

# **BRITISH DAM SOCIETY**

## **Strategy**

**May 2007**

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## EXECUTIVE SUMMARY

A Sub-Committee of the British Dam Society (BDS) has updated the strategic direction of the Society as well as the vision of the functions that the BDS should seek to fulfil.

The British Dam Society wants to:

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- be a body of people with authority and/or interest on dam-related issues;
- monitor and contribute to the agenda on the provision of technical guidance and wider research on dams for the UK;
- be highly regarded within ICOLD such that it can strongly influence ICOLD's agenda;
- inform and support the membership on international issues and practice concerning dams and reservoirs;
- promote public understanding of the importance of dams and reservoirs within the infrastructure of society;
- monitor and contribute towards promoting best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs; and
- be a growing vibrant society.

The BDS have developed a number of strategic activities for achieving the above. Some of these were the result of an earlier strategy in 2001. Current (2007) activities include:

- A web site to improve the Society's communication both with its membership and the wider community.
- An annual best paper prize, the Bateman Prize, to reward the best paper published in the UK on dam related matters.
- An annual young person's prize, the BDS prize, to reward the best paper published by a young person in the UK on dam related matters.
- Seminars on important dam related topics.
- A biennial International Lecture by a leading expert on a topic of interest.
- A magazine, Dams & Reservoirs, published 3 times a year
- A biennial BDS Conference
- An annual Supervising Engineers Conference
- Holding regular London and Regional Meetings
- A membership sub-committee to promote a growing and wider membership.

These are directed and monitored by the *BDS Main Committee* via 3 sub-Committees, for *Finances & General Purposes, Events and Communications*. Ad-hoc sub-Committees are formed for particular purposes, such as organising the biennial conference. All these are discussed and described in more detail in section 3.5.

As a result of reviewing strategies in 2007 the importance of a Public Relations role and working with Schools was highlighted with an intention to increase the awareness of the importance of dams and reservoirs to society. Initiatives identified included:

- Promotional information boards at reservoirs describing gains and benefits
- Promotional pamphlets doing the same and also posted on the BDS web site
- Identifying a champion for school liaison
- Expanding the Schools section of the web site
- Distributing dam & reservoir promotional pamphlets at schools
- Other related aspects such as reviewing the availability of Royal Society grants and exploring the topic of Dams & Reservoirs on the National Curriculum.

## **1. INTRODUCTION**

In 2001 a Sub-Committee of the British Dam Society (BDS) reviewed the strategic direction of Society. A vision of the functions that the BDS should seek to fulfil was developed and a number of initiatives were undertaken. The results were successful in several areas, such as the development of a BDS web site.

Now in 2007 an updating review is being undertaken to identify and consolidate those BDS activities that are seen as part of its core as well as to identify others on which the society can build in future years. The purpose of this review is therefore to update and re-summarise the Visions and Aspirations of the BDS and then to identify current and potential future activities needed to take the society forward.

Visions and Aspirations of the BDS are outlined in Section 2, Strategic Activities are summarised in Section 3, which includes a description of the current basic organisational structure of the BDS in Section 3.5. Section 4 summarizes BDS Publications and Activities while Sections 5 and 6 explore potential PR initiatives both generally and in Schools.

## **2. VISION AND ASPIRATIONS**

The British Dam Society wants to:

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- be a body of people with authority and/or interest on dam-related issues;
- monitor and contribute to the agenda on the provision of technical guidance and wider research on dams for the UK;
- liaise in the UK with the EA, DEFRA and other interested governmental bodies associated with dams and reservoirs in the UK;
- be highly regarded within ICOLD such that it can strongly influence ICOLD's agenda;
- inform and support the membership on international issues and practice concerning dams and reservoirs;
- promote public understanding of the importance of dams and reservoirs within the infrastructure of society;
- monitor and contribute towards promoting best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs; and
- be a growing vibrant society.

