

Organisational Development Group Communications

Q2 2020 – Q1 2021

Introduction

This Communications Plan builds upon the first published by Dave Stanley in November 2019 which has been reviewed and updated to take into account the national crisis which unfolded in March 2020. The impact of the national lockdown caused by COVID-19 on the BMC, its members and the entire outdoor community is significant and unprecedented. It is affecting all aspects of our lives and impacting on all of the activities we love, and will continue to do so for some considerable time. Where the Organisational Development Group (ODG) has been impacted the most is by the changes to the 2020 AGM. It is anticipated no resolutions in response to the work of the ODG will be taken to the membership for approval meaning these will be deferred to the 2021 AGM. An additional impact is the loss of face to face member engagement opportunities, namely area meetings and again, the 2020 AGM.

The ODG is working hard with staff and volunteers to continue to review, consult and provide further recommendations in response to the work by the Organisation Review Group (ORG). The use of digital technology as recommended in the Membership Engagement Report (2019) which is currently being developed further by the Digital Strategy sub-group, is being implemented at a much faster pace in response to the situation, the virtual AGM being an example of this.

Area Meetings

In Q1 2020 6 areas were able to hold their meetings but 4 were cancelled at short notice as the lockdown took effect. The Q2 round of area meetings will not be able to take place as face to face meetings but it is anticipated an online meeting platform will be used to ensure that this membership engagement opportunity is not lost. At time of writing it is not yet known what the format will be for the area meetings in Q3 and beyond.

AGM

The Board with support of National Council and the membership has decided that the 2020 AGM will take place on Saturday 13th June as a virtual meeting. It is likely the agenda will be reduced and no resolutions in response to the work of the ODG will be taken to the meeting. This mainly impacts on the approval of the updates to the Articles of Association (Articles) and the approval of new Terms of Reference for areas (Area ToR) and in response to the reconstitution of National Council (NC ToR). The AGM will still continue to be viewed as a key membership engagement opportunity in the BMC's calendar and as such will provide an opportunity to present the progress made by all of the ODG workstreams and forward plans for the year in the run up to the 2021 AGM.

The following strategies will be put in place to enable effective dissemination of the ODG's work to the membership as shown in Appendix A over the coming year:

- The Director for Member Engagement will work with the ODG Chair and the Governance Working Group (GWG) Chair along with members of staff to support the co-ordination of information delivery.
- The ODG website will be given more prominence across BMC communication platforms.
- The ODG website will be updated and priority given to making the site more accessible.
- More efficient linking with National Council, Area Officer and Area Reps, utilising digital platforms used by the BMC such as Teamwork to facilitate this.
- All communications will be overseen by the CEO and President of the BMC.

Overview

At this current stage of the ODG's work there are updates which need to be provided to National Council and the membership to inform and papers that require consultation prior to finalisation, approval of the Board and members' approval at the 2021 AGM. The full details are set out in the ODG Workstream Overview document. Work to take place over the next four quarters which will require communicating to the membership is summarised below:

Inform

- Competition Climbing Performance Group (CCPG) – Members & National Council have reviewed all papers and the Board has approved the establishment of the CCPG. With appointments to the group having now been made, the group is working to review its Terms of Reference and develop its priorities for the coming months. Regular communications to keep the membership informed of the activities of the group will be made quarterly with an article on the website promoted through the social media channels of GB Climbing.
- Clubs Strategy – Following a consultation at the beginning of April the final paper will be produced for support from National Council and approval of the Board. The strategy will then be launched to the membership and handed to the Clubs Committee for implementation.
- Outcomes from the ODG – Throughout the year the membership will continue to be informed of the developments from work the ODG has concluded which has been handed over for implementation. This includes the Strategic Plan, strategies from the Membership Engagement Report and developments from the Partner Assembly.

Consult

- Governance Working Group (GWG) Report – Following the presentation of the report to National Council and the Board, feedback has been incorporated and it will now be published to the wider membership for consultation.
- Updates to the Articles, Voting Procedures and Area ToR – Updates to the Articles have already been published however the results of the GWG, Cymru Committee and Specialist Committee reviews may generate additional updates. Consultation with the membership is required on a new document setting out the proposed voting procedures for elections held and the new Area ToR.
- Reconstitution of National Council – The R33 group (sub-group of Workstream 5) have developed a set of recommendations for the reconstitution of National Council including an updated NC ToR. All work will be presented to the membership for consultation.
- Cymru Committee – Following review and approval of the Cymru Committee's terms of reference at the beginning of April 2020, a recruitment process will take place to appoint up to 3 co-opted members to the committee.
- Specialist Committee Review – Recommendations from the review will be presented to the membership for consultation towards the end of 2020 concluding at the beginning of 2021.

The strategy has been planned to stagger the release of updates and papers over the coming months to allow the membership and National Council sufficient time to be duly consulted before being presented to the Board.

Limited communications have been planned for April to enable the marketing and communications team to focus on organisational matters and supporting the membership in relation to COVID-19. Consideration has also been given to the release of papers prior to the Q2 round of area meetings as it is not yet known how many members will engage with the virtual meetings.

ODG Communications

Monthly communications will come from the ODG providing a 'high level' update across all workstreams. These are aimed at the membership as a whole and will form the basis for discussion at area meetings. In addition, a quarterly review will take place at the end of each quarter in response to the themes outlined below. As well as reflecting on the previous quarter, all updates will highlight what papers will be released to members in the next quarter and how the consultation on them will take place.

