to discuss the remuneration package in relation to the recruitment of a new CEO. At this meeting it agreed a package to be offered to the successful candidate.

### **ODG**

The ODG was chaired by one of the CNDs and had various core members, which included National Councillors, the CEO, the Company Secretary and BMC members. This core group was meeting regularly until August 2020 when the final paper on the specialist committee review was finalised and it was agreed that it was time for the ODG to be wound up. It is recognised that an evaluation/assurance stage is needed and further details of how this stage will work moving forward was preliminarily set out in a paper which is [here](#). It is possible due to the difficulties being faced as a result of the pandemic, that the timings set out in this paper may vary.

In the past year the ODG has:

- had a number of papers accepted by the Board which has resulted in:
  - the successful setting up of the CCPG which helped obtain UK Sport funding of £1.5m for the next four years
  - an improvement in the BMC's representation in Wales through the establishment of the Wales Committee
- been heavily involved in the review of specialist committees
- worked on the amendments to the Articles proposed at this year's AGM
- through the R33 sub-group worked on the proposed new Members' Council terms of reference

Though the ODG has not been directly involved, the Board has been working towards the recruitment of some senior positions which will help move towards completion of the culture, leadership and management recommendations made in 2017.

**Pwyllgor Cymru – Wales Committee (PC)**

The PC consists of: seven ex-officio members – the chairs and secretaries of the North and South Wales areas (or their nominated stand-ins); two Council representatives – one from each Welsh area; a clubs' representative; a Board member; a Mountain Training Cymru representative. The PC can also co-opt up to three members and invite non-voting attendees for specific meetings or agenda items. The PC has met four times since the AGM and has been involved in the following:

- establishment of the PC
- the 2021 Senedd Manifesto being published
- the recruitment of the Welsh Policy & Campaign Officer
- considerable work on Covid-19 related access issues within Wales

**Meetings Held**

The following table sets out details of meetings held by the Council, the FAC, NomCom, the CCPG, the BDG and the PC since the AGM until 19 April 2021. The Board meetings noted have been held since 1 May 2020. All meetings have been held electronically due to the pandemic. Details of attendance are only required for Board meetings, however due to the turnover of Board members and the frequency of meetings this has not been provided. This information can be found on the Board minutes on our website using the link below.

<b>Body (and a link to minutes if available)</b>	<b>No of meetings held</b>	<b>Dates of meetings</b>
Board <a href="#">Minutes here</a>	21	2020: 14 May, 9 June, 15 & 29 July, 6 August, 2 & 30 September, 13 & 29 October, 19 & 25 November, 10 & 17 December 2021: 27 January, 24 February, 11, 25 & 29 March, 12, 14 & 20 April
Board Decision Group	14	2020: 23 July, 14, 20 & 27 August, 3, 10 & 17 September, 8, 15 & 22 October, 12 November 2021: 20 January, 11 February, 11 March
National Council <a href="#">Minutes here</a>	16	2020: 16 & 20 June, 1 & 4 August, 19 September, 29 October, 14, 18 & 23 November, 5 December 2021: 12 & 13 January, 18 & 28 February, 13 & 30 March
Finance & Audit Committee	7	2020: 6 July, 19 October, 2 & 16 November, 7 December 2021: 8 February, 6 April <i>will ask AB to check</i>
Nominations Committee	14	2020: 27 & 30 July, 7, 14 & 21 August, 4 & 15 September, 12 November, 4 December 2021: 6 January, 26 January, 10 March, 7 April, 19 April
Climbing Competition Performance Group	7	2020: 2 July, 3 September, 24 November, 22 December 2021: 20 January, 4 February, 25 March
Pwyllgor Cymru - Wales Committee	4	2020: 27 May, 13 July, 29 September 2021: 1 March
Remuneration Committee	1	2021: 19 April

**Board and Major Sub-Committee Evaluations**

As noted above, the Board underwent a situational analysis review performed by external consultants Campbell Tickell, and its findings were presented to the Board in January 2021. The Board is reviewing the recommendations and consulting with Council in order to decide which recommendations to act on and implement.

