



OUTDOOR SAFETY
NEW ZEALAND MOUNTAIN
SAFETY COUNCIL

Business Plan 2017-18
New Zealand Mountain Safety Council



Focus our efforts where they're needed most

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

Our focus on 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 participation or high-risk potential.

The solutions we implement in these hotspot areas have a cascade affect, they'll benefit participants in other areas of the country, 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

1. We'll target specific demographics of people

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

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

- **Most at risk Kiwis.** These groups are identified through our insights publications and our 'Issue Specific Advisory Function'. 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. We won't exclude international visitors, in fact we'll have several projects that solely focus on 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.
- **Young people and their families.** Targeting young people helps ensure the future population of outdoor recreation participants is well aware of how to be safe in the outdoors. Young people are more likely to spend time outdoors through organised activities or with their families, so also has a cascade affect influencing their 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.

2. 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 ensure that we are positively connected with other organisations who play a role in outdoor safety, or who have direct reach into audiences who recreate 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 together, will ensure we're involved with each other's work and can proactively draw on each other's knowledge. Together, we'll understand more about outdoor safety issues, which will help us make good decisions that lead to successful prevention. We'll also work to connect other organisations in the outdoor recreation sector, specifically relating to safety. These shared-value partnerships form the foundations of our work and represent a philosophy of how we work with others.

Our goal

To enable, facilitate and lead positive, meaningful and mutually beneficial partnerships that provide a platform for collaborative success and deliver improved safety outcomes.

Tactic 1. Ensure strategic partnership foundations are in place.

- A. Maintain existing partnerships
 - Deliver the partner engagement plan, maintaining regular and meaningful connections with partners
 - Facilitate internal engagement within key large partners who have multiple connections with MSC.
 - Establish partnership agreements with DOC and MetService
- B. Continue to develop the emerging partnerships with:
 - NZ Police
 - Tourism NZ
 - Auckland Council
 - Outdoor Safety Retailer Partners

Tactic 2. Ensure partnerships exist with organisations that have direct reach into target demographics.

- A. Prioritise partnerships with youth focused council member organisations and partners that have direct reach to young people and their families.
- B. Prioritise partnerships with organisations that have direct reach to kiwi males, especially those who go tramping and hunting.
- C. Prioritise partnerships with organisations that have a direct role within other tactics or specific projects.

Tactic 3. Directly influence firearms users – in particular hunters.

- A. Maintain the current firearms education and testing system in partnership with NZ Police, until the completion of the NZ Police firearms review/tender process.
- B. Engage in the NZ Police led Request for Procurement (RFP) process for a new firearms education and testing system.
- C. Attend the sika show.

Tactic 4. Directly influence backcountry alpine snow users.

- A. Continue to manage the NZAA forecaster network and relevant support services.
- B. Continue to provide the current InfoEx platform and subscriber network and implement a review outlining possible developments within a new platform.
- C. Source funding to action MSC recommendations from the 2016/17 NZAA signage stocktake.
- D. Maintain the existing avalanche external course provider framework for 2017 and implement a review of the current course material and moderation/consistency (for delivery in 2018).

Tactic 5. Deliver projects that have been agreed upon in collaboration with partners

- A. DOC: Implement evidence based interventions focused on tramping in the Central North Island, Mackenzie, Queenstown Lakes, Wanaka/Mt Aspiring and Fiordland hotspots.
- B. Support ski field partners and outdoor recreation providers by continuing to provide access to the National Incident Database (NID) and engage with them to determine the future of the Ski NID tool.
- C. Continue to manage the Outdoor Intentions steering committee.
- D. Facilitate a review of the Outdoor Safety Code (OSC) based on our insights and input from key stakeholders.

Insights

By continuing to work in collaboration with council members and partners we'll maintain access to a wide range of data relating to incidents in the outdoors. Through careful analysis these varied data sources will be developed into insights, drawing on our partners input where relevant. These insights will provide us and our partners with clear evidence to base our decision-making from. Insights will significantly inform the development of key safety messages, our understanding of target audiences, the implementation of targeted prevention initiatives and help us to shape the partnerships we develop and maintain.

