



# **New Zealand Alpine Club**

## **Instruction Safety & Risk Management Framework**

(Last Updated)

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## 1. Introduction

The New Zealand Alpine Club is committed to the delivery of safe quality instruction programmes. A comprehensive framework for the management of safety and risk for instruction activities is the key to this goal and to maintaining a reputation as a respected provider of instruction training

The club has a long history of delivery of instruction and has played a central role in introducing members to climbing over many years. The central premise of this role has always been, and remains today, members instructing members on climbing techniques. Members take on a mentoring role as new members begin coming on club trips and learning more and more about how to be self sufficient in the mountains.

The club has always prided itself on having a very good record of safety through the adoption of a conservative philosophy to instructing members and through the use of experienced volunteer instructors who are passionate and knowledgeable in climbing techniques and the climbing environment.

This document outlines a set of guidelines for all NZAC instructors to follow in order to meet the clubs expectations in the planning and delivery of safe and enjoyable courses. It also outlines a pathway for instructors and assists in selection of quality providers where appropriate for the delivery of club courses.

NZAC recognises that judgement plays a crucial role in safe instruction and aims to support that with policies, procedures, and guidelines that support this judgement. However, this document cannot anticipate all situations and is not a substitute for good decision making and preparation.

The club as a whole has a responsibility to employ up to date practices to minimise the risk to participants on courses. Sections and individual instructors are encouraged to be proactive in working together to share knowledge and experience and assist each other in implementing this framework.

## 2. Purpose & Implementation of the Instruction Framework

The New Zealand Alpine Club has drafted this framework to create guidelines for the delivery of instruction and ensure a level of consistency across the club is maintained. The purpose of this framework is to outline what these guidelines are and to align the policies and practices of the clubs instruction programmes at a national and section level. Club officers and instructors need to understand and implement policies and procedures that create safe enjoyable instruction courses for participants. These policies and procedures form the basis of the clubs quality assurance through regular benchmarking review and alignment.

This framework is for the adoption by all club officers involved in the delivery of instruction programmes and is the benchmark the club will use to measure itself against relevant practices in the outdoor arena and against its own expectations set down here. A checklist for implementing the framework is in Section 24 on page 38 of this document.

### 3. Guiding Principles

Outdoor activities are attractive to individuals because they provide adventurous opportunities with a degree of uncertainty. Instruction can often take place in environments that are dynamic and involves dealing with human factors that can be unpredictable. Risk is inherently part of this experience and cannot be completely eliminated from it. However it can be reduced to an acceptable level through the application of good policies and procedures and through instructor competence.

The New Zealand Alpine Club recognises that as a provider of instruction programmes it has a responsibility to ensure safe enjoyable experiences and that its base of largely volunteer instructors requires guidelines and support to deliver on this.

#### a. Implementing the Framework

- i. The framework is to be adopted by club officers and instructors as a guideline for all instruction activities at national and section level.
- ii. It is to be applied consistently and stand independent of individuals
- iii. It outlines minimum standards for those involved in instruction delivery and provides guidelines for development and delivery of instruction courses.
- iv. It outlines expectations relating to managing risk around policy and procedures, people, equipment and environmental factors
- v. It suggests and provides tools for planning and delivery of course.
- vi. It outlines a regular process of review, measurement and alignment of instruction activities with recognised industry practices through self review, and the engagement of experts in relevant technical and non-technical areas.

#### b. Cornerstone Fundamentals

- i. Safe quality instruction programmes delivered in a conservative manner for members only is paramount.
- ii. The clubs volunteer's instructors deliver foundational instruction training designed to assist members to develop their participation in climbing activities.
- iii. Volunteer instructors must be suitably competent, show equivalency, and operate strictly within the scope of their experience and in managed environments.
- iv. Skills taught are in a progressive manner and should be mastered before they are required to ensure safety.
- v. Risk needs to be managed to acceptable levels by applying good policies and procedures and up to date practices.
- vi. The club also has a role to play in facilitating learning of more advanced climbing techniques through communication of best practices, engagement of outside professionals, and through relationships with other professional training organisations

## 4. Organisational Alignment & Regular Review

Aligning the clubs instruction activities with best practice is fundamental. In addition to setting guidelines for instruction activities this framework outlines a process for aligning instruction activities at a national and section level to create consistency and allow regular review and improvement. This is to involve the following;

### a. Review and Alignment of Policies and Procedures

- i. An Instruction Committee is to be maintained and is responsible for the development, implementation, and review of this framework. This committee is to include the Instruction Convenor, Club President, Executive Officer, and two other representatives who are section instruction managers.
- ii. The Instruction Committee is to conduct an internal review annually to ensure this framework is kept up to date.
- iii. The Instruction Committee is to conduct a periodic review by engaging an externally nominated expert(s) at minimum every three years to ensure this framework aligns with best practice.
- iv. The Instruction Committee should update this framework when required to ensure alignment with best practice and communicate all updates to club officers involved in instruction.

### b. Review and Alignment of Field Activities

- i. National Office and Sections are to adopt consistent field standards to align with this framework.
- ii. The Instruction Committee is to conduct a regular internal field review of at least two section instruction activities annually and report results to the club.
- iii. The Instruction Committee is to conduct a periodic review by engaging an externally nominated expert(s) at minimum every three years to ensure field practices are up to date.
- iv. National Office and Sections should update field practices when required to ensure alignment with this framework.

### c. Maintaining Best Practice

- i. The Instruction Committee is to actively engage with other relevant organisation involved in instruction to maintain an up to date view of the national instruction landscape.
- ii. A club officer is to be a member of an independent technical body (Alpine Technical Committee) established to review practices and standards in the relevant instruction activities and report to the instruction committee regularly on matters affecting this framework.

## 5. Instruction Programme Guidelines

All club officers are required to follow a set of guidelines in the design, delivery, and review of instruction activities. The aim of these guidelines is to provide a minimum expectation in the approach that sections and club officers take to instruction activities. A degree of flexibility is fundamental to achieving effective instruction outcomes while ensuring that delivery of instruction is not prohibitive in terms of cost and time for volunteer instructors to be involved in.

Sections will have differing approaches to their instruction programmes particularly in terms of the duration, content, and location of their programmes. That being said the club is responsible for ensuring an effective risk management framework is implemented with the national office and sections responsible for the adoption of this framework for all instruction activities.

Club instruction activities must show that they meet the following minimum guidelines.

### a. Policies & Procedures

- i. Policies, procedures, and guidelines should be easily accessible with all documents held in a central place; a suggestion would be a secure location on the clubs website.
- ii. This framework provides guidelines and examples of useful documentation. These or a generally accepted equivalent must be used in the planning, delivery and review of all instruction activities within the club.
- iii. Procedures and documentation supporting instruction activities must achieve the following;
  - (a) Set goals and scope for the activity
  - (b) Establish the skills, qualifications, and competence required of the activity leader and instructors
  - (c) Identify risks
  - (d) Identify causal factors
  - (e) Identify hazards and how they will be controlled
  - (f) Describe management of the activity under normal, and abnormal circumstances
  - (g) Outline crisis management and emergency response
- iv. Evidence of documentation covering the following things must exist;
  - (a) Trip Planning and Information (for instructors and participants)
  - (b) Participant Registration (includes medical history and disclaimer)
  - (c) Hazard Identification and Risk Assessment & Management(RAMS)
  - (d) Intentions and Contingency Plans (filed with appropriate authorities)
  - (e) Crisis and Emergency Response Plans
  - (f) Accident/Incident and reporting and review (where this occurs)
  - (g) Trip feedback/summary
- v. This documentation must be kept on file by the section and be readily accessible.
- vi. In the event of accidents and/or incidents all club officers at National and Section level should follow the clubs policies for the following
  - (a) Crisis Communication Response
  - (b) Media Liaison

## **b. Officers & Instructors**

- i. All instruction activities should have an appointed leader responsible for overall risk management
- ii. All instructors must be made aware of and have available to them, copies of risk management policies and procedures
- iii. The club is to appoint a technical advisor(s) who instruction officers can consult with in planning and delivering instruction activities
- iv. Instructors must be able to demonstrate technical and instructing ability and show currency of these skills.
- v. For Introduction to Alpine Climbing and Introduction to Rock Climbing volunteer instructors who don't hold a formal qualification must meet a minimum level of competence and be able to demonstrate equivalency to instruct as follows;
  - (a) Can show they have an appropriate level of relevant experience and their technical skills are current and to an equivalency level with Mountain Safety Councils Alpine or Rock 1 or NZOIA Alpine or Rock 1. See Instructor Guidelines section for clarification.
  - (b) Can show they have an appropriate level of relevant instruction experience
  - (c) Hold an up to date first aid certificate
  - (d) Have attended an avalanche awareness course
  - (e) Have attended a risk management course
  - (f) Are familiar with the planned instruction activities, their responsibilities, and the risk management plans.
  - (g) Have attended an internal club briefing to review the instruction programme to be delivered with particular attention to the syllabus, management of risk, and crisis management.
  - (h) Are up to date with the snowpack conditions for the season
  - (i) Have been appropriately supervised, particularly new instructors, until such time as they are competent to instruct independently.
- vi. All club instructors are to attend, at least annually, a session where technical and instruction skills are discussed and assessed and where any training required in new or existing techniques is delivered.
- vii. Professional instructors and/or organisations contracted by the club to conduct specific technical instruction courses must have appropriately documented risk management policies and procedures in place. They must also have appropriate qualifications and/or experience and have signed a contract with the club that outlines the relationship between themselves and the club and stipulates the various responsibilities of all parties involved.

