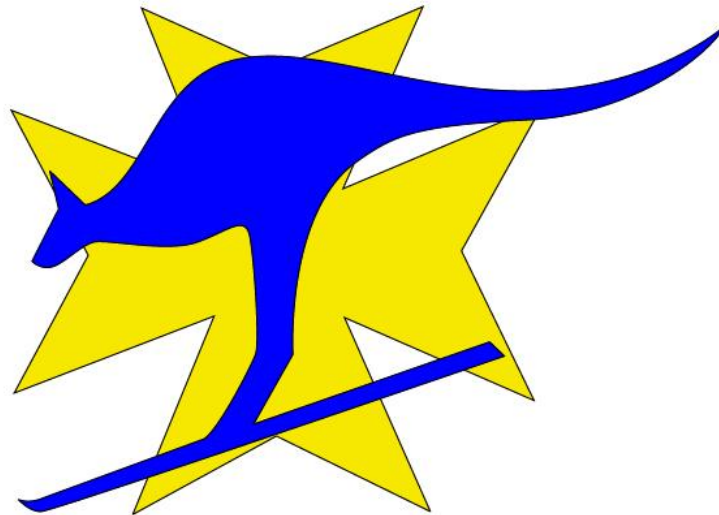


Australian Ski Patrol Association Inc



STRATEGIC PLAN

2009-2012

Revised March 2009



Australian Government

Department of Health and Ageing

1. Introduction

1.1 Objectives

The Australian Ski Patrol Association Inc (**ASPA**) is a voluntary organisation with the following objectives:-

- ✧ To serve the public without fee or charge in the rescue and first aid treatment of injured skiers and other visitors to alpine areas;
- ✧ To serve the public by promoting awareness of the need for high standards of safety in Australian alpine areas including production and distribution of safety literature and media;
- ✧ To serve the public by establishing and promoting alpine management and recreational safety standards in Australian alpine areas;
- ✧ To serve the public by establishing and maintaining uniform first aid training and examination courses for and on behalf of its members;
- ✧ To establish and maintain uniform standards for the operation and conduct of its members;
- ✧ To represent nationally and internationally Australian Ski Patrol organisations;
- ✧ To assist and act as an advisor to any person or organisation with an interest in the establishment or promotion of alpine safety standards or in the training standards or in the operation of ski patrols in Australia.

1.2 Membership

Full Members

Patrol Member	State
Ben Lomond Ski Patrol	TAS
Charlotte's Pass Ski Patrol	NSW
Falls Creek Ski Patrol	VIC
Lake Mountain Ski Patrol	VIC
Mt Baw Baw Ski Patrol Inc	VIC
Mt Buffalo Ski Patrol	VIC
Mt Buller Ski Patrol Inc	VIC
Mt Hotham Ski Patrol Inc	VIC
Mt St Gwinear Ski Patrol	VIC
Mt Selwyn Ski Patrol	NSW
Mt Stirling Ski Patrol	VIC
Perisher Blue Ski Patrol	NSW
Perisher Volunteer Ski Patrol Inc	NSW
Thredbo Ski Patrol Inc	NSW
Mt Mawson Ski Patrol	TAS

Associate Members

Associate Member	State
Victorian Nordic Rescue Service	Vic
Victoria Police Search & Rescue	Vic
Alpine Search and Rescue - Federation of Victorian Walking Clubs (VicWalk) Inc.	Vic

We are at all times keen to recognise additional Associate Members, other organisations with whom we have regular operational contact or similar objectives.

These member patrols in turn represent approximately 650 individual ski patrollers. In recent years up to 12,000 incidents have been attended annually by patrollers.

1.3 Business Plan Premise / Resource Constraints

ASPA is currently administered almost entirely by volunteers. While this Strategic planning document has been constructed with reference to organisational performance areas (as is traditional in for-profit business planning frameworks), the above-cited objectives as per the organisation's Constitution need to be borne in mind as an important consideration.

The objectives can be delivered more quickly with increased resources. This would require either funding from corporate sponsorship or some other revenue increasing method to allow for the services of at least one part-time administrator. Accordingly, this plan has been constructed on the assumption that current resource levels will continue during the plan period and that the organisation will continue to rely in the majority upon volunteer effort.

