



BMC ODG

Membership Engagement - Workstream 8 ToR

1. Background

- 1.1. Further to the initial work carried out by the Implementation Group, there are a number of actions required to improve Membership Engagement, as identified in the ORG work
- 1.2. The IG Phase 2 work during July and August 2018 identified the aim and tasks for the Membership Engagement Workstream.
- 1.3. Input from ORG and IG phase 2 work has been used to create these terms of reference for ODG Workstream 8.
- 1.4. A wide range of groups will need to be consulted as the Workstream Progresses.
- 1.5. This work may be impacted by other work carried out by the Board and other ODG Workstreams. Dependencies will be identified and managed, and regular dialogue between workstreams will be necessary.

2. General ODG Workstream Principles

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

- Transparency of operations
- Ongoing consultation and communications
- Roles to IG 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 increase engagement of the BMC membership in local, national and policy issues, and develop volunteering and volunteers across the organisation. This will likely require changes to both processes, and IT systems within the BMC.

The areas for review from the July “IG phase 2 recommendations” document are:

- a. Local Areas
 - b. Digital Support (in partnership with CEO)
 - c. Club Members
 - d. Volunteers
 - i. Recruitment
 - ii. Training and support
 - iii. Retention
 - iv. Recognition
- 3.2. In the “ODG Recommendations Matrix” worksheet, there are 4 ORG recommendations where Membership Engagement workstream is “responsible”, these are -

Recommendation
18. The BMC should implement a technology based national polling and discussion platform to gauge member views on national, international and local issues.
19. The BMC should implement a technology based Annual Member Survey
37. Local Area Committees should remain, however a number of operational changes should be made in order to make them more effective
38. The BMC should implement an online voting platform in order to increase member engagement in its General Meetings.

- 3.3. There are a further 8 ORG recommendations where the Membership Engagement workstream needs to be “consulted / involved” in the development of these recommendations, since they will determine the context in which the Membership Engagement workstream operates. Most of these dependencies have NOT yet been identified and need to be added. These are -

Recommendation	Who Leads?	Why affects WS8?
4. The BMC exists primarily to serve its members. It must therefore be open and transparent and develop specific strategies, policies and structures that engage members democratically in determining its future	WS1 Strat & Vision	Because this is <u>critical context</u> to MembEng

6. The BMC should create a strategy and organisational development process to ensure that it remains relevant for both existing and prospective members.	WS1 Strat & Vision	Because being consulted on / having input to strategy will be a <u>key factor affecting MembEng</u>
12. The BMC should ensure it recognises the contribution of clubs and their members to climbing, hillwalking and mountaineering and further develop its strategies to support its broad range of affiliated clubs.	WS7 partnership leads from “clubs as organisations” perspective	WS8 also involved from “club members” perspective. <u>WS7 and 8 need to coordinate.</u>
16. 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.	WS2 item i. Ops & Finance	Because 18, 19 and 38 <u>should be part of digital strategy.</u>
17. The BMC should review how it resources the management of membership engagement.	WS2 item j(i) Ops & Finance	Because whatever WS2 decides, will affect <u>what resources are available</u> for WS8 initiatives.
40. The BMC should review any Memorandum and Articles of Association amendments, including those of its subsidiaries, after three years in order to evaluate their effectiveness, and every three years thereafter	WS5	What happens if an online poll of area members shows <u>strong majority for something which attendees at a meeting do not want?</u>
49. The BMC should review how it resources the management of volunteers.	WS2, item j(ii)	Because volunteers are members who need to be engaged, and volunteers in turn need to effectively engage with the wider membership.
50. The BMC should look at a volunteer induction policy and plan for volunteer engagement and volunteers should have a clear job description and understand their role.	WS3 Culture, Leadership & Mgt	As point 49.
51. The BMC should enhance its policies to ensure regular recognition of significant contribution to the organisation.	WS3 Culture, Leadership & Mgt	Because volunteers are members who need to be engaged.

In addition to the specific “consult” areas listed above, it is important to note that many other ORG recommendations have the potential to impact positively or negatively, directly or indirectly, on Member Engagement.

In fact it is possible to argue that they all ORG recommendations and ODG workstreams do, either on members as a whole (e.g. recommendation 11 has the potential to affect engagement for all members) or for specific groups of members (recommendation 5 affects engagement for all indoor climbers, recommendation 25 affects engagement for members in Wales, and so forth).

