

**New Zealand Mountain Safety Council
Business Plan 1 July 2010 – 30 June 2011**



NEW ZEALAND MOUNTAIN SAFETY COUNCIL

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Mission

The New Zealand Mountain Safety Council (MSC) was formed in 1965 in response to the increasing number of mountain, bush and firearms fatalities. The Council consists of 24 member organisations bringing together the collective perspectives, wisdom and shared purpose of those committed to outdoor safety and continues to exist to enable safe participation in outdoor activities and environments.

MSC's Constitution includes our mission to:

- Enable people to participate safely in land-based outdoor recreation activities
- Foster positive support for outdoor safety in the community
- Promote the development and maintenance of national outdoor safety standards for land-based activities.

Strategic intent

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.

Strategic 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 instructors** – educating people to develop their knowledge, attitudes, and values in outdoor safety; and training people to develop their outdoor skills.

Core functions

The 2010 – 2011 Business Plan further deliver the four core functions introduced as the basis for the 2009 – 2010 business plan. These key functions form the basis of MSC activity at a Governance and operational level and include:

1. Governance (Council and Executive Committee)
2. Education Delivery
 - a. Public education
 - b. Relationship management
 - c. Training, assessment, moderation processes, qualifying of outdoor leaders and instructors
 - d. Leadership, alignment, co-ordination and collaboration
3. Research & Development, Advice and Evaluation (R&D, A&E)
4. Operational Support.

Key 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.

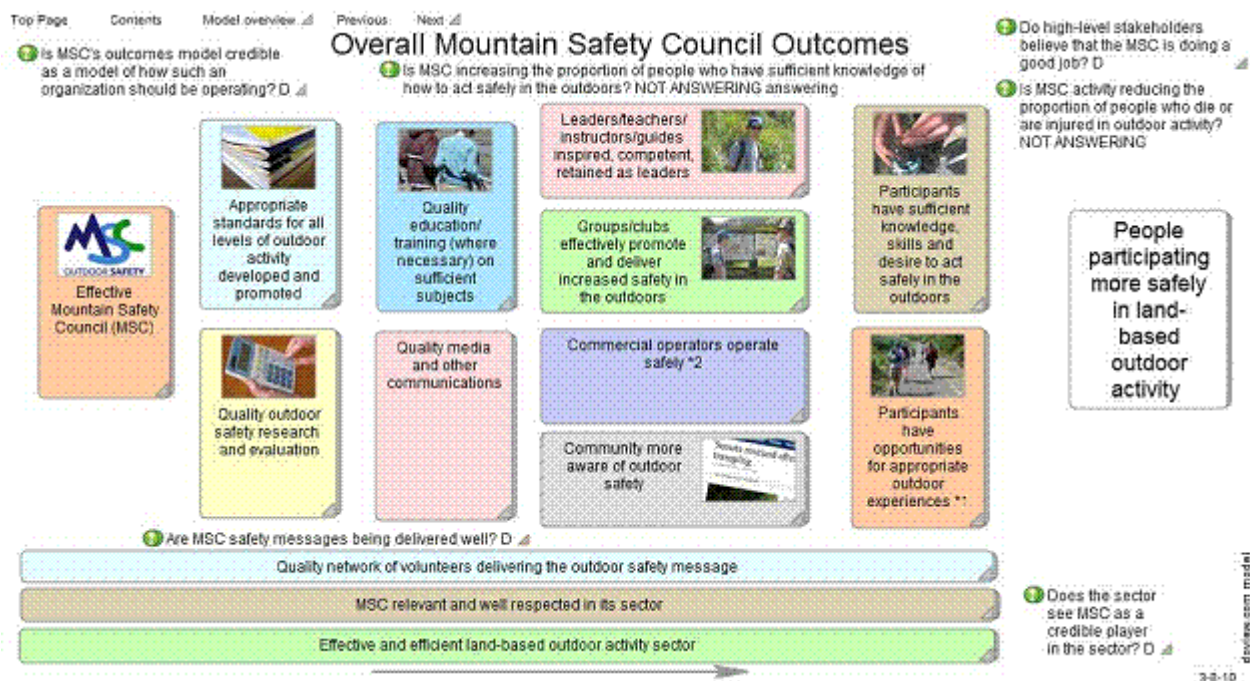
In everything we do we are committed to the following operating principles.

- 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 use volunteers as the primary mechanism in our delivery to our communities
- 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.

Executive Summary

Introduction

In 2009 MSC received Lotteries Grants Research Committee funding to develop an outcomes and evaluation model. This model has been developed with input from the MSC Executive Committee, Senior Management and the Operational Team. The model shown below, while still under development, provides the basis for the 2011 – 2016 Strategic Plan and the 2010 – 2011 Business Plan.