### 3. STRATEGIC ACTIVITIES – HOW DO WE FULFIL OUR VISION?

#### 3.1 Web site

##### 3.1.1 Aspirations covered

- be a means for facilitating professionals involved with dams to meet and exchange ideas, views and experience
- to facilitate access to and awareness of technical guidance and wider research on dams for the UK
- to help promote the role of BDS within ICOLD such that BDS can continue to influence ICOLD's agenda
- to inform and support BDS membership, the profession, students and public on international issues and practice concerning dams and reservoirs
- to promote an understanding of the importance of dams and reservoirs within the infrastructure of society
- to facilitate the identification and promotion of best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs
- to support a growing and vibrant (British Dam) Society

##### 3.1.2 Description

The BDS website was established in 2001 and has grown steadily in size and content over the past 5 years. Access to the site (in terms of Sessions recorded) has also grown steadily, and in particular use has accelerated during the past 18 months. The site is currently accessed more than 10,000 times per month.

The structure adopted in 2001 has proved successful. However, some areas have not been utilised as planned, and other needs have also been identified. As with any website, the site is a living medium that requires maintenance, updating and modification in order to provide the most appropriate service to the intended users.

Some specific objectives for the near future, include:

<b>Web Area &amp; Content</b>	<b>Objective</b>	<b>Comment</b>
Student zone	To encourage greater participation and interest in dams from students, (leading to new engineers within the profession) through the provision of web content of direct relevance and interest to students.	
BDS Members area	To allow members access to information and material not available freely to the general public	A means for providing access to Dams & Reservoirs articles (plus other information) online without affecting membership, copyright etc.
Monitoring web use and adaptation	To monitor how the BDS website is used and to adapt structure, content and services to maximise benefits to target audience	Ongoing
Maintenance / updates	To continually adapt and improve services and tools as needs arise and technology changes.	Ongoing - balancing functionality, committee support and cost

Some more general web related issues that require consideration and resolution, include:

<i>Web area &amp; Action</i>	<i>Issue</i>
Posting of technical meeting content online	How to routinely provide technical meeting content online for wider membership access, needing to overcome any technical limitations / opportunities (format, extent etc). Plus concerns from authors over confidentiality and copying of material.
Provision of up to date technical information	How to provide and maintain up to date information on technical issues, including recent, planned and ongoing R&D.
Search facilities	As the website grows and content expands, how can we best structure the site and provide search facilities that allow users to quickly access the information they require?
Promotion of individual organisations and other technical events	Policy is needed on the promotion (or not) of organisations and events related to BDS. For example, any distinction and promotion online (web or email) of BDS members, corporate members or associated societies? Equally, listing within Meetings & Events of associated technical events – and subsequent reminder emails promoting such events.
Interaction with ICE	With BDS being an associated society of the ICE, how best do we interact with and access ICE held information, e.g. – relating to promotion of technical events, BDS membership, use of ICE email shots etc.

Web Site development and maintenance falls within the remit of the Communications Sub-Committee, who will develop and agree appropriate action plans and will manage the web site initiative with regular reports to the main and F&GP Sub-Committee.

### **3.1.3 Cost Estimate**

The current estimated costs for the web site are:

- Approximately £1,000 per annum comprising ~£400 hosting fees (SQL server / via FastHosts UK Ltd) and ~£600 maintenance fees (for ad hoc updates / changes via Samui Design & Management Ltd).
- Specific development costs as required / agreed. Current budget allocation for Student Zone is £2,000 and Corporate Members area is £2,500.

### **3.1.4 Programme for Implementation**

The web site has been operational since 2001 and will remain online as new developments and content are added.

Completion of the Student Zone is scheduled for Autumn 2007; completion of the members area within 2007/8 year.

