



NEW ZEALAND
MOUNTAIN SAFETY COUNCIL
BUSINESS PLAN

2014-2015



OUTDOOR SAFETY
NEW ZEALAND MOUNTAIN
SAFETY COUNCIL

DISCOVER
MORE, SAFELY.▲

NZ Mountain Safety Council 2014/2015 Business Plan

The MSC Business Plan is divided into four categories:

1. Public Outreach and Information
2. Training
3. Standard Setting and Sector Support
4. Analysis and Evaluation

Each category represents a distinct component of the work that the MSC will execute throughout the 2014/2015 business year. The four categories are detailed in the following pages.

Each category includes:

- specific goal(s)
- the tactics that will be used to achieve each goal
- the outcomes that will result from achieving the goal(s)
- how the MSC will measure its achievements
- how the MSC will evaluate its performance

The first page of each category is a summary and does not include specific operational details. Each page is accompanied by a more detailed explanation of how each tactic will be operationally delivered.

At the end of the 2014/15 business year the MSC will reflect on each category and evaluate its performance.

Through this process the MSC will consider the following:

- Goal – did this contribute to achieving the MSC's strategic goals?
- Tactics – were these effective in achieving the desired goal? Are they the most effective tactics available to the MSC? Do they need to be altered to become more effective or relevant for the year ahead?
- Key Performance Indicators – were they the most effective way to measure success? Did they give the MSC the information it requires to fully understand the effectiveness of each tactic? Do they need to be altered to more effectively measure success? What additional KPIs can be introduced to allow the MSC to better measure success?
- Outcomes – Are there additional outcomes that should be stated? Do they need to be altered to more accurately reflect the true outcome(s) of the goal?

1. Public Outreach and Information

Goal
To provide safety-related information, knowledge, advice and guidance to all land-based outdoor users.
Tactics used to achieve this goal: <ol style="list-style-type: none">1. Production and distribution of existing physical resources2. Delivery of outreach initiatives to new and existing land-based outdoor users3. Planning and implementing safety-related promotional campaigns (both proactive and reactive) to coincide with key dates, seasons and events4. Maintaining and developing existing digital platforms
How we will measure our success. Key Performance Indicators relating to each tactic: <ol style="list-style-type: none">1. Production and distribution of existing physical resources<ol style="list-style-type: none">a. Increase in distribution of physical resources via the warehouse/shop2. Delivery of outreach initiatives to new and existing land-based outdoor users<ol style="list-style-type: none">a. Record the number of people attending/engaging in outreach initiatives to enable a baseline for future annual increasesb. Increased number of people (non-MSA members) engaging in training3. Planning and implementing safety-related promotional campaigns (both proactive and reactive) to coincide with key dates, seasons and events<ol style="list-style-type: none">a. Increase in distribution of physical resources via the warehouse/shopb. Increase in visitor numbers to digital platformsc. Increased number of people (non-MSA members) engaging in training4. Maintaining and developing existing digital platforms<ol style="list-style-type: none">a. Increase in visitor numbers to digital platformsb. Increased number of people (non-MSA members) engaging in training
Achieving our goal will result in the following outcomes* <ol style="list-style-type: none">1. The community is more aware of outdoor safety2. Participants have sufficient knowledge, skills and a desire to act safely in the outdoors3. More people participating safely in land-based outdoor activity

* See the MSA Outcomes model

1.1 Delivery methods of Public Outreach and Information tactics

Goal
To provide safety-related information, knowledge, advice and guidance to all land-based outdoor users.
Tactics
<p>1. Production and distribution of existing physical resources</p> <ul style="list-style-type: none"> • <i>Annual resource review and update. All pamphlets, info flyers, electronic downloads and selected publications etc. (all programmes)</i> • <i>OnTrack newsletter (all programmes)</i> • <i>Newsletters: Firearms and Crystal Ball (Firearms , Alpine & Avalanche Programme)</i> • <i>Avalanche Danger Advisories via website, email, signage and social media (Alpine & Avalanche Programme)</i> • <i>Components of the Visibility Project (Marketing & Comms Programme)</i>
<p>2. Delivery of outreach initiatives to new and existing land-based outdoor users</p> <ul style="list-style-type: none"> • <i>Avalanche education presentations/seminars (Alpine & Avalanche Programme)</i> • <i>2015 Southern Hemisphere Avalanche Conference (Alpine & Avalanche Programme)</i> • <i>Firearms/hunting shows: Tahr, Sika, regional shows, field days etc. (Firearms Programme)</i> • <i>Whakatūpato delivery and expansion (Firearms Programme)</i> • <i>Key stakeholder engagement: MSC Member Organisations and outdoor sector groups (all programmes)</i> • <i>Components of the Visibility Project (Marketing & Comms Programme)</i>
<p>3. Planning and implementing safety-related promotional campaigns (both proactive and reactive) to coincide with key dates, seasons and events</p> <ul style="list-style-type: none"> • <i>Proactive and reactive media releases/media interactions (all programmes)</i> • <i>Proactive promotional safety campaigns; Firearms (roar, duck shooting), Winter (alpine safety and avalanches) and Summer (Outdoor Safety Code, Outdoors Intentions, river safety)</i> • <i>Article production (Bush, Alpine & Avalanche and Firearms programmes)</i> • <i>Components of the Visibility Project (Marketing & Comms Programme)</i>
<p>4. Maintaining and developing existing digital platforms</p> <ul style="list-style-type: none"> • <i>MSC website (all programmes)</i> • <i>Avalanche.net.nz including the avalanche advisory service (Alpine & Avalanche Programme)</i> • <i>National Incident Database (Prevention Manager)</i> • <i>Social Media, Facebook (Marketing & Comms, Alpine & Avalanche Programme)</i> • <i>Development of MSC media pack and image library (Marketing & Comms Programme)</i>