The 2009 - 2010 business plan anticipated core and project funding would continue to reduce from previous levels and MSC would need to be able to operate within known income of \$1.6M. It was also anticipated that MSC's profile and the level of community expectation (at a local, regional and national level) would continue to increase.

The reduction in funding and increase in profile were both realised and required significant prioritisation of activity to occur and a number of difficult decisions to be made. By the end of the year, the anticipated activity of centralising training, reviewing the snow and avalanche programme, the line by line analysis of Branches and all operating budgets occurred and considerable success were achieved.

MSC now needs to continue to deliver its mandate and meet the needs and expectations of member agencies, communities and the outdoor sector while also balancing the books in the current economic and funding environment. This will continue to be a challenge.

With this in mind, throughout 2010 – 2011, our overall focus will include:

- **Collaboration:** MSC will continue its collaborative engagement, support and delivery to our sector partners (central Government, commercial and non-commercial outdoor organisations, education, volunteers and community) with a particular focus on our local, regional and national communities
- **Consolidation of improvements:** MSC will consolidate the recent changes and gains in operational activity, structures and support processes
- **Developing exceptional operational delivery:** MSC will ensure all operational activity (business as usual and project orientated activity) delivers the strategic intent and expectations of Council, is well planned and delivered and meets the needs and expectations of local, regional and national communities within NZ and for those visiting NZ

- **Providing sound Governance:** MSC will ensure Council is engaged, understands and fulfils its outdoor safety governance role
- **Securing sustainable core funding:** MSC will achieve a sustainable core funding base from which all current and future initiatives will be delivered.

To achieve this, MSC will pay particular attention to:

1. **Engaging better with our communities** through the national network of branches, volunteer community leaders and instructors and the outdoor sector through collaborative initiatives, projects and opportunities
2. **Transforming all MSC structures, systems, quality & resources** to comply with NZQF and NZQA requirements and to ensure our standards development and education delivery opportunities are credible and robust. This will include:
 - a. Ensuring projects embedded in the Outcomes Model are achieved
 - b. Prioritising activities that have a secondary focus until after transformation is complete
 - c. Transitioning to become a Skills Active work place in order to access the NZQF and honour our tripartite agreement and Memorandum of Understanding with Skills Active and NZOIA
 - d. Transitioning to using National Qualifications as the basis for our awards
 - e. Becoming a registered, accredited provider for a limited scope of disciplines not part of work place activity
 - f. Ensuring all as yet unfunded projects are prioritised according to criticality in regards to funding and resources become available

In order to achieve these particular areas of focus, we must have sufficient funding to provide certainty and ongoing viability for operational activity. MSC has continues to struggle to secure an adequate and sustainable core funding base though some success in securing project funding was achieved last year. With this in mind, we will continue to seek core and project funding from:

- **Central Government** through our relations with agencies such as ACC, DoC, DoL, NZP, NZDF
- **Community Trusts** through our proactive management of the MSC funding pipeline
- **Project funded activity** for specific projects such as the Visitor Risk Management, Visitor Intentions, Participation/Incident research and other sub-projects within projects
- **Corporate sponsorship** for those who see an opportunity to leverage their brand through association with MSC or through supporting MSC activities and endeavours
- **Identifying and developing new programmes and products** related to outdoor safety ensuring that there is a market for these that can (and will) pay.

Objectives

Within the overall focus, the specific areas of attention and the funding challenges, the specific objectives for 2010 – 2011 include:

1. **Connect with communities and grow a vibrant membership**
 - a. Identify all those who are part of the national network of community, volunteer leaders and instructors and increase this number by a minimum of 5%
 - b. Support the national network of MSC Branches to:
 - i. Engage with their local community
 - ii. Understand their needs
 - iii. Develop activities, programmes and courses to meet those needs
 - c. Grow the number of community and volunteer leaders and instructors who choose to give their time to MSC programmes and activities by a minimum of 5%

2. **Improve credibility and quality, transparency and simplicity across all operating activity**
 - a. Transform all MSC structures, systems, quality & resources by (Quarter 4)
 - b. Transition to Skills Active as a work place by (Quarter 4)
 - c. Transition to using National Qualifications as the basis for our awards by (Quarter 2)
 - d. Become a registered, accredited provider by (Quarter 3)
3. **Ensure sustainability through securing funding sufficient for our needs**
 - a. Secure core funding to \$1.5M
 - b. Secure project funding of \$0.25M

Budget

The known income for 2010 – 2011 is \$1,740,022, expenditure is \$1,739,975. See Appendix 1 for additional details.

