

## Organisational Development Group Communications Plan

### Introduction

The Organisational Development Group (ODG) is a wide-ranging change programme that will impact parts of the BMC that are fundamental to how members perceive their organisation. Effective communication is critical to successful implementation of change in a large, diverse organisation and so this plan sets out how the ODG will use the means available to best achieve the aim of the group.

### Overview

There will be two types of external communication, work stream level and project level with different aims for each type. The aim is to create an increasing tempo of communication leading up to AGM 20 to consult with members at all the right points and to make the progress that has been made clear, from a member's point of view.

### Work Stream Communications

Work stream level communications are those designed to achieve the sign off by the right groups, in the right order for each document, Examples of this level of communication include consultations going to the whole membership on a specific piece of work, summary papers keeping members aware of progress and reports to both the National Council and Board of Directors. These will be driven by the rhythm of meetings at which they are going to be discussed or voted on.

The sequence of meetings each work stream chooses will be different as they have different needs. For example, some work streams will need to start with a wide consultation across the membership, which is then discussed at Area meetings and the National Council, before the paper is updated to go to the Board. On the other hand, work streams with significant structural or financial implications could want to put a paper to the Board first to ensure that any recommendations are feasible, before then going out to the membership.

A key factor in preparing effective work stream level communications is understanding the deadline for submission to each meeting. These can be between 7 and 10 days ahead of a meeting to give attendees time to read the full pack for the meeting. Factoring in the need to discuss the paper at an ODG meeting and get a majority agreement for it to proceed can add up to 14 days with the current meeting frequency. This and the other fine detail of delivering the work stream communication will be managed in the task lists in the "ODG Project" TeamWork site.

### Project Communications

Project level communications will aim to give a more general update on progress and understanding of where we are going, without asking the audience to work meticulously through the detail. Key points from Work Stream communications will be brought forward and shown in the context of the wider changes that are happening.



These communications will revolve around a monthly rhythm, culminating each month in an article for the BMC website with a more conversational style, using the skills of the BMC Marketing and Comms team, to make it more easily readable. A theme running across a 3-month period will be used to give coherence to the messaging. The following timetable will be used:

Q4 2019 Theme: [How the changes improve a member's ability to be heard](#)

October/Nov - **Membership Engagement implementation**

Examples of positive impacts of the changes so far and a look to the changes coming up

November/Dec - **Partner Assembly and Clubs**

An introduction to what's been actioned and how they improve the situation for members

December/Jan - **National Council Reconstitution**

Explanation of the Partner Assembly and changes to structures around clubs and what they mean for a member

Q1 2020 Theme: [Structural changes to improve the BMC's ability to achieve its aims](#)

January/Feb - **Competitions**

This work is going to be presented to the Board before going out to the membership as we don't want to potentially publicise options that the Board feel are not feasible.

February/March – **Wales**

An explanation of what is being proposed and how it achieves benefits. This article is timed to promote the member survey and improve understanding of the proposals

March- **Subsidiaries**

An introduction to our subsidiaries and explanation of how they all work to achieve the aims of the group. Profile the personalities at those bodies and from the BMC who sit on boards of the subsidiaries

Q2 2020 Theme: [the BMC is evolving into a more modern, well balanced organisation](#)

Late March – **Examples of impact of proposed National Council changes**

Examples of how the proposed changes to the National Council can give a positive impact

April – **Examples of impact of Competition Climbing changes**

An article laying out how the changes have been implemented and the positive impacts from them. This is timed to be out ahead of the increase in media activity in the 2 months ahead of the Olympics, so can act as a reference point for the wider public and members of the press wanting to understand what happens in the background to enable GB Climbing.

May – **A summary of the improvements delivered by the ODG ahead of the AGM**

A final article summarising the headline improvements delivered by the ODG and linking out to a detailed breakdown of how each of the ORG recommendations were considered, worked up and put to the board and then how any decisions made have been implemented so far