2. Training

Goal
To develop the skills, knowledge and competencies of all outdoor-land based users.
Tactics used to achieve this goal: <ol style="list-style-type: none">1. Provide training courses across current disciplines and established competency levels2. Maintain the existing pool of warranted instructors and assessors3. Manage 'Train the Trainer' projects and initiatives4. Produce and distribute existing physical course and instructor resources
How we will measure our success. Key Performance Indicators relating to each tactic: <ol style="list-style-type: none">1. Provide training courses across current disciplines and established competency levels<ol style="list-style-type: none">a) An increased number of people (non-MSA members) will engage in MSA trainingb) 80% of all people who engage in training courses will indicate on their evaluation forms that they will prepare and act differently (positively) in the outdoors2. Maintain the existing pool of warranted instructors and assessors<ol style="list-style-type: none">a) Number of instructors and assessors stays consistent across the yearb) Increased uptake of web portal activation3. Manage 'Train the Trainer' projects and initiatives<ol style="list-style-type: none">a) Successfully deliver projects/initiatives that have external KPIs/Investment Schedule requirements4. Produce and distribute existing course and instructor resources<ol style="list-style-type: none">a) Resources are developed and implemented in accordance with project timelinesb) Course reporting packs are completed and returned for every delivery
Achieving our goal will result in the following outcomes* <ol style="list-style-type: none">1. Quality national framework of instructors delivering the outdoor safety message2. Quality education/training on relevant subjects3. Increased number of leaders/teachers/instructors/guides are inspired, inspiring, competent and retained as leaders4. Participants have opportunities for appropriate outdoor experiences5. Participants have sufficient knowledge, skills and a desire to act safely in the outdoors6. The community is more aware of outdoor safety7. More people participating safely in land-based outdoor activity8. Commercial operators operate safely

* See the MSA Outcomes model

2.1 Delivery methods of training tactics

Goal
To develop skills, knowledge and competencies of all outdoor land-based users.
Tactics
<p>1. Provide training courses across current disciplines and established competency levels</p> <ul style="list-style-type: none"> • <i>Continued provision of MSC courses using current delivery methods (all programmes)</i> • <i>Annual review of course descriptors and website course/training information (all programmes)</i>
<p>2. Maintain the existing pool of warranted instructors and assessors</p> <ul style="list-style-type: none"> • <i>Branch Member/Instructor/Assessor administration and support (all programmes)</i> • <i>Update MSC Assessor materials (all programmes)</i> • <i>Bush 1 and 2 national assessments (Bushcraft Programme)</i> • <i>Abseil national workshops and assessment (Abseil Programme)</i> • <i>Pre-winter avalanche training (Alpine & Avalanche Programme)</i> • <i>Alpine 1 and 2 national workshops, national trainings and assessments (Alpine & Avalanche Programme)</i> • <i>Whakatūpato Instructor training (Firearms Programme)</i> • <i>Firearms/Range Officer Instructor trainings and assessments (Firearms Programme)</i> • <i>Outdoor First Aid Instructor workshops (OFA Programme)</i> • <i>Refinement of Instructor resource/training material (Bushcraft, Abseil, Alpine, OFA & Avalanche programmes)</i> • <i>Benchmarking of MSC and Skills Active qualifications (Bushcraft, Abseil, Alpine, OFA & Avalanche programmes)</i> • <i>Programme bulletins/newsletters (all programmes)</i> • <i>Continued training of MSC members to ensure compliance with the Safety Management System</i>
<p>3. Manage 'Train the Trainer' projects/initiatives</p> <ul style="list-style-type: none"> • <i>Collaborative Leader Development Initiative (Bushcraft Programme)</i> • <i>CCNZ Leader Development Project (Bushcraft Programme)</i>
<p>4. Production and distribution of existing physical resources</p> <ul style="list-style-type: none"> • <i>Review and ongoing development of instructor resources, course resources and post-course reporting processes (all programmes)</i>

