

GLENMORE LODGE DEVELOPMENTS FOLLOWING 2013 AVALANCHE INCIDENTS

June 2019



DOCUMENT PREAMBLE

In 2013 Glenmore Lodge groups were involved in two avalanche incidents. The first and tragically fatal incident occurred in the Chalamain Gap on 14th February 2013. At the time of the incident a Glenmore Lodge group was training in boulders and rock terrain on the South East aspect of the gap. Also in the Gap that day was an RAF Mountaineering Association group who choose to ascend the North West aspect of the Gap, which at the time was heavily loaded with snow. Present within the firm snowpack was a weak layer and a large avalanche was triggered on the North West aspect as the RAF group ascended. A large volume of avalanche debris, caught within the terrain trap, fatally buried three people including two from the RAF party and one member of the Glenmore Lodge group.

The second avalanche occurred in Chais Burn on 22nd March 2013 and involved a mountain leader training group from Glenmore Lodge. The group were training at the time of a winter storm which was depositing large volumes of snow. With roads closed due to snow, the group were operating very low on the mountain at around 500m in the 'Sugar Bowl' area. As they left the relative shelter of the forest, the group instructor stepped forward to assess the conditions and whilst still on very shallow terrain an avalanche triggered. Although modest in size and speed the avalanche swept into the group fully burying two members and partially burying others. The two buried group members were recovered quickly by the group, both requiring treatment at the scene and rescue to clinical care. Both made full physical recoveries.

sportscotland established an Internal Inquiry into the Chalamain Gap incident on 26th February 2013 and Glenmore Lodge conducted an Internal Inquiry immediately after the second incident in March. 2013. Since 2013 Glenmore Lodge has referenced learning and observations from both incidents to inform its continuous improvement and the wider mountaineering sector. [This document was produced in response to a request from Crown Office and Procurator Fiscal Service to update and inform its Health and Safety Investigation Unit of this work, in light of its investigations into the two 2013 avalanche incidents.](#)

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INTRODUCTION

1. Further information has been requested regarding progress and development at Glenmore Lodge following the avalanche incidents in 2013, and related to:
 - 1.1. How procedures have changed;
 - 1.2. Implementation of **sportscotland** Internal Inquiry recommendations; and
 - 1.3. Current safe systems of work and risk assessments relating to operating at times of high avalanche risk.
2. This paper highlights the progress and development at Glenmore Lodge following the avalanche incidents on 14th February 2013 (Chalamain Gap) and 22nd March 2013 (Chais Burn). Our progress and development in these areas has been significant with impact beyond our organisation and across the UK mountaineering sector.

CHANGES IN PROCEDURES

Operational Guidelines

3. Current safe systems of work for instructors are set out within our *Safety Policy and Guidelines for Instructors 2019 (Appendix 1)*. We have updated this document with reference to the internal inquiry recommendations and our organisational learning and considerations. The most relevant areas updated and more clearly defined since the 2013 incidents are:
 - 3.1. **GENERAL SAFETY MANAGEMENT** (page 3)
 - 3.1.1. **THE ROLE OF THE DUTY MANAGER** (page 4)
 - 3.1.2. **THE ROLE OF THE INSTRUCTOR** (page 5)
 - 3.1.3. **ADDITIONAL INVOLVEMENT/DEPLOYMENT** (page 8)
 - 3.1.3.1. **External Instructors Observing Courses**
 - 3.1.3.2. **Internal Development Opportunities**
 - 3.1.4. **MOBILE PHONES, RADIOS & POSITIONING BEACONS** (page 10)
 - 3.1.5. **MANAGEMENT OF DAY TO DAY ACTIVITIES** (page 10)
 - 3.1.5.1. **The terms of reference for the daily staff meeting**
 - 3.2. **MOUNTAINEERING** (page 16)
 - 3.2.1. **General Mountain Safety Guidance – ‘use of technology’**
 - 3.2.2. **Operating in Avalanche Terrain**

Daily Risk Management

4. We have clearly defined the agenda for the daily staff meetings to guide both the duty manager and the instructor’s contribution to the meeting. This agenda informs all Duty Manager and instructor conversations relevant to daily activities, minimising the risk of assumptions within this critical dialogue.
5. Whilst an expert dynamic risk assessment in the field remains key to our risk management, an **open, peer review culture** is central to how we discharge our collective duty of care both as an organisation and a centre management team. This open verbalised process strengthens the individual's planning, allows for expert peer review, and is intended to ensure no assumptions by the Duty Manager prior to the group undertaking a mountain journey.