### **3.1.5 Key Performance Indicators**

- Number of sessions (total and monthly)
- Time to incorporate new information
- Others to be proposed by sub-committee and agreed by Main Committee

### **3.2 Best paper prize (The Bateman Award)**

#### **3.2.1 Aspirations covered**

- be a means for professionals involved with dams to exchange ideas, views and experience;
- lead the agenda on the awareness of technical guidance and wider research on dams for the UK;
- inform and support the membership on international issues and practice concerning dams and reservoirs; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

#### **3.2.2 Description**

In 2000 the BDS instituted an award to the authors of a paper, which had a significant contribution to dam engineering or reservoir development. The award is named after the illustrious Victorian dam engineer, John Frederick La Trobe Bateman. It consists of a framed portrait of Bateman with an aerial photograph of the dams in the Longdendale Valley, which he designed.

The purpose of the award is to reward excellence and bring the paper to wider attention. The award is given to all authors of a paper where at least one of the authors is a member of the BDS. It was originally intended to make the award annually but it transpired that the majority of BDS papers were written for the biennial conference with the fewer papers in non-conference years not being up to the standard of previous winners. In 2006, the BDS Committee therefore decided to make the award on a biennial basis.

The selection of eligible papers and judging of the award is carried out by a small sub-committee who set their own criteria. Selection is not on the basis of application or nomination. The sub-committee is required to have a policy to prevent conflicts of interests and lobbying.

#### **3.2.3 Cost Estimate**

A significant number of framed prizes were obtained in 2005 and the cost in the next few years will be negligible.

#### **3.2.4 Programme for Implementation**

Already on-going.

#### **3.2.5 Key Performance Indicators**

- Quality of papers selected
- Others to be proposed by sub-committee and agreed by Main Committee

### **3.3 Young persons' prize (BDS Prize)**

#### **3.3.1 Aspirations covered**

- be a means for young professionals involved with dams to exchange ideas, views and experience ;
- be a means for young professionals to gain experience in writing and presenting papers;
- inform and support the membership on issues and practice concerning dams/reservoirs.

### **3.3.2 Description**

Since 1984, the BDS has made an award for papers on topics in the field of dam engineering relating to experience in research, design, construction or supervision of dams. The competition is directed at young engineers who are under the age of 35. There must only be one author.

Candidates are invited to submit synopses from which 4 or 5 papers are selected for presentation at a meeting of the BDS. The candidates submit a written paper of not more than 2,500 words and are given 10 to 15 minutes to present them. A further 5 minutes is allocated for each candidate to answer questions from the audience.

The selection of papers to be presented and judging of the award is carried out by a small sub-committee who judge on both the written and oral presentations. The judging panel should not contain people who have been involved in the works described in the papers or are work colleagues of candidates.

### **3.3.3 Cost Estimate**

The BDS Prize is traditionally sponsored by the outgoing BDS Chairman's organisation. The first prize is £200 with two runners-up prizes of £100.

### **3.3.4 Programme for Implementation**

The BDS Prize is organised by a sub-committee, which is set up a year in advance of the event. Changes in personnel on the sub-committee may be needed to avoid conflicts of interest once entries have been submitted. The competition normally takes place in the November of odd numbered years.

### **3.3.5 Key Performance Indicators**

- Quality of papers selected and presented
- Number of entries

## **3.4 Seminars**

### **3.4.1 Aspirations covered**

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- lead the agenda on the awareness of technical guidance and wider research on dams for the UK;
- inform and support the membership on international issues and practice concerning dams and reservoirs;
- promote public understanding of the importance of dams and reservoirs within the infrastructure of society; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

### **3.4.2 Description**

Seminars are proposed on topics of importance and relevance to reservoirs. These seminars will promote good practice and introduce innovative ideas and techniques. The Meetings and Events sub-committee will be tasked to arrange seminars at least once every two years and

more frequently if suitable topics are identified. Detailed arrangements for seminars will be carried out by an individual assisted, if required, by a small sub-committee.

