



NEW ZEALAND
MOUNTAIN SAFETY COUNCIL
BUSINESS PLAN

2011-2012



OUTDOOR SAFETY
NEW ZEALAND MOUNTAIN
SAFETY COUNCIL

DISCOVER
MORE, SAFELY.▲

NZ Mountain Safety Council Business Plan 2011–2012 DRAFT

This business plan should be read in conjunction with the MSC constitution, the developing 2011 – 2016 Strategic plan and the outcomes model.

Environment

The changing economic and financial environment of 2011 – 2012 presents challenges. Funding is static and costs are increasing.

Stakeholder engagement

The 2010 – 2011 stakeholder evaluation project identified Council at all levels needing to engage better with stakeholders. This will form a particular area of focus for 2011 – 2012 and will include the Executive Committee, Council and individual member agencies.

Transformation project activity

The transformation project will continue in 2011 – 2012. This work will ensure MSC is compliant for community volunteer leader development, application of current accepted outdoor safety standards in communications, hard and soft copy resources and education delivery (public courses, train-the-trainer and benchmarking activity). This will also enable administration support for operational and education delivery activity to be centralised with consistent systems, processes and quality, up-to-date resources etc.

Compliance will also ensure funders, Council, member agencies and MSC volunteers see value for the investment they are making in volunteer time and funding. This will also enable MSC to seek additional value (and funding) from Council member agencies, Central Government and other funders for funding and commitment to use MSC systems, resources and programme outputs in the achievement of their own intended outcomes.

Business as usual (BaU)

The operational delivery structure will remain largely the same in 2011 – 2012. Programmes will be based on traditional activities i.e. green zone (camping, walking, tramping, mountain biking etc), white zone (alpine, avalanche, snow sports) and specialist programmes (firearms safety, youth leader development etc) and will have the achievement of 2011 – 2016 strategic goals embedded within each programme.

Budget

The budget for 2011 – 2012 is initially a deficit budget. A number of operational, management and reporting measures will be put in place to ensure tight control of this:

1. Targeted funding for specific programmes will continue e.g. DoC for the public avalanche advisory, SPARC for community leader capability and capacity development, NZSAR for preventative outdoor safety messages
2. Operational activity will be tightly monitored to ensure activity remains within agreed variance parameters and financial reporting will occur monthly, summarised quarterly and have a particular focus at the conclusion of Q2.

Areas of attention and focus for the 2011 – 2012 Business Plan

This Business Plan has been developed using the five key outcomes identified in the draft 2011 – 2016 Strategic Plan.

Throughout 2011 – 2012, MSC will pay attention to:

- 1. Engaging with member agencies, key stakeholders and communities and provide sound governance**
 - a. Consult member agencies and their representatives in the development of the 2011 – 2016 strategic plan
 - b. Embed the outcomes model within in all governance policy and practice, operational activity new initiatives

- 2. Transforming education, operational and support systems, processes, structures and resources**
 - a. Complete the transformation programme of work through ensuring that all business functions are fit for purpose, adhere to current accepted standards and that education and operational activity complies with NZQF and NZQA requirements
 - b. Become a Skills Active work place and meet ITO, TEC and NZQF compliance requirements
 - c. Embed National Qualifications as the basis for MSC awards
 - d. Become a registered, accredited provider

- 3. Securing funding for project, programme and core organisation activity and increasing sales.**
 - a. Manage the funding pipeline to seek additional core funding of at least \$160k and to seek funding injection of \$780k to meet current operational activity requirements
 - b. Ensure operational activity and projects are delivered within agreed financial and operational variances and reported in a timely and accurate manner

Specifically, throughout 2011 – 2012, MSC will focus on achieving the following:

- 1. Inspired, competent leaders, teachers, instructors and guides are retained as leaders**
 - a. Identify the base numbers of national network community volunteer leaders (within member agencies), determine the best means to communicate with them and ensure they are aware of outdoor safety information, resources and education opportunities available and deliver outdoor safety and seasonal messages
 - b. Grow the number of community volunteer leaders who give their time to MSC programmes and activities by a minimum of 2% from 2009 revalidation numbers
 - c. Deliver outdoor leadership development opportunities to MSC community volunteers, train-the-trainer opportunities to community volunteer and youth leaders, and public education
 - d. Engage with and support the development of the national network of MSC volunteers and staff the wider national volunteer network

- 2. Groups and clubs effectively promote and deliver increased safety in the outdoors**
 - a. Determine member agencies outdoor safety needs and requirements and use this information in strategic and business planning activity and Governance decision making
 - b. Conduct a regional community needs analysis based on the 7 MSC Regions and using the results, support the national network of MSC Branches to engage with their local community to develop activities, programmes and education opportunities to meet those needs
 - c. Support the national network of clubs, branches and groups to deliver outdoor safety education and messages.

