

# MOUNTAIN SAFETY COUNCIL

**BUSINESS PLAN 2009/10**



**OUTDOOR SAFETY**

NEW ZEALAND MOUNTAIN SAFETY COUNCIL

**DISCOVER  
MORE, SAFELY.▲**

## ***Introduction***

The 2009-10 business year for the New Zealand Mountain Safety Council (MSC) will be interesting i.e. challenging but rewarding. The number of recent high profile incidents highlights the need for the Council and the work that we do at a local, regional and national level.

The Executive Committee has worked throughout the later part of 2008-09 to agree the key functional aspects of our operational activity. This plan reflects those decisions and provides the basis for the key areas of focus throughout 2009-10.

In recent years we have successfully re-organised our operational activity, business structure and processes to be able to operate within known funding levels and to adjust our level of activity depending on the level of funding. It is intended that this practice continue for 2009-10 as we are faced with a reduction in core funding and this will have implications for what we do and what we don't do in regards to operational activity.

For ease of reading and understanding, this plan has been is written to give progressively increasing levels of detail and includes the following sections:

1. **Executive Summary:** an overview of MSC's focus for 2009-10 and can be read as a stand-alone document.
2. **Terms of Reference:** MSC's strategic intent, key goals and operating principles from which all activity is based.
3. **Key areas of focus for 2009-10:** medium to high level detail of the key areas of focus for 2009-10 including; Council and governance, organisation consolidation and functional delivery structure, community education, research, evaluation, advice and development, and funding as well as the summary budget and the business calendar
4. **Detailed operational activity:** increased detail for each of the areas of focus for 2009-10
5. **Programme specific activity:** programme specific detail for each current operational programme

# 1. Executive Summary

Throughout 2008-09 MSC has collaboratively delivered our mandate of outdoor safety for land based outdoor activity. We explored how we could better enable people to enjoy the New Zealand outdoors and we are better able to measure our effectiveness in this.

The 2008-09 annual report commented on our significant successes and mentioned a number of our ongoing challenges such as achieving secure and sustainable funding, ensuring effective and efficient delivery to achieve consistency and alignment across all aspects of our work.

This plan provides MSC with an opportunity to build on those successes, resolve a number of challenges that remain and continue to deliver on our role and mandate. There is much to do and our challenge is how to achieve that with limited resources.

Our overall funding has reduced from previous years and we will be working to a budget of \$1.6M. However, in contrast our profile and the level of community expectation (at a local, regional and national level) has increased. This situation has created a healthy tension in determining the allocation of available resources to ensure we deliver our mandate, meet the needs of our member organisations, our communities and the outdoor sector while also balancing the books.

This has necessitated the prioritisation of activity and some difficult decisions to be made. This means we will further reduce our operating budget from the 2008-09 year by \$200K. Specifically we will:

- **Centralise training** – we will have focused national programmes delivered through the Programme Managers (e.g. outdoor leader), the establishment of the Centre for Community Outdoor Leadership and continue discussions with Skills Active and Whitireia Community Polytechnic
- **Review the snow and avalanche programme** – this programme was not supported by LGB for a successive year and will now be funded from users of the programme rather than from general operational budgets
- **Perform a line by line analysis of Branches** – this will determine the best way to support the community and appropriate outdoor safety delivery and we will make appropriate changes accordingly
- **Perform a line by line analysis of MSC operating budgets across the business** – this will ensure we are reducing costs and we will make appropriate changes accordingly.

In addition, we will continue to seek funding from:

- **Community Trusts** through our ongoing proactive management of our funding pipeline
- **Central Government** funding through our ongoing relationship development with agencies such as ACC, DoC, DoL etc
- **Project funded activity** – this includes projects such as the Visitor Risk Management, Visitor Intentions, Participation/Incident research and the proposed Iwi firearms education/safety programme with NZP
- **Continue to identify and develop new programmes and products** related to outdoor safety and make sure there is a market for these that can (and will) pay.

It is with this in mind that the key areas of focus for 2009/10 include:

- Council and Governance
- Organisation consolidation and functional delivery structure
- Community Education
- Research, Evaluation, Advice and Development
- Funding

I look forward to the coming year with all the potential and challenges before us as we work together to see more people in the New Zealand outdoors more often, safely.

## 2. Terms of reference

### *Strategic Intent*

The New Zealand Mountain Safety Council (MSC) exists because of our commitment to and enjoyment of the outdoors, our belief in its value and importance and our desire to promote safe participation and protect life in an outdoor setting.

Our mandate is outdoor safety for land based outdoor activity extending from the high tide mark to the top of Aoraki / Mount Cook.

Our vision is that people are enjoying the New Zealand outdoors safely. In doing this we will be recognised as a leading authority for outdoor safety information and training in New Zealand. To achieve this, we will encourage people to participate safely in land based outdoor activity, foster positive support for outdoor safety in the community and promote the development and maintenance of national outdoor safety standards.

Our audience includes the whole of society, of all ages including those living in New Zealand and visitors to New Zealand. We will influence participants, leaders, and organisation decision making and behaviour through education, information and advisory services. This means people will have access to and be actively using information, resources and appropriate education opportunities to enjoy the New Zealand outdoors, safely.

