

## **Eagle Ski Club Strategy Document 2020.**

**Background:** Successive presidents have revised various strategy documents in different formats ranging from a two-page version in 2007 to a 16-page version in 2019. Strategy, of its nature, needs to be summative and readily referenced so I shall attempt to produce a more concise version that presents the framework and the priorities of current ESC strategy. The operational details can be found on the ESC website that includes a search facility. The Strategy Document will be updated by the incoming President in the first year of office, approved by the Committee and presented to the new President's first AGM.

**Objective:** The Club's objective is in the constitution: "The object of the Club is to encourage ski touring, ski mountaineering, and associated activities."

### **How the Club achieves that objective.**

1. Organising an official **Touring Programme** including training courses, guided tours, member-led tours, Club meets, Scottish winter meets, and Club expeditions.
2. Supporting **member to member tours** organised by individual members outside the official programme with access to training, administrative tools and awards to defer some of the costs of organisers.
3. Supporting the training of members in relevant skills by the provision of a subsidised **Training Programme**, including **the Leader Development Programme** to develop members as future tour leaders, and the provision of financial support for training courses, including those identified by members outside the Club framework, through **Awards**, particularly to young members and potential leaders.
4. Supporting members in their efforts to ensure the sustainability of the sport in an era of global warming co-ordinated through the **Climate Care Committee** and including an ethical investment policy.
5. Providing an effective two-way communications network via the Yearbook, the website, electronic newsletters, emailing, member surveys, and website and social media forums including facebook and youtube. This is all co-ordinated through the **Communications** sub-committee.
6. Developing **regional hubs** where there are concentrations of members, currently London, Bristol, the Peak District, the Lake District and Scotland, so that they can offer increasing opportunities for all members to interact socially through lectures, dinners, and weekend events including Symposia and the AGM weekend.
7. Monitoring **membership** patterns to identify any needs for recruitment action and to inform the provision of activities programmes.
8. Providing an efficient **administrative system** by making use of IT to minimise the burden of paperwork, both for those managing the Club and members who wish to access Club information and processes, by ongoing reviews to examine what new developments in this area could contribute.
9. Maintaining and developing an effective **management** structure for the Club not only through its twice-yearly committee meetings and AGM but also through delegating responsibilities to sub-committees, working parties and individual officers, and relying on email and zoom communications dealing with issues arising between meetings. This includes management of the Club's **finances** based on responsible and ethical principles including investment and the allocation of reserves to finance strategic initiatives.

10. Maintaining **relationships** with other official bodies related to ski-mountaineering, including **Mountaineering Scotland** to which the Club is now affiliated, the Austrian Alpine Club Britannia section, the Alpine Ski Club and the Alpine Club, including reaching out to other Clubs like Saluzzo CAI as the AC has done.

### **Strategic Priorities 2018-21**

1. The need for reliable third-party liability insurance provision to support the programme of activities has led to **affiliation with Mountaineering Scotland** and the need to continue to review harmonisation of our systems.
2. The **Communications** sub-committee continues to bed in with an IT team working on updating the website, social media and newsletters.
3. The **Leader Development Programme** is continuing to refine the mentoring system with training for mentors and ongoing review.
4. A review of membership issues has led to the development of a **Youth and Diversity initiative** with an initial focus on encouraging more young people and women both to join and become involved in the management of the Club but also to seek out future opportunities to encourage ethnic minority groups to do so. This includes improving presentation, communications, targeted tours and other activities, reduced membership fees for young people, and increasing awards in order to invest in the future of the Club.
5. Co-ordination of support for **the regional hub structure** to increase the opportunities for members to network at events by supporting regional co-ordinators, appointing a national events co-ordinator, underwriting events, etc. particularly in response to demand.
6. The **Climate Care** Committee has proposed a plan to work towards a zero-carbon footprint for the Club within the next 10 years by encouraging all members to buy in to the initiative, particularly by off-setting travel through the Club's carbon credit scheme.
7. **Covid-19** has forced upon us the need to monitor and review all Club activities in the light of restrictions necessary to contain the spread of the Pandemic. This is under continuous review by a working party closely in touch with senior officers and the committee as a whole.
8. Improving the **Club's management structure** has remained a priority involving more delegation, more structured budgeting, and planning in a framework that makes the most of the Club's human resources.

Dave Wynne-Jones 3/8/20