There have been no sub-committee evaluations, but there has been a review of the committee structure of the BMC. The Board have agreed to implement some of the recommendations of this review, which includes creating a standalone 'Safeguarding' committee which will be a sub-committee of the Board.



In addition, the GWG report made some recommendations in relation to NomCom, and NomCom's terms of reference will be reviewed after this year's AGM. Further information can be found in the GWG report [here](#)

### **Equality and Diversity**

The BMC is committed to equality and diversity, equal opportunity and fair treatment to all involved and employed in climbing, hill walking and mountaineering. This commitment is reflected in the Equity Statement, which is on the BMC's website [here](#). The BMC is intermediate level for Equity Standard in Sport, which is awarded by Sport England. The BMC has an equality and diversity action plan which sets out a structure to achieve greater diversity at board level, this can be found on our website at the link set out in this paragraph.

The Articles provide for gender equality at board level, with at least 30% of directors to be of each gender at any time. This is to ensure adherence to requirement 2.1 of the Code.

### **Risk and Internal Controls**

The BMC has a risk register, which is reviewed by the SMT prior to being discussed by the Board. The risk register details the risk, potential impact, likelihood of such risk, any movement of the risk in between reviews, steps taken to mitigate the risk, likelihood of the risk occurring after the steps to mitigate it have been taken and any actions required.

At a Board meeting in February 2021 it was agreed that the format of the risk register should be reviewed.