Our measure of success is the reduction in incident rates. This will be achieved through the combined outcomes of increasing participation and reducing incidents. Our success will mean more people in the NZ outdoors more often, safely.

### *Key goals*

MSC's Strategic Plan 'Moving Forward' for 2005 to 2010 includes the following key goals:

- **To undertake research and develop standards for outdoor safety** – engaging in and promoting research in outdoor safety, setting and promoting standards;
- **To produce key outdoor safety information** – providing a variety of outdoor safety resources for both the public and instructors; being known as a leading source of information in outdoor safety;
- **To publicise the outdoor safety message** – promoting and encouraging safe practices; gaining recognition as a leading authority in outdoor safety;
- **To deliver training by skilled instructor** – educating people to develop their knowledge, attitudes, and values in outdoor safety; and training people to develop their outdoor skills.

These goals have been integrated into the key areas of focus and work priorities for 2009/10 (see later sections of this Business Plan).

## *Operating principles*

Our operating principles are the values we hold central when delivering on our purpose and going about our business. They provide enduring guidance to our decision making.

In everything we do we are committed to the following operating principles.

- Outdoor safety is a public good information, education and advice must be readily available to ensure safe participation in the outdoors
- The outdoors provides opportunity for people gain enjoyment and to be challenged. Individuals must take responsibility for their own safety. The role of MSC is to ensure that people have the appropriate knowledge and skills to ensure they can safely manage, to an acceptable level, the risks they may encounter
- Volunteers are essential components of our community focused business model. We will value, respect, support, empower, acknowledge and where appropriate use volunteers in our delivery
- MSC is committed to understanding and respecting the mix of cultural values and expectations present in New Zealand related to land based outdoors
- MSC recognises the importance of having all people within New Zealand participating in the outdoors – regardless of age, gender, disability, ethnicity, and socio-economic setting. MSC will work to ensure all people have access to the knowledge and skills to be safely active in the outdoors
- MSC will apply a whole-of-sector (both government and non-government) approach to encouraging safe and enjoyable participation in the outdoors, working collaboratively to avoid duplication of effort. We will look for opportunities where collaborative and coordinated partnerships and strategies can help achieve our vision and mission
- MSC is committed to achieving its purpose in a professional manner; operating in an open, honest and respectful way; and striving for ongoing improvement in our business practices and outcomes
- MSC is committed to achieving it's purpose in an environmentally sustainable manner and encourage collective responsibility for the natural environment
- MSC applies an evidence-based decision making model, requiring ongoing research, evidence gathering, and ongoing evaluation of our activities.

## *Key sponsors*

The New Zealand Mountain Safety Council acknowledges our appreciation of our key sponsors, the New Zealand Lottery Grants Board and the New Zealand Police.



We would also like to acknowledge the extensive network of other sponsors and supporters of the Council and refer readers to the 2008-09 Annual Report for a list of these.

### 3. Key areas of focus for 2009-10

#### *Council and Governance*

##### **Have a Council that is engaged and committed to developing New Zealand outdoor safety and open to supporting and discussing issues from this perspective**

- Increase each Council member's awareness of why the Council exists through supporting their participation in establishing strategy and intent
- Work with each Council Member to understand their needs
- Support the forum concept embedded in Council and work to achieve funding for Council meetings
- Ensure that the key Council members understand the importance of their role on Council and in the Governance of the organisation
- Encourage the Council to focus on governance, the needs of society and MSCs role in delivering to those
- Encourage communications across Council, and between Council and the Executive Committee
- Provide in MSC an organisation that all Council members are proud of and one they wish to be actively involved in

##### **Ensure that the Executive Committee is able to provide strategic governance in line with the Councils direction**

- Provide the Executive Committee with an overview of the organisations position with regards to delivery against key targets, risks and resources through regular reporting
- Provide appropriate resourcing and management support for the Executive Committee as needed
- Ensure Executive Committee have an opportunity to meet regularly and funding is secured to support this

## ***Organisation Consolidation and Structure***

### **Align the structure with the key strategic functions of Research, Development, Advice and Evaluation and Education Delivery around the key strategic purpose of outdoor safety**

- Appoint an Education Manager to support the development and delivery of quality education and training
- Appoint a Manager for Outdoor Safety Research & Evaluation and Advice & Development to support the maintenance of quality process
- Clarify support needed by all programmes in order to achieve the highest quality outcomes and manage resources to meet this

### **Embed and reinforce gains made through streamlining administration and support processes over the last two years**

- Continue to rationalise facilities management so that excess capacity is reduced and opportunities developed
- Embed project management support processes across all operational activity
- Align accounting functions with delivery models and activity to make it easy for users to pay
- Develop the retail and wholesale base within MSC's shop
- Have in place training support functions in line with Community Education team needs
- Provide sound cost/benefit modelling as a component of planning activity
- Manage and develop the web platform to support all operational activity
- Continue to build on communications, marketing and publications processes to ensure the distribution of the outdoor safety message (paper resources, manuals and web material)