An additional update in May to report on the impact COVID-19 has had on the work of the ODG will also be published.

Monthly updates will be posted as an article on the ODG website accompanied by a short video supporting the article which will be distributed on social media and made available for showing at area meetings. The quarterly reviews will also be published on the BMC's website.

Q1 2020 Communications

In the first quarter of 2020 seven short films were produced to support the release of a group of papers out for consultation which were distributed on social media. In addition, a flash poll was issued by Mike Spooner to gather feedback in relation to the proposed club's strategy. The videos will continue to be used during Q2 with new ones being produced when necessary. A membership engagement webinar presenting updates on the Articles and updates from the R33 group (Reconstitution of National Council) did not take place. A webinar regarding the governance updates will take place at an appropriate time during the consultation period which will include a discussion about the Articles and the R33 groups recommendations as well as voting procedures, Area ToR and the GWG Report.

Q2 2020 Theme – How the changes will ensure a well-run organisation with the members' voice at the heart of it

ODG Communications

In addition to the monthly updates an additional communique will be published in this quarter about the impact that COVID-19 had on the BMC and the work of the ODG focusing on how the BMC is going to move forward, fully supporting its members all the way.

May – Release of the GWG Report for consultation & launch of the Cymru Committee

This report addresses a number of issues that were raised after the 2019 AGM and sets out recommendations to improve the governance of the organisation and transparency to members.

The launch of the Cymru Committee will take place following their first meeting and communications to the membership will support the recruitment process for co-opted members to join the committee.

June – National Council Reconstitution

The R33 group have been working on a set of recommendations for the reconstitution of the National Council along with an updated NC ToR. The release of these to the membership will be done so as a celebration of how the reconstituted National Council will be best placed to champion the members' voice.

Q3 2020 Theme – The impacts of the ODG's work on the members of the BMC so far

July – CCPG

The CCPG was established in April 2020. This update to members will focus on the work of the committee to date, their forward plans and what the situation is regarding competition climbing following the world-wide lockdown. This update will be video based supported by an article.

In July publicity will also be given to the Articles of Association, voting procedures paper and Area ToR as they are released for consultation, as well as promoting a governance webinar.

August / September – Clubs Strategy

Following its approval by the Board, the Clubs Strategy will be launched to the membership as part of its handover to the Clubs Committee providing an opportunity for an event for clubs and club members to celebrate this milestone.

September – Specialist Committee Review

The Specialist Committees of the BMC carry out substantial amounts of work, much of which goes under the radar for many members. The launch of the paper providing recommendations for the future of Specialist Committees will be part of a celebration of their work as well as explaining the proposed changes identified from the review.

Recommendations from the Membership Engagement Report are continuing to be implemented and during this quarter further updates will be provided on the progress made.

Q4 2020 Theme – The BMC in the digital age and how technology will be used to engage and consult with the membership

A three-month campaign focussing on recommendations made in the Membership Engagement Report and the work completed by the digital strategy sub-group regarding how the BMC is going to implement technological approaches going forward to support engagement and consultation with the membership.

Q1 2021 Theme – Enabling the membership to take ownership of the changes

January – Nationally Elected Councillors

Further member engagement concerning the reconstitution of the National Council and the promotion of the Nationally Elected Councillor roles.

February – Articles

Following the completion and approval of the work from other workstreams and the GWG, all updates to the Articles that will be taken to the 2021 AGM will be complete and this is the final presentation to the membership prior to the AGM.

Pre-AGM Webinar (Date TBC, within 14 days of the AGM)

A membership engagement webinar will be held consolidating the work of the ODG and informing members of all of the resolutions that are being taken to the AGM providing a forum for a pre-AGM Q&A session. The webinar will also acknowledge the contribution of members and their voice in the work of the ODG and its outcomes.

Appendix A

Communication Strategy

The following is a proposed strategy for how the work of the ODG will be disseminated to the membership over the coming year:

Monthly ODG Updates

- Article posted on ODG website homepage
 - Signposted by BMC national and local social media channels
- Video produced to compliment article which can be shown at area meetings at the discretion of the area officers
 - Hosted on BMC YouTube channel and embedded on ODG website homepage
 - Video posted on BMC national and local social media channels
- Article and cover message sent directly to National Council reps and Area Officers via Teamwork and all workstream members by email

Quarterly ODG Review

- Article posted on BMC website
 - Link placed on ODG website homepage
 - Signposted by BMC national and local social media channels
- Article and cover message sent directly to National Council reps and Area Officers via Teamwork and all workstream members by email

Papers for consultation

- Posted on the workstreams page of the ODG website and signposted from the homepage
- If appropriate, video produced by paper author and distributed to aid consultation at area meetings
- Article signposted on BMC social media and targeted to interested constituencies
- Article and cover message sent directly to National Council reps and Area Officers
- If appropriate, poll / survey distributed
- Incorporated into monthly update article and distributed as above

Updates provided to inform

- Posted on the workstreams page of the ODG website and signposted from the homepage
- Where appropriate, article posted on the BMC website
- Article signposted on BMC social media and targeted to interested constituencies
- Where appropriate, article written for Summit magazine
- If appropriate, video produced and distributed
- Incorporated into monthly update and distributed as above