



OUTDOOR SAFETY
NEW ZEALAND MOUNTAIN
SAFETY COUNCIL

Business Plan 2016-17

New Zealand Mountain Safety Council

Contents

Focus our efforts where they're needed most	2
We'll target specific demographics of people	2
We'll target specific types of outdoor recreation activities	2
Partnerships	3
Our goals	3
Tactic 1. Ensure strategic foundations are in place for working with council members and partners	3
Tactic 2. Deliver projects in collaboration with council members and partners	3
Tactic 3. Deliver firearms license education and testing in partnership with NZ Police	4
Tactic 4. Maintain the systems that support alpine/snow based partners and provide essential decision making tools for public alpine/snow users	4
Tactic 5. Deliver or be physically present at key events/conferences	4
Insights	5
Our goals	5
Tactic 1. Maintain partnerships with key insights/data source partners	5
Tactic 2. Continue to collect and analyse data to develop Insights	5
Tactic 3. Facilitate workshops with partners and council members	5
Messaging	6
Our goal	6
Tactic 1. Develop and build Digital Media Channels	6
Tactic 2. Use traditional Media Channels	6
Tactic 3. Build awareness of MSC with media, and control conversation where	6
Tactic 4. Resources – re-develop and deploy updated content	7
Tactic 5. Public Outreach - Engage with 'Tribes'. Trade shows + in-store	7
Tactic 6. Collaboration – Develop direct communications partnerships that broaden reach through their networks	7
Tactic 7. Content creation	7
Organisational Excellence	8
Our goal	8
Tactic 1. Maintain a supportive, collaborative culture	8
Tactic 2. Continue to plan well, focusing on solving problems and tracking what we do	8
Tactic 3. Continue to communicate with our networks and council members and partners	8
Tactic 4. Maintain a supportive, collaborative culture	8
Tactic 5. Make sure what we spend matches what we do	8
Tactic 6. Report our achievements and share our success stories	8
We'll review our progress at the end of the year	9

Focus our efforts where they're needed most

We'll target people who go outdoors in *specific places*

Our focus on certain regional hotspots has not changed, and this is supported by our recent Insights work. These hotspot areas stand out because they have one or more of the following factors; high numbers or participation, high known safety incidents or high risk potential.

The solutions we implement in these hotspot areas have a cascade affect, they'll benefit other areas of the country and anyone who's been impacted by them no matter where they go outdoors.

Hotspot areas:

- Auckland region
- Central North Island
- Mackenzie district
- Queenstown-Lakes and Mt Aspiring area
- Southland, in particularly the northern Fiordland/Milford area

Other areas of notable interest that we'll pay close attention to include:

- Tasman district
- Tararua ranges

We'll target specific demographics of people

Our insights work has started to identify key demographics that stand out clearly in recent safety incidents. We'll target these people through specific safety messaging. When we implement targeted safety initiatives with council member and partners these people will likely feature as part of the target audience/s.

Key demographics vary depending on the activity and hotspot, in general we'll target:

- *New Zealanders* – Kiwis spend more time in the outdoors and go on many more trips per year than compared with international visitors so they're exposed to the risk for longer and more frequently. Some kiwis are well prepared, while others are not, and the same can be said for international visitors. We won't exclude international visitors, in fact we'll have several partnerships and projects that solely focus on improving the safety of international visitors, but the majority of our work will focus on New Zealanders.
- *Males* – they have a much higher rate of fatality and involvement in Search and Rescue

Targeting males doesn't mean we don't communicate with females, in fact one approach we'll often take is reaching out to females as a mechanism to encourage them to influence their husbands, partners, brothers, fathers etc.
- *Young people and their families* – As participation continues to grow young people are more likely to spend time outdoors through organised activities or with their families. Promoting safety to young people is not only valuable for them but it has a cascade affect through their friends and family.

Activity specific demographics are also important and an example of this is evident in hunting where we'll target key messages to male hunters aged 50-64 as they're significantly overrepresented in hunting fatalities.

We'll target specific types of outdoor recreation activities

Our focus on certain activities has not changed, and this is supported by our recent Insights work. These activities stand out because they either have high participation or a high number (and rate) of safety incidents.

Key activities include:

- Day walking and tramping
- Hunting (all types)
- Mountaineering
- Backcountry snow sports such as skiing and snowboarding
- Trail running
- Mountain biking

Partnerships

By continuing to build and maintain strong partnerships we'll be able to reach many distinct groups with safety messages tailored to what they're doing in the outdoors. Working collaboratively with partners and council members will allow us all to make outdoor safety a stronger part of what we do, be involved with each other's work and draw on each other's knowledge. Together, we'll understand more about outdoor safety issues, which will help us make good decisions. We'll also work to connect other organisations in the outdoor recreation sector, specifically relating to safety.