1.4 Overall Direction

The overall direction for the near future has been allocated in the groupings used in the recent years Action Plan for simplicity and continuity. The nature of our endeavours has not changed appreciably in the recent past and we do not foresee any significant changes to come in the near future.

The trend towards web based delivery has been a high priority for ASPA to embrace. This must work in harmony with the need to comply with the requirements of being a nationally accredited training organisation. Accordingly, the level of support for essential services in these areas has received a high profile in the allocation of future funding.

2. Strategic Plan 2009-2012

The following is a summary of the general areas of interest and expenditure that ASPA considers important to maintain to further progress and develop the work already commenced under previous funding .

2.1 Section 1: Administration

Part 1: Communications

Strategies

- Continue development of website tools to include email newsletters, remote administration for all members of essential skills and qualifications, and provide support to maintain the service at a high level
- Develop a robust method of recognition for all members
- Liaise with other Alpine Training organisations to maximise the synergy and minimise costs of high quality training for alpine vocations
- Provide a quarterly newsletter to communicate to all members the activities of the organisation.

Part 2: Organisational Support

Strategies

- Assist Tasmanian patrol members to become more self sufficient by equipping themselves with necessary documentation, skills and support
- Maintain certification as a Registered Training Organisation to ensure recognition of the high standard of training and ensure quality systems are in place and audited
- Provide administrative support for daily activities and continuity to projects

throughout the year. Assist executive to meet with stakeholders with travel costs and other expenses.

- Maintain adequate insurance cover

2.2 Section 2: Training Delivery

Part 1: Training Materials

- Subsidise patrol members to purchase rescue equipment
- Evaluate rescue equipment and emerging first aid and legal trends domestically by attending relevant medical/first aid conferences, maintaining membership of relevant organisations such as the Australian Resuscitation Council
- Develop multimedia CD and DVD courses to enable patrollers to refresh their skills on a self-study basis and provide ready access for remote area patrollers
- Revise & update *ASPA Manual of First Aid* to reflect latest medical trends and techniques in first aid and trauma management in the context of an alpine environment

Part 2: Advanced Emergency Care courses

Strategies

- ASPA representatives to have regular contact with patrol directors, resort management and relevant others to gather information and feedback as to future direction of courses
- Following due process make recommendations and incorporate new/revised protocols for rescue equipment and techniques
- Revise & update *ASPA Advanced Emergency Care Course* to disseminate the protocols developed in the Manual above

Part 03: Other Courses

Strategies

- Develop sled handling evacuation techniques for snowboard and telemark trainee patrollers (drawing on international and local data and experience to date)
- Develop training programs that assist in the development of Patrollers
- Develop evacuation and remote rescue & first aid techniques peculiar to cross country ski patrolling (drawing on international and local data and experience to date including that pertaining to recent missing person search and rescue incidents)

2.3 Section 3: Liaison

Part 1: Australian Ski Areas Association (ASAA)

Strategies

- Develop closer interfaces with ASAA
- Encourage all members to adopt a graphical incident reporting database to assist in identification of risk areas in both geographic and demographic terms

Part 2: Other Organisations

Strategies

- Regular liaison with Australian Resuscitation Council, both nationally and at state level
- Evaluate rescue equipment and emerging first aid and legal trends internationally by subsidising an Australian delegation to attend the two yearly *Federation Internationale des Patrouilles de Ski (FIPS)* conferences, and others as may be

necessary, maintaining subscriptions to journals of international relevant organisations such as the National Ski Patrol Associations of America & Canada

2.4 Section 4: Public Safety Initiatives

Part 1: Snovsafe Support

Strategies

- Ensure as many links of ASPA home page to relevant associated home pages to broaden potential distribution of alpine safety multimedia education
- Support Snow Safety Inc to produce materials for visitors to the alpine areas
- Contribute to revision of *Snovsafe* program to ensure up to date and relevant – Snow Safety is largely a Victorian body. ASPA's membership ensures a national focus for this program and provides administrative support for initiatives.