Funding applications to Lottery Grants Board, Community Trusts and Corporate Sponsors etc together with the proactive management of the MSC funding pipeline will occur throughout the year. This will ensure current funding is maintained and that anticipated and additional funding required is realised.

Reporting of funding pipeline progress will become a regular agenda item for Executive Committee consideration, as is already the case for variance management of operational activity and budget.

Reporting

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

Operational Activity

Governance

Purpose

The purpose of Governance is to provide strategic direction to the Operational Management of MSC. The Executive Committee provides quarterly support and direction on behalf of the Council and monitors progress with respect to the Business Plan and budget performance.

MSC will achieve this by:

1. Supporting the conducting of an Annual General Meeting of Council and MSC Branches in accordance with the requirements of the constitution
2. Having appropriate governance structure and representation
3. Supporting each of the Technical Advisory Committees in conducting two (2) meetings per year
4. Support Regional Representatives to identify and understand their regional community needs in regards to outdoor safety, develop co-operation between MSC Branches within Regions to deliver to that regional need in line with MSC's strategic objectives
5. Ensuring broad sector representation on Council
6. Ensuring clarity of roles and responsibilities against sector outcomes
7. Establishing policy and rules required for the efficient regulatory control of MSC
8. Provide outdoor safety advisory services.

The annual budget for the Business as Usual (BAU) activities is \$23,200

Corporate Services

Purpose

The purpose of the Corporate Services Team is to be the primary supplier of the centralised services ICT, Finance, training and development Support, Branch support, resource distribution needed to enable the rest of MSC's teams to achieve their goals.

MSC will achieve this by:

1. Managing the physical work environment and the provision of services such as reception, stationary stocks, human resources management, property management, insurance, health and safety, cleaning, preparation of internal newsletters
2. Providing efficient and robust financial services for the payment of creditors, receipt of debtors payments, providing timely financial reporting, assisting with annual audit, managing payroll and achievement and maintenance of sustainable funding sources
3. Retailing, distributing and maintaining the supply of outdoor safety resources
4. Ensuring that at all time there is an appropriate technological infrastructure available to support the capture, management, analysis and dissemination of information needed across MSC's business and support for MSC business processes and decision making
5. Ensuring that the IT infrastructure used to support the instructor and member database is appropriate, accessible (for internal and external users) and retains currency
6. Ensuring the necessary documentation is completed to support MSC instructor education, training and competency assessment
7. Supporting the preparation of documentation to meet Whitireia Community Polytechnic's compliance requirements
8. Supporting National Office to understand the needs of the Branches and foster collaboration
9. Assisting MSC Branches to identify and understand the needs of their community
10. Supporting Branches to maintain a sustainable means of delivering for their communities
11. Fostering positive working relationships between Branches, Regions and National Office
12. Ensuring consistent and timely communication with the national volunteer network.

The annual budget for the following Business as Usual (BAU) activities is

• National Office	\$399,422
• ICT	\$ 47,000
• Branch Support	<u>\$194,720</u>
Total	\$641,142

Alpine & Abseil

Purpose

The purpose of the Alpine and Abseil Programme is to ensure application of safe practice by those working, participating, organising, leading, and instructing others in the alpine environment and in regards to abseil, in the natural or artificial rock, snow, and ice environments.

MSC will achieve this by:

1. Ensuring that best practice standards for alpine and abseil exist
2. Promoting and educating alpine and abseil standards of best practice to participants, leaders, guides and those who work in an alpine environment
3. Ensuring all aspects of the programme deliver to appropriate quality and best practice standards

4. Achieving sector buy-in, engagement and active participation in application of best practice standards through collaboration in the development of standards, clear communications and research
5. Increasing public awareness through promotional activity and timely media responses to seasonal activity and incidents as well as training and educational programme delivery
6. Alpine and Abseil education and training opportunities

The annual budget for the Business as Usual (BAU) activities is \$34,000

Snow & Avalanche

Purpose

The purpose of the Snow and Avalanche Programme is to provide people recreating or working in areas that are at risk of avalanche with the knowledge, understanding and the tools to manage those risks.