Our goals

- Strengthen existing partnerships with council member and partner organisations to develop mutually beneficial strategies, collaborative agreements and joint initiatives. We seek to enable these partners and council members to further embed safety into their methodologies and organisations.
- Develop new partnerships with organisations that share similar interests or common goals.

Tactic 1. Ensure strategic foundations are in place for working with council members and partners

- A. Maintain and deliver Partnerships Framework
 - Partnership Advisors deliver the partner engagement plan (part of the Partnerships Framework) and maintain regular, meaningful connections with partners
- B. Establish partnership agreements with selected key partners
 - Complete DOC partnership agreement
 - Complete MetService partnership statement of intent
 - Develop partnership agreements with other key partners
 - *See tactic 2.F for further partnership agreements focusing on international visitors*

Tactic 2. Deliver projects in collaboration with council members and partners

- A. DOC
 - Continue to work closely as key partners, recognizing that together we significantly influence the safety of visitors to public conservation land. Where mutually valuable, collaborate together on public safety messaging and targeted safety initiatives.
 - *See Messaging section for details relating to seasonal communications campaigns*
 - *Insights section includes multiple tactics involving DOC*
- B. MetService
 - Progress initial ideas around the development of a collaborative phone App
 - Integrate key features of the NZAA into existing ski/snow season videos
 - Integrate key features of the NZAA into existing mountain and ski field weather forecast pages
 - *See Messaging section for details relating to seasonal communications campaigns*
 - *See Insights section for details relating to further projects*
- C. Hunter safety targeted partner projects
 - Embed selected hunter safety resources into various hunting permit processes
 - Develop safety content for inclusion within existing hunting TV shows
 - Develop a series of duck shooting safety videos for use during 2017 duck shooting season
 - Develop hunter safety video series (general hunter safety, not FA based)
- D. Embed MSC resources into key council member and partner platforms/channels
 - Outdoor Recreation Activity Guides
 - YouTube educational/safety videos
 - Custom built material suited to specific partners/audiences/locations
- E. Develop new Outdoor Recreation Activity Guides
 - Alpine (scope TBC)
 - Trail Running
 - Multi-activity young person centric resource (targeting 8-11 year olds)
- F. Project Visitor - Targeting international visitors to NZ
 - Develop a joint Tourism NZ and TIA partnership agreement

- Collaboratively deliver specific projects born out of a TNZ/TIA/MSA partnership agreement
 - Continue to manage the Visitor (Outdoor) Intentions process committee
- G. Target young people and their families
- Continue to work with the Collaborative Leader organisations to deliver initiatives targeting their members (young people)
 - Run two CLDI Outdoor Leader residential courses
 - Develop a series of 'young person centric' digital how to videos focusing on promoting safe outdoor recreation participation
 - Run a Collaborative Leader organisation forum
 - *See sub tactic 2.E for reference to multi-activity young person centric Outdoor Recreation Activity Guide*

Tactic 3. Deliver firearms license education and testing in partnership with NZ Police

- A. Maintain the current firearms education and testing system until the completion of the firearms review process and implementation of a new training model
- Regular and clear communication with the instructor network so they're kept up to date with the situation
 - Establishment of a group of instructors who are willing and able to cover additional course locations should the existing network erode further
 - Implementation of temporary paid contractor arrangements (using pool of people identified above) to ensure continued delivery should the existing volunteer instructor network erode further
- B. Completion of the firearms review and implementation of the new delivery model
- C. Depending on the timing of B above, revision of the current firearms education and testing materials/resources may take place this business year, or as part of B above a new course structure may be implemented until the revision takes places in the next business year

Tactic 4. Maintain the systems that support alpine/snow based partners and provide essential decision making tools for public alpine/snow users

- A. Maintain the systems that enable InfoEx
- Continue to manage the InfoEx platform and subscriber network by providing on-going subscriber support and renewing subscriber agreements ahead of 2017 winter
 - Invest in selected minor alterations and updates to the InfoEx platform to improve subscriber functionality
- B. Continue to manage the NZAA forecaster network and co-ordination team, ensuring the continued provision of the NZAA for recreational users
- Provide NZAA forecaster and co-ordination team support as required
 - Facilitate a one-day forecaster workshop ahead of the 2017 winter
- C. Complete a stocktake of all NZAA backcountry danger signs

Tactic 5. Deliver or be physically present at key events/conferences

- A. Deliver the Southern Hemisphere Avalanche Conference and additional one-day SAR workshop
- B. Engage with key public outreach or sector events
- Hunting - Sika Show
 - General outdoors - NZAC Banff Film Festival
 - General Outdoors - Mystery Creek Field days
 - Sector event – NZRA Outdoors Forum
 - Sector event – NZRA National Conference
 - Sector event – various partner AGMs

Insights

By continuing to work closely with council members and partners we'll continue to access a wide range of data about incidents in the outdoors. We'll also be able to continue to access existing insights, such as participation data, which will continue to show us where people go and what they do. This information, once analysed, will drive our decision-making, for example when developing key safety messaging or implementing initiatives in hotspot areas to target key people.