## **c. Equipment**

- i. Appropriate equipment in good condition for the activity is to be carried with instructors at all times. As a guideline this includes;
  - (a) Appropriate group first aid equipment
  - (b) Suitable communication equipment
  - (c) Spare equipment and clothing
  - (d) Emergency equipment
- ii. All club equipment hired and/or used on instruction programmes should be in good condition and inspected regularly for its fitness for purpose.

- iii. Participant equipment and clothing is to be checked prior to an instruction activity and assessed as suitable for purpose.
- iv. Participants on a club instruction programme should be issued with and use, where appropriate, safety equipment deemed appropriate for the activity.
- v. It is the responsibility of the leader to ensure that a consistent practice is adopted by all instructors in the use of equipment based on an assessment of the conditions, participant experience, and the environment. This includes wearing of helmets at all times while on the mountain or at a crag where there is a risk of falling and/or objects hitting participant and instructors.
- vi. Crampons must not be worn at any time during the teaching of self-arresting techniques and during travel where there is the risk of balling creating the possibility of inexperienced participants falling.
- vii. Ice axe leashes should be used at all times however as a word of caution when teaching ice axe techniques, particular focus should be paid to the consequences of an inexperienced participant letting go of their axe during a fall and being injured by the axe.
- viii. See Section 19 for a detailed example of equipment requirements.

#### **d. Activity Environments**

- i. It is the responsibility of the leader to ensure that a consistent practice is adopted by all instructors in the selection of terrain to be used for instruction purposes.
- ii. Introduction to Alpine Climbing and Introduction to Rock Climbing programmes should only be conducted on terrain suitable for instruction activities. Specifically;
  - (a) Snowcraft courses should be conducted on terrain such as ski-fields and/or areas that have been assessed by an experienced person as safe from avalanche, lahar and rock-fall dangers.
  - (b) Rock instruction courses should be conducted at recognised areas where the terrain has been deemed safe and is suitable for instruction purposes.
- iii. Site specific safety guidelines should be followed at all times
- iv. Instruction courses should not be conducted in areas or on terrain that the trip leader and the majority of instructors are unfamiliar with.
- v. Terrain that requires the participants to use skills being taught to ensure their safety should not be used for instruction activities.

## 6. Course Descriptions

Note: The following two course outlines are those which the club engages its volunteer instructors to deliver. Those volunteer instructors who do not hold a formal technical qualification should have clearly demonstrated their experience and currency to instruct these and should not be instructing more technically advanced courses unless they are being directly supervised by a suitably qualified person.

Currency is defined as;

- i. Up to date technical skills and knowledge
- ii. Recent and regular exposure to current industry training (including Risk Management and First Aid)
- iii. Recent and extensive climbing and instructing experience in an alpine environment
- iv. Up-to-date knowledge regarding the season's snowpack

### a. Introduction to Alpine Climbing

(Pre-course evening(s) and 2-6 field days based on each sections specific syllabus)

When developing a syllabus for Introduction to Alpine Climbing a club officer should use the following outline in conjunction with the guidelines set out under section 3, 4, and 5 of the NZAC Instruction Framework.

i. **Description:** the course is aimed at first timers or those with limited experience. It will suit those who may encounter non-technical snow and alpine terrain as part of tramping with a group and those who intend to travel on non-technical (demanding or difficult) snow and alpine terrain and are looking for entry level instruction to mountaineering. It is also aimed at those who intend to camp or bivvy on snow or wish to acquire backcountry survival or shelter building skills.

ii. **Pre-requisites**

- (a) Must be 18
- (b) Must have a reasonable level of fitness
- (c) Decision on attendance is made by the lead instructor.

iii. **Learning outcomes: on completion, the participant will be able to:**

- (a) Understand the basic equipment requirements for alpine environments
- (b) Use equipment, including snow travel with or without crampons and an ice axe.
- (c) Self arrest without crampons and demonstrate ability to glissade on snow.
- (d) Demonstrate knowledge of group management skills
- (e) Demonstrate knowledge of the fitness levels needed for mountaineering
- (f) Demonstrate a fundamental understanding of risk management through awareness of alpine hazards, including surface conditions, assessment of avalanche danger, terrain factors, and weather.
- (g) Correctly fit a harness
- (h) Tie appropriate knots for alpine use
- (i) Have an awareness of how to set up a belay
- (j) Have an awareness of how to set up anchors for alpine terrain
- (k) Be able to safely abseil down a rope
- (l) Demonstrate an understanding of weather in the alpine environment
- (m) Have a basic knowledge of map and compass use.

- (n) Establish an emergency shelter in the alpine setting and will begin to understand the requirements of emergency management.
  - (o) Have a familiarity with transceivers and basic transceiver use
  - (p) Build a variety of snow shelters (snow trench, snow mound, snow cave).
  - (q) Have an awareness of what glacier travel involves.
- iv. **Assessment:** the course does not have a formal assessment but participants will receive a certificate of attendance.
- v. **Instructor's experience:** 'Introduction to Alpine Climbing' is taught by NZAC volunteer instructors who meet the minimum requirements set out in the NZAC Instruction Framework under Instruction Programme Guidelines.
- vi. **Terrain:** the course is to be taught on non-technical terrain (rope protection not required for safety) at any time of year above the bush line. It must not include crevasse hazards. Factors to be considered include slope angle (< 30 degrees) and avalanche danger. This includes exposure from above as well as on the terrain being used. These factors must be documented on the NZAC snow stability form.

## b. Introduction to Rock Climbing

(Pre-course evening(s) and 2-6 field days based on each sections specific syllabus)

When developing a detailed syllabus for Introduction to Rock Climbing a club officer should use the following outline in conjunction with the guidelines set out under section 3, 4, and 5 of the NZAC Instruction Framework.

**i. Description:** the course is aimed at first timers or those with limited experience. It will suit those who want to undertake top-rope climbing, develop basic lead climb techniques on bolted routes and would be undertaking most of their climbing in well established areas on single pitch climbs.

### ii. Pre-requisites

- (a) Must be 18
- (b) Must have a reasonable level of fitness
- (c) Decision on attendance is made by the lead instructor.

### iii. Learning outcomes: on completion, the participant will be able to:

- (a) Understand the basic equipment requirements for rock climbing
- (b) Demonstrate knowledge of group management skills
- (c) Demonstrate knowledge of the fitness levels needed for rock climbing
- (d) Demonstrate a fundamental understanding of risk management through awareness of hazards, including, terrain factors, and falling hazards
- (e) Use equipment, including shoes, a harness, karabiners and belay devices.
- (f) Tie appropriate knots for rock climbing
- (g) Set up a belay according to current, accepted practice
- (h) Use of a rope for safety management
- (i) Be competent to catch a fall from a top roped climber
- (j) Have an awareness of basic protection required to lead climb on bolted single pitch routes.
- (k) Be able to set up an anchor to return down a climb both with and without assistance

(l) Competently abseil down a climb

- iv. **Assessment:** the course does not have a formal assessment but participants will receive a certificate of attendance.
- v. **Instructor's qualifications:** 'Introduction to Rock Climbing' is taught by NZAC volunteer instructors who meet the minimum requirements set out in the NZAC Instruction Framework under Instruction Programme Guidelines. Volunteer instructors teaching this course must be supervised by a suitably qualified instructor.
- vi. **Terrain:** the course is to be taught at established beginner crags (rope protection not required for safety) at any time of year. It must not include significant terrain hazards in the immediate vicinity. Factors to be considered include access, approach and fall hazards. This includes exposure from above as well as on the terrain being used. These factors must be documented on the NZAC risk assessment and management form.

## 7. Course Director Responsibilities

### a. Overview

The Course Director has responsibility to organise all logistic and communication needs for course. The safe conduct and effective delivery of content are the key performance areas of the role. A Course Director checklist outlining administrative tasks is contained in section 16. The following section is a guideline to the Course Director's role in the field.

### b. Course Management – Introduction to Alpine Climbing

Responsibility for Participants and Instructor welfare is paramount. The following are a list of responsibilities required of the Course Director while in the field.

- i. Provide the best quality experience and delivery of content possible
- ii. Understand and follow the guidelines in this framework
- iii. Gain approval for the course from the Instruction Committee prior to course implementation.
- iv. Ensure that weather observations and avalanche information are collected, analysed and documented each morning and evening
- v. Know what the avalanche danger rating ([www.avalanche.net.nz](http://www.avalanche.net.nz)) is every day.
- vi. Ensure that safety protocols are achieved.
- vii. Take responsibility for planning and action decisions over the duration of the course
- viii. Ensure that daily intentions are left with a third party
- ix. Course Directors are to ensure that communication means exist, e.g. cell phone, mountain radio and that details of the section contact, the Executive Officer and the President are readily available.
- x. Establish lines of communication and co-operation with ski field operators including patrollers
- xi. Ensure that other instructors are delivering safe instruction
- xii. Course Directors are responsible for ensuring that foreseeable emergencies are covered in their risk management planning and that everyone present is either involved in the process or is briefed on procedures.
- xiii. Communicate and gather all necessary data and opinions when making critical decisions.
- xiv. Take responsibility for assessing the participants' ability; pitch the course and choose terrain appropriate to that group and the prevailing conditions
- xv. Be prepared for an emergency and have a plan in place
- xvi. Report any incident or near miss to Instruction Committee as soon as practical.
- xvii. All personal climbing and avalanche safety equipment brought by participants on an NZAC course is checked before its use
- xviii. Minimum gear requirements are met.