Part 2: Helmet Promotions

Strategies

- Create children's marketing materials to promote safer alpine activities
- Develop web resources for use with children in schools and ski schools
- Encourage the use of helmets by setting examples with ski patrollers

Part 3: Alpine Responsibility Code Awareness

Strategies

- Encourage ski area managers to display code on trail maps and highly visible &/or high traffic areas
- Develop resources for use with children in schools and ski schools
- Maintain contact with other bodies that provide public safety messages in the alpine area, such as patrol directors, resort management lodge operators and bus companies

2.5 Funding Budget 2009-2010

It is recognised that a portion of the budget below will come from ASPA activities such as the operation of courses and the collection of fees from members, etc. CPI and other factors will need to be factored into the final yearly budget. See Appendix 1 for table detailing projects for 3 year period.

Administration

Communications	12,250.00	
Organisational Support	77,900.00	90,150.00

Training Delivery

Training Materials	19,950.00	
Advanced Emergency Care courses	36,000.00	
Other Courses	12,500.00	68,450.00

Liaison

Australian Ski Areas Association	8,500.00	
Other Organisations	13,300.00	13,300.00

Public Safety Initiatives

Snovsafe Support	19,750.00		
Helmet Promotions	17,100.00		
Alpine Responsibility Code Awareness	15,500.00	52,350.00	224,250.00
DHA contribution			175,989.00

3 Organisational Objectives

The following table is indicative of the considerations that are used to formulate the structure of programs that ASPA undertakes and is based upon the objectives that form the Charter.

3.1 Objective:

To serve the public without fee or charge in the rescue and first aid treatment of injured skiers and other visitors to alpine areas

Outcomes	Strategies
<p>Assist all patrol members to equip themselves with start-of-the-art specialised trauma/alpine rescue equipment to provide the highest standard of care to injured skiers and other visitors to alpine areas</p>	<ul style="list-style-type: none"> ✧ subsidise patrol members (particularly smaller members and those without access to other sources of funding) to purchase rescue equipment ✧ assist Tasmanian patrol members to become more self sufficient by equipping themselves with required equipment ✧ to evaluate rescue equipment and emerging first aid and legal trends domestically by attending relevant medical/first aid conferences both in Australia and overseas, maintaining membership of relevant journals and organisations ✧ following due process make recommendations and new/revised protocols for rescue equipment and techniques.
<p>Assist all patrol members in ensuring adequate recruiting and training of new ski patrollers</p>	<ul style="list-style-type: none"> ✧ continue to develop and regularly update ASPA internet home page to enable ready access for general public to seek information on applying to become a ski patroller ✧ initiate public relations campaigns to educate participants in alpine sports of the personal and public service value of becoming a ski patroller
<p>Assist all patrol members in developing training programs to bring cross-country, snowboard and telemark patrolling rescue techniques</p>	<ul style="list-style-type: none"> ✧ develop sled handling evacuation techniques for snowboard and telemark trainee patrollers (drawing on international and local data and experience to date) ✧ develop evacuation and remote rescue & first aid techniques peculiar to cross country ski patrolling (drawing on international and local data and experience to date including that pertaining to recent missing person search and rescue incidents)

3.2 Objective:

To serve the public by promoting awareness of the need for high standards of safety in Australian alpine areas including production and distribution of safety literature and media

Outcomes	Strategies
Educate the general public about alpine safety	<ul style="list-style-type: none"> ✧ widen distribution of current <i>Snowsafes</i> (refer to www.snowsafes.org.au) program or similar programs through ASPA's association with Snowsafe
Educate children concerning the alpine safety/skiers responsibility code and snow safety in general	<ul style="list-style-type: none"> ✧ contribute to revision of <i>Snowsafes</i> program to ensure up to date and relevant ✧ produce brochures and posters for distribution within ski resorts/Alpine areas
Increased community and political awareness of ASPA initiatives and purposes	<ul style="list-style-type: none"> ✧ development of audio-visual promotional materials for radio and television community inserts ✧ develop web resources for use with children in schools and ski schools ✧ create children's marketing materials to promote safer alpine activities ✧ development of an integrated national marketing and operational plan ✧ regular liaison with NOSARP, International Society for Skiing Safety (ISSS) and the Australian Ski Industry Association