We'll also act as a knowledge hub, sharing the information with the rest of the outdoor sector so others can benefit from it.

Our goals

- Maintain the necessary partnerships that allow us to access relevant information sources.
- Continue to analyse information and generate insights, using our partners' knowledge to help us more effectively understand what these insights mean.

Tactic 1. Maintain partnerships with key insights/data source partners

- A. Continue to invest energy into maintain meaningful engagement with partners who supply data or significantly support insight development
- B. Ensure key data/insights partners form the core of all Insights projects
 - Partners have an opportunity to feed into the project framework/roadmap
 - Partners have an opportunity to give feedback before publishing
 - Partners are included in any post publication workshops or presentations, especially
- C. Build pathways for new data flow outside the pre-existing systems
 - NZ Police 'Non-intentional firearms incidents'

Tactic 2. Continue to collect and analyse data to develop Insights

- A. Project SCOPE - Deep dive into hunter safety
- B. Project Celsius - Explore the relationship weather has as a contributor to incidents, in partnership with MetService
- C. Project Winter - Develop Insights focusing on backcountry alpine winter snow sports (Project Endeavour style/national and activity view)

Tactic 3. Facilitate workshops with partners and council members

- A. Facilitate opportunities to un-pack key insights with partners and council members to contextualize the relevance of these insights to their organisation
 - Project Endeavour – *There and Back*
 - Project SCOPE
 - Project Celsius
 - Project Winter
- B. Use our partner focused Advisory Function to implement targeted safety initiatives
 - Identify issues (either activity, hotspot or demographic based) and initiate Advisory Function process to determine appropriate solutions
 - Deliver or enable the agreed outcomes of the Advisory Function process – actionable solutions

Tactic 4. Support Coroners through the development of expert fatality reports

Messaging

One of our main activities will be spreading our safety messages as widely as possible, using partnerships with others to more effectively reach and influence outdoor users. We'll deliver both broad outdoor safety campaigns as well as campaigns and tactics targeted at specific people in specific locations. Our safety messaging will be strongly supported by our insights and partnerships.

Our goal

To influence the behaviour of a greater number of outdoor users by providing informative and timely safety messaging contextual to the participant in a manner that highlights the consequence of the activity without minimising desire for participation.

Tactic 1. Develop and build Digital Media Channels

- A. Continue to develop MSC social media channels
 - Facebook
 - General
 - Hunting
 - Alpine
 - Twitter
 - YouTube
 - Google Plus
- B. Use above the line advertising in conjunction with organic reach methodologies for MSC digital media channels. For example, we use display advertising in high frequency channels like Trade Me and Stuff.co.nz, as well as targeted social media boosting. Content created should have high level of user group engagement and be highly shareable.
- C. Continue to update the MSC website to improve the visitor experience and ensure easy access to safety information
- D. Continue to maintain avalanche.net.nz as the primary avalanche advisory tool for snow-based outdoor users
- E. Increase the presence of safety information in partners' digital resources, such as online magazines, communication newsletters and tools, or education resources.

Tactic 2. Use traditional Media Channels

Use above the line advertising at key times, and in key places to reach more participants and influencers. For example we use full page advertising in selected major print publications such as Kia Ora, NZ Hunter, Ski and Snow. We supplement this with smaller format display advertising in high frequency channels like Trade Me and Stuff.co.nz, as well as targeted social media boosting.