6. The Chief Instructor, supported by Principal, Head of Training and our Senior Instructors, has a clear role in leading this open, peer review culture of risk management.
7. There is a clear requirement that instructors have discussed options for the day prior to the staff morning meeting and consequently the operational norm is to meet in the staff room ahead of the morning meeting to allow for this discussion. Previously this arrangement was not formalised and whilst many planning conversations were commonplace, it was not culture and practice for all instructor groups.
8. The staff room has been refurbished to accommodate this and more detail regarding this refurbishment is given later in this report.

Staff Meeting Proceedings

9. The daily (morning) staff meeting standing agenda is:
 - 9.1. Introductions (if required)
 - 9.2. Group lists and student information
 - 9.3. Other significant centre events
 - 9.4. Mountain Weather
 - 9.5. SAIS avalanche hazard forecast, mountain observations and snow profile
 - 9.6. Staff mountain observations and hazard warnings
 - 9.7. Training venues, with consideration of;
 - 9.7.1. Course type
 - 9.7.2. Key aim/s for the day
 - 9.7.3. Group needs and abilities
 - 9.7.4. Environmental influences
 - 9.7.5. Venue choice (plus potential alternatives)
 - 9.7.6. Comms, TSP (Transceiver, Shovel, Probe)
 - 9.8. Meeting places, classrooms
 - 9.9. Transport arrangements
 - 9.10. Other information
10. The winter daily staff meeting has been extended to 20 minutes (0840-0900), previously 15mins, to allow adequate time for peer review discussion and presentation of winter specific forecast/hazard information. If the level of conversation demands more time, then the Duty Manager is instructed to extend the meeting as required.
11. The daily meeting agenda includes standard reference to mountain weather (MWIS and Met Office), SAIS avalanche hazard, mountain observations and when relevant snow-profile. This then leads to an open discussion, allowing instructors to share their key observations from either the previous day or that morning.
12. Instructors' individual and collective knowledge is shared, adding significant value to the avalanche hazard area forecast and mountain conditions observations. Our instructors 'in the field' observations will offer more macro detail to the avalanche hazard area forecast, highlighting observations which indicate potentially greater or lesser concern within the forecast area. Whilst this contribution was common pre-2013, we have worked to ensure a wider contribution and that staff understand the importance of sharing such information.

Consequently, in the knowledge of this requirement, staff contribute more with better evaluation and summaries of their information.

13. Shared observations include where quality training venues have been found or observed. This supports all instructors with venue choice and maximises the benefit of training and the quality of the experience.
14. In keeping with the agenda, instructors are then required to verbally explain how their venue choice relates to – **Key aims for the day, group needs and abilities, environmental influences.** We have an established open, peer review dialogue regarding venue choice. Alternatives are suggested where they better meet the group aims and needs, and significant concerns will be raised for unsuitable venue choices with alternatives considered.
15. Instructors will then indicate any safety equipment carried beyond a standard industry default (phone, group shelter, etc.). The carrying of avalanche safety equipment is indicated at this point to enable peer review.
16. At times instructors are unable to determine their exact plans ahead of meeting their group, to discuss the students previous experience and/or aims of the day. Where this is the case, considered options will be indicated by the instructor at the staff meeting allowing for peer review of those options. Final plans will be discussed and recorded with the Duty Manager post meeting.
17. Should the final plan not have been subject to peer review, the Duty Manager will ensure a full dialogue relating to venue choice taking account of all key factors highlighted in the staff meeting group discussion.
18. We now have clearly defined the role and authority for the Duty Manager within this process and our guidelines state (Section 1 Para 3.3) that **'...the Duty Manager must be satisfied that there is sufficient quality to the instructors planning and that this has included reference to the key variable risk factors relevant to the venue..'**. It adds further **'the Duty Manager is empowered to ask the instructor/s to re-plan their day or deny the instructor/s authority to deliver the day...'**.