3.3 Objective:

To serve the public by establishing and promoting alpine management and recreational safety standards in Australian alpine areas

Outcomes	Strategies
Monitor national and international trends in ski area risk management and provide a forum for sharing and discussion to promote uniformity of practice in Australian ski areas.	<ul style="list-style-type: none"> ✧ Contribute to the development of a National Alpine Safety Plan ✧ ASPA representatives to have regular contact with patrol directors, resort management and relevant others to gather information for sharing ✧ ASPA to ensure representation of Australian ski patrols at international congresses by providing partial subsidies for attendance on the basis of merit of applications
Nationwide statistical gathering and database management to provide informed safety management and risk minimisation for alpine areas	<ul style="list-style-type: none"> ✧ Encourage all members to adopt a graphical incident reporting database to assist in identification of risk areas in both geographic and demographic terms ✧ Encourage all members to adopt a uniform standard in the gathering of this information
Encourage ski area managers to promote the Alpine Responsibility Code as frequently as possible	<ul style="list-style-type: none"> ✧ Encourage ski area managers to display code on trail maps and highly visible &/or high traffic areas

3.4. Objective:

To serve the public by establishing and maintaining uniform first aid training and examination courses for and on behalf of its members

Outcomes	Strategies
Attain World's Best Practice First Responder Protocols in the context of an alpine safety environment	✧ Revise & update <i>ASPA Manual of First Aid</i> to reflect latest medical trends and techniques in first aid and trauma management in the context of an alpine environment
Attain World's Best Practice First Aid Training Courses in the context of an alpine environment	<ul style="list-style-type: none"> ✧ Revise & update <i>ASPA Advanced Emergency Care Course</i> to disseminate the protocols developed in the Manual above ✧ Resource courses with state-of-the-art rescue and training equipment to ensure high calibre candidate outcomes ✧ Develop further education courses for experienced patrollers (along the lines of the USA EMT/paramedic courses) ✧ Develop multimedia CDROM courses to enable patrollers to refresh their skills on a self-study basis and provide ready access for remote area patrollers ✧ Certify the ASPA Advanced Emergency Care Course as a Vocational outcome for Ski patrollers ✧ Develop training programs that assist in the development of Patrollers
Patrollers to possess high CPR retention skills	✧ Annual CPR recertification courses for all patrollers (and other Alpine workers) in accordance with Australian Resuscitation Council standards
Improved Instructor quality and expanded base	✧ Constantly revise/upgrade instructor development course/program

3.5 Objective:

To establish and maintain uniform standards for the operation and conduct of its members

Outcomes	Strategies
Gathering of information and timely dissemination of standards & trends to encourage uniformity	<ul style="list-style-type: none"> ✧ Regular production and distribution of newsletter to facilitate timely communications ✧ Regular forums for patrol members to meet and share statistics, analysis, experiences and proposed future direction
Provide smaller patrol members with the support and opportunity to implement standards consistent with the larger patrols	✧ Regular forums for patrol members to meet and share statistics, analysis, experiences and proposed future direction
Assist smaller patrols with less access to immediate ambulance and medical care to develop standards for extended primary care	✧ Consult with small patrols and medical committee to develop guidelines and standards for provision of extended care to casualties where medical and ambulance assistance is not readily available

3.6 Objective:

To represent nationally and internationally Australian Ski Patrol organisations

Outcomes	Strategies
<p>Representation at relevant conferences and alpine safety events</p> <p>International Conference</p>	<ul style="list-style-type: none"> ✧ Attendance at key conferences including <i>Spark of Life, Public Access Defibrillation, Rescue & Safety Expos, ski Industry conference (WOI) etc</i> ✧ Attendance at the biennial Congress of the Federation Internationale de Patrouille de Ski (FIPS) ✧ Delivery of a papers and Australian Ski Patrol innovations to the conference showcasing the quality of Australian standards.