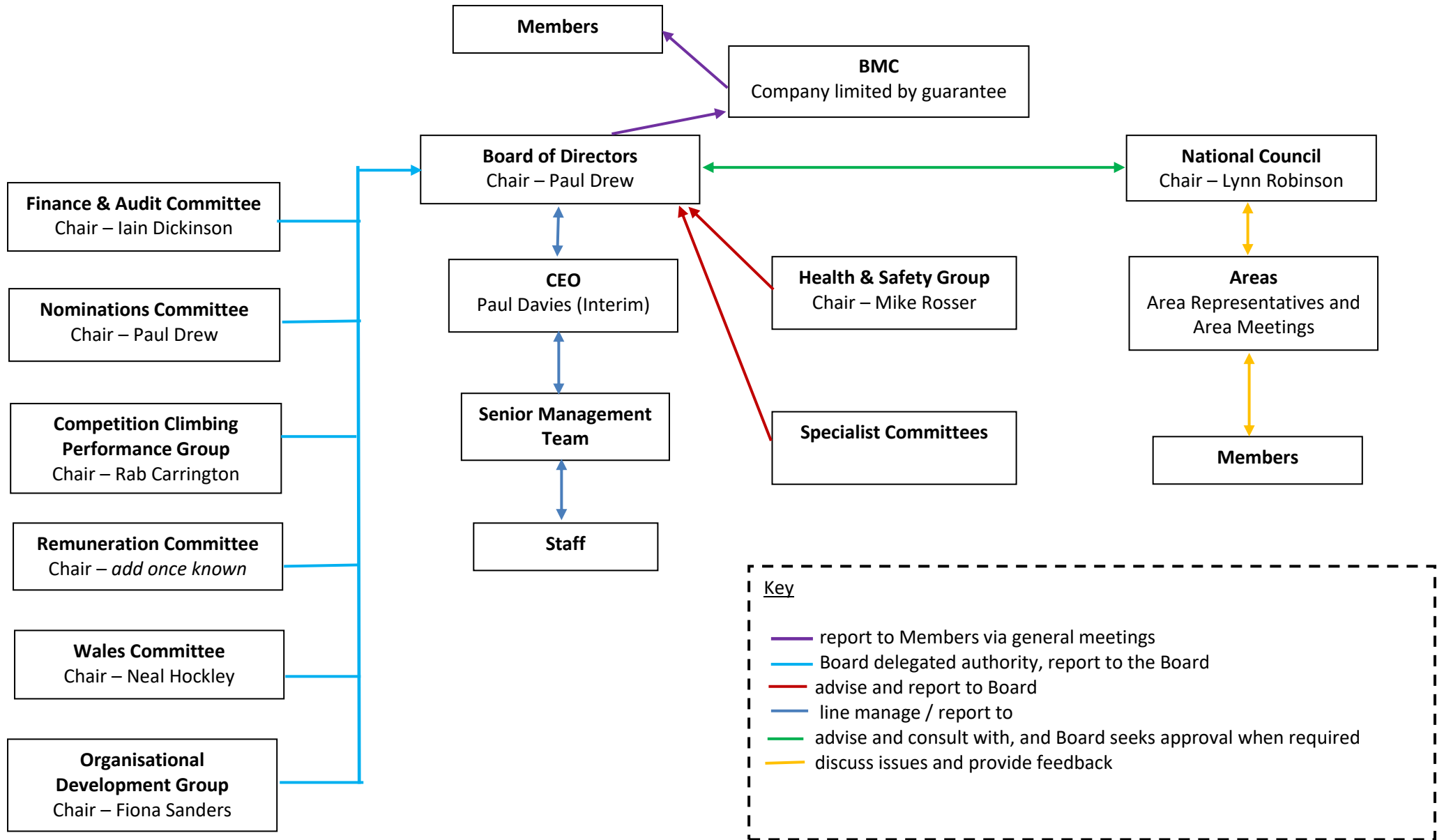
### **Affiliations**

The BMC is the umbrella organisation in respect of various other trusts and organisations. This is set out in the organogram and table below. None of the bodies in the organogram below impact on the operating policies of the BMC. Any related party transactions with the BMC's subsidiaries are set out in our annual accounts.