Operating in Avalanche Terrain

19. Establishing our guidance 'OPERATING IN AVALANCHE TERRAIN' and our use of avalanche safety equipment (transceiver/shovel/probe) has been a key evolution in our guidance and operational procedures. This guidance is informed from significant internal consideration and external discussions with Mountain Training UK and associated member organisations.

Three-year trial, Deployment of Avalanche Safety Equipment 2014-2016

20. We completed a three-year trial which explored the value of deploying avalanche safety equipment (transceiver/shovel/probe - TSP) daily for every student and every instructor within our winter operation. The trial has informed and evidenced where this equipment can add value regarding our duty of care and student/staff safety.
21. This completed trial is now a significant body of evidence to support our operational guidance and best practice within the sector. Whilst the trial focussed on the use of avalanche safety

equipment, it also produced insight into instructor venue choice and the key terrain factors across all our winter disciplines (walking, mountaineering, climbing, backcountry skiing, off-piste skiing).

22. The trial also engaged external research (Matt Groves, UHI, *Risk perceptions, attitudes and behaviours: perspectives on transceiver use in Scottish mountaineering*) to support our considerations and was the focus for many sector wide discussion groups within Mountain Training UK and associated member bodies.
23. The trial and associated research has strengthened our belief in the potential benefit of this equipment but also evidenced educational concerns regarding its potential disruption to the critical decision-making process required for planning and operating within avalanche terrain.
24. Our guidance states that avalanche safety equipment (transceiver/shovel/probe) should be considered of 'potential benefit' and that it may 'potentially improve the survival rates of buried victims'. The evidence also supports the view that this equipment should be considered in the same light as other heuristic traps (**Appendix 2, GL Client Survey 2016**). Heuristics which potentially disrupt the quality decision making process.
25. Our guidance highlights that this equipment should be deployed when, during the pre-departure planning phase of the journey, there remains significant 'unknown factors' relating to the snowpack and mountain conditions. Relevant to this scenario, the guidance states (Section 2 Para 1.31) '**operate an increased margin of safety whilst mountain/snowpack conditions are established on the journey**'. In this scenario, we can now ensure through our guidance that our groups are carrying a higher level of avalanche safety equipment, whilst they establish mountain conditions through observations on their journey.
26. Whilst highlighting the potential benefit of this equipment, our guidance goes on to state: (Section 2 Para 1.36) '**Instructors should consider their use during any pre-departure risk assessment. Where significant 'unknown' factors exist at the pre-departure planning phase, or where multiday mountain journeys are planned, TSP can only be excluded by exception following peer review planning discussions and morning meeting**'.
27. We have also evidenced that a group discussion regarding avalanche safety equipment and its potential use is a valuable educational tool for students to consider best practice and is used to highlight the value and primary function of quality decision making. This is a critical discussion to help eliminate potential student heuristics associated with this equipment.
28. It is important to clearly state that minimising the risk through decision making and behaviour remains the absolute default when operating in avalanche terrain, both within our operation and avalanche education.
29. Avalanche safety equipment has a clear role in our deployment and training within winter. We have resourced this area to ensure equipment is available, should it be required, for every student and instructor on any given day. Our three-year trial has critically informed our culture and practice regarding its use and the operational priority remains **quality decision making informed by quality information and open peer review dialogue**.

Managing Critical Safety Information

30. We have extended and developed the staff room as a key venue to access online forecast information, record any daily observations relevant to safety or training, and display a 7-day scrolling avalanche hazard history. This is actively managed as the place to meet in the morning, prior to the daily meeting, and the place to meet once off the mountain to share experiences.
31. Staff room refurbishment was completed in 2016. This refurbishment included extending the room (at the loss of two public toilets) to twice the area and fitting with up to date AV systems and several information boards.
32. All disciplines (Mountaineering, Paddlesports, Mountain Biking, Skiing) also manage an open WhatsApp group allowing key safety observations to be shared with all instructors (staff and contract for service freelancers). This ensures that critical safety information and updates are captured by any instructor regardless of being deployed on the training program, operating elsewhere, engaged in personal activities or resting.
33. This sharing of information enables staff to have currency regarding key mountain conditions prior to them arriving on-site for deployment and joining the peer discussion.