3.7 Objective:

To assist and act as an advisor to any person or organisation with an interest in the establishment or promotion of alpine safety standards or in the training standards or in the operation of ski patrols in Australia

Outcomes	Strategies
<p>Reduce & prevent incidence of common injuries</p> <p>Disseminate training standards to other rescue organisations and emergency services</p>	<ul style="list-style-type: none"> ✧ Gather and collate incident data and disseminate to medical research committees and government review panels etc. ✧ Gather and collate incident data regarding injuries to patrollers in carrying out their duties. ✧ Provide ASPA first-aid courses for emergency services and other rescue organisations who wish to benefit from ASPA experience in harsh environment first response and evacuation techniques ✧ Where space permits, invite other such organisations to be involved in ASPA training courses and conferences ✧ Actively encourage Associate Membership status for other bodies with whom we share common purposes – eg Police Search & Rescue, National Parks Officers, Dept of Natural Resources Officers

Appendix 1

Project	2009-2010	2010-2011	2011-2012
<u>Administration</u>			
Communications			
A. Website development and support	5,500.00	5,500.00	5,500.00
B. Develop ID cards	2,250.00	1,250.00	1,250.00
C. Liaison with other training organisations	2,000.00	2,000.00	2,000.00
D. Newsletter - Asparations	2,500.00	2,500.00	2,500.00
Organisational Support			
A. Support Tasmanian member patrols	1,900.00	1,900.00	1,900.00
B. Provide support for RTO administration	37,000.00	37,000.00	37,000.00
C. Provide support for ASPA administration	31,000.00	31,000.00	31,000.00
D. Maintain Insurance cover	8,000.00	8,000.00	8,000.00
<u>Training Delivery</u>			
Training Materials			
A. Subsidise patrols for rescue equipment	9,850.00	9,850.00	9,850.00
B. Evaluation of current equipment and trends	500.00	500.00	500.00
C. Develop remote learning tools	5,000.00	5,000.00	5,000.00
D. Revision of ASPA Manual of First Aid	4,600.00	4,600.00	4,600.00
Advanced Emergency Care courses			
A. Revision of content and implementation	5,000.00	5,000.00	5,000.00
C. Course Resources & Management	31,000.00	31,000.00	31,000.00
Other Courses			
A. Review on hill training resources	4,000.00	4,000.00	4,000.00
B. Training programs for patrollers	4,000.00	4,000.00	4,000.00
C. Extended & Remote Care	4,500.00	4,500.00	4,500.00
<u>Liaison</u>			
Australian Ski Areas Association			
A. Develop closer ties with ASAA	2,000.00	2,000.00	2,000.00
B. Injury Reporting and graphical trend analysis	6,500.00	6,500.00	6,500.00
Other Organisations			
A. Liaison with ARC	2,300.00	2,300.00	2,300.00
B. FIPS Congress Rusutsu, Japan 2011	10,000.00	19,000.00	10,000.00
B. Maintaining contact with other like bodies	1,000.00	1,000.00	1,000.00
<u>Public Safety Initiatives</u>			
Snowsafes Support			
A. Review ASPA and Snowsafes websites	1,250.00	1,250.00	1,250.00
B. Support Snowsafes Inc	5,500.00	5,500.00	5,500.00
C. Contribute to Snowsafes management	13,000.00	13,000.00	13,000.00
Helmet Promotions			
A. Development of marketing tools for children	8,000.00	8,000.00	8,000.00
B. Web resources for schools	4,600.00	4,600.00	4,600.00
C. Promote helmet use by ski patrollers	4,500.00	4,500.00	4,500.00
Alpine Responsibility Code Awareness			
A. Encourage ski areas to use code	5,000.00	5,000.00	5,000.00
B. Development of marketing tools for children	5,000.00	5,000.00	5,000.00
C. Liaison with other public safety bodies	5,500.00	3,500.00	3,500.00
	232,750.00	238,750.00	229,750.00
ASPA contribution -income from courses, etc	56,761.00	60,781.00	49,471.00
DHA contribution	175,989.00	177,969.00	180,279.00