- Print
- Digital
- Display
- Search
- Social
- Radio
- Out of home
- Advertorial

Tactic 3. Build awareness of MSC with media, and control conversation where

- A. Produce proactive and reactive media releases for specific events, and at certain times of the year that relate to seasonal participation.
- B. Brand development – continue to develop brand in line with organisational messaging goals.
 - Who is MSC?
 - Brand Guidelines
 - Media Kit
 - #MakeItHome

- Logo

Tactic 4. Resources – Re-develop and deploy updated content

- Project 'Plan My Trip' – Develop digital centric tool embedded in our website that helps participants plan their trip. This tool is focused on increasing repeat users on the site, as well as providing relevant information (MetService weather, DOC track updates, Local safety info) to the participant thereby removing the need to find it for themselves. The essential qualifying questions are - Where are you going? (Drop a pin on map, or list location in text field), Who with? (List members of your party) When do you think you'll be back? (Time and Date) Participant then encouraged to 'share' via major social networks and messaging apps.
- Project 'MSC Web Hub' – Redevelopment of MSC website to better reflect the shift from training to advocacy as part of the 'One MSC' changes. Full platform change required to deliver on the advocacy objectives of MSC.
- Project Infographic – Produce infographics describing relevant insights taken from documents produced via the Insights projects.
- Project Digitize – Convert current and relevant manuals, pamphlets and documents to digital resources hosted on MSC website.
- Continue to provide MSC manuals, pamphlets, posters and associated resources in their current form, available from the MSC online shop. If an item is digitized, superseded, or considered obsolete an effort to distribute the IP to an appropriate third party will be investigated. 'No Delete' policy for 2016/17.

Tactic 5. Public Outreach - Engage with 'Tribes'. Trade shows + in-store.

- Develop and deliver event specific messaging and resources to influence the conversation.
 - See *Partnership section for more details.*

Tactic 6. Collaboration – Develop direct communications partnerships that broaden reach through their networks.

- Develop and sign 'Communication Agreement' (MOU) with leading publications and audiences for each tribe. Focus on sharing MSC content, and their responsibility to advocate for safety within their 'tribe'.
 - Hunting
 - Alpine
 - Tramping
 - Mountain Biking
 - Trail Running
 - Youth
 - International Visitor

Tactic 7. Content creation

- Develop and create unique content for each tribe. Focus on 1) 'Shareability' 2) Insights 3) #MakeltHome Brand statement 4) Seasonal participation 5) Partnership engagement / co-creation
 - Hunting
 - Alpine
 - Tramping
 - Mountain Biking
 - Trail Running
 - Youth
 - International Visitor

Organisational Excellence

By maintaining our effective business systems, we'll ensure we're working in the most efficient way. Our internal operations will run smoothly, and we'll continue to connect in meaningful ways with partners. Excellence in our work processes will support our three other platforms and help us achieve our overall goals.

Our organisation will continue to develop a strong supportive and positive culture where our staff love what they do, feel empowered and a sense of being a key part of something meaningful. Our partners will look to us as an example of excellence.

Our goal

Maintain an exceptional organisation culture and continually strive to achieve excellence

Tactic 1. Maintain a supportive, collaborative culture

- A. We'll continue to invest in our people, recognizing they are our single greatest resource and with a strong team we're more likely to achieve our goals
- B. Our staff will lead projects and be expected to deliver great results, with clear accountability expectations and high standards of quality

Tactic 2. Continue to plan well, focusing on solving problems and tracking what we do

- A. We'll continue to use common planning and project delivery tools and make use of smart technology
- B. We'll focus on *known* problems that we've identified through our insights and partnerships, prioritizing these over things we *think* might be a problem
- C. We'll monitor our progress against project and business plans, recording milestones, success stories and achievements, while also reflecting on things we can improve

Tactic 3. Continue to communicate with our networks and council members and partners

- A. We'll continue to keep those closest to us updated on what we're doing and why

Tactic 4. Maintain a supportive, collaborative culture

- A. We'll continue to invest in our people, recognizing they are our single greatest resource and with a strong team we're more likely to achieve our goals

Tactic 5. Make sure what we spend matches what we do

- A. We'll make sure resources are allocated appropriately and that we pay close attention to monitoring what we spend, ensuring it's in line with our planning

Tactic 6. Report our achievements and share our success stories

- A. We'll produce reports and communicate what we achieve with our funders and partners, sharing with them our success stories and detailing the impact we're having

We'll review our progress at the end of the year

At the end of the 2016/17 business year, we'll reflect on this Business Plan and evaluate our performance against each tactic. We will consider the following things.

Did our tactics work?

- Were they effective in achieving the desired goal/s?
- Are they the most effective tactics available to us?
- Do they need to be altered to become more effective or relevant for the year ahead?

What did our key performance indicators show?

- Were they the most effective way to measure success?
- Did they give us the information we need to fully understand the effectiveness of each tactic?
- Do they need to be altered to more effectively measure success?
- What additional measures could be introduced to allow us to better measure success?

Did we achieve our expected outcomes?

- Should any additional outcomes be stated?
- Do our expected outcomes need to be altered to more accurately reflect the true outcomes?

#MakeItHomeNZ

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