- 3. Commercial operators operate safely**
 - a. Participate in the DoL review recommendations implementation

- b. On behalf of the stakeholders, position the National Incident Database (NID) for ONZ, TIANZ and DoL consideration as the data collection mechanism for the review implementations

4. The community is more aware of outdoor safety

- a. Deliver targeted sector research into land based outdoor safety standards, education and operational needs
- b. Evaluate the appropriateness of outdoor safety standards, the effectiveness of community education and MSC operational activity and the achievement of intended outcomes
- c. Deliver scheduled proactive seasonal messages and time sensitive media responses
- d. Communicate strategic and operational activity with member agencies and key stakeholders.

5. MSC is financially strong

- a. Maintain current core funding levels and funder relationships
- b. Seek additional core funding of \$160,000 and manage funding pipeline to secure an injection of \$780,000
- c. Investigate an alternative organisation cost model and apply this appropriately.

Budget

The known income for 2011 – 2012 is \$1.97M, expenditure is \$2.03M. This leaves a deficit of \$58.9k - see Appendix 1: Summary Budget for additional details. It is anticipated that should nothing else change, cash reserves will be depleted in 2014 (assuming current levels of expenditure continue and an anticipated 2% increase in costs). This deficit required a Board discussion regarding:

- 1. Making further reduce expenditure to achieve a zero deficit budget for 2011 – 2012 (a further 10% of total expenditure) or
- 2. Using cash reserves to give time to target core, programme and project funding for mission critical operational activity.

The Board meeting minutes for March 2011 record the decision to use cash reserves rather than make further expenditure cuts. In approving a deficit budget, the Board has tasked MSC management with prudent cash flow and cash reserve management and to actively seek additional funding. It is required that core, programme and project funding be secured in the 2011 – 2012 year sufficient for current and future operational activity.

Reporting

The Executive Committee will receive reports of progress against plan at least quarterly, and when requested, in order to monitor organisation performance and be advised and approve any additional funding and unfunded project activity.

Business Plan Sign-off

The Executive Committee approve this Business Plan and present this for consideration by the New Zealand Mountain Safety Council at the Annual General Meeting.

Motion: *'that the 2011 – 2012 business plan and budget be adopted'.*

Appendix 1: Summary budget V5

This summary budget for 2011/12 has been prepared according to the level of known funding for this period. The actuals for the 2010/11 year has been provided as a comparison for this financial period.

	Budget	Actual
	2011/12	2010/11
Income		
110 Lotteries Grant	1,399,200	1,031,000
120 Police	263,000	329,202
Whakatupato	51,000	78,000
123 Other Trusts	0	0
124 Whitireia Contact	0	74,792
130 DOC Sponsorship	100,000	5,000
140 Sundry Income	36,004	35,812
150 Interest	18,000	31,191
Special Projects	N/A	82,436
Net Branch Income	N/A	1,823
Shop Profit	104,000	79,838
Total Income	1,971,204	1,749,094
Expenditure		
10 Head Office	403,657	390,761
11 Council & Exec	23,700	24,814
12 Reg Network	206,000	195,238
14 IT Servicing	41,400	46,683
16 Publicity	133,300	69,806
17 Research	73,375	46,871
Special Projects	N/A	82,436
Operations General	0	14,500
21 Bush/OD Leader/RM	63,961	94,950
22 Alpine/Avalanche	268,280	129,402
23 Abseiling	23,000	6,034
24 First Aid	101,600	20,571
27 Education	62,200	16,586
Education & Ops Transformation	340,700	306,622
29 Firearms/HUNTS	289,000	301,751
Total Expenditure	2,030,173	1,747,025
NET SURPLUS/(DEFICIT)	-58,969	2,069