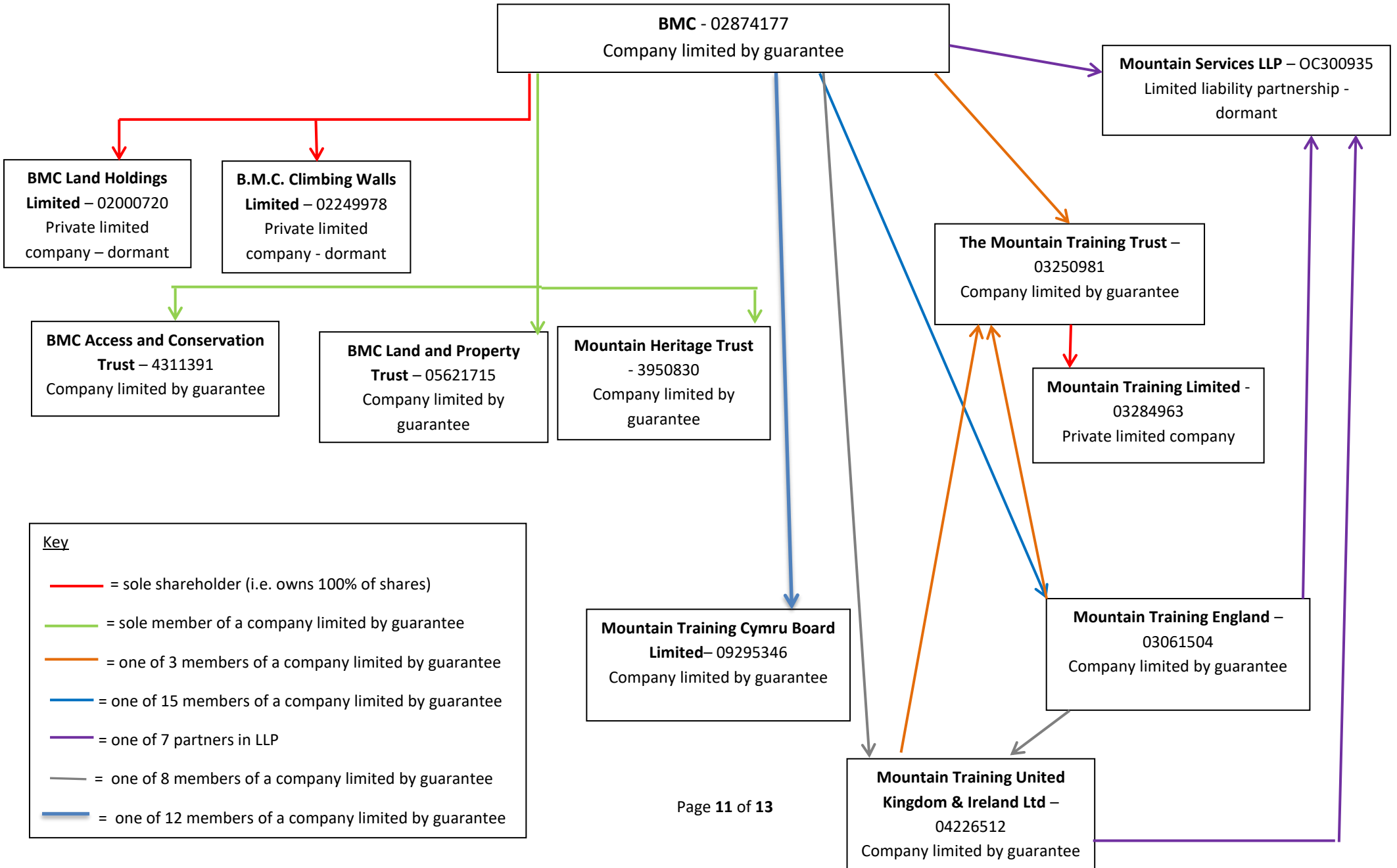


Paul Drew  
Chair of the BMC

Appendix 1 – BMC Governance Structure



Appendix 2 – BMC Company Structure



Appendix 3

<b>Company Name, Number and Type of Company</b>	<b>BMC's Interest</b>	<b>BMC is a corporate director</b>	<b>BMC has the right to appoint a director/trustee</b>	<b>BMC provides services in kind*</b>	<b>BMC is the registered office address</b>
BMC Land Holdings Limited (02000720) Private company limited by shares – dormant	Parent company – owns 100% of the shares	No	No	Yes	Yes
B.M.C. Climbing Walls Limited (02249978) Private company limited by shares – dormant	Parent company – owns 100% of the shares	No	No	Yes	Yes
BMC Access & Conservation Trust (4311391) Private company limited by guarantee	Parent company – sole member, so holds 100% of voting rights	Yes	Yes	Yes	Yes
BMC Land and Property Trust (05621715) Private company limited by guarantee	Parent company – sole member, so holds 100% of voting rights	Yes	Yes	Yes	Yes
Mountain Heritage Trust (3950830) Private company limited by guarantee	Parent company – sole member, so holds 100% of voting rights	Yes	Yes	Yes	No
The Mountain Training Trust (03250981) Private company limited by guarantee	One of 3 members – so holds 33.33% of voting rights (MTE and MTUK other members)	No	Yes	?	No

Company Name, Number and Type of Company	BMC's Interest	BMC is a corporate director	BMC has the right to appoint a director/trustee	BMC provides services in kind*	BMC is the registered office address
Mountain Training England (03061504) Private company limited by guarantee	One of 15 members – so holds 6.66% of voting rights	No	Yes	Yes	Yes
Mountain Training United Kingdom & Ireland Limited (04226512) Private company limited by guarantee	One of 8 members – only has 1 vote out of a total of 12 so 8.3% of voting rights	No	No	?	No
Mountain Training Cymru Board Limited (09295346) Private company limited by guarantee	One of 12 members so holds 8.33% of voting rights**  **The articles of this company refer to British Mountaineering Council Cymru being the member, but this is not an entity that exists	No	No	No	No
Mountain Services LLP (OC300935) Limited liability partnership – dormant	One of 7 designated partners of the LLP so holds 14.3% of voting rights	It is a designated partner	N/A	Yes	Yes

\* services in kind includes the provision of insurance, company secretarial and other administrative support by the BMC