BMC ODG
R16 Sub-Group ToR – Digital Strategy

Version 0.1 Updated 21.1.20

1.   Background

1.1.   BMC Independent Organisational Review Group Report

The "BMC Independent Organisational Review Group Report" in November 2017, and confirmed in the "BMC Independent Organisational Review Group Amended Recommendations Report" in March 2018 made the following recommendation:

R16. *The BMC should ensure that it has a digital strategy to support potential growth, its members, policy forming and engagement and broader innovations within the scope of the activities it supports.*

This recommendation is designed to enable the BMC to meet the increasing administrative demands placed on it by growing participation and membership, and importantly, efficiently and effectively gather and process data to and from members in relation to all aspects of the BMC's work.

ABSTRACT FROM THE REPORT WITH REGARD TO DIGITAL STRATEGY

The Member Research Survey and focus group discussions identified a desire for the BMC to have a larger digital presence in order to manage memberships, disseminate information about policy and decisions, promote events and volunteer activities, and critically, to engage and gather the views of the broader membership.

A number of respondents highlighted the need for representation in the BMC "to change for the digital age". There was some satisfaction with the use of technology and an understanding that changes had been made recently, particularly in relation to social media. The ORG acknowledges that it is an area the BMC is currently working to improve, in line with this general trend. The ORG's findings indicated that the BMC should use technology to deliver against its organisational strategy more effectively, and it to make sure it is well placed for the future.

Areas of key comment identified by the ORG included website updates and improvements, choice in types of communications received, membership management, engagement in policy and events management as well as online voting for key decisions.

As a result the ORG considers that the BMC should develop a digital strategy across the organisation which underpins what it aims to do in order to support the BMC's vision and organisational strategy, developed as part of other ORG recommendations.

It should look to deliver personalised services to members, have the data it needs to operate efficiently and make informed, data-driven, management decisions. In particular the strategy should define how it plans to use technology to engage members in policy making, activate volunteers and communicate transparently.

Any digital strategy should also take into account accessibility for all members, catering for those members who are have specific access needs, are not digitally literate, or prefer not to use technology or social media. Therefore, while a digital strategy should underpin the delivery of the BMC's services, members should also have the option to engage with the BMC via traditional methods if they choose to do so.

This recommendation must take into account at least the following other 2 recommendations:

> ### *R7: The BMC must understand and define the breadth of its membership and understand the balance between attracting new members and over-expansion so that it retains focus and relevance*
>
> This recommendation has been amended in order to remove the reference to access, conservation and environmental issues, which have been moved to recommendation 8. Following feedback, the ORG felt that the original recommendation potentially conflated the growth in membership with a direct environmental impact, which was not intended.
>
> The ORG recognises that a growth in overall participation in climbing, hillwalking and mountaineering could have an impact on the environment. However, it believes that this is unlikely to be as a result of membership expansion, which would be largely drawing from existing participants. The BMC should focus on attracting new members, as required, to ensure it maintains a representative balance of all climbers, hillwalkers and mountaineers, and therefore credibility in representing their views.
>
> ### **R8: The BMC should responsibly encourage growth and participation in all areas of the activities that it represents, recognising the access, conservation and environmental issues that growth could cause**
>
> As per the commentary for recommendation 7, this recommendation now has the addition of access, conservation and environmental considerations. The BMC must balance the desire of its membership to encourage participation against the need to preserve finite and often fragile environments, and ensure continued access to the crags, hills and mountains of the UK within a landscape of increasing participation.

1.2. It is believed that this work will be substantial as well as being driven by the representatives of the membership. Therefore it requires a sub group to be set up under the governance workstream.

1.3. It is anticipated that a wide range of groups will need to be consulted in this process.

1.4. It is recognised that this work may be impacted by other work carried out by the Board and Governance Workstream, and therefore regular dialogue will be necessary.

2. General ODG Principles

The ODG, and all its subgroups, will work under the general principles of:

- Transparency of operations
- Ongoing consultation and communications
- Roles to ODG 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. To fulfil the ORG recommendation 16: *"R16. The BMC should ensure that it has a digital strategy to support potential growth, its members, policy forming and engagement and broader innovations within the scope of the activities it supports."*

3.2. The work of this group should be carried out in alignment with the BMC's evolving wider strategy.

3.3. The group will report to the ODG and Board of Directors in order to steer the strategy and vision of the BMC to ensure all issues and challenges are properly considered.

3.4. The group may consult with other workstreams, BMC officers or specialist committees.

3.5. The group will listen to feedback and where required seek input from members.

4. Objectives

4.1.   Consider the specific details of Recommendation 16.

4.2.   By the 2020 AGM propose a digital strategy for the BMC.

5. Constitution of this working group

5.1.   Paul Drew (BMC Director and Workstream Lead)
5.2.   Alex Messenger (BMC Head of Marketing and Communications)
5.3.   Paul Evans (BMC Independent Member)

Any other BMC member or relevant outside consultant may be invited to contribute to specific areas of work, when and if necessary.

6. Roles and Responsibilities

6.1.   ODG

6.1.1.   To facilitate the recruitment of appropriate individuals to the work stream and sub group

6.1.2.   To engage with the work stream and sub group to ensure that the work carried out is in line with the overall thinking of ODG

6.1.3.   To act as a conduit of ideas in order to inform the Board and CEO of potential issues or clarification requirements

6.1.4.   To provide guidance and support on work carried out from other work streams or sub groups

6.1.5.   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 – Paul Drew

6.2.1.   To ensure that spirit of the ORG recommendations is fulfilled in the recommendations and documentations produced

6.2.2.   To attend meetings (face to face or via skype) to work with the Working Group, and to keep the ODG up to date on progress and next steps

6.2.3.   Work with the Project manager to agree deadlines to meet the BMC Board, NC and area meeting schedules.

6.2.4.   Work with the Project manager to produce communiques for the membership in a timely manner.

6.2.5.   Delegate to other members of the working group or staff as required.

6.2.6.   Co-opt other members as required.

6.3. Working Group

6.3.1. To work within their defined TORs and appropriate direction from ODG, Working Group Lead and Project Manager.

7. Timescale Considerations

7.1. Agree ToR on or before the board meeting on Jan 29th 2020.

7.2. Provide a high level digital strategy for consideration by the ODG by mid March 2020.

7.3. Provide a digital strategy for consideration at the AGM in June 2020.