Using these insights we'll continue act as a knowledge hub, sharing what we know with the rest of the outdoor sector, and spending time with our council members and partners to unpack them so they can benefit from them too.

Our goal

To continue to develop meaningful insights that significantly contribute to efficient internal decision making, effective public messaging and interventions, and successful collaboration with council members and partners.

Tactic 1. Continue to collect and analyse data to develop 'state of the nation' insights.

- A. Continue to maintain meaningful engagement with partners who supply data or significantly support our insights development
- B. Complete the following insights projects:
 - Project Scroggin – a deep dive into tramping incidents
 - Project Celsius – exploring the relationship between weather and incidents
 - Begin development work on a further 'deep dive' activity project, likely mountaineering

Tactic 2. Continue to collect and analyse data to develop future focused, trend based insights.

- A. Project Outlander – international visitor trends and potential impact to outdoor incidents

Tactic 3. Share the insights we develop with council members and partners. With a priority on high need/high opportunity partners including DOC, NZ Police, ACC, Auckland Council and Tourism NZ

- A. Ensure our insights publications are available to our council members, partners and the public
- B. Use the insights we develop to help support our council members and partners' decision making
- C. Invest time with our council members and partners so they understand the insights and can use them

Tactic 4. Establish 'Issue Specific Advisory Groups' to address issues identified through our partnerships and insights platforms.

Tactic 5. Continue to 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. Maintain MSC's digital media channels and sites.

- A. Along with our own content, we will collaborate with partners to produce and promote shared material relevant to outdoor safety identified social media.
- B. Continue to add minor updates to the MSC website to ensure easy access to safety information.
- C. Continue to provide the NZ Avalanche Advisory (NZAA).
- A. Maintain the existing NZAA platform through the 2017 forecasting season
- B. Review and redevelop the NZAA + InfoEx platforms ensuring they remain fit for purpose.

Tactic 2. Advertise using traditional media channels.

- A. Target key demographics established through our insights, focused on hotspots and high participation times.

Tactic 3. Continue to build public awareness of MSC

- A. Continue to develop PR opportunities through our partner channels.
 - Continue to embed the "Make It Home" (*#MakeItHomeNZ*) brand statement throughout our collateral.
- B. Produce media releases.
 - Pro-Active – Prior to specific events and known seasonal participation.
 - Reactive – Respond to significant incidents highlighting the lessons to prevent this in the future.
- C. Outdoor Safety Week – This year is principally about scoping for a potential October 2018 launch.

Tactic 4. Continue to develop MSC resources and tools to meet the needs defined by our partners and insights.

- A. Plan My Trip: Deploy PMT tool in the current MSC website, and partner websites and kiosks.
- B. Project Digitise: Continue to convert current printed material to digital resources, host on MSC website.
- C. Continue to provide existing MSC printed material and associated resources.
 - Investigate transfer of IP to an appropriate third party, if considered no longer applicable to MSC.
- D. Collaborate with Tourism NZ and DOC to produce resources targeting key TNZ/DOC international visitors before they arrive in NZ.
 - explore including outdoor safety material into their existing travel agent/wholesale training material.
- E. Produce a revised version of the 'Early Bird' duck shooting opening weekend video, utilising existing footage.
- F. Produce an alpine skills instructional video series primarily targeting the safe use of crampons and ice axes.
- G. Produce an alpine tramping video series featuring safety information specific to key hotspots

Tactic 5. Work in partnership with members of the 'Outdoor Safety Retail Partnership' (OSRP)

- A. Deliver specific projects as agreed to in the individual project plans with Macpac, Bivouac, Torpedo7.
- B. Engage Kathmandu and Hunting & Fishing with a view to them joining the OSRP.
- C. Trial in-store kiosk concept of 'Plan My Trip' in flagship stores. Develop future implementation recommendations.

Tactic 6. Collaborate with partners to include relevant and contextualised safety material within their channels.