## 8. Instructor Responsibilities

### a. Overview

The instructor has responsibility to ensure that their participants are adequately prepared for the conditions that can be reasonably expected. The instructor also must provide safe delivery of alpine skills as outlined in the scope of the course. The personal skills, knowledge and experience of NZAC instructors is expected to exceed the minimum standard required for the scope at which they are operating when instructing for NZAC.

### b. Instructing

Responsibility for participants welfare is paramount. The following are a list of responsibilities required of the instructor while in the field:

- i. Provide the best quality experience and delivery of content possible
- ii. Understand and follow the guidelines in this Framework
- iii. Document weather observations, terrain conditions, and avalanche information and analyse it each morning and evening
- iv. Document the avalanche danger rating every day
- v. Leave daily intentions with a third party
- vi. Communicate and co-operate with ski area operators, especially patrollers
- vii. Communicate and gather all necessary data and opinions when making critical decisions
- viii. Comply with safety protocols and industry current, accepted practice
- ix. Assess the participant's ability; pitch the course and choose terrain appropriate to that group and the prevailing conditions.
- x. Prepare for an emergency and have a plan in place
- xi. Report any incident to the Course Director as soon as practical (Course Director will report incident to the Instruction Committee).
- xii. Instructors must have an emergency management plan to deal with the immediate needs and situation e.g. escape route. This includes:
  - (a) A copy of the Emergency Management Procedure
  - (b) Local, emergency and key NZAC personal phone numbers

## 9. Instructor Knowledge & Skills

The following is a guide to the requirement for demonstrating equivalency as outlined in the Instruction Programme Guidelines section.

### a. Introduction to Alpine Climbing

- i. Logged, recent experience from recent mountaineering trips.
- ii. Current, accepted practice in clothing and equipment and mountaineering, including emergency procedures.
- iii. Access requirements.
- iv. The history and culture of the area visited.
- v. Environmental management.
- vi. Risk management.
- vii. Trip planning.
- viii. Weather forecasting.
- ix. Navigation.
- x. Snow shelters.
- xi. Leadership.
- xii. Glacier travel when appropriate.
- xiii. Avalanche awareness, particularly (but not only) in winter.
- xiv. Experience in many different conditions, locations, and times of the year.
- xv. The ability to undertake a rescue, especially when using ropes, as many situations require immediate action.
- xvi. First aid.
- xvii. River crossing when applicable.
- xviii. Group management skills.

### b. Introduction to Rock Climbing

- i. Logged, recent experience from climbing trips.
- ii. Experience in many different conditions, locations, and times of the year.
- iii. Emergency procedures.
- iv. Access requirements.
- v. The history and culture of the area visited.
- vi. Environmental management.
- vii. Leadership.
- viii. Warm-up exercises.
- ix. Climbing techniques.
- x. Climbing safety systems.
- xi. Rescue techniques.
- xii. Risk management.
- xiii. First aid.
- xiv. Group management skills.
- xv. Rock climbing code of conduct.

## 10. Course Policies

### a. Instructor Participant Ratios

The following are guidelines around the maximum instructor student ratios for NZAC Introductory instruction courses.

	<b>Instructor: Participants</b>	<b>Maximum Students</b>
Introduction to Alpine Climbing	1:4	20
Introduction to Rock Climbing	1:4	12

### b. Terrain Assessment

Instructors should operate within the terrain guidelines outlined below and no Introduction to Alpine Climbing courses should operate on terrain that is rated above moderate. New skills being taught should not be required to be used to ensure safety.

<b>Danger rating</b>	<b>Location</b>	<b>Activity</b>	<b>Instructor Responsibilities</b>
<b>Low – unlikely</b>	Backcountry allowed	Travel is generally safe. Normal caution advised. All activities, all terrain within written scope of award	Remain observant for changes in hazard
<b>Moderate – possible</b>	Backcountry allowed	Use caution in steeper terrain on certain aspects.	Use safe travel technique, keeping all participants under close supervision
<b>Considerable</b>	Limited backcountry allowed	Travel in avalanche terrain should be limited. Movement on or under slopes >35 degrees only for personal safety	Movement in considerable rated terrain features under close supervision and to be avoided unless ensuring group safety
<b>High – likely</b>	Limited backcountry allowed	Travel in avalanche terrain is not recommended. Movement on slopes >30 degrees only for personal safety	Movement in high avalanche area only to ensure personal or group safety
<b>Extreme - Certain</b>	No backcountry allowed	Travel in avalanche terrain must be avoided or confined to low-angle terrain, away from avalanche run-outs.	Nil movement unless for group safety
Unknown	NZAC Introduction to Alpine Climbing courses do not operate in an area not covered by avalanche forecasting		

### c. Avalanche Danger Level Rating System

Note: Introduction to Alpine Climbing courses should only be conducted in areas covered by daily avalanche advisories or where other avalanche assessments have been conducted such as on ski areas. Instructors must have recorded the avalanche rating each day and where the rating is above yellow postpone the syllabus. No Introductory course should be conducted where transceivers are required to ensure safety.

Danger Level	Snowpack stability	Avalanche Probability and Avalanche Trigger	Recommended Action
...What...	...Why...		...What To Do...
<b>LOW (green)</b>	The snowpack is generally well bonded and stable.	Natural avalanches highly unlikely. Human triggered avalanches unlikely.	Travel is generally safe. Normal caution advised.
<b>MODERATE (yellow)</b>	The snowpack is moderately well bonded on some steep slopes, otherwise generally well bonded.	Natural avalanches unlikely. Human triggered avalanches possible.	Generally favourable conditions. Routes should be selected with care, especially on steep slopes.
<b>CONSIDERABLE (orange)</b>	The snowpack is moderately to weakly bonded on many steep slopes.	Natural avalanches possible. Human triggered avalanches probable.	Backcountry skiing and travel should only be carried out by experienced persons able to evaluate avalanche hazard. Steep slopes of the aspect and altitude indicated should be avoided.
<b>HIGH (red)</b>	The snowpack is weakly bonded in most places.	Natural and human triggered avalanches likely.	Backcountry skiing and travel should be restricted to low-angled slopes; areas at the bottom of slopes may also be hazardous.
<b>Extreme (black)</b>	The snowpack is generally weakly bonded and largely unstable	Widespread natural or human triggered avalanches certain	No backcountry skiing or travel should be undertaken

## 11. Course Director Guidelines

### a. Pre-Course

#### i. Course approval obtained

#### ii. Accommodation booked

This should be booked early in the year to ensure availability

#### iii. Venue, e.g. ski area, booked or notified

Before operating in an area Backcountry Avalanche Advisories, ([www.avalanche.net.nz](http://www.avalanche.net.nz)) must be checked.

#### iv. Food / catering arranged

This can be self catered for participants and instructors or arranged as part of the course costs with a designated 'chef'. Snacks during the day are generally BYO

#### v. Course instructions / info sent out

Ensure participants have gear lists, meeting times, arrangements for travel, food hiring gear, etc.

#### vi. Medical information & Emergency Contacts

Must be collected checked and kept available for reference.

### b. Participant Brief

#### i. Personal & risk disclosure forms

Participants are expected to take personal responsibility for their own safety and follow instructions given by the Course Director and their instructor. **Each course participant must sign an NZAC disclosure form** which will inform the instructors and Course Director of any medical/dietary issues. It is important to inform the clients of the realistic risks involved in the activity.

#### ii. Environmental management

Cover points on environmental care code. In huts, lodges, recycle where possible.

#### iii. Content brief

Overview of course aims, check participant needs, disclose the plan for the day, expected weather, avalanche hazard.

#### iv. Equipment checked

All personal climbing and avalanche safety equipment brought by participants on an NZAC course is checked before its use and approved or rejected it. Check that participants have adequate gear & clothing for the weather conditions and for the skills they are about to learn.

### c. Pre-Field

#### i. Current knowledge of local snow stability

Use any Department of Conservation and avalanche.net advisories to gather relevant information. Talk with the ski patrol.

**ii. Weather data collected**

Talk with the ski patrol Use information from the internet, local paper, field observations, etc.

**iii. Transport & Car-pooling arranged**

Where possible try to minimise the numbers of vehicles travelling to the location. If transporting clients, an NZAC instructor must abide by all road rules, including having a valid driver's licence, holding a passenger vehicle licence if required, and ensuring that passengers fasten seat belts. The driver is responsible for the vehicle. The driver must check that the vehicle is roadworthy, e.g. the tyres are correctly inflated, and that it has a warrant of fitness, and is suitable for the terrain.

**iv. Emergency plan prepared**

See field injury & medical incident response, avalanche incident response & vehicle incident response.

**v. Procedures referred to / compliance checked**

Refer to Course Director & Instructor responsibilities

**vi. Laminated copy of Emergency Management Procedures for all instructors**

Ensure all instructors have a copy of this information.