Strategic Risk Management

34. Since 2015 we have established a Safety Advisory Committee which meets a minimum of twice a year. This group has an independent Chair and three independent sector experts who cover a range of disciplines. The Terms of Reference for this group is included in **Appendix 3**.
35. Following the incidents, we have strengthened our established culture of reporting and recording of accidents, near misses and unusual occurrences. Over time we have actively lowered the threshold regarding near misses through seasonal training and induction updates to staff. Capturing a lower threshold of near miss incidents has ensured that we can maximise our organisational learning. This insight actively informs future pre-season training and induction sessions.
36. We remain compliant to HSE RIDDOR reporting.
37. Any accident, near miss or unusual occurrence must be reported and recorded by the instructor. It is then reviewed individually, at the earliest practical time, by the Head of Training or the Chief Instructor before being passed to the Principal. Each incident is highlighted at the weekly Centre Operations meeting.
38. Each incident is recorded centrally and further reviewed at the instructors monthly meeting, which is chaired by the Head of Training.
39. Head of Training compiles quarterly reports regarding all incidents. This report enables further review of any incident and enables patterns to potentially be identified. This report informs the seasonal training meetings, Safety Advisory Committee, **sportscotland** Trust Board, and **sportscotland** Health and Safety Committee.
40. We have maintained our long-established Quality Assurance process which enables 'sampling' of an instructors working practice through peer review. The process also allows for discussion

relating to quality and safety agendas. This process is recorded and documented on an observational check list and report.

INTERNAL INQUIRY REPORT – RECOMMENDATIONS

41. The **sportscotland** Internal Inquiry Report made a series of recommendations, identified here by their paragraph reference numbers, paragraph 158 through to paragraph 168.
42. **Appendix 4, Internal Inquiry Recommendations: Glenmore Lodge Management Response**, represents the final update (May 2014) from [REDACTED]. At this time the only outstanding actions included a response to recommendations 158.3 (Instructor Room Refurbishment), 160.2 (Sharing Internal Inquiry Report and Lessons Learnt), and 161.4 (Review of the MIC qualification).
43. [REDACTED] I have overseen the progress and development of this work. I am satisfied that we have addressed all recommendations presented within the Internal Inquiry Report (paragraphs 158 to 168) and the following table highlights progress since May 2014.

Report Ref.	Progress at May 2014	Additional Progress notes since May 2014
158.1	Complete	Key part of education across sector
158.2	Complete	Key part of education across sector
158.3	Complete	Significant sharing of info onsite and online
158.4	Complete	Strong partnership between SAIS/GL
158.5	No reference	Complete, avalanche education articles form a key part of our annual output. SAFOS seminar June 2019
159.1	Complete	Standard practice and Chief Instructor oversees all IDS engagement.
160.1	Complete	Significant sharing of info online and supported during planning phase
160.2	TBC	Complete and commented on within this report in para 43.2
160.3	No reference	Complete and commented on within this report in para 18
161.1	Complete	Standard practice
161.2	Complete	Standard practice
161.3	Complete	Standard practice
161.4	Review 2014	Complete and commented on within this report in para 43.3
163.1	Complete	New agenda standard practice
163.2	Complete	Complete and commented on within this report in para 9 & 10
163.3	Complete	Complete and developed within training/induction/QA
163.4	Complete	Complete
163.5	Complete	Standard practice
164.1	Complete	Complete
164.2	Complete	Standard Practice
165.1	Complete	Complete
165.2	Complete	Complete
165.3	Complete	Complete
166.1	Complete	All external audits up to date (AALA, British Canoeing,

		British Cycling) and available on request. Supporting sector with changes AALA regulations
166.2	Complete	Complete and constantly reviewed by Centre Management Team and Safety Advisory Committee
166.3	Complete	Standard practice
166.4	Complete	This work requires engagement wider than AAIAC. We continue to influence this agenda through Mountaineering Scotland Safety Group and mountaineering sector converging on shared learning solutions, by example: https://www.thebmc.co.uk/modules/incident-reporting/faq.aspx
167.1	Complete	Complete and commented on within this report at para 19 to 29
167.2	Complete	Complete
168.1	March 2014	Local considerations in place to support sportscotland business continuity plan
168.2	Complete	Standard practice
168.3	Complete	Standard practice

In addition to the progress noted above;

43.1. 158.3 (Instructor Room refurbishment) is complete 2016, as described within this report;