## ***Research, Development, Advice and Evaluation***

### **Research – Ensure decisions are evidence based and we know how effective what we do is**

- Constantly scan the environment to see what is required to increase safety in the outdoors
- Monitor best practice and learning from overseas and where appropriate support this into NZ
- Build information related to outdoor safety and ensure this is distributed
- Build co-operation in developing knowledge around outdoor safety
- Ensure activity is guided by evidence (TACs)

### **Development – Building evidence based standards for the outdoor community**

- Ensure standards are developed and modified as appropriate
- Provide information and support to the outdoors community on what they should do in regards to outdoor safety
- Develop and modify materials and products for outdoor safety to deliver standards (programmes, communications material and delivery support material)
- Support the discipline specific, sector representative technical advisory committees to develop appropriate outdoor standards
- Extend disciplines covered by MSC to include all land based activity

### **Advice – Ensure people are informed about how to be safe in the outdoors**

- Provide information and guidance around the application of standards
- Work with all stakeholders to constantly identify needs and build opportunities for learning (e.g. feedback from TACs, working with sector groups, ITOs)
- Support ITOs and other training providers to achieve high quality delivery

## **Evaluation –ensure what we do is achieving what was intended**

- Monitor safety within the outdoors and use tangible evidence to show what is happening (count incidents and use this to provide direction and focus)
- Audit the safety of those providing outdoor leadership or activity (including MSC Education)
- Provide guidance to stakeholders around the effectiveness of initiatives and programmes
- Monitor the quality of internal and external messages and resources
- Evaluate the standards based on evidence to determine if they are fit for purpose

## **Discipline Specific Programmes**

- Continue to support current discipline specific programmes with research, development, advice and evaluation to meet the needs of their activity participants

## ***Education Delivery***

### **Public education - Provide accessible, clear and high quality outdoor information for all of society**

- Respond proactively to adverse events and use these as opportunities to increase public understanding
- Ensure messages are conveyed so as to reach the whole of society, all ages, ethnicities, genders and locations
- Provide resources for visitors so they are well informed on how to be safe in NZ
- Proactive messaging based on seasonal, trend or community needs

## **National Network of Community outdoor leaders**

- Identify the best way to deliver what the community needs while meeting the quality required
- Establish in collaboration with volunteer groups, clubs and national youth organisations the Centre for Outdoor Community Leadership
- Ensure we are clear about what competencies are required for those leading in the outdoors (acknowledging that TACs, Skills Active and the outdoor sector has done a lot of work here)
- Proactively identify needs within the community and develop in partnership new programmes
- Identify what training support our community partners want from us
- Redevelop and release new programmes for community based outdoor training (OFA, Risk)

## **MSC Instructor training, education and support**

- Develop and manage high quality processes to support Community Outdoor leaders and Instructors

## **Training, assessment, qualifications and quality management**

- Establish clear quality parameters for all training, assessment and ongoing education
- Manage a best value delivery and where appropriate assessment process

## **Ensure funding for training in outdoor safety so it is sustainable**

### **Relationship management**

- Foster and build relationships in support of the delivery of high quality outdoor education

## **Ensure that outdoor leadership education internally and externally is of the highest quality**

- Ensure resources for delivery are of the highest standard and utilise best practice pedagogy
- Look for innovative ways to connect with all learners

## **Focus on embedding outdoor leadership skills in communities**

### **Discipline Specific Programmes**

- Continue to support current discipline specific programmes with education delivery (training, assessment, community education and qualifications) to meet the needs of their activity participants

## ***Reorganise Funding Structure***

**Move from being largely reliant on charitable gifts to increasing sponsorship, payment for work by those who receive the benefit and appropriate payment for project work**

**Continue to apply for all charitable funding for which we are eligible. Use this for building communities, seeding new projects and developing new areas**

- Continue application process
- Work with individual funders to understand what we do
- Refine reporting process so we are proficient at showing funders how we use their money, and the result of not being funded
- Continue to tell the good news stories, be proud and engage in telling the community (and all funders) what we do and the value we add

**Work with all Government Departments and sector stakeholders (Ski Industry, outdoor skills delivery, tourism and outdoor providers) to secure funding for core provision**

- Ensure that we engage and advise key stakeholders of the value they extract from MSC and our intention to see this funded
- Work with Government to clarify what we do to support their core directives, strategic intent, stated outcomes and core activated, then support them to organise to assist us

**Streamline and grow our delivery of discrete funded work**

- Clarify current project delivery and ensure that we have provided maximum value and been appropriately paid for this
- Research and develop new outdoor safety opportunities which people will pay for, engage with the appropriate customers (those paying) and then deliver well
- Become good at turning over small projects quickly and ensure quality outcomes for those funding this activity (customers)

## **Build the expectation that those who receive the benefit are likely going to need to contribute**

- Identify areas where users are receiving benefits well in excess of their contribution
- Support users in understanding the importance of their contributing in order to continue the work
- Develop opportunities for users to receive maximum benefit and ensure that their payment is as small as it can be while still supporting sustainability
- Where no one will pay be courageous enough to reduce services where required (while telling society of the cost this may have for communities and safety)
- Make payment easy

