

# Future of the Organisational Development Group (ODG)

## I. Purpose of this paper and context

The most recent ODG Terms of Reference had its main objective as:

*'Make recommendations to the Board in order to allow the Board to implement organisational change in line with the spirit of the recommendations of the ORG. This will also include those issues identified and discussed, but not addressed, in the lead up to the AGM 2018, during Stage 1 of the implementation'*

From Appendix 1 you will see in section 1.1 and 1.2 that we continue to make progress through the ORG recommendations. However from section 1.3 and 1.4 you will see that there are a number of areas that are still outstanding and CV19 has slowed down the implementation either because we require an AGM resolution or because we needed to put the work on hold due to the financial constraints we are presently operating under.

Further it is recognized that there is an increasing degree of ODG fatigue in terms of membership consultation on, the often, complicated papers to deliver aspects of ORG recommendations. Further the actual implementation of the changes is not what ODG is about and we need to move responsibility to those who can now deliver on our behalf, allowing ODG to move to its final stage of organisational change.

A lot of work has gone into the ODG work both by staff and volunteers and the increase in membership fee last year was in part to fund ODG recommended changes, therefore we have a duty to demonstrate to our members the benefits accrued as a result of the changes undertaken.

This paper proposes a way forward to enable us to address these issues with a two pronged approach.

## II. Proposal

### 1. Extension to the ODG for four areas

That the ODG should continue with a smaller group to September 2020 to complete the initial reports on the following recommendations to go to the Board and NC:

- Clubs strategy
- Digital strategy
- Specialist committee review
- Articles of Association changes

Further that we disband the Subsidiaries work stream due to the complexity of the individual relationships with the various organisations and request that the Board to take on this work, some of which has already being initiated. This includes ACT, MHT, MTT and LMT and will be based on a short paper from ODG on areas of focus.

We allow time from September to January 2021 for work to continue to embed, along with any other actions that need to be initiated by DT, GP, LR.

### 2. ODG assurance stage

During the embedding time we agree with the Board and NC the Terms of Reference(ToR's) for the next stage of ODG life – the assurance/evaluation stage. This stage will review the actions taken in order to deliver the ORG recommendations and assess the return on our investment. The process will start with considering those actions taken in the early stages of our change process and continue via an agreed plan.

The process of carrying out the work on assurance/ evaluation to begin in January 2021 in order to inform the Strategic review later in the year, and then be completed by the 2022 AGM.

There is a need for the members of this group to have some degree of independence from the current work stream leads to ensure a fair appraisal. Further it should include the membership engagement Director in order to ensure that we share and celebrate the success stories along the way.

## III. Reasons for the approach

1. The main objectives of the original ODG ToRs will have been achieved by September 2020
2. The Board is already working on the relationships with subsidiaries and other linked organisations in separate pieces of work and therefore there is no point in duplicating this work, along with the urgent need to build more effective relationships
3. We need to provide assurance for the Board, NC and wider membership that the result of the changes carried out to meet the ORG recommendations are providing us with the desired return on investment
4. We need to celebrate the successful outcomes of those changes which have been fruitful to our membership not just that we have made a change
5. We need to use the results of the assurance process to identify impacts on our strategy and working practice resulting from things that are either working or not working.
6. We need to allocate resources in the short term to carry this out on behalf of the Board and NC to ensure that the work gets done in a timely manner and informs the Strategic reviews of the BMC in 2021

## **Appendix 1 Summary of work completed and still requiring action**

The following provides a summary of the current situation in relationship to the various elements of the ORG recommendations.

### **1.1 Headline recommendations**

The Board and NC are working hard to embed the four key elements of:

- Creating a vision for the sector that includes the relationships with members, clubs, partner organisations and stakeholders
- Delivering an organisational strategy to deliver this vision through its staff and volunteers
- Serving its members openly and transparently, developing strategies to engage members democratically in determining its future
- Recognise the importance of indoor climbing as an activity in its own right

I think that the Board and NC still has a lot to do in terms of all four areas if we are to clearly demonstrate to our members what our vision is and how we will deliver this particularly in these times of CV19 and its impact on our financial income.

Further I think we have considerable work to deliver on openness and transparency in a number of areas and we therefore need to ensure that we provide assurance to our members that we are delivering and that this is done with a strong degree of independence from the existing ODG leads.

We can be encouraged that the present situation has provided us with plenty of opportunities to pilot methods to deliver on the membership engagement work stream recommendations, through digital means along with supporting local areas. Providing timely and relevant information that demonstrates that we are becoming more open and transparent about all aspects of the Board, NC and staff work. This is further supported by one of our CNDs being allocated the role of membership engagement. The focus now must be on developing further the way we interact with our members over strategic and governance issues.

Finally we are beginning to demonstrate that we recognise the importance of indoor climbing with the development of the blue membership and the support we have been giving via the Funded partner group and the Partners Assembly during this particularly difficult time for them. However there is a need to develop a strategy going forward to support the development of our membership and provide more support to our indoor climbing community.

### **1.2 Implemented recommendations**

The following are clearly identified as having been delivered:

#### **Governance**

Setting up of:

- Board of Directors, chaired by an Independent Chair and with primacy
- NomCom and FAC sub committees of the Board
- Wales/Cymru sub committee of the Board
- Competition Climbing Performance Group
- Partner Assembly
- Appointment of a Governance and Compliance Officer

#### **Strategy and policy:**

- Creation of policies on Reserves and Olympics
- Grievance procedure for members
- Creation of a strategy in consultation with members and resulting appropriate development processes for the future
- Appointment of a Partnership Manager who is extending and strengthening strategic partnerships

- Achieving Intermediate Equality Standard for Sport

### **1.3 Recommendations still requiring sign off of work stream reports**

The following lists work that is coming to fruition and still requires sign off by the Board and NC:

- Clubs strategy
- Digital strategy
- Specialist committee review
- Article changes
- National Council Reconstitution – e.g. Members ToRs

### **1.4 Recommendations still requiring actual implementation**

The following are recommendations that continue to be raised as issues at Board or NC and therefore still require actions to ensure that we achieve the intention of the ORG recommendations.

- Financially sustainable mix of income
- Review of membership packages and use of associate membership
- Balance between communications relating to sales and commercial functions and those relating to organisational and policy functions
- SMT expanded to include a senior financial/commercial role
- SMT to have robust, challenging and motivational objectives which are measured by the board
- SMT responsible for setting robust and measurable objectives for staff
- Clear policies for staff and volunteers that enable them to work effectively with partner organisations and provide training and coaching to staff operating in those roles.
- Volunteer induction policy, volunteer engagement and clear job descriptions so they understand their role, along with a review of how it resources the management of these volunteers
- Effective oversight and governance of its charitable subsidiaries and other relationships
- Setting up of a Members Council, through a restructure of National Council\*

\*Awaiting AGM approval 2021 to make the actual membership changes