

What are the ODG asking for from LAs

We have included a summary slide, which draws out the headlines that a member would need to understand what progress has been made so far by the ODG. This is what we would ask each Local Area to cover in their meeting. There are then a number of supporting slides that are designed to let Members who want to go into greater detail do so outside of any meeting.

The ODG would like feedback from the Members on the draft documents circulated with this update, fed in through the National Council representatives. We ask that the questions be shared with the ODG as soon possible, to let us prepare a response for the December National Council meeting.

Lynn Robinson, leading the work on the constitution of the National Council wants to highlight that elections to positions should continue as normal as during any transition phase the disruption to those holding a post will be minimised.

The ODG are working to communicate more frequently and in as effective a way as possible, so these updates will come out in this style for each round of LA meetings and we will start to introduce other methods as appropriate. Please let us know if this format works for you or if there are areas that could be improved on.

Summary

Overview: Leading on from the October update ([link](#)), the ODG has made the following progress:

- Work has begun and documents are shared for comment on the National Council reconstitution, the Memorandum of Understanding between the Board of Directors and the National Council and the proposed updates to the Articles of Association
- The restructuring of the Board of Directors is underway with appointment of a Chair close to being complete
- The proposed plan for the Strategy Review is being circulated; in outline it is an Interim Plan to address the BMC's immediate priorities complete by April 2019. After this the Strategic Plan and Business Plan will be created by April 2020
- The work to assess options to support the BMC's work in Wales and options for competition climbing structures are both underway and are both expected to take a longer time to resolve than the other work underway
- The work stream focussing on Partnerships has agreed their terms of reference and are recruiting a team of volunteers and staff who can contribute to the work in their scope
- A key part of the ODG's work is Membership Engagement, which is underway with a series of meetings with key contacts complete. The aim of this work is to increase engagement of the BMC membership in local, national and policy issues, and develop volunteering and volunteers across the organisation

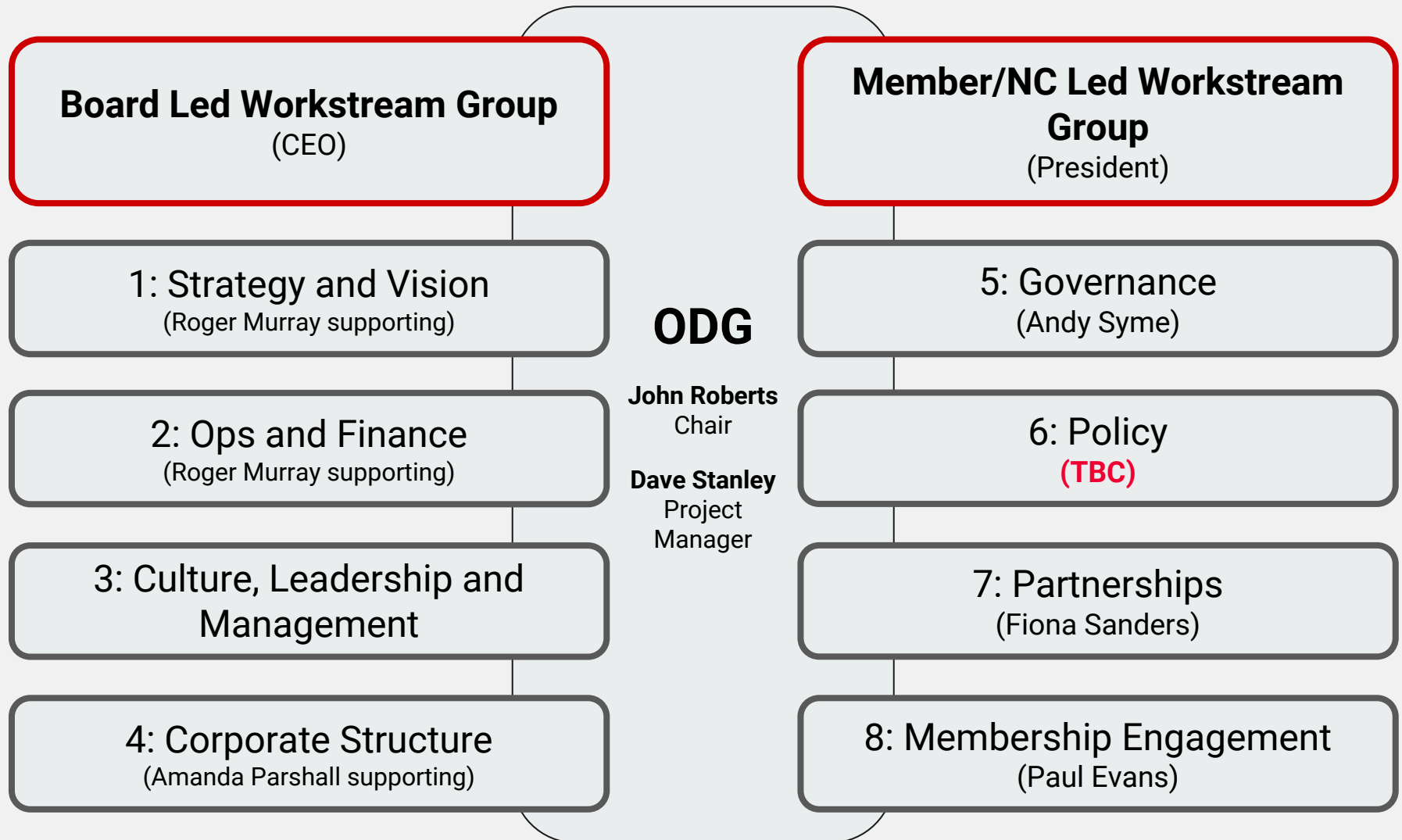
BMC
Organisational Development Group (ODG)