3. Standard Setting and Sector Support

Goal
<ol style="list-style-type: none"> 1. To set, influence and promote industry approved safety standards 2. Support sector organisations by providing safety-related information, knowledge, advice and guidance
<p>Tactics used to achieve this goal:</p> <ol style="list-style-type: none"> 1. Establish and/or influence new and existing industry safety standards 2. Promote industry recognised safety standards 3. Engage with MSC member and sector organisations to positively impact upon their outdoor safety-related operations 4. Maintain an internal Safety Management System that is recognised as sector leading
<p>How we will measure our success. Key Performance Indicators relating to each tactic:</p> <ol style="list-style-type: none"> 1. Establish and/or influence new and existing industry safety standards <ol style="list-style-type: none"> a) MSC regularly facilitates internal TACs and engages in external technical working groups/committees b) Industry standards set by the MSC are adopted by sector organisations c) Advise, support and influence other organisations as they develop their Safety Management Systems 2. Promote industry recognised safety standards <ol style="list-style-type: none"> a. Industry standards promoted by the MSC are adopted by sector organisations 3. Engage with MSC member and sector organisations to positively impact upon their outdoor safety-related operations <ol style="list-style-type: none"> a) Member organisations engage with the MSC (or vice versa) on a regular basis 4. Maintain an internal Safety Management System that is recognised as sector leading <ol style="list-style-type: none"> a) Achieve a Government-approved audit and complete registration by 1 November 2014
<p>Achieving these goals will result in the following outcomes*</p> <ol style="list-style-type: none"> 1. Effective and efficient land-based outdoor sector 2. Appropriate standards for all levels of outdoor activity developed and promoted 3. Commercial operators operate safely 4. Groups and clubs effectively promote and deliver increased safety in the outdoors 5. The community is more aware of outdoor safety 6. Participants have opportunities for appropriate outdoor experiences 7. More people participating safely in land-based outdoor activity

* See the MSC Outcomes model

3.1 Delivery methods of Standard Setting and Sector Support tactics

Goal
1. To set, influence and promote industry approved safety standards 2. To support sector organisations by providing safety-related information, knowledge, advice and guidance
Tactics
1. Establish and/or influence new and existing industry safety standards <ul style="list-style-type: none"> • <i>Facilitate and contribute to internal Technical Advisory Committee (TAC) meetings (All programmes)</i> • <i>Facilitate and contribute to external sector working groups and committees (All programmes)</i> • <i>Engage in the Skills Active TRoQ process (Bushcraft, Abseil, Alpine & Avalanche programmes)</i> • <i>Lead the development of an industry 'Good Practice Guide' (Outdoor Land Safety Programme)</i> • <i>Contribute to outdoor sector safety standard development through engagement with other organisations and projects</i>
2. Promote industry recognised safety standards <ul style="list-style-type: none"> • <i>Manage Info-Ex (Alpine & Avalanche Programme)</i> • <i>Via 'Public Outreach and Information' and 'Training' tactics as identified in those sections (All programmes)</i> • <i>Continued involvement in the promotion of the Outdoor Safety Code and management of the Outdoors Intentions process (All programmes)</i>
3. Engage with MSC member and sector organisations to positively impact upon their operations <ul style="list-style-type: none"> • <i>MSC Member Organisation engagement (All programmes)</i> • <i>Sector stakeholder engagement (All programmes)</i>
1. Maintain an internal Safety Management System that is recognised as sector leading <ul style="list-style-type: none"> • <i>Annual SMS Review</i> • <i>Complete remaining audit requirements to achieve OutdoorsMark before registration deadline</i> • <i>Continue to deliver training initiatives to MSC members</i> • <i>Use MSC's SMS to deliver tactics 1-3</i>

* See the MSC Outcomes model

4. Analysis and Evaluation

Goal
1. The MSC understands the safety-related actions and behaviour of people participating in land-based outdoor activities and can convey that information to the sector
Tactics used to achieve this goal:
1. Access, analyse and evaluate data collected by MSC and external organisations 2. Maintain existing reporting methods to meet internal and external requirements
How we will measure our success. Key Performance Indicators relating to each tactic:
1. Access, analyse and evaluate data collected by MSC and external organisations a) MSC strategic goals for the 2015/16 business year are developed using quality analysis and evaluation gathered throughout 2014/15 b) MSC will use an evidence-based approach to influence content of safety initiatives, messaging and promotional campaigns 2. Maintain existing reporting methods to meet internal and external requirements a) Internal and external reporting is completed on time and to required standard
Achieving our goal will result in the following outcomes*
1. Quality outdoor safety research and evaluation 2. Appropriate standards for all levels of outdoor activity developed and promoted 3. Effective and efficient land-based outdoor activity sector

* See the MSC Outcomes model

4.1 Delivery methods of Analysis and Evaluation tactics

Goal
1. The MSC understands the safety-related actions and behaviour of people participating in land-based outdoor activities and can convey that information to the sector
Tactics
1. Access, analyse and evaluate data collected by MSC and external organisations • <i>Components of the Visibility Project (all programmes)</i>
1. Maintain existing reporting methods to meet internal and external requirements • <i>Reporting for internal purposes and external stakeholder/funder requirements</i> • <i>Production of MSC Annual Report</i>