MSC will achieve this by:

1. Researching and monitoring of snowpack, avalanche occurrences and weather conditions
2. Developing and promoting of safety information, qualifications and publications
3. Educating those using or managing risk areas
4. Collecting and disseminating information related to snowpack, avalanche occurrences and weather conditions across New Zealand's alpine' areas
5. Providing society as a whole with the most up to date and correct information on the risks
6. Ensuring the process is robust and consistent information and advice is provided so it is credible and accessed by stakeholder groups
7. Continually build our knowledge of New Zealand specific avalanche risks
8. Working with our partners in New Zealand and internationally to ensure and promote a model of best practice
9. Developing a sustainability model for the ongoing development and implementation of the avalanche programme
10. Gaining agreement on programme education and training topics, packages and pathways.

The annual budget for the Business as Usual (BAU) activities is \$105,980

Bush & Outdoor Leader

Purpose

The purpose of the Bush and Outdoor Leader Programme is to ensure application of safe practice by those participating, organising, leading, and instructing others in the bush and sub-alpine environment.

MSC will achieve this by:

1. Ensuring best practice bush craft and outdoor leadership principles and standards exist
2. Monitoring, actively investigating and communicating the lessons learned from the successful and unsuccessful application of bush craft and outdoor leadership in the outdoors
3. Collaborating with Council member agencies, the community and outdoor sector to develop information and resources in bush craft and outdoor leadership, based on best practice standards
4. Providing information and training in bush craft and outdoor leadership best practice standards to underpin safe participation and leadership in the bush environment

The annual budget for the Business as Usual (BAU) activities is \$56,461

In addition to the BaU, the following project has been identified and funded:

Project Name	Outcomes Project Reference No	Time Frame	Funding required
Production of River safe DVD	P18 (B)	Q2, Q3	\$30,000 – achieved

Education and Operations

Purpose

The purpose of the Education and Operations is to lead, manage and coordinate the support for programmes that result in public education in outdoor safety.

MSC will achieve this by:

Transforming educational processes:

1. Working with educational institutions to develop credible National Qualifications, unit standards and industry awards for all sectors
2. Maintaining educational status as a training provider
3. Quality delivery, assessment and revalidation of participants
4. Maintaining and monitoring of MSC's processes and procedures to ensure internal operational safety, information and technical activity are of the highest standard
5. Working collaboratively to ensure MSC programmes alignment of effort and delivery consistency
6. Providing direction and support for the delivery of MSC's strategic goals via its operational activity

Operations

7. Providing and managing appropriately prepared and resourced people at a national, regional and community level
8. Ensuring support and training for paid and volunteer staff to maintain and develop their generic assessor and instructor knowledge and skills
9. Delivering from an informed knowledge based on robust research
10. Monitoring throughout delivery and actual achievement so that success is evaluated against the intended outcome and reported accordingly
11. Providing leadership and oversight of all aspects of the operational group and educational delivery activity in regards to the outdoor safety message
12. Progressing trainees through their education, training and qualification pathways
13. Participating as part of the Senior Management Team
14. Providing advice to the Council and Executive Committee through the Chief Executive

The annual budget for the Business as Usual (BAU) activities is \$16,360

In addition to the BaU, the following project has been identified and subject to executive approval for this project, is partially funded:

Project Name	Outcomes Project Reference No	Time Frame	Funding required
Education and Operational transformation	Linked to P39, P34, P35, P36 (A)	Q1, Q2, Q3, Q4	\$600,000 - required \$277,500 - achieved

Firearms & HUNTS

Purpose

The purpose of the Firearms and Hunts programme is to deliver firearms safety training and administer the firearms safety test to new firearms licence applicants under regulation 14 of the Arms Regulations 1992 on behalf of the New Zealand Police and, in partnership with the New Zealand Deerstalkers Association, deliver hunter training to members of the New Zealand Deerstalkers Association and the public.

MSC will achieve this by:

1. Collaborating with NZP and NZDA on the development of firearms, range and hunting safety standards and best practice in the outdoors with an emphasis on continuous improvement
2. Publishing information to support the delivery of education, training and qualifications based on best practice and regulatory requirements
3. Maintaining a national network of qualified volunteer firearms and HUNTS instructors to deliver the education and training and embed safe firearms practice within the community
4. Monitoring and evaluating compliance with best practice
5. Providing seasonal messages and timely responses to adverse events

The annual budget for the Business as Usual (BAU) activities is \$267,122

In addition to the BaU, the following project has been identified and funded:

Project Name	Outcomes Project Reference No	Time Frame	Funding required
Iwi Firearms Safety Training	P37 (A)	Q1, Q2, Q3, Q4	\$78,000 – achieved

Marketing & Communications**Purpose**

To promote safe practice in the outdoors and ensure that best practice information and opportunity for awareness, knowledge and skill development is accessible, available and actively used by Council member agencies and the general public.