**d. Field Phase****i. Daily morning weather observations**

Ensure that weather observations are collected and analysed each morning and evening. Complete the Weather Obs & avalanche evaluation form (Section 17)

**ii. Daily morning and evening stability assessment**

Ensure that avalanche information & observations are collected and analysed each morning and evening (Section 17).

Note: If any avalanche danger exists, then the Introduction to Alpine Climbing guidelines on terrain and avalanche danger must be followed.

**iii. Daily intentions left**

Ensure that daily intentions are left with a third party.

**iv. Confirmation of plans with ski patrol and others**

As a courtesy and for safety reasons if operating the course on a ski field let the ski patrol know your plans for the day. Who is the contact person? Review the trip plan with other instructors and participants.

**e. Post Course****i. Evaluations collected**

Evaluations to be reviewed by the Course Director and any actions required taken

**ii. Certificates issued**

If applicable Course Director should issue these

**iii. Gear returned - missing / damage notification**

Last updated 18.10.10

Ratified by CCM 17.10.10

Ensure the Section Gear Custodian knows about any damaged or lost equipment

**iv. Instructors debriefed**

Make time to debrief the course. What went well, what could be improved upon for the course in general and for each instructor. If there is pre-assessment check lists to be signed ensure that an assessor signs off the appropriate performance criteria.

**v. Medical information & risk disclosures destroyed\***

\* Medical information & risk disclosures do not need to be kept beyond the course unless an incident has occurred with a participant. Then copies of this documentation are to be forwarded to Instruction Committee along with incident report form.

**vi. Incident forms completed & lodged**

Any incident equal to or greater than 3 on severity scale or significant near miss must be reported to national office as soon as practical (Section 22 - Incident report). For incidents that cause serious harm, OSH must be notified within 24 hours (National office will report this to OSH)

**vii. Course reports completed and forwarded**

Course reports should be completed within two weeks. Please send to the Executive Officer and have a copy sent to the Instruction Committee.

**viii. Expense claims forms submitted to the Course Director**

Have all instructors complete an expense claim within a week, two weeks at most. Please send to the Course Director or National Office if applicable

**ix. The Instruction Committee informed of any issues**

The Course report should cover any problems that arose. Make sure the Instruction Committee understands the issues and that procedures are put in place to resolve the problem.

**f. Residential Accommodation**

The on-site manager will brief everyone on emergency procedures, or the Course Director must become familiar with the emergency procedures and must brief those in attendance

**g. Equipment**

All NZAC equipment must be routinely checked for condition and function (preferably before each course begins). Ropes should be checked before each use and a log maintained of that use after each course. All unserviceable equipment must not be used and the condition of this gear should be brought to the attention of the section equipment custodian. Equipment should be rolled over and replaced in accordance with current, accepted practice and manufacturers' recommendations.

## 12. Emergency Management Procedures

### a. Overview

The procedures for action to be undertaken by the Course Director in the event of an emergency are contained in this Section. An emergency for the purposes of this section may be defined as:

- i. Serious injury to a person, physical or mental
- ii. Fatalities
- iii. Any requirement for air evacuation
- iv. Substantial damage to property
- v. Severe negative impact on the NZAC image

This section outlines a guideline for NZAC instructors and assessors related to the management of various types of accidents or incidents. This includes:

- i. Field injury or medical emergency
- ii. Avalanche burial
- iii. Vehicle incident.

In general, NZAC assumes responsibility and co-ordinates all emergency and accident situations until relieved by the police, SAR, ambulance medics or locally responsible personnel, e.g. ski patrollers or alpine rescue team.

Professional conduct is essential in an emergency:

- i. Stay calm – it will help all involved
- ii. Only undertake tasks that are within your scope of knowledge and training

### b. Field Injury or Medical Emergency Response

#### i. Record

- (a) Time of incident
- (b) Name of instructor
- (c) Location of group
- (d) Current weather
- (e) Description of injury
- (f) Name of injured person
- (g) Evacuation by air to
- (h) Is assistance required

#### ii. Accident and evacuation procedures:

- (a) Secure scene – check for further hazards / use or relocate participants to a safe area
- (b) Contact the Course Director and advise of accident (type , severity , number involved)
- (c) Treat the victims to your skill level – prepare for transport
- (d) Fill out patient monitoring chart
- (e) Categorise injuries from below and decide on transport priority

#### iii. Minor: Cuts, bruises, minor abrasions, strains

Instructor should treat these on the spot and give the participants the choice of continuing their excursion or returning to base.

#### iv. Non-life threatening: Sprains, lacerations, minor fractures.

The instructor should:

- (a) Communicate with the Course Director re the injury
- (b) Treat the injury to the level of their resources
- (c) Give participants the choice of continuing or not
- (d) Arrange evacuation through the Course Director via the 111 system
- (e) Complete an accident report and submit it to the Course Director
- (f) Advise the Programme Manager as soon as is practicable

**v. Life threatening: complicated fractures, unconsciousness, head or spinal injuries.**

- (a) Communicate with the Course Director
- (b) Arrange immediate evacuation by telephoning 111
- (c) Complete incident forms, take witness statements
- (d) Do not disturb the scene if 'serious harm' has occurred – notify national office who will notify the appropriate third parties
- (e) De-brief all accidents
- (f) Follow up injured persons' status and condition with medical staff.

**vi. Communications**

- (a) Record and relay any messages

**vii. Contacts for assistance**

- (a) Executive Officer
- (b) President
- (c) 111 Backup support: Ambulance / Police

**viii. Follow up action**

- (a) Follow up as requested by the Course Director or the Programme Manager
- (b) Ensure that the remainder of the group is safe and kept warm and informed
- (c) Once the patient is evacuated, return to normal operations if possible.
- (d) Instruction Committee to follow up and investigate any incidents

## 13. Avalanche Response

Avalanche accidents are real emergencies and require significant support to manage. The Course Director and all instructors must establish as their first priority the location of any buried victims. After spending a minimum of 10 minutes locating the buried victims, backup for search and injury management must be initiated. As soon as is possible, the Executive Officer and the President must be contacted.

### a. Avalanche Accident & Response Procedures

#### i. Keep calm

- (a) Establish site command and establish if any of the participants or instructors are missing
- (b) Speak with witnesses and hold them on line until all the details below are obtained
- (c) Prepare a search plan with survivors
- (d) Assign a scribe to record communications and keep an accurate record of actions, personnel, timeline.
- (e) Conduct transceiver search and coarse probe

#### ii. Obtain and record situation details

- (a) Time
- (b) Location
- (c) Grid Reference
- (d) Current Weather
- (e) Course Director's Name
- (f) Accident Site Manager's Name
- (g) Evacuation Required? By Air, Vehicle?
- (h) Other Resources Required

#### iii. Call 111 with the above details after a preliminary search and ensure that they have the contacts below:

- (a) Give accident site phone numbers
- (b) Contact other instructors and local rescue personnel in the area with details
- (c) Ask the police to designate an air exclusion zone at the accident scene
- (d) Direct all media enquiries to the NZAC national office
- (e) Record details of injured participants or instructors on NZAC incident form and pass details onto 111 as soon as possible
- (f) Site secured by Accident Site manager at
- (g) Contact NZAC staff:
  - (i) Executive Officer
  - (ii) President

#### iv. Follow up action

- (a) Record times and details of all communications.
- (b) Write down all times, names and numbers of all rescue personnel, instructors / assessors and participants on the scene.

## 14. Avalanche Rescue Notes – instructor field prompt card

### a. Instructor on the scene

- i. Count group and determine how many are missing
- ii. Assess further 'Danger' to group / assess group ability (use them as assistants or place them in a safe location)
- iii. Communicate with Course Manager via radio or mobile phone - give accurate location
- iv. Conduct visual search and determine likely burial areas - last seen point, terrain traps, surface clues
- v. All transceivers to receive
- vi. Conduct transceiver search with probe and continue visual surface search
- vii. Check all clues by spot probing / pulling / listening / marking their location
- viii. Use participants to check clues, dig, spot probe, and transceiver search if applicable
- ix. Keep searching until relieved

### b. Extracting victims

- i. Leave probe in place
- ii. Dig in from the side
- iii. Uncover head and chest and administer first aid – assign care giver from group and move on if there are multiple burials
- iv. Check for injuries / insulate / move only if necessary / begin patient monitoring

### c. Instructors responding

- i. Ensure safety of own participants first
- ii. Wait for instructions from site commander
- iii. Consider access options – initial rescuers' safety
- iv. Get update on search / instructions from rescuers on the scene

### d. Course Director / Accident Site Commander

- i. Ensure safety of own participants first
- ii. Get update on search / instructions from rescuers on the scene
- iii. Overview site and review rescue effort if required – communication chain requirements
- iv. Request outside assistance and determine more resources – personnel / dogs / equipment
- v. Draw a map of the site and record search details – count the persons on site
- vi. Evacuation of participants:
  - (a) Are medical persons in groups?
  - (b) Are evacuees names recorded?
- vii. Determine landing areas for aircraft
- viii. Continue transceiver searches and spot probing
- ix. Prevent site contamination
- x. Consider care of injured and treatment site / medical persons in groups
- xi. 3-step probe likely burial areas only after multiple transceiver searches
- xii. Relieve tired rescuers – appoint scribe to record communications if possible
- xiii. Consider staging area / other rescuers / rescue caches / police
- xiv. Enforce any police flight restriction
- xv. Secure operations: account for all personnel (guests and rescuers)
- xvi. Stand operation down