43.2. 160.2 (Sharing Internal Inquiry Report and Lessons Learnt) is complete through both our regular engagement within the sector and sharing a redacted (Data Protection Act 1998) copy of our report with the professional mountaineering sector in 2015. This report was shared with the knowledge of [REDACTED] family, party members directly involved from Glenmore Lodge, HSE and PF's office (**Appendix 5**). Recipients of the redacted report:

- 43.2.1. [REDACTED] family
- 43.2.2. Staff and Students directly involved in the incident
- 43.2.3. Mountain Training Scotland
- 43.2.4. Mountaineering Scotland
- 43.2.5. Mountain Training UK
- 43.2.6. Association of Mountaineering Instructors
- 43.2.7. British Mountain Guides
- 43.2.8. Plas y Brenin
- 43.2.9. Scottish Avalanche Information Service
- 43.2.10. Snow and Avalanche Foundation of Scotland

43.3. 161.4 (review of the MIC qualification), whilst a formal review of the MIC (now the Winter Mountaineering and Climbing Instructor, WMCI) from the governing body, MTUK, has not taken place. This award is only provided by home nation national centres Glenmore Lodge and Plas y Brenin on behalf of MTUK. The 'Be Avalanche Aware' initiative <http://beaware.sais.gov.uk/>, funded initially by sportscotland in 2011, 2013 and 2015 represents national guidance and was developed by collaboration between key agencies, including MTUK, Glenmore Lodge and Plas y Brenin. Be Avalanche Aware forms the basis

for avalanche education and the award syllabus and content remain under constant review from MTUK and its two providers. **Appendix 6** is a preparation document for the 2019 education seminar and highlights the development of Be Avalanche Aware since 2011.

- 43.4. Related to recommendation 161.4, we hosted a well-attended open winter forum for mountain professionals in February 2017 to present and discuss developments in avalanche education and operational use of avalanche safety equipment at Glenmore Lodge. We intend to host future forums to support risk management development within our sector.
- 43.5. Also related to recommendation 161.4, we have through SAFOS (Snow and Avalanche Foundation of Scotland) established an Avalanche Education Group to help coordinate and take forward, with the sector, this critical area of work. The core membership of the SAFOS Avalanche Education Group is representatives from Glenmore Lodge, Scottish Avalanche Information Service and Mountain Training Scotland.
- 43.6. We have led the recommendation and planning for the upcoming SAFOS Avalanche Education seminar in June 2019 at UHI Inverness. Through our recommendation and work, **sportscotland** is sponsoring this seminar which once again will bring the UK sector together on this important topic and move forward the Be Avalanche Aware concept <http://beaware.sais.gov.uk/> . The seminar outcomes will inform the future work of the Avalanche Education Group, and wider SAFOS agendas.

SAFE SYSTEMS OF WORK AND RISK ASSESSMENTS

Safe Systems of Work

44. Our safe systems of work, relevant to managing risk in times of high avalanche hazard, are defined by the *Safety Policy and Guidelines for Instructors 2019* and the *Morning Meeting Standing Agenda Items*.
45. Within *Safety Policy and Guidelines for Instructors 2019*, the areas relevant to avalanche terrain are:
- | | | |
|---------|--|-----------|
| 45.1. | GENERAL SAFETY MANAGEMENT | (page 3) |
| 45.2. | SAFETY GUIDELINE PRINCIPLES: | (page 4) |
| 45.2.1. | THE ROLE OF THE DUTY MANAGER | (page 4) |
| 45.2.2. | THE ROLE OF THE INSTRUCTOR | (page 5) |
| 45.2.3. | THE ROLE OF THE STUDENT | (page 6) |
| 45.2.4. | ASSESSMENT COURSES | (page 8) |
| 45.2.5. | MOBILE PHONES, RADIOS & POSITIONING BEACONS | (page 10) |
| 45.2.6. | MANAGEMENT OF DAY TO DAY ACTIVITIES | (page 10) |
| 45.3. | MOUNTAINEERING: | |
| 45.3.1. | GENERAL MOUNTAIN SAFETY GUIDANCE | (page 16) |
| 45.3.2. | OPERATING IN AVALANCHE TERRAIN | (page 16) |
46. Key areas within the *Morning Meeting Standard Agenda Items* specifically relevant to managing risk at times of high avalanche hazard are the mountain weather forecasts, SAIS avalanche forecast/observations, peer observations/warnings, consideration of training venues.