## ***Budget summary***

### **Mountain Safety Budget 2009/10**

This summary budget for 2009-10 has been prepared according to the level of known funding for this period. The actuals for the 2008-09 year has been provided as a comparison for this financial period. The reason for the reduced budget for this financial year is commented on in other sections of the business plan. Also commented on is the anticipated sources of reduced operational activity to ensure the indicated \$200k deficit is reversed to ensure a break-even year-end result. However specific commentary will only be presented to the MSC Executive Committee as appropriate and not in an open forum such as this report.

|                               | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|-------------------------------|---------------------------|---------------------------|
| <b>Head Office</b>            |                           |                           |
| Income                        |                           |                           |
| Lotteries Grant               | 1,057,308.00              | 1,057,305.00              |
| Other Trusts                  | 0.00                      | 827.00                    |
| Carried Forward               | 4,988.00                  | 1,438.00                  |
| Rental Recovery               | 10,972.00                 | 2,304.00                  |
| Interest                      | 24,000.00                 | 48,297.00                 |
| Branch Income                 | 0.00                      | 28,102.00                 |
| Complimentary Software        | 0.00                      | 70,164.00                 |
| Total Income                  | 1,097,268.00              | 1,208,437.00              |
| Total Expenditure             | 538,157.00                | 574,004.00                |
| <b>Council and Exec</b>       |                           |                           |
| Total Expenditure             | 20,000.00                 | 25,043.00                 |
| <b>Regional Network</b>       |                           |                           |
| Total Expenditure             | 316,960.00                | 323,340.00                |
| <b>Other Organisations</b>    |                           |                           |
| Total Expenditure             | 0.00                      | 2,227.00                  |
| <b>Information Technology</b> |                           |                           |
| Expenditure                   |                           |                           |
| Managed Services              | 84,200.00                 |                           |
| Web Support                   | 12,000.00                 |                           |
| Database Development          | 18,000.00                 |                           |
| Total Expenditure             | 114,200.00                | 111,038.00                |
| <b>Shop</b>                   |                           |                           |
| Total Profit                  | 54,000.00                 | 73,598.00                 |
| <b>Publicity</b>              |                           |                           |
| Total Expenditure             | 85,996.00                 | 53,287.00                 |

|                                  |                   | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|----------------------------------|-------------------|---------------------------|---------------------------|
| <b>Research</b>                  |                   |                           |                           |
|                                  | Total Expenditure | 89,800.00                 | 81,653.00                 |
| <b>Operations General</b>        |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 29,601.00                 |
| <b>Bush</b>                      |                   |                           |                           |
|                                  | Total Income      | 40,000.00                 | 0.00                      |
|                                  | Total Expenditure | 61,000.00                 | 7,814.00                  |
| <b>Alpine</b>                    |                   |                           |                           |
|                                  | Total Expenditure | 32,998.00                 | 34,760.00                 |
| <b>Abseiling</b>                 |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 1,428.00                  |
| <b>Outdoor First Aid</b>         |                   |                           |                           |
|                                  | Total Expenditure | 36,261.00                 | 74,391.00                 |
| <b>Risk Management</b>           |                   |                           |                           |
|                                  | Total Expenditure | 30,562.00                 | 34,990.00                 |
| <b>Outdoor Leader</b>            |                   |                           |                           |
|                                  | Total Expenditure | 85,680.00                 | 67,517.00                 |
| <b>Qualifications Management</b> |                   |                           |                           |
|                                  | Total Income      | 150,000.00                | 190,846.00                |
|                                  | Total Expenditure | 15,660.00                 | 41,290.00                 |
| <b>HUNTS</b>                     |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 74,422.00                 | 74,422.00                 |
|                                  | Carried Forward   | 4,228.00                  | 22,388.00                 |
|                                  | Total Income      | <u>78,650.00</u>          | <u>96,810.00</u>          |
|                                  | Total Expenditure | 78,650.00                 | 60,595.00                 |
| <b>Firearms</b>                  |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 188,578.00                | 188,578.00                |
|                                  | Carried Forward   | 36,111.00                 | 56,771.00                 |
|                                  | Total Income      | <u>224,689.00</u>         | <u>245,349.00</u>         |
|                                  | Total Expenditure | 228,446.00                | 155,940.00                |
| <b>Avalanche</b>                 |                   |                           |                           |
|                                  | Total Income      | 5,000.00                  | 5,000.00                  |
|                                  | Total Expenditure | 122,305.00                | 175,573.00                |

|                     |                                | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|
| <b>Grand Totals</b> |                                |                           |                           |
|                     | Known Income                   | 1,649,680.00              | 1,820,113.00              |
|                     | Draft Expenditure              | <u>1,856,675.00</u>       | <u>1,854,491.00</u>       |
|                     | <b>Operating Profit/(loss)</b> | <i>-206,995.00</i>        | <i>-34,378.00</i>         |

**Capital**

|  |                         |                         |
|--|-------------------------|-------------------------|
|  | Outdoor Safety Resource | 2,500.00                |
|  | Air Conditioning Units  | <u>8,000.00</u>         |
|  | <b>Total Capital</b>    | <u><b>10,500.00</b></u> |

## ***Business calendar***

Team, Business Unit and Programme Managers will provide quarterly reports to the Chief Executive two weeks prior to Executive Committee reporting dates and summarise project and budget tracking, reasons for variance, and risks (operational, financial, and reputational) with proposed mitigation.