## 15. Vehicle Incident Response

- i. Secure scene – prevent situation from getting worse (evacuate vehicle / move participants away / fuel leaks and risk of fire / close road off or signal to other vehicles using bystanders)
- ii. Establish the number of persons involved / injuries
- iii. Treat injured after triaging / keep other uninjured participants secure
- iv. Call 111 for ambulance and fire services
- v. If another vehicle is involved, do not discuss liability at that point
- vi. Obtain driver's name, licence number, registration, and insurance company.
- vii. Contact the Course Director and the Executive Officer

## 16. Course Director's Checklist Example

Task or action to be Undertaken	Checked	Comments
<b>Pre-course admin</b>		
Course approval gained		
Venue, e.g. ski area, booked or notified		
Accommodation booked		
Food / catering arranged		
Course instructions / info sent out		
Medical information collected		
<b>Participant brief</b>		
Personal & risk disclosure forms completed		
Environmental management brief		
Risk disclosure		
Content brief		
Equipment check, e.g. crampons		
<b>Pre-field</b>		
Current knowledge of local snow stability		
Weather data collected		
Efficient car-pooling arranged		
Emergency plan prepared		
SOPs referred to / compliance checked		
Laminated copy of Emergency Management Procedures for all instructors		
<b>Field phase</b>		
Daily morning weather observations		
Daily morning and evening stability assessment		
Daily intentions left		
Confirmation of plans with ski patrol and others		
<b>Post-course</b>		
Evaluations collected and forwarded		
Certificates issued		
Gear returned - missing / damage notification		
Instructors debriefed		
Medical info & disclosures destroyed (unless incident has occurred)		
Incident forms completed & lodged		
Course reports completed and forwarded		
Claims forms forwarded to the relevant person		
The National Office informed of any issues		

## 17. Weather Observations & Avalanche Evaluation Form Example

<b>Weather Observations and Avalanche Evaluation</b>							
Date _____ Time _____ Instructor _____							
Location _____ Elevation _____							
<b>Weather observations</b>							
Sky	Temp	Wind Dir	Wind Speed	Barometer	Trend	Precip type	Precip rate
<b>Avalanche danger rating</b>							
Low		Moderate		High		Extreme	
<b>Hazard evaluation</b>							
<b>Weather forecast</b>							
<b>Hazard forecast</b>							
<b>Plan for the day</b>							
<b>Factors to consider</b>							
<ol style="list-style-type: none"> <li>1. Am I in avalanche terrain?</li> <li>2. Could the snow avalanche?</li> <li>3. What are the consequences?</li> <li>4. Are the conditions getting worse?</li> </ol>							

## 18. Course Enrolment & Disclosure Form Example

	<p><b>NZAC Wellington Section</b>  <b>ALPINE INSTRUCTION COURSE</b>  <b>STUDENT REGISTRATION 2009</b>  <b>PO Box 1628, Wellington</b>  <b>Email: AIC@nzalpine.wellington.net.nz</b></p>	<p><i>The New Zealand Alpine Club is a non-profit, voluntary organisation that runs rock and alpine instruction courses and other activities, to foster safety and enjoyment in natural areas. The Wellington Section of the NZAC is proud of its good safety record and is committed to providing you with the best possible experience on your course - in the safest possible environments, at an appropriate cost.</i></p>
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MY CONTACT DETAILS					
Full Name:	* [REDACTED]				
Date of Birth:	01-01-2009	Gender:	Female		
Mailing Address:	[REDACTED]				
Contact N <sup>o</sup> .s	Home:	*	Mobile:	*	
	Work:	*	Email:	*	

MY EMERGENCY CONTACT PERSON <i>(Yes I have told them I'm doing the course)</i>					
Full Name:	[REDACTED]				
Relationship:	[REDACTED]				
Residential Address:	[REDACTED]				
Contact N <sup>o</sup> .s	Home:		Mobile:		
	Work:		Email:		

WHAT I HOPE TO GAIN FROM THIS COURSE
[REDACTED]

MY CLIMBING, TRAMPING OR OTHER RELATED EXPERIENCE
[REDACTED]

ARE THERE ANY MEDICAL CONDITIONS WE SHOULD KNOW ABOUT?
<i>(e.g. Allergies, Medications, Medical conditions, Physical problems). It is important that you discuss these with your instructor and fellow students if necessary.</i>
[REDACTED]

MY FOOD PREFERENCES
[REDACTED]

*The following information will help us to match you with fellow students and an instructor.*

HOW DO YOU RATE YOUR LEVEL OF FITNESS? <i>(Tick one, 1 low, 10 high)</i>									
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>
Low			Average				Very Fit!		

HOW WOULD YOU RATE YOUR ENTHUSIASM FOR OUTDOOR ACTIVITY? <i>(Tick one, 1 low, 10 high)</i>									
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>
Like to take it easy			Keen to be pushed a bit				Full On!		

MY CLIMBING EXPERIENCE IS JUDGED AT: <i>(Tick one, 1 low, 10 high)</i>									
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>
Climbed Mt Kaukau once		Some Tramping			Some Rock Climbing		Some Alpine Climbing		

<b>DO YOU HAVE A PREFERENCE FOR A STUDENT PARTNER?</b> (For example, male or female, or you could name a particular person you want to do the course with)	
Male/Female:	Don't Care
Name:	

<b>DO YOU HAVE A PREFERENCE FOR AN INSTRUCTOR?</b> (For example, male or female, or you could name a particular person you want to do the course with)	
Male/Female:	Don't Care
Name:	

\* Personal Profile for other to see and will be published in the Student Handbook. If you can, please attach a passport type (Digital) photo.

Do you have any special skills that we might find useful during the running of the course. Like: "I'm qualified sports massage therapist", or "I have an extensive Pinot collection"

<b>COURSE PAYMENT</b>
Your course fee of <b>\$899.00</b> includes transport, accommodation, food, and course text, and some gear usage. By registering for this course you have committed to the full cost of the course. Any refunds are at the discretion of the Instruction Committee.
The deposit of <b>\$300.00</b> is to be made as soon as possible to secure your place on the waiting list.
The second Payment of <b>\$300.00</b> is to be made prior to the first mountain weekend.
The final payment of <b>\$299.00</b> to be made on the second mountain weekend.
Payment can be by Cheque, Cash or Electronic Funds Transfer.
Bank Details: Wellington Section NZAC A/C: <b>01-0505-0688816-00</b> Particulars: <b>AIC2009</b> Code: <b>Deposit</b> Reference: <b>Jo Alpinist (your Name)</b>

<b>NZAC MEMBERSHIP</b>
To attend the course you are required to be a member of the NZ Alpine Club.
NZAC Membership: <input type="checkbox"/> I'm a paid up member <input type="checkbox"/>

<b>DECLARATION and CONSENTS</b>
I know that the natural environment and climbing activities can involve risks. While recognising that the course organisers and instructors are doing their best to manage these risks, and agreeing to accept their direction whenever required, I accept personal responsibility for my own actions and safety.
I give permission for Wellington Section of NZAC to circulate my details marked with a * to other students and instructors participating in the course.
I give consent to have my name and email address forwarded to the course sponsors.
Signed: _____ Date: 01-05-2009
<i>This must also be signed by a parent / guardian if the applicant is under 18 years of age.</i>

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<b>Receipt (to be completed by a course official)</b>
I acknowledge that I have received the registration for the Wellington Section of the New Zealand Alpine Club Alpine Instruction Course.
Applicant Name: _____
Deposit Received: \$ _____
Signed: _____ Date: 01-01-2009

## 19. Gear List Example

### a. Participants/Instructors Example

- 1+ Fleece layer
- 3 pr Thermal socks (minimum)
- 1 Waterproof jacket and pants
- 1 pr Gaiters
- 2 pr Gloves
- 1 Sun glasses
- 1 pr Goggles (or spare sun glasses)
- 1 Warm Hat
- 1 pr Mountain Boots
- 1 Ice Axe
- 1 pr Crampons (Make sure they fit and match boots; should have anti ball plates)
- Helmet
- Transceiver (usually provided by NZAC)
- Probe (usually provided by NZAC)
- Shovel, light weight (usually provided by NZAC)
- Sun block and lip block
- Personal medication
- 1st Aid (sometimes provided)
- Map
- Compass
- Torch / Headlamp (Spare batteries)
- Snacks
- Thermos (optional)
- 1.5l min Drink system / Bottle
- Multi-tool (or pocket knife if not available)
- Watch
- Hut clothes
- Sleeping bag
- Toiletries
- Pack & pack liner
- Food
- Drinks
- Camera (optional)
- 1 ea Pencil / Pen / Paper
- Climbing harness,
- 2 screw gate
- 2 standard karabiners and
- belay device (e.g. ATC),
- 1 short and 1 long prussik.