47. Whilst these documents offer agendas and guidance; it is the open, peer review culture and practice described above within daily risk management which represents the foundation of our safe systems of work.
48. **Appendix 7**, details the 2019 Winter Mountain Risk Assessment. The following table duplicates the avalanche hazard (all types) section of this document:

HAZARD	RISK	AT RISK Students (S) Instructors (I) Public (P)	PROBABILITY Low (L) Appreciable (A) High (H)	LEVEL Minor (M) Serious (S) Fatal (F)	MANAGEMENT	OK/AMEND
Avalanche All types	Risk of burial/trauma injuries; being swept over broken ground and resulting injuries. Avalanches being triggered by students, instructor, other walkers or environmental influences.	S I P	Variable	MSF MSF	Specialist mountain weather and avalanche forecasts consulted as appropriate. Local weather forecasts obtained where available. Instructors suitably trained and experienced in avalanche awareness and avoidance using a variety of information sources and techniques; Be Avalanche Aware planning guidance, conditions board and collective knowledge of the staff working team, safe travel methods; search and rescue techniques. Use of Tranceivers, shovels and probes when appropriate.	

STAFF DEVELOPMENT, SURVEYS AND RESEARCH

49. In the time since the incidents, the following staff have retired or resigned [REDACTED]
50. The current senior management team responsible for safe systems of work are [REDACTED] and carry forward the legacy of progress and development regarding the 2013 incidents.
51. Staff have attended several external courses and training events to support both the development of Glenmore Lodge avalanche education (review started 2011) and the advancement of progress and development following the 2013 avalanche incidents. These were deliberately targeted to be international to allow us to evaluate best practice around the world and set this within a Scottish context.
- 51.1. ISSW, International Snow Science Workshop (2013, 2018)
 - 51.2. British Mountain Guides Avalanche Course
 - 51.3. SAFOS, Avalanche Education Seminar
 - 51.4. American AAA system training
 - 51.5. Swiss Institute for Snow and Avalanche Research, Davos
52. During our three-year avalanche safety equipment trial, all staff and associated instructors were upskilled to operate with and train the use of transceiver, shovel and probe.
53. This trial further validated the work of Manuel Genswein (*Genswein, M. Will a Guest Ever be Able to Save Your Life? Proceedings: ISSW, Davos 2009*) by demonstrating longer term (5-day) skill retention from minimal training. Glenmore Lodge Senior Instructor, Derek Bain, has published this work and presented findings at ISSW 2018.
54. The evaluation of the 2013 avalanche incidents raised some concerns regarding staff pressure, particularly in relation to delivering governing body syllabus trainings and assessment. Staff surveys (including contract for service freelancers) were conducted in 2013, 2014, 2015 to help

inform this question and allow consideration for further support. The surveys also considered areas relating to our avalanche safety equipment trial and our staff training/induction process.

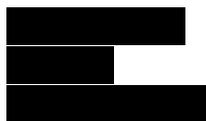
55. We continue to ensure that instructors are well supported in their decision making and have produced a range of onsite resources and educational case studies. These resources support the instructor to deliver quality training with a centre based approach at times when a mountain journey is not viable.
56. A number of staff have undergone training in Trauma Risk incident Management (TRiM). We now have a number of practitioners and a process to support staff and students who have been involved in traumatic incidents.

SUMMARY

57. Glenmore Lodge maintains a culture of continued development and improvement. The avalanche incidents in 2013, and the tragic outcomes, remain very much at the forefront of our collective thinking and memories. Whilst we endeavour to lead best practice within outdoor and adventure sports training, we do so with a clear reference to the past.

APPENDICES

- 1 Safety Policy and Guidelines for Instructors 2019
- 2 GL Client Survey 2016
- 3 Safety Advisory Committee, Terms of Reference
- 4 Internal Inquiry Recommendation: Glenmore Lodge Management Response – progress report May 2014
- 5 Letter introducing redacted Internal Inquiry Report
- 6 Development of Be Avalanche Aware since 2011.
- 7 2019 Winter Mountain Risk Assessment



June 2019