Additional to these, the management team will meet weekly to discuss progress, risks, and other news that may assist the business. The CEO and Managers will meet the second Wednesday of the month to review finances. The CEO and the accountant will meet quarterly with the Finance Business and Risk Committee to review these critical aspects of MSC operational activity.

The Chief Executive will provide quarterly reports to MSC's Executive Committee on the following dates - to be confirmed at the first Executive Committee meeting.

Reporting templates for the above will be consistent with the previous business year.

## 4. Detailed Operational Activity

This information is operational and has been provided to the Executive

## 5. Programme specific activity

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- Identify what training support our community partners want from us
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- Make payment easy

## ***Budget summary***

### **Mountain Safety Budget 2009/10**

This summary budget for 2009-10 has been prepared according to the level of known funding for this period. The actuals for the 2008-09 year has been provided as a comparison for this financial period. The reason for the reduced budget for this financial year is commented on in other sections of the business plan. Also commented on is the anticipated sources of reduced operational activity to ensure the indicated \$200k deficit is reversed to ensure a break-even year-end result. However specific commentary will only be presented to the MSC Executive Committee as appropriate and not in an open forum such as this report.

|                               | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|-------------------------------|---------------------------|---------------------------|
| <b>Head Office</b>            |                           |                           |
| Income                        |                           |                           |
| Lotteries Grant               | 1,057,308.00              | 1,057,305.00              |
| Other Trusts                  | 0.00                      | 827.00                    |
| Carried Forward               | 4,988.00                  | 1,438.00                  |
| Rental Recovery               | 10,972.00                 | 2,304.00                  |
| Interest                      | 24,000.00                 | 48,297.00                 |
| Branch Income                 | 0.00                      | 28,102.00                 |
| Complimentary Software        | 0.00                      | 70,164.00                 |
| Total Income                  | 1,097,268.00              | 1,208,437.00              |
| Total Expenditure             | 538,157.00                | 574,004.00                |
| <b>Council and Exec</b>       |                           |                           |
| Total Expenditure             | 20,000.00                 | 25,043.00                 |
| <b>Regional Network</b>       |                           |                           |
| Total Expenditure             | 316,960.00                | 323,340.00                |
| <b>Other Organisations</b>    |                           |                           |
| Total Expenditure             | 0.00                      | 2,227.00                  |
| <b>Information Technology</b> |                           |                           |
| Expenditure                   |                           |                           |
| Managed Services              | 84,200.00                 |                           |
| Web Support                   | 12,000.00                 |                           |
| Database Development          | 18,000.00                 |                           |
| Total Expenditure             | 114,200.00                | 111,038.00                |
| <b>Shop</b>                   |                           |                           |
| Total Profit                  | 54,000.00                 | 73,598.00                 |
| <b>Publicity</b>              |                           |                           |
| Total Expenditure             | 85,996.00                 | 53,287.00                 |

|                                  |                   | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|----------------------------------|-------------------|---------------------------|---------------------------|
| <b>Research</b>                  |                   |                           |                           |
|                                  | Total Expenditure | 89,800.00                 | 81,653.00                 |
| <b>Operations General</b>        |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 29,601.00                 |
| <b>Bush</b>                      |                   |                           |                           |
|                                  | Total Income      | 40,000.00                 | 0.00                      |
|                                  | Total Expenditure | 61,000.00                 | 7,814.00                  |
| <b>Alpine</b>                    |                   |                           |                           |
|                                  | Total Expenditure | 32,998.00                 | 34,760.00                 |
| <b>Abseiling</b>                 |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 1,428.00                  |
| <b>Outdoor First Aid</b>         |                   |                           |                           |
|                                  | Total Expenditure | 36,261.00                 | 74,391.00                 |
| <b>Risk Management</b>           |                   |                           |                           |
|                                  | Total Expenditure | 30,562.00                 | 34,990.00                 |
| <b>Outdoor Leader</b>            |                   |                           |                           |
|                                  | Total Expenditure | 85,680.00                 | 67,517.00                 |
| <b>Qualifications Management</b> |                   |                           |                           |
|                                  | Total Income      | 150,000.00                | 190,846.00                |
|                                  | Total Expenditure | 15,660.00                 | 41,290.00                 |
| <b>HUNTS</b>                     |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 74,422.00                 | 74,422.00                 |
|                                  | Carried Forward   | 4,228.00                  | 22,388.00                 |
|                                  | Total Income      | <u>78,650.00</u>          | <u>96,810.00</u>          |
|                                  | Total Expenditure | 78,650.00                 | 60,595.00                 |
| <b>Firearms</b>                  |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 188,578.00                | 188,578.00                |
|                                  | Carried Forward   | 36,111.00                 | 56,771.00                 |
|                                  | Total Income      | <u>224,689.00</u>         | <u>245,349.00</u>         |
|                                  | Total Expenditure | 228,446.00                | 155,940.00                |
| <b>Avalanche</b>                 |                   |                           |                           |
|                                  | Total Income      | 5,000.00                  | 5,000.00                  |
|                                  | Total Expenditure | 122,305.00                | 175,573.00                |

|                     |                                | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|
| <b>Grand Totals</b> |                                |                           |                           |
|                     | Known Income                   | 1,649,680.00              | 1,820,113.00              |
|                     | Draft Expenditure              | <u>1,856,675.00</u>       | <u>1,854,491.00</u>       |
|                     | <b>Operating Profit/(loss)</b> | <i>-206,995.00</i>        | <i>-34,378.00</i>         |