### b. Instructor Equipment – Additional\*

- Alpine instructors must fit anti-balling plates to their crampons.
- Closed cell foam (snow foam) or similar
- Emergency shelter (bivvy bag or similar)
- Rescue rope
- Spare hat

- Spare gloves
- Spare goggles or sunglasses
- Spare thermals
- Down jacket
- Thermos
- Map, compass, altimeter (GPS if available)
- Torch or headlamp
- Multi -tool / spares kit
- 1st Aid kit
- Communications – portable & able to summon help immediately

**c. Recommended minimum first aid kit**

- Crepe bandage x 1
- Triangular bandage x 1
- Non-stick dressing x 5
- Elastoplast 50mm x 300mm
- Steri-strips x 1 packet
- Strapping tape x 1 roll
- Alco / Betadine wipes x 5
- Resusci-mask x 1
- Surgical glove x 1pair
- Panadol x 10
- Disprin x 10
- Anti-histamine tabs x 10
- Boiled sweets x 5
- Safety pins x 2
- Tampons x 2
- Ziploc bags

## 20. Risk Assessment & Management Form Example

	<h3>New Zealand Alpine Club Nelson - Marlborough Section</h3> <h4>Risk Management Plan</h4>
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<b>For:</b>	BSCC	<b>At:</b>	Rainbow Ski Area, St Arnaud
<b>During:</b>	21 – 23 July 2006		

RISKS			
1.	<b>Loss of life</b>	4.	<b>Equipment/clothing damage or loss</b>
2.	<b>Physical injury</b>	5.	<b>Financial loss</b>
3.	<b>Psychological/emotional injury</b>	6.	<b>Damage to NZAC / Section reputation</b>

RISK MANAGEMENT PLAN		
	Causal Factors	Risk Reduction Strategies
<b>People</b> (Cl (Skills, attitudes, fitness, experience)	<ul style="list-style-type: none"> <li>• Poor course planning &amp; management</li> <li>• Poor instruction</li> <li>• Not enough instructors</li> <li>• Poor communications</li> <li>• Fatigue</li> <li>• Ill-health</li> <li>• Lack of fitness</li> <li>• Incompatible student/instructors</li> <li>• Inability to cope with individual variations</li> <li>• Over-confidence</li> <li>• Lack of confidence</li> <li>• Hypothermia</li> <li>• Dehydration</li> <li>• Getting lost</li> <li>• Bad site selection</li> </ul>	<ul style="list-style-type: none"> <li>• Select, train and encourage good instructors</li> <li>• Instructors to meet skill, qualification and experience criteria</li> <li>• Section to subsidise instructor training</li> <li>• Good group management structure to be maintained throughout the course</li> <li>• Define responsibilities</li> <li>• Maintain 1:3-4 instructor student ratio</li> <li>• Promote carriage of mobile phones (and radios) and advise a clear communications plan</li> <li>• Instructors to monitor students clothing, equipment, hydration and general condition</li> <li>• Enable changes of student/instructor allocation if necessary</li> <li>• Appropriate learning progression for all</li> <li>• Ensure good site selection</li> <li>• Instructors to have current first aid certificate</li> <li>• Instructors to carry first aid kits, extra clothing, water and emergency gear</li> </ul>
	<ul style="list-style-type: none"> <li>• Unsafe club gear (harnesses, helmets, ropes)</li> <li>• Not wearing/carrying suitable clothing or equipment</li> <li>• Not carrying map and compass</li> <li>• No means of communication</li> <li>• Crampon failure</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and log club gear</li> <li>• Check and monitor student gear</li> <li>• Adhere to communications plan</li> <li>• Instructors to carry gear as per course handbook</li> <li>• Helmets to be worn outside</li> <li>• Appropriate site selection</li> </ul>

<b>Environment</b> (Weather, terrain, water, season etc)	<ul style="list-style-type: none"> <li>• Bad weather</li> <li>• Avalanche</li> <li>• Unsuitable site for activity/skill level</li> <li>• Rock fall</li> <li>• Sunburn; heat exhaustion, hypothermia</li> </ul>	<ul style="list-style-type: none"> <li>• Check and update weather forecast</li> <li>• Get avalanche report</li> <li>• Monitor and avoid questionable slopes</li> <li>• Train people to use transceivers</li> <li>• Select appropriate sites (run-out, snow conditions, angle, distance from hut)</li> <li>• Be familiar with the area</li> <li>• Report course presence to ski patrol</li> </ul>
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CRISIS MANAGEMENT STRATEGY		
Identified Risk	Emergency Procedures	Gear Required
Personal physical injury / death	<ul style="list-style-type: none"> <li>• Apply First Aid in the field</li> <li>• Evacuate if required</li> <li>• Appropriate group management following event (stress, trauma, group needs), allocate responsibilities</li> <li>• Instructors to carry First Aid kits and have current First Aid training</li> <li>• Raise alarm to ski patrol / Emergency services</li> <li>• Alert Club media contact (see below)</li> </ul>	<ul style="list-style-type: none"> <li>• First Aid kit</li> <li>• Sleeping mat</li> <li>• Bivvy bag</li> <li>• Torch</li> <li>• Water</li> </ul>
Psychological or emotional injury	<ul style="list-style-type: none"> <li>• Coordinator to assess</li> <li>• Remove / separate from cause</li> <li>• Rebuild confidence /self-esteem</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
Damage to Section or Club reputation; media interest	<ul style="list-style-type: none"> <li>• One spokesperson for all media or agency enquiries (course coordinator, plus backup)</li> <li>• Contact NZAC CEO (Ollie) at HQ 03 377 7595 / 027 3339252</li> <li>• Please use nominated press contacts (section or national) and make no initial comment to the press.</li> <li>• No names until NOK informed</li> </ul>	<ul style="list-style-type: none"> <li>• Ready access to course material, course details, planning etc</li> </ul>

ACTIVITY STANDARDS	
<b>Applicable National and Industry Standards</b>	
<ul style="list-style-type: none"> <li>• NZOIA and NZMSC syllabi for Alpine 1 instructor Awards</li> <li>• NZAC National Instruction Subcommittee policies and guidelines</li> <li>• Ability to meet legal "Duty of Care"</li> </ul>	
<b>NZAC Policies and Guidelines</b>	
<ul style="list-style-type: none"> <li>• All participants to be members of the NZAC</li> </ul>	
<b>Minimum skills and experience required by staff</b>	
<ul style="list-style-type: none"> <li>• Current First Aid qualification</li> <li>• Previous experience as instructor</li> <li>• Attendance at pre-course instruction briefing</li> </ul>	
<b>Instructor: Student Ratio</b>	<b>Attached:</b>
1:3	

<b>Approval?</b>	Yes	No
<b>Comments</b>		

## 21. Risk Assessment & Management Template Example

	<h3 style="margin: 0;">New Zealand Alpine Club XXX - Section</h3> <p style="margin: 10px 0 0 0;">Risk Management Plan</p>
---	---

<b>For:</b>		<b>At:</b>	
<b>During:</b>			

RISKS			
1.		4.	
2.		5.	
3.		6.	

RISK MANAGEMENT PLAN		
	Causal Factors	Risk Reduction Strategies
<b>People</b> (Skills, attitudes, fitness, experience)		
<b>Equipment</b> (Clothing, shelter, activity gear, transport etc)		
<b>Environment</b> (Weather, terrain, water, season etc)		

Last updated 18.10.10

Ratified by CCM 17.10.10

<b>CRISIS MANAGEMENT STRATEGY</b>		
<b>Identified Risk</b>	<b>Emergency Procedures</b>	<b>Gear Required</b>

<b>ACTIVITY STANDARDS</b>	
<b>Applicable National and Industry Standards</b>	
<b>NZAC Policies and Guidelines</b>	
<b>Minimum skills and experience required by staff</b>	
<b>Instructor: Student Ratio</b>	<b>Attached:</b>

<b>Approval?</b>	Yes	No
<b>Comments</b>		

## 22. Accident Incident Reporting Template Example

### Outdoor Education/Recreation Incident Report

Notes: Fields marked in red with \* are compulsory fields.

Please ✓ as applicable in fields below.

<b>1. General Incident Information</b>		Incident report # (from database) _____
Severity rating*: actual* ___ potential* ___ (see severity scale)		Region*: Eg. Southland, Taranaki
Location of incident* (Name of: river, track, rock climb, etc.)		
Grid reference:	Date of incident*:	Time* (24 hr, e.g. 2pm = 1400) : .....
<b>Incident type*</b> <input type="checkbox"/> Injury <input type="checkbox"/> Illness <input type="checkbox"/> Psychological/emotional <input type="checkbox"/> Equipment loss/damage <input type="checkbox"/> Fatality <input type="checkbox"/> Missing/overdue <input type="checkbox"/> Near Miss	<b>Weather at time of incident*</b> Fine <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Wet Hot <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Cold Calm <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Windy	<b>Communications used</b> <input type="checkbox"/> Mountain radio <input type="checkbox"/> Flare <input type="checkbox"/> VHF radio <input type="checkbox"/> Locator beacon <input type="checkbox"/> Mobile phone <input type="checkbox"/> Messenger (person) <input type="checkbox"/> Satellite phone <input type="checkbox"/> n/a <input type="checkbox"/> Avalanche transceiver <input type="checkbox"/> Other _____
No. of people involved* _____		Is this a lost day case?*
		<input type="checkbox"/> Yes <input type="checkbox"/> No # days lost _____