Workstream 8 terms of reference focus on specific areas assigned by IG phase 2 and ODG, but the effects of other workstream proposals on member engagement should be a key consideration running throughout the ODG.

- 3.4. The following additional areas, which are not within scope of ODG, will need to be consulted and coordinated with the proposals developed by Workstream 8 -
- Existing IT systems for members database, surveys, online Proxy voting and mailing / distribution lists, plus any planned enhancements to the above.
 - Existing initiatives in the area of volunteer support and recognition being taken forward by Lynn Robinson and Jane Thompson.
- 3.5. It is not expected that this work will impact the AoA 2018, with the possible exception of changes to Local Area and National AGM processes which may arise from recommendations 37 and 38 above.

4. Objectives - process and outputs.

- 4.1. Design Phase - Review the ORG Membership Engagement related recommendations and consult with the relevant parties, including National Council, appropriate members of BMC staff, specialist committees and working groups (including Clubs Committee) and key BMC subsidiaries. Produce a single report to the Board & NC, covering all 4 topics, containing costed options for implementation. Report should cross reference to other workstreams recommendations where appropriate.
- 4.2. Build & Deliver Phase - Once the recommendations from phase 1 have been reviewed and approved by the Board, including selection of any options, a baselined plan, and cost and resource model can be finalised. Responsibilities & target dates for build and delivery of the design can be confirmed. We do not know at this stage whether delivery will be a single implementation or a series of drops. It is also not clear whether delivery responsibility would be best to remain with the ODG or be assigned to a function within the BMC line organisation. For example IT change should probably be the responsibility of BMC IT group, with ODG in a steering / monitoring role.
- 4.3. Transition to BAU and Operate phase - it is likely that implementation and transfer to BAU should happen via a series of pilot projects, with ODG in a steering / monitoring role.

5. Constitution of this working group

- 5.1. The workstream will be primarily delivered by the workstream lead, coordinating with other workstream leads, BMC IT group resources, and existing BMC Volunteer initiatives.
- 5.2. Working groups may be set up for deeper analysis of specific workstream areas - for example a local areas working group, a clubs working group, and possibly a volunteers working group - details TBA. The key principle is that proposals should be developed by consultation with, and involvement of, representative stakeholders, before they are finalised and presented to the Board for approval.

6. Roles and Responsibilities

- 6.1. ODG
 - To engage with the work stream to ensure that the work carried out is in line with the overall thinking of ODG
 - To act as a conduit of ideas in order to inform the Board and CEO of potential issues or clarification requirements
 - To provide coordination with work carried out by other work streams or sub groups
 - 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 Evans
 - To ensure that spirit of the ORG recommendations is fulfilled in the recommendations and documentations produced
 - To attend meetings (face to face or via skype) to work with any Working Groups, and to keep the ODG up to date on progress and next steps
 - Work with the Project manager to agree deadlines to meet the BMC Board, NC and area meeting schedules
 - Work with other workstream leads and existing BMC staff / key volunteers to ensure that WS8 deliverables are aligned and coordinated with the other ODG workstreams and the wider BMC.
 - Work with the Project manager to produce communiques for the membership in a timely manner
- 6.3. BMC IT Support
 - Many of the initiatives within workstream 8 scope require IT solutions. Wherever possible existing IT solutions will be re-used or built upon. New solutions will need to be selected to integrate easily where necessary with existing BMC IT. This area will need to be directly supported through Digital Strategy/staff

V1.0

05/11/18

- All of the initiatives within workstream 8 require lists of members details to drive them. This will require feeds from (and possibly amendments to) the BMC members database, and will require consideration of generic data protection issues and specifically of any impacts under GDPR regulations.

6.4. Working Groups

- To work within their defined TORs and appropriate direction from ODG, Workstream Lead and Project Manager.

7. Timescale Considerations

- 7.1. As per 3.5, any need for changing the AoA would have to be agreed in time to raise a special resolution at the 2019 AGM.
- 7.2. The group will provide reports and progress updates to schedules agreed with the ODG group and the Project Manager. Other reports will need coordination with future Board and NC meeting dates, specifics to be agreed.