**Capital**

|  |                         |                         |
|--|-------------------------|-------------------------|
|  | Outdoor Safety Resource | 2,500.00                |
|  | Air Conditioning Units  | <u>8,000.00</u>         |
|  | <b>Total Capital</b>    | <u><b>10,500.00</b></u> |

## ***Business calendar***

Team, Business Unit and Programme Managers will provide quarterly reports to the Chief Executive two weeks prior to Executive Committee reporting dates and summarise project and budget tracking, reasons for variance, and risks (operational, financial, and reputational) with proposed mitigation.

Additional to these, the management team will meet weekly to discuss progress, risks, and other news that may assist the business. The CEO and Managers will meet the second Wednesday of the month to review finances. The CEO and the accountant will meet quarterly with the Finance Business and Risk Committee to review these critical aspects of MSC operational activity.

The Chief Executive will provide quarterly reports to MSC's Executive Committee on the following dates - to be confirmed at the first Executive Committee meeting.

Reporting templates for the above will be consistent with the previous business year.

## 4. Detailed Operational Activity

This information is operational and has been provided to the Executive

## 5. Programme specific activity

This information is operational and has been provided to the Executive

# MOUNTAIN SAFETY COUNCIL

**BUSINESS PLAN 2009/10**



**OUTDOOR SAFETY**

NEW ZEALAND MOUNTAIN SAFETY COUNCIL

**DISCOVER  
MORE, SAFELY.▲**

## ***Introduction***

The 2009-10 business year for the New Zealand Mountain Safety Council (MSC) will be interesting i.e. challenging but rewarding. The number of recent high profile incidents highlights the need for the Council and the work that we do at a local, regional and national level.

The Executive Committee has worked throughout the later part of 2008-09 to agree the key functional aspects of our operational activity. This plan reflects those decisions and provides the basis for the key areas of focus throughout 2009-10.

In recent years we have successfully re-organised our operational activity, business structure and processes to be able to operate within known funding levels and to adjust our level of activity depending on the level of funding. It is intended that this practice continue for 2009-10 as we are faced with a reduction in core funding and this will have implications for what we do and what we don't do in regards to operational activity.

For ease of reading and understanding, this plan has been is written to give progressively increasing levels of detail and includes the following sections:

1. **Executive Summary:** an overview of MSC's focus for 2009-10 and can be read as a stand-alone document.
2. **Terms of Reference:** MSC's strategic intent, key goals and operating principles from which all activity is based.
3. **Key areas of focus for 2009-10:** medium to high level detail of the key areas of focus for 2009-10 including; Council and governance, organisation consolidation and functional delivery structure, community education, research, evaluation, advice and development, and funding as well as the summary budget and the business calendar
4. **Detailed operational activity:** increased detail for each of the areas of focus for 2009-10
5. **Programme specific activity:** programme specific detail for each current operational programme

# 1. Executive Summary

Throughout 2008-09 MSC has collaboratively delivered our mandate of outdoor safety for land based outdoor activity. We explored how we could better enable people to enjoy the New Zealand outdoors and we are better able to measure our effectiveness in this.

The 2008-09 annual report commented on our significant successes and mentioned a number of our ongoing challenges such as achieving secure and sustainable funding, ensuring effective and efficient delivery to achieve consistency and alignment across all aspects of our work.

This plan provides MSC with an opportunity to build on those successes, resolve a number of challenges that remain and continue to deliver on our role and mandate. There is much to do and our challenge is how to achieve that with limited resources.

Our overall funding has reduced from previous years and we will be working to a budget of \$1.6M. However, in contrast our profile and the level of community expectation (at a local, regional and national level) has increased. This situation has created a healthy tension in determining the allocation of available resources to ensure we deliver our mandate, meet the needs of our member organisations, our communities and the outdoor sector while also balancing the books.

This has necessitated the prioritisation of activity and some difficult decisions to be made. This means we will further reduce our operating budget from the 2008-09 year by \$200K. Specifically we will:

- **Centralise training** – we will have focused national programmes delivered through the Programme Managers (e.g. outdoor leader), the establishment of the Centre for Community Outdoor Leadership and continue discussions with Skills Active and Whitireia Community Polytechnic
- **Review the snow and avalanche programme** – this programme was not supported by LGB for a successive year and will now be funded from users of the programme rather than from general operational budgets
- **Perform a line by line analysis of Branches** – this will determine the best way to support the community and appropriate outdoor safety delivery and we will make appropriate changes accordingly
- **Perform a line by line analysis of MSC operating budgets across the business** – this will ensure we are reducing costs and we will make appropriate changes accordingly.