### **3.4.3 Cost Estimate**

Seminars should be self-financing or net earners of revenue for the Society. At risk expenditure will be required to organise and arrange the seminars, which will be made available from general funds on the acceptance of the seminar proposal by the Committee.

### **3.4.4 Programme for Implementation**

A seminar on flood alleviation reservoirs is proposed in February 2008.

### **3.4.5 Key Performance Indicators**

- Seminar attendance
- Financial outcome of seminar
- Others to be proposed by the Events sub-committee and agreed by Main Committee

## **3.5 Committee structure**

### **3.5.1 Aspirations covered**

- be highly regarded within ICOLD such that it can strongly influence ICOLD's agenda;
- inform and support the membership on international issues and practice concerning dams and reservoirs;
- promote public understanding of the importance of dams and reservoirs within the infrastructure of society;
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs; and
- be a growing vibrant society.

### **3.5.2 Description**

The governing body of the Society (i.e. the *Main Committee*) consists of the Chairman, seven honorary/ex-officio/nominated members and twelve elected members. Each Main Committee member also sits upon one of three sub-committees, i.e. the *Finance & General Purposes Sub-Committee (F&GP)*, *Events Sub-Committee* and the *Communications Sub-Committee*.

The biennial conference is a special event, which requires the involvement of many people, some of whom are not *Main Committee* members. The *Conference Organising Committee* therefore operates outside the sub-committee structure, however because of its fundamental importance to the success of our Society, the Conference Organiser sits on the *F&GP*.

The purpose of each Sub-Committee is as follows:

- *Finance & General Purposes Sub-Committee* – to organise the business of the BDS, to develop effective strategies for the future, to oversee the arrangements for the biennial conference, to liaise with ICOLD and to deal with financial matters, such as budget, expenditure and membership subscriptions.
- *Events Sub-Committee* – to arrange technical meetings and site visits in London and the Regions, and to organise regular events, such as the Supervising Engineers Forum, technical seminars, and the BDS and Bateman Prize competitions.

- *Communications Sub-Committee* – to manage the publication of “Dams & Reservoirs”, to manage, update and extend the web site, to maintain effective links with other committees, organisations and young professionals.

Each sub-committee will be populated by champions responsible for achieving specific assigned tasks or targets, with the help of others within that sub-committee.

<b>MAIN COMMITTEE</b>							
<b>Finance &amp; General Purposes</b>			<b>Events</b>			<b>Communications</b>	
Chairman Vice Chairman/Treasurer Past Chairman Secretary Technical Secretary Conference Organiser ICOLD Vice President			London Meetings Organiser Regional Meetings Organiser Sup Engineers Forum Organiser Technical Visits Organiser Seminar Organiser BDS & Bateman Prize Organiser			Web-site Manager Dams & Reservoirs Editor Membership Liaison Water Board Representative Reservoirs Committee Rep Young Professionals Organiser	
<b>Conference Organising Committee</b>							
Organiser	Technical Secretary	Vice Chairman Treasurer	Web-site Manager	Technical Visits Organiser	Exhibition Organiser	Social Events Organiser	Local Contact(s)

The roles, tasks and targets of sub-Committee members can be summarised as follows:

Chairman	Chair Main Committee meetings and events, develop BDS' strategy and co-ordinate activities of sub-committees. Attend ICOLD executive meetings and act as voting representative.
Vice Chairman / Treasurer	Chair F&GP. Liaise with ICE regarding income and expenditure, set budget and oversee financial performance. Improve subscriptions. Deputise for Chairman whenever required.
Past Chairman	Advise Chairman & provide continuity with the past.
Secretary	(ICE post) Attend to all administrative matters in connection with the Society. Liaise closely with the Chairman, Technical Secretary and F&GP.
Technical Secretary	Co-ordinate technical affairs of Society. Screen all papers to be published by ICOLD, BDS etc. Monitor ICOLD draft bulletins and organise their review, as necessary. Advise F&GP on the day to day running of the Society.
Conference Organiser	Organise biennial conference at chosen venue, co-opt members to organising committee, make arrangements for accommodation, facilities, exhibition, social itinerary, technical visits, etc.
London Meetings Organiser	Solicit presenters for evening meetings in London. Liaise closely with Regional Meetings Organiser and Associated Societies.
Regional Meetings Organiser	Solicit presenters for evening meetings outside London. Liaise closely with London Meetings Organiser and Associated Societies.
Sup Engineers Forum Organiser	Organise biennial forum in Manchester (odd years), including advance bookings for future events.
Technical Visits Organiser	Solicit special technical visits to interesting dams and reservoirs. Co-ordinate details with dam-owners and advise arrangements to BDS membership.
Seminar Organiser	Organise ad-hoc seminars/technical meetings on hot topics.
Prize Organiser	Organise biennial BDS Prize competition for young professionals, vet synopses, organise judges, etc. Compile shortlist of candidates by Xmas (even years), review and propose winner by January (odd years) meeting.

Dams & Reservoirs Editor	Solicit, vet & edit articles, liaise with Printer and produce three issues each year.
Web-site Manager	Manage and develop web site, monitor site visits, add items and update calendar on a regular basis.
ICOLD Vice President	Liaison with ICOLD senior executives and UK representatives of ICOLD/EurCOLD Technical Committees, monitor output and prepare written annual report on activities.
Membership Liaison	Liaise with all other Committee members to establish news items and prepare bi-monthly message for publication on web site.
Water Board Representative	Attend meetings of ICE Water Board. Support initiatives and prepare written annual report to feed back information to Society.
Reservoirs Committee Rep	Attend meetings. Provide them with an updated list of BDS members annually. Liaise with RES COM & RSWG and feed back information to BDS regarding current concerns & standards.
Young Professionals Organiser	Provide support to young professionals. Liaise with ICE, commercial organisations and training establishments regarding opportunities.

### 3.5.3 Cost Estimate

Costs generally included within “Bronze Service” standard supplied by ICE. Meeting costs covered elsewhere.

### 3.5.4 Programme for Implementation

In service – no changes envisaged.

### 3.5.5 Key Performance Indicators

Chairman	Attend all Main Committee meetings, ICOLD and BDS events.
Vice Chairman / Treasurer	Set financial budget and agree annual accounts by end of year.
Technical Secretary	Monitor ICOLD circulars and report to each meeting.
Conference Organiser	Organise biennial conference and aim to secure £10k profit.
London Meetings Organiser	Programme =>18 months ahead with => 5 meetings per year.
Regional Meetings Organiser	>2 meetings per year (with ICE) and 2 per year (with others).
SE Forum Organiser	Organise biennial forum and aim to secure £5k profit.
Technical Visits Organiser	>2 technical visits per year.
Seminar/Workshop Organiser	One special event per year.
Bateman Prize Organiser	Nominate winner at January meeting (odd years).
Dams & Reservoirs Editor	Produce three issues each year (June/October/February)
Web-site Manager	Webmaster e-mails before each event.
ICOLD Vice President	Produce annual written report on activities.
Water Board Representative	Attend meetings of ICE Water Board (4 per year).
Reservoirs Committee Rep	Attend RES COM meetings (4 per year).
Young Professionals Organiser	Database with links to Universities, schools, etc.

### **3.6 International Lecture**

#### **3.6.1 Aspirations covered**

- promote public understanding of the importance of dams and reservoirs within the infrastructure of society; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

#### **3.6.2 Description**

An international stature lecture to be arranged biennially (non conference years) on a subject relevant to reservoirs. The lecture will be open to non-members in a similar manner to the Rankine and Mallet-Milne lectures. A published version of the lecture will be produced for Dams and Reservoirs. The lecture will provide an international counterpoint to the Geoffrey Binnie lecture.