Supporting Slides: Detailed Update to Local Areas

Group make-up

- John Roberts – Chair
- Lynn Robinson - President
- Andy Syme - NC Representative
- Fiona Sanders - NC Representative
- Amanda Parshall - Independent Director
- Dave Turnbull - CEO
- *Roger Murray - BMC Independent Member*
- *Paul Evans - BMC Independent Member*
- *Dave Stanley - Project Manager*

Workstreams and Workstream Groups



WS1: Strategy and Vision (CEO)

Aim: to create the strategy and vision for the BMC, in line with the members' views, and articulate this to all partners and members

Draft Strategic Plan produced in July / August by CEO. Discussed and amended by National Council on 15 September and the BMC Board of Directors on 17 October. Next stage is circulation to the November Area meetings for feedback then back to National Council and the Board in December.

Proposed process:

- a. Interim Plan: to address the BMC's immediate priorities i.e. the detailed review and implementation of the outstanding ORG recommendations. July 2018 to April 2019.
- b. Strategic Plan. To be developed between Sept 2019 to April 2020. Membership consultation process culminating in 5 year Strategic Plan. Presentation to AGM
- c. Business Plan: To be developed between Dec 2019 to April 2020 and reviewed annually.

WS2: Operations and Finance (CEO)

Aim: to deliver the strategy through effective organisational planning, change and operational and financial management

BMC Strategic Plan not yet agreed.

Project Manager appointed to oversee the organisational development process.

Working group to be established to review the financial implications of recommendations and actions coming out of the Interim Plan.

WS3: Culture, Leadership and Management (CEO)

Aim: to build a highly performing organisational culture, and ensure the staff team is motivated, has delegated authority, have clear objectives, and is well managed

CEO revised objectives framework and new KPIs in development by the Board of Directors.

Weekly senior management team and monthly all staff meetings in progress.

WS4: Corporate Structure (CEO)

Aim: to ensure the correct corporate structures are in place to allow the BMC to deliver efficiently and effectively against its strategy

BMC Strategic Plan not yet agreed.

Review of existing subsidiaries (Access & Conservation Trust, Mountain Heritage Trust and the Land & Property Trust) to be undertaken in 2019.

Assessment of competition climbing structure options: work has commenced.

Assessment of options to improve the BMC's support for Wales: work has commenced.

WS5: Governance (Andy Syme)

Aim: to ensure the correct governance framework and structures are in place in order to effectively administer the BMC, and hold the Board of Directors to account

- **Proposed updates to Article of Association**
 - First draft of AoA complete. This includes new changes and further updates to articles identified following Phase One. Note: Additional changes possible before 2019 AGM.
 - Members requested to review and comment on proposed changes
- **Memorandum of Understanding**
 - Principles agreed and working on content. Intent to have a draft of MoU, and associated documents by end of year.
- **National Council Reconstitution**
 - Workstream TORs agreed.
 - Intent to provide TORs by end of year.
- **Board Structure**
 - In progress with Board
- **Recruitment of Chair**
 - Process very close to completion at time of writing
- **Board Communications**
 - In progress with Board, but MoU work interfaces
- **Legal and Compliance Strategy**
 - First draft produced and being discussed
- **Specialist Committees and Working Groups**
 - Not yet started

WS6: Policy (TBC)

Aim: to identify and develop the member led policies of the BMC, and the processes by which they, and future strategies, are achieved

Progress

Work will be undertaken once the initial Governance work, specifically the MoU and NC work, is complete, and will happen in parallel to the review of specialist committees and working groups.

This work will identify and document where policies “sit” within the BMC, and to which groups, bodies or individuals policies are delegated to by the Board; local areas, National Council/member’s assembly, specialist committees, staff, other individuals etc.

Where necessary, it will update and review specific policies as part of its work and identify how particular policies should be developed in future in conjunction with members.

The lead for this work stream has not yet been recruited.

WS7: Partnerships (Fiona Sanders)

Aim: to review, form new and enhance existing BMC strategic partnerships

Progress

- Terms of reference have been agreed
- Includes both clubs along with other partner recommendations
- Recruiting for core work at the moment

WS8: Membership Engagement (Paul Evans)

Aim: to increase engagement of the BMC membership in local, national and policy issues, and develop volunteering and volunteers across the organisation

Progress

- ToR drafted.
- Initial structure and content for report drafted.
- A series of key contacts has been identified to gain relevant input. These include BMC IT, BMC Marketing & Comms, leads of other workstreams (1, 2, 3, 5, 7), local area chairs, secretaries and NC reps, hillwalking rep, CEO, President, and BMC Clubs and Volunteers Officer.
- Meetings are planned to complete by 9th Nov.
- Once meetings completed, report will be updated, and circulated to ODG members for review during Nov 2018, any further changes and edits will be applied.
- Once approved by ODG, report will be circulated more widely for comment & input.