In addition, we will continue to seek funding from:

- **Community Trusts** through our ongoing proactive management of our funding pipeline
- **Central Government** funding through our ongoing relationship development with agencies such as ACC, DoC, DoL etc
- **Project funded activity** – this includes projects such as the Visitor Risk Management, Visitor Intentions, Participation/Incident research and the proposed Iwi firearms education/safety programme with NZP
- **Continue to identify and develop new programmes and products** related to outdoor safety and make sure there is a market for these that can (and will) pay.

It is with this in mind that the key areas of focus for 2009/10 include:

- Council and Governance
- Organisation consolidation and functional delivery structure
- Community Education
- Research, Evaluation, Advice and Development
- Funding

I look forward to the coming year with all the potential and challenges before us as we work together to see more people in the New Zealand outdoors more often, safely.

## 2. Terms of reference

### *Strategic Intent*

The New Zealand Mountain Safety Council (MSC) exists because of our commitment to and enjoyment of the outdoors, our belief in its value and importance and our desire to promote safe participation and protect life in an outdoor setting.

Our mandate is outdoor safety for land based outdoor activity extending from the high tide mark to the top of Aoraki / Mount Cook.

Our vision is that people are enjoying the New Zealand outdoors safely. In doing this we will be recognised as a leading authority for outdoor safety information and training in New Zealand. To achieve this, we will encourage people to participate safely in land based outdoor activity, foster positive support for outdoor safety in the community and promote the development and maintenance of national outdoor safety standards.

Our audience includes the whole of society, of all ages including those living in New Zealand and visitors to New Zealand. We will influence participants, leaders, and organisation decision making and behaviour through education, information and advisory services. This means people will have access to and be actively using information, resources and appropriate education opportunities to enjoy the New Zealand outdoors, safely.

Our measure of success is the reduction in incident rates. This will be achieved through the combined outcomes of increasing participation and reducing incidents. Our success will mean more people in the NZ outdoors more often, safely.

### *Key goals*

MSC's Strategic Plan 'Moving Forward' for 2005 to 2010 includes the following key goals:

- **To undertake research and develop standards for outdoor safety** – engaging in and promoting research in outdoor safety, setting and promoting standards;
- **To produce key outdoor safety information** – providing a variety of outdoor safety resources for both the public and instructors; being known as a leading source of information in outdoor safety;
- **To publicise the outdoor safety message** – promoting and encouraging safe practices; gaining recognition as a leading authority in outdoor safety;
- **To deliver training by skilled instructor** – educating people to develop their knowledge, attitudes, and values in outdoor safety; and training people to develop their outdoor skills.

These goals have been integrated into the key areas of focus and work priorities for 2009/10 (see later sections of this Business Plan).

## *Operating principles*

Our operating principles are the values we hold central when delivering on our purpose and going about our business. They provide enduring guidance to our decision making.

In everything we do we are committed to the following operating principles.

- Outdoor safety is a public good information, education and advice must be readily available to ensure safe participation in the outdoors
- The outdoors provides opportunity for people gain enjoyment and to be challenged. Individuals must take responsibility for their own safety. The role of MSC is to ensure that people have the appropriate knowledge and skills to ensure they can safely manage, to an acceptable level, the risks they may encounter
- Volunteers are essential components of our community focused business model. We will value, respect, support, empower, acknowledge and where appropriate use volunteers in our delivery
- MSC is committed to understanding and respecting the mix of cultural values and expectations present in New Zealand related to land based outdoors
- MSC recognises the importance of having all people within New Zealand participating in the outdoors – regardless of age, gender, disability, ethnicity, and socio-economic setting. MSC will work to ensure all people have access to the knowledge and skills to be safely active in the outdoors
- MSC will apply a whole-of-sector (both government and non-government) approach to encouraging safe and enjoyable participation in the outdoors, working collaboratively to avoid duplication of effort. We will look for opportunities where collaborative and coordinated partnerships and strategies can help achieve our vision and mission
- MSC is committed to achieving its purpose in a professional manner; operating in an open, honest and respectful way; and striving for ongoing improvement in our business practices and outcomes
- MSC is committed to achieving it's purpose in an environmentally sustainable manner and encourage collective responsibility for the natural environment
- MSC applies an evidence-based decision making model, requiring ongoing research, evidence gathering, and ongoing evaluation of our activities.

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## ***Budget summary***

### **Mountain Safety Budget 2009/10**

This summary budget for 2009-10 has been prepared according to the level of known funding for this period. The actuals for the 2008-09 year has been provided as a comparison for this financial period. The reason for the reduced budget for this financial year is commented on in other sections of the business plan. Also commented on is the anticipated sources of reduced operational activity to ensure the indicated \$200k deficit is reversed to ensure a break-even year-end result. However specific commentary will only be presented to the MSC Executive Committee as appropriate and not in an open forum such as this report.