MSC will achieve this by:

1. Co-ordinating and leading fulfilling the strategic goals of Council, seeking Council and sector specialist advisory input of outdoor safety and education messages
2. Being accepted as the authoritative source of safety information
3. Co-ordinating key communications, marketing and engagement initiatives
4. Providing sector leadership in development and promotion of outdoor safety and education messages
5. Producing credible and accessible web based information and physical resources and information
6. Co-ordinating proactive and reactive media inquiries and responses
7. Seeking sector, community and Council members funding and support
8. Providing appropriate mechanisms that delivery outdoor safety messages to the public
9. Providing a source of credible good news stories

The annual budget for the Business as Usual (BAU) activities is \$77,000

In addition to the BaU, the following project has been identified and funded:

Project Name	Outcomes Project Reference No	Time Frame	Funding required
Safety Code Video	P04	Q2, Q3, Q4	\$12,000 – achieved

Outdoor First Aid**Purpose**

The purpose of our Outdoor First Aid Programme is to prepare those participating and leading others in the outdoors with the skills and knowledge that they may need to lead, co-ordinate and actively manage medical and physical emergencies in the outdoors.

MSC will achieve this by:

1. Ensuring the OFA programme, instructors and resources meet best practice requirements
2. Making the programme available to Council member agencies and the general public
3. Ensuring the programme has relevance to the broad range of activities people undertake in the outdoors
4. Ensuring that ongoing revalidation opportunities exist

The annual budget for the Business as Usual (BAU) activities is \$21,000

Research & Evaluation

Purpose

To provide research and evaluation to underpin the development of best practice and measure the achievement of intended outcomes and performance.

MSC will achieve this by:

1. Ensuring best practice research and evaluation methodologies are applied
2. Co-ordinating the collection and data in collaboration with member agencies, Central and Local Government, the outdoor sector and communities and making this available for research and evaluation purposes
3. Producing research and evaluation reports, academic papers and advice to support development of best practice standards.

The annual budget for the Business as Usual (BAU) activities is \$46,500

In addition to the BaU, the following project has been identified and funded:

Project Name	Outcomes Project Reference No	Time Frame	Funding required
Evaluation Outcomes Project	P17 (A)	Q4	\$62,815 – achieved yet to be invoiced

Risk Management

Purpose

The purpose of the Risk Management Programme is to encourage pre-planning and the implementation of risk mitigation strategies that support and empower the identification, understanding and management of risks by those participating in and leading others in the outdoors.

MSC will achieve this by:

1. Ensuring best practice risk management principles and standards exist
2. Monitoring, actively investigating and communicating the lessons learned from the successful and unsuccessful application of risk management strategies in the outdoors
3. Collaborating with Council member agencies, the community and outdoor sector to develop information and resources in risk management and mitigation, based on best practice standards
4. Providing information and training in risk management principles and best practice standards to underpin safe participation and leadership in the outdoors
5. Programme re-build to meet industry requirements

The annual budget for the Business as Usual (BAU) activities is \$7,000

Mountain Safety Budget 2010/11 - Appendix 1 Version 2

This summary budget for 2010/11 has been prepared according to the level of known funding for this period. The actuals for the 2009-10 year has been provided as a comparison for this financial period.

	Budget	Actual
Income	2010/11	2009/10
Shop Sales Profit	104,000	78,238
Lotteries Grant	1,031,000	1,056,999
NZ Police	263,000	296,798
Other Trusts	0	4,500
Whitireia Contract	71,000	127,140
Carried Forward		
Special Projects	20,287	
Bushcraft	38,641	
NZ Police	29,122	
IWI Safety 2010/11	78,000	
IWI Safety 2011/12	51,000	
Sub Total	217,050	59,068
Interest	18,000	25,089
Net Branch Income	N/A	37,019
Special Projects	0	155,301
Other Income	35,972	78,896
	1,740,022	1,919,048
Expenses		
Head Office	399,422	535,965
Council and Exec	23,200	18,202
Regional Network	194,720	338,532
Information Technology	47,000	129,154
Publicity	77,000	86,597
Research	46,500	75,721
Special Projects	7,710	155,301
Operations General	0	12,800
Bush & ODL	86,461	111,682
Alpine	21,000	22,841
Abseiling	13,000	5,258
Outdoor First Aid	21,000	58,269
Risk Management	7,000	24,023
Education	16,360	14,224
Education & Operation Transformation	306,622	0
HUNTS	97,749	70,275
Firearms	218,251	207,699
Carried forward 2011/12	51,000	0
Avalanche	105,980	127,344
Total Expenses	1,739,975	1,993,887
Operating (Loss)/Profit	47	-74,839