#### **3.6.3 Cost Estimate**

Costs will be booking of suitable lecture theatre, travel and accommodation costs of the lecturer and publicity materials, which will be budgeted for within the annual accounts.

#### **3.6.4 Programme for Implementation**

In service – no changes envisaged.

#### **3.6.5 Key Performance Indicators**

- Lecture attendance
- Lecture quality
- Stature of lecturer
- Quality of written version

## **4. PUBLICATIONS AND ACTIVITIES**

### **4.1 Dams and Reservoirs**

#### ***4.1.1 Aspirations covered***

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- inform and support the membership on international issues and practice concerning dams and reservoirs; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

#### ***4.1.2 Actions***

- Review content, presentation and frequency to optimise effectiveness
- Peer review of papers to be clearly stated
- Consider themed issues with commissioned papers
- Consider publishing key ICOLD papers to ensure wider audience within the BDS
- Publish selected UK view papers presented at ICOLD

### **4.2 BDS Conference**

#### ***4.2.1 Aspirations covered***

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- inform and support the membership on international issues and practice concerning dams and reservoirs; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

#### ***4.2.2 Actions***

- Each conference to have a stated broad theme and brief with a programme and subjects to address the theme
- Conference literature include environmental and sociological aspects to encourage a wider participation of professionals
- Relationship with other ICOLD national committees and other associated society events to be considered

### **4.3 Supervising Engineer's Forum**

#### ***4.3.1 Aspirations covered***

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- inform and support the membership on international issues and practice concerning dams and reservoirs; and
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs.

#### **4.3.2 Actions**

- Forum to have a stated objective and brief with a programme and subjects to address the theme and achieve objective
- Proceedings to be prepared (Forum specific issue of Dams and Reservoirs?)

#### **4.4 London and Regional Meetings**

##### **4.4.1 Aspirations covered**

- be a means for professionals involved with dams to meet and exchange ideas, views and experience (CPD);
- inform and support the membership on international issues and practice concerning dams and reservoirs;
- promote best practice in all aspects of the planning, development, maintenance and operation of dams and reservoirs; and
- be a growing vibrant society.

##### **4.4.2 Actions**

- Wider programme of regional and London meetings to be prepared.
- Alternative format to be considered for some meetings (debates, more controversial issues)
- Consider introduction more technically demanding subject matter for some meetings
- Encourage meetings to hear of developments in other areas (closer liaison with SECED, BGS, BTS, BHS, etc.)
- Encourage meetings addressed by environmental and sociological specialists.

## **5. PUBLIC RELATIONS**

A Public Relations role for the Society is one of the key requirements of the strategy to, in particular, promote an understanding of the important role that reservoirs play in our lives.

The following actions are proposed:

- a working party will be established to develop an approach to PR that will fulfil the objectives of the Society within a budget to be defined by the F&GP committee
- promote the preparation of information boards describing technical and historical background at a number of reservoir sites. The boards should, if possible, identify the environmental and societal benefits that the reservoir brings.
- the boards will ideally have a standard format containing the BDS logo together with that of the owners.
- a Royal Society development grant and other sources of funds will be investigated and funding from the major dam owners should be explored.
- a series of pamphlets will be promoted and written to describe the environmental gains achieved through the construction of dams and reservoirs. A small number of pamphlets will be developed at the start with the hope that as the numbers increased they could be developed into a book.

## **6. SCHOOLS**

It is recognised that informing schools about the work of dam engineers and the benefits of dam and reservoir construction is a very important element of our strategy by trying to influence children at an early age. It is recognised that communicating with such a group is a significant task and will need time and effort.

However it is intended that

- a champion be appointed for schools work
- the place of the topic of dams and reservoirs in the current National Curriculum be investigated
- elements of dam and reservoirs should be promoted with the Department of Education
- a pilot competition be considered
- the champion will assist with the development of the 'schools' section of the web site
- consideration be given to producing and providing of information to support the National Curriculum, if appropriate, in a 'pilot' area.