### 2. Information on person/s involved in incident. (Complete for each person. More names? Add to a separate sheet)

First name: _____ Last name: _____ Age*: _____ Gender*: M F Ethnicity*: <input type="checkbox"/> NZ <input type="checkbox"/> Maori <input type="checkbox"/> Pacific Is. <input type="checkbox"/> Asian <input type="checkbox"/> Other _____ <input type="checkbox"/> Unknown Evacuation Method*: <input type="checkbox"/> Walked out <input type="checkbox"/> Stretcher <input type="checkbox"/> Vehicle <input type="checkbox"/> Helicopter <input type="checkbox"/> Boat <input type="checkbox"/> n/a Injury type*      Illness type* <input type="checkbox"/> Burn <input type="checkbox"/> Abdominal problem <input type="checkbox"/> Blister <input type="checkbox"/> Allergic reaction <input type="checkbox"/> Bruise <input type="checkbox"/> Altitude illness <input type="checkbox"/> Concussion <input type="checkbox"/> Asthma <input type="checkbox"/> Eye injury <input type="checkbox"/> Chest pain <input type="checkbox"/> Dislocation <input type="checkbox"/> Diarrhoea <input type="checkbox"/> Dental <input type="checkbox"/> Eye infection <input type="checkbox"/> Frostbite <input type="checkbox"/> Food poisoning <input type="checkbox"/> Fracture <input type="checkbox"/> Hypothermia <input type="checkbox"/> Head injury <input type="checkbox"/> Heat stroke <input type="checkbox"/> Laceration/cuts <input type="checkbox"/> Menstrual <input type="checkbox"/> Muscle strain <input type="checkbox"/> Non-specific fever <input type="checkbox"/> Near drowning <input type="checkbox"/> Skin infection <input type="checkbox"/> Punctures <input type="checkbox"/> Respiratory <input type="checkbox"/> Skin abrasions <input type="checkbox"/> Urinary tract infection <input type="checkbox"/> Sprain <input type="checkbox"/> Other _____ <input type="checkbox"/> Sunburn <input type="checkbox"/> Tendonitis <input type="checkbox"/> Psychological <input type="checkbox"/> Other _____	First name: _____ Last name: _____ Age*: _____ Gender*: M F Ethnicity*: <input type="checkbox"/> NZ <input type="checkbox"/> Maori <input type="checkbox"/> Pacific Is. <input type="checkbox"/> Asian <input type="checkbox"/> Other _____ <input type="checkbox"/> Unknown Evacuation Method*: <input type="checkbox"/> Walked out <input type="checkbox"/> Stretcher <input type="checkbox"/> Vehicle <input type="checkbox"/> Helicopter <input type="checkbox"/> Boat <input type="checkbox"/> n/a Injury type*      Illness type* <input type="checkbox"/> Burn <input type="checkbox"/> Abdominal problem <input type="checkbox"/> Blister <input type="checkbox"/> Allergic reaction <input type="checkbox"/> Bruise <input type="checkbox"/> Altitude illness <input type="checkbox"/> Concussion <input type="checkbox"/> Asthma <input type="checkbox"/> Eye injury <input type="checkbox"/> Chest pain <input type="checkbox"/> Dislocation <input type="checkbox"/> Diarrhoea <input type="checkbox"/> Dental <input type="checkbox"/> Eye infection <input type="checkbox"/> Frostbite <input type="checkbox"/> Food poisoning <input type="checkbox"/> Fracture <input type="checkbox"/> Hypothermia <input type="checkbox"/> Head injury <input type="checkbox"/> Heat stroke <input type="checkbox"/> Laceration/cuts <input type="checkbox"/> Menstrual <input type="checkbox"/> Muscle strain <input type="checkbox"/> Non-specific fever <input type="checkbox"/> Near drowning <input type="checkbox"/> Skin infection <input type="checkbox"/> Punctures <input type="checkbox"/> Respiratory <input type="checkbox"/> Skin abrasions <input type="checkbox"/> Urinary tract infection <input type="checkbox"/> Sprain <input type="checkbox"/> Other _____ <input type="checkbox"/> Sunburn <input type="checkbox"/> Tendonitis <input type="checkbox"/> Psychological <input type="checkbox"/> Other _____	First name: _____ Last name: _____ Age*: _____ Gender*: M F Ethnicity*: <input type="checkbox"/> NZ <input type="checkbox"/> Maori <input type="checkbox"/> Pacific Is. <input type="checkbox"/> Asian <input type="checkbox"/> Other _____ <input type="checkbox"/> Unknown Evacuation Method*: <input type="checkbox"/> Walked out <input type="checkbox"/> Stretcher <input type="checkbox"/> Vehicle <input type="checkbox"/> Helicopter <input type="checkbox"/> Boat <input type="checkbox"/> n/a Injury type*      Illness type* <input type="checkbox"/> Burn <input type="checkbox"/> Abdominal problem <input type="checkbox"/> Blister <input type="checkbox"/> Allergic reaction <input type="checkbox"/> Bruise <input type="checkbox"/> Altitude illness <input type="checkbox"/> Concussion <input type="checkbox"/> Asthma <input type="checkbox"/> Eye injury <input type="checkbox"/> Chest pain <input type="checkbox"/> Dislocation <input type="checkbox"/> Diarrhoea <input type="checkbox"/> Dental <input type="checkbox"/> Eye infection <input type="checkbox"/> Frostbite <input type="checkbox"/> Food poisoning <input type="checkbox"/> Fracture <input type="checkbox"/> Hypothermia <input type="checkbox"/> Head injury <input type="checkbox"/> Heat stroke <input type="checkbox"/> Laceration/cuts <input type="checkbox"/> Menstrual <input type="checkbox"/> Muscle strain <input type="checkbox"/> Non-specific fever <input type="checkbox"/> Near drowning <input type="checkbox"/> Skin infection <input type="checkbox"/> Punctures <input type="checkbox"/> Respiratory <input type="checkbox"/> Skin abrasions <input type="checkbox"/> Urinary tract infection <input type="checkbox"/> Sprain <input type="checkbox"/> Other _____ <input type="checkbox"/> Sunburn <input type="checkbox"/> Tendonitis <input type="checkbox"/> Psychological <input type="checkbox"/> Other _____
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### 3. Activity Information

Activity* (Choose the most appropriate activity the person was engaged in at time of incident)		
<input type="checkbox"/> Abseiling <input type="checkbox"/> Bungee Jumping <input type="checkbox"/> Camping <input type="checkbox"/> Canoeing <input type="checkbox"/> Caving <input type="checkbox"/> Community service <input type="checkbox"/> Cooking <input type="checkbox"/> Cycling <input type="checkbox"/> Field trip: (specify) _____ <input type="checkbox"/> Fishing	<input type="checkbox"/> Free time <input type="checkbox"/> Horse riding <input type="checkbox"/> Hunting <input type="checkbox"/> Initiatives <input type="checkbox"/> Kayaking <input type="checkbox"/> Land yachting <input type="checkbox"/> Mountain biking <input type="checkbox"/> Mountaineering <input type="checkbox"/> Multisport/adventure racing <input type="checkbox"/> Orienteering/Rogaining	<input type="checkbox"/> Rafting <input type="checkbox"/> River crossing <input type="checkbox"/> Rock climbing <input type="checkbox"/> Ropes <input type="checkbox"/> Sailing <input type="checkbox"/> Sea kayaking <input type="checkbox"/> Skiing <input type="checkbox"/> Snowboarding <input type="checkbox"/> Snow caving <input type="checkbox"/> Snorkelling
		<input type="checkbox"/> Solo <input type="checkbox"/> Surfing <input type="checkbox"/> Swimming <input type="checkbox"/> Tramping <input type="checkbox"/> Transportation <input type="checkbox"/> Tubing <input type="checkbox"/> Windsurfing <input type="checkbox"/> Waterskiing <input type="checkbox"/> Other _____

<b>Activity Duration*</b> _____ Hours e.g. 3 1/2 days = 84 hours	<b>Number of people involved*</b> _____ Participants e.g. students _____ Volunteer helpers e.g. parent help _____ Qualified instructors _____ Supervisors e.g. teachers, youth leaders	Was this an EOTC incident? YES NO Curriculum area (schools only) <input type="checkbox"/> English <input type="checkbox"/> Technology <input type="checkbox"/> Languages <input type="checkbox"/> Social Sciences <input type="checkbox"/> Mathematics <input type="checkbox"/> Arts <input type="checkbox"/> Science <input type="checkbox"/> Health & PE
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**4. Activity Leader** (Choose leader most in charge of the group that had the incident)

<b>Was there a leader*?</b> YES NO UNKNOWN (If no, or unknown, go to 5.)			
First name: _____ Last name: _____		<b>Does the activity leader have relevant activity qualifications*?</b> YES NO UNKNOWN <b>Leader's experience level*:</b> 1 2 3 4 5 6 UNKNOWN (1= Inexperienced, - 6 = Highly experienced)	
<b>Age*:</b> _____ UNKNOWN	<b>Gender*:</b> M F UNKNOWN		

**5. Equipment involved in incident**

Vehicles, property, gear, equipment damaged, equipment lost, etc.

.....

.....

.....

**6. Narrative** (general description of incident - what, where, how)

.....

.....

.....

.....

.....

.....