|                               | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|-------------------------------|---------------------------|---------------------------|
| <b>Head Office</b>            |                           |                           |
| Income                        |                           |                           |
| Lotteries Grant               | 1,057,308.00              | 1,057,305.00              |
| Other Trusts                  | 0.00                      | 827.00                    |
| Carried Forward               | 4,988.00                  | 1,438.00                  |
| Rental Recovery               | 10,972.00                 | 2,304.00                  |
| Interest                      | 24,000.00                 | 48,297.00                 |
| Branch Income                 | 0.00                      | 28,102.00                 |
| Complimentary Software        | 0.00                      | 70,164.00                 |
| Total Income                  | 1,097,268.00              | 1,208,437.00              |
| Total Expenditure             | 538,157.00                | 574,004.00                |
| <b>Council and Exec</b>       |                           |                           |
| Total Expenditure             | 20,000.00                 | 25,043.00                 |
| <b>Regional Network</b>       |                           |                           |
| Total Expenditure             | 316,960.00                | 323,340.00                |
| <b>Other Organisations</b>    |                           |                           |
| Total Expenditure             | 0.00                      | 2,227.00                  |
| <b>Information Technology</b> |                           |                           |
| Expenditure                   |                           |                           |
| Managed Services              | 84,200.00                 |                           |
| Web Support                   | 12,000.00                 |                           |
| Database Development          | 18,000.00                 |                           |
| Total Expenditure             | 114,200.00                | 111,038.00                |
| <b>Shop</b>                   |                           |                           |
| Total Profit                  | 54,000.00                 | 73,598.00                 |
| <b>Publicity</b>              |                           |                           |
| Total Expenditure             | 85,996.00                 | 53,287.00                 |

|                                  |                   | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|----------------------------------|-------------------|---------------------------|---------------------------|
| <b>Research</b>                  |                   |                           |                           |
|                                  | Total Expenditure | 89,800.00                 | 81,653.00                 |
| <b>Operations General</b>        |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 29,601.00                 |
| <b>Bush</b>                      |                   |                           |                           |
|                                  | Total Income      | 40,000.00                 | 0.00                      |
|                                  | Total Expenditure | 61,000.00                 | 7,814.00                  |
| <b>Alpine</b>                    |                   |                           |                           |
|                                  | Total Expenditure | 32,998.00                 | 34,760.00                 |
| <b>Abseiling</b>                 |                   |                           |                           |
|                                  | Total Expenditure | 0.00                      | 1,428.00                  |
| <b>Outdoor First Aid</b>         |                   |                           |                           |
|                                  | Total Expenditure | 36,261.00                 | 74,391.00                 |
| <b>Risk Management</b>           |                   |                           |                           |
|                                  | Total Expenditure | 30,562.00                 | 34,990.00                 |
| <b>Outdoor Leader</b>            |                   |                           |                           |
|                                  | Total Expenditure | 85,680.00                 | 67,517.00                 |
| <b>Qualifications Management</b> |                   |                           |                           |
|                                  | Total Income      | 150,000.00                | 190,846.00                |
|                                  | Total Expenditure | 15,660.00                 | 41,290.00                 |
| <b>HUNTS</b>                     |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 74,422.00                 | 74,422.00                 |
|                                  | Carried Forward   | 4,228.00                  | 22,388.00                 |
|                                  | Total Income      | <u>78,650.00</u>          | <u>96,810.00</u>          |
|                                  | Total Expenditure | 78,650.00                 | 60,595.00                 |
| <b>Firearms</b>                  |                   |                           |                           |
|                                  | Income            |                           |                           |
|                                  | NZ Police         | 188,578.00                | 188,578.00                |
|                                  | Carried Forward   | 36,111.00                 | 56,771.00                 |
|                                  | Total Income      | <u>224,689.00</u>         | <u>245,349.00</u>         |
|                                  | Total Expenditure | 228,446.00                | 155,940.00                |
| <b>Avalanche</b>                 |                   |                           |                           |
|                                  | Total Income      | 5,000.00                  | 5,000.00                  |
|                                  | Total Expenditure | 122,305.00                | 175,573.00                |

|                     |                                | <b>Budget<br/>2009/10</b> | <b>Actual<br/>2008/09</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|
| <b>Grand Totals</b> |                                |                           |                           |
|                     | Known Income                   | 1,649,680.00              | 1,820,113.00              |
|                     | Draft Expenditure              | <u>1,856,675.00</u>       | <u>1,854,491.00</u>       |
|                     | <b>Operating Profit/(loss)</b> | <i>-206,995.00</i>        | <i>-34,378.00</i>         |

**Capital**

|  |                         |                         |
|--|-------------------------|-------------------------|
|  | Outdoor Safety Resource | 2,500.00                |
|  | Air Conditioning Units  | <u>8,000.00</u>         |
|  | <b>Total Capital</b>    | <u><b>10,500.00</b></u> |

## ***Business calendar***

Team, Business Unit and Programme Managers will provide quarterly reports to the Chief Executive two weeks prior to Executive Committee reporting dates and summarise project and budget tracking, reasons for variance, and risks (operational, financial, and reputational) with proposed mitigation.

Additional to these, the management team will meet weekly to discuss progress, risks, and other news that may assist the business. The CEO and Managers will meet the second Wednesday of the month to review finances. The CEO and the accountant will meet quarterly with the Finance Business and Risk Committee to review these critical aspects of MSC operational activity.

The Chief Executive will provide quarterly reports to MSC's Executive Committee on the following dates - to be confirmed at the first Executive Committee meeting.

Reporting templates for the above will be consistent with the previous business year.

## 4. Detailed Operational Activity

This information is operational and has been provided to the Executive

## 5. Programme specific activity

This information is operational and has been provided to the Executive