- A. DOC: Implement a joint marketing campaign or embed safety information into existing DOC campaigns
- B. Key City, District and Regional Councils: A particular focus on Auckland, Ruapehu, Taupo, MacKenzie, Queenstown Lakes and Southland Councils
- C. Embed hunter and firearms safety information into the NZ Police website.
- D. Embed NZAA content into existing or refreshed MetService Apps
- E. Target large scale transport and accommodation providers, gear hire outlets and information sources.
- F. Through youth focused Council member organisations and partners, target young people and their families.

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, recognising 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, prioritising these over perceived problems
- 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 our achievements and share our success stories with our networks, council members, partners and funders.

- A. We'll continue to provide MSC / Connect each month.
- B. 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.

Tactic 4. 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

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

At the end of the 2017/18 business year, we'll reflect on this Business Plan and evaluate our performance against each tactic. We will consider the following things.

- A. 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?
- B. 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?
- C. 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?

Annual KPI's

Partnerships

- A. Through our partners we increase our ability to reach people who hunt or tramp in one of the five hotspots.
 - i. Develop five new partnerships
 - l. Maintain T1 & T2 partnerships which focus on hunting and tramping in the five hotspots
- B. Partners are contributing to the development of our insights
 - i. Min of three development workshops with partners
 - ii. 15 hours of partnership engagement per relevant partner.
- C. Key T1 partners recognise MSC as their primary outdoor safety partner
 - i. Four signed partnership agreements and that the associated project plans directly reference key MSC business plan projects.
 - o Public confirmation. Press release + PR engagement
 - o Internal confirmation. Memo + Staff engagement / recognition.

Insights

- A. Partners are using MSC's insights as part of their strategic decision making.
 - i. Minimum of six national / regional insights presentations.
 - ii. Minimum of three 1-2-1 partner insights focused sessions.
 - iii. MSC involved in public safety working groups.
- B. Partners are using MSC's insights to inform participants / customers decision making.
 - i. (4) Insights focused editorial articles for Hunting, Tramping and Backcountry Snow-sports.
 - ii. (4) MSC's insights publications are referenced in articles.
 - iii. A wide range of partner resources are available with MSC's insights throughout or referenced within.
- C. We use insights to inform MSC's decision making
 - i. Our insights work informs and focuses our regional hotspot priorities.
 - ii. Our insights work informs and focuses our participant activity priorities.
 - iii. We continue to use participant insights to refine our engagement with target demographics, Eg.: Mosaic.

Messaging

- A. More people are aware of who MSC are.
 - i. When our annual social reach exceeds 8M
 - ii. When annual website traffic increases by 10%
 - iii. When #MakeltHomeNZ is used organically by participants on Twitter, Facebook and Instagram
- B. An increasing level of people are engaging with safety information and tools
 - i. When the project plans are in place with DOC and the OSRP's; in particular when 'Plan My Trip' (PMT) is available for use in-store via information centre or kiosk.
 - ii. When PMT engagement exceeds 12,000 trips planned in the first year
- C. Outdoor recreation participants promote planning and preparation to their networks
 - i. When viral (excluding organic and paid) reach of our social posts exceeds 20%
 - ii. When we're contacted more than six times in a year to contribute to editorial.
 - iii. More than half of our partners have MSC resources available on their websites and social channels.

Organisational Excellence

- A. Our organisation develops a strong supportive and positive culture
 - i. Facilitate 10 off-site 'All Staff Days'.
- B. MSC is a financially astute and transparent organisation
 - i. Operational finances are within agreed budgets
 - ii. 'Un-qualified' rating received from independent Annual Audit
 - iii. LGB application submitted on time.
- C. We can regularly share our successes and these are highly relevant to member organisations and partners.
 - i. MSC/Connect is sent to partners every month
 - ii. Partner quotes used in annual reports

#MakeltHomeNZ

New Zealand Mountain Safety Council

admin@mountainsafety.org.nz

Ground Floor, 86 Customhouse Quay, Wellington 6011 / PO Box 6027, Wellington 6141

www.mountainsafety.org.nz | www.avalanche.net.nz