**7. Causal Factors**

People*	Equipment*	Environment*
<b>Activity Leader/s</b> <input type="checkbox"/> Inadequate physical condition <input type="checkbox"/> Inadequate mental condition <input type="checkbox"/> Inadequate emotional condition <input type="checkbox"/> Inadequate health – hygiene or medical <input type="checkbox"/> Pre-existing condition <input type="checkbox"/> Judgement error <input type="checkbox"/> Inadequate supervision <input type="checkbox"/> Inadequate training/experience <input type="checkbox"/> Failure to follow policies <input type="checkbox"/> Improper motivation <input type="checkbox"/> Other _____ <input type="checkbox"/> n/a	<b>Participant/s</b> <input type="checkbox"/> Inadequate physical condition <input type="checkbox"/> Inadequate mental condition <input type="checkbox"/> Inadequate emotional condition <input type="checkbox"/> Inadequate health – hygiene or medical <input type="checkbox"/> Pre-existing condition <input type="checkbox"/> Judgement error <input type="checkbox"/> Inadequate supervision <input type="checkbox"/> Inadequate training/experience <input type="checkbox"/> Failure to follow policies <input type="checkbox"/> Improper motivation <input type="checkbox"/> Other _____ <input type="checkbox"/> n/a	<input type="checkbox"/> No equipment <input type="checkbox"/> Wrong equipment <input type="checkbox"/> Faulty equipment <input type="checkbox"/> Inadequate design <input type="checkbox"/> Other _____ <input type="checkbox"/> n/a  <input type="checkbox"/> Adverse weather <input type="checkbox"/> Inadequate visibility/dark <input type="checkbox"/> Terrain <input type="checkbox"/> Water <input type="checkbox"/> Animal/insect/plant <input type="checkbox"/> Other _____ <input type="checkbox"/> n/a
Explain in detail what you think caused the incident. Include any suggestions, observations or recommendations regarding the incident. ..... ..... ..... ..... ..... .....		

Hand form into your organisation's administrator for input to the National Incident Database – Thank you.  
 For further copies go to [www.incidentreport.org.nz](http://www.incidentreport.org.nz)

## 23. Incident Severity Scale Example

Incident Severity Scale							
SEVERITY RANKING	IMPACT ON PARTICIPATION	INJURY	ILLNESS	SOCIAL/ PSYCHOLOGICAL DAMAGE	SEVERITY RANKING	EQUIPMENT DAMAGE	ENVIRONMENTAL DAMAGE
1	<b>MINOR/SHORT TERM IMPACT</b> on individual/s that doesn't have large effect on	Splinters, insect bites, stings	Minor irritant	Temporary stress or embarrassment	1	Minor cost	Littering
2		Sunburn, scrapes, bruises, minor cuts	Minor cold, infection, mild allergy	Temporary stress or embarrassment with peers	2	>\$50	Minor damage to environment that will quickly recover
<i>Severity scale 3 &amp; above to be recorded on National Incident Database</i>							
3	participation in activity /programme.	Blisters, minor sprain, minor dislocation Cold/heat stress	Minor asthma, cold, upset stomach, etc	Stressed. Beyond comfort level. Shown up in front of group.	3	>\$100	Scorched campsite, plant damage
4	<b>MEDIUM IMPACT</b> on individual/s that may prevent participation in the activity / programme for a day or two.	Lacerations, frostnip, minor burns, mild concussion mild hypo/ hyperthermia	Mild flu, migraine	Stressed, wants to leave activity, a lot of work to bring back in.	4	>\$500	Burnt shrubs, cut live branches, washed group dishes in stream, etc
5		Sprains & hyper-extensions, minor fracture	Flu, food/hygiene related diarrhoea/ vomiting	Distressed, freezes on activity, requires 'emotional rescue', does not want to participate again.	5	>\$2,000	Walked through sensitive ecological area destroying some plant life, toileting close to water course
<i>Any workplace incidents at grade 6 and above need to be reported to Dept of Labour.</i>							
6	<b>MAJOR IMPACT</b> on individual/s that means they cannot continue with large parts of the activity/ trip/ programme.	Hospital stay < 12 hours fractures, dislocations, frostbite, major burn, concussion, surgery, breathing difficulties moderate hypo/ hyperthermia	Medical treatment required, hospital stay < 12 hours eg., serious asthma attack, serious infection, anaphylactic reaction	Very distressed, leaves activity and requires on site counselling, unwilling to participate in activity ever again.	6	>\$8,000	Destroyed/ killed some example of flora/fauna
7		Hospital stay > 12 hours eg, arterial bleeding, severe hypo/ hyperthermia, loss of consciousness	Hospital stay > 12 hours eg, infection or illness causing loss of consciousness, serious medical emergency	Therapy/ counselling required by professional	7	>\$20,000	Killed, destroyed or polluted small area of environment
8	<b>LIFE CHANGING</b> effect on individual/s or death.	Major injury requiring hospitalisation e.g., Spinal damage, head injury	Major illness requiring hospitalisation e.g., heart attack	Long term counselling/ therapy required after incident	8	>\$50,000	Killed example of protected species
9		Single death	Single death	Post-traumatic stress disorder, changed profession because of incident,	9	>\$250,000	Fire or pollution etc resulting in area of wilderness being destroyed
10		Multiple fatality	Multiple fatality	Suicide because of incident	10	>\$1,000,000	Major fire or pollution causing serious loss of environment or life

Davidson, 2005. Incident Severity Scale. Adapted and expanded from the Accident Frequency Severity Chart (Priest, 1996).

## 24. Risk Management Implementation Checklist

The following checklist is designed to assist you in implementing this framework. Much of the work you may already be doing within your section will be relevant and assist you greatly in implementing it. Extra help is available through the Instruction Committee, on the website in the instruction section and from other experienced and knowledgeable people in the club.

Tasks or Actions to Complete	Checked	Comments
Appoint an instruction officer or course director within your section who will take charge of the management of your programme.		
Read through this framework thoroughly and create an action plan for implementation.		
Ensure that you establish a programme to fit within the clubs review and bench-marking process that is outlined in Section 4.		
Develop documentation based on what is listed in Section 5 a, b, and c of this framework which contains the policies and procedures that you should have in place for your instruction programme.		
When developing a course syllabus Section 6 of this framework has a guide for Introduction to Alpine Climbing and Introduction to Rock Climbing. Going outside of the scope of these should only occur when qualified instructors are to be used. (See details in Section 6).		
Use Sections 7 & 8 as a guide to the responsibilities of your Course Director and all your instructors. A checklist for the Course Director is also contained in Section 16.		
Section 10 outlines the clubs policies for instruction ratios, terrain selection and avalanche assessment. These should be integral in your instruction programme documentation.		
Section 11 outlines Course Director guidelines to use as a basis for managing your course.		
Section 12, 13, 14, and 15 outline guidelines for responding to emergency situations of a serious and non-serious nature including dealing with an avalanche event. Appropriate documentation should exist for these situations.		
Weather and snow conditions should be recorded during alpine courses on a form such as that listed in Section 17.		
All participants on courses should complete a registration and risk disclosure form such as the one in Section 18.		
A suggested equipment list for Alpine courses is contained in section 19 for participants and instructors.		
Section 20 contains an example of a Risk Assessment and Management template as an example. Section 21 contains a blank form. These should be completed prior to all instruction courses.		
Section 22 contains an example template for recording any incidents and/or accidents on instruction courses. A system for rating the severity of these is contained in section 23. These should be lodged with the National Office and an appropriate investigation conducted. These incidents should be submitted for recording on the national incident database by the club.		
All courses must be signed off by the Instruction Committee prior to implementation. In the first instance, Course Directors should seek approval for their course(s) from the NZAC Executive Officer and/or NZAC Instruction Convenor.		

## 25. Risk Management Document Library

The clubs risk management document library contains templates and examples for club instruction officers to use to help implement this framework. They include tools for planning, delivery, and review of instruction activities. It is expected that these or similar documents be used by officers for all instruction activities. This is held on the NZAC Website in a secure place and has examples from sections around the country that have been made available for your use.

<http://alpineclub.org.nz/club/members-only>

### a. Relevant Links

- i. NZ Mountain Safety Council; [www.mountainsafety.org.nz](http://www.mountainsafety.org.nz)
- ii. NZ Mountain Guides Association; [www.nzmga.org.nz](http://www.nzmga.org.nz)
- iii. NZ Outdoor Instructors Association; [www.nzoia.org.nz](http://www.nzoia.org.nz)

### b. Recommended Reading List

- i. A Climbers Guide to New Zealand Mountaineering Techniques. By Guy Cotter & Mark Sedon
- ii. Rock Climbing Getting Started. By Glenn Tempest
- iii. Avalanche Awareness in the New Zealand Back Country. By Penny Goddard
- iv. New Zealand Outdoor First Aid: Mountain Safety Council Manual 33. By Christine Griffin
- v. Outdoor Safety - Risk Management for Outdoor Leaders: Mountain Safety Council Manual By Cathey Haddock
- vi. Staying Alive: A Technical Mountaineering Training Film

## 26. Version Control & Distribution

The current version of this framework is logged on the NZAC website in the instruction section along with all relevant linked documents in the document library. They are the responsibility of the Instruction Committee to maintain and keep up to date.

### a. Version Control

Date	Updated by	Responsible
30 April 2009	New Document - Draft	Chris Short/ Instruction working group
17 <sup>th</sup> Feb 2010	New Document - Draft	Chris Short/ Instruction working group
18 Oct 2010	FINAL	Club Committee Meeting

### b. Distribution

Date	Version Date	Purpose
2 <sup>nd</sup> May 2009	30 April 2009	Draft for discussion
17 <sup>th</sup> Feb 2010	17 <sup>th</sup> Feb 2010	Draft for discussion
18 Oct 2010	18 <sup>th</sup> Oct 2010	FINAL for implementation