

# Business Plan 2018-19

New Zealand Mountain Safety Council

## Executive summary

Our business plan for 2018–19 builds on last year’s plan and adds new focus on some activities.

We’ll focus our efforts where they’re needed most – on the people, places and activities with the highest safety risk. We’ll get there through partnerships, insights, and messaging. The highlights of this year’s plan include:

- investing more time and energy into sharing our insights with partners who can use our insights to improve safety – especially councils and the Department of Conservation
- ramping up our work on Issue-Specific Advisory Groups – our highly-effective approach to dealing with known safety issues
- making our messages more visible in outdoor-related retail settings through the Outdoor Safety Retail Partnership.

We’ll also continue our long-term initiatives that take several years to achieve lasting change. We’ll scale back some initiatives such as the development of new resources to focus on the channels where we have most impact. We’ll review our progress at the end of the year to help us plan for 2019–20.

## In this business plan

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## We'll focus our efforts where they're needed most

We know that some places, demographics and activities pose a higher safety risk than others. By targeting these, we'll reach the people who need us 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.

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

Hotspot areas:

- Auckland region
- Central North Island
- Tasman region
- Mackenzie (Aoraki/Mt Cook) region
- Queenstown-Lakes and Mt Aspiring area
- Southland, in particularly the northern Fiordland/Milford area

We'll also pay close attention to our insights work, to target new areas of interest as they emerge.

### We'll target the people who are most at risk

Our insights work has identified key demographics that stand out in safety incidents. Our safety interventions will target these people. When we collaborate with council member organisations and partners, these demographics will feature as part of the target audience.

Key demographics vary depending on the activity and hotspot. We've identified four priorities.

#### **Activity-specific demographics**

Based on our insights we'll target the most 'at risk' groups of participants at specific times of the year as well in specific places. Our intention is to become 'hyper-localised' with our messaging and interventions.

#### **Most at-risk Kiwis**

Kiwis spend more time in the outdoors and go on many more trips per year when compared with international visitors so they're exposed to risk 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. These groups are identified through our insights publications and our 'Issue Specific Advisory Function.'

#### **Males**

As they have a much higher rate of fatality and involvement in search and rescue, our interventions are contextualised towards males in an effort to ensure they are as engaging and relevant as possible. However, predominately 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. Targeting young people also helps ensure the future population of outdoor recreation participants is well aware of how to be safe in the outdoors. The interventions we produce for this group may be relatively broad to capture a wide audience.

## We'll target specific outdoor recreation activities

Our focus on certain activities has not changed, and this is supported by our Insights. 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 that extend our reach and effectiveness

Our partnerships help us and our partners play a stronger role in outdoor safety, and we'll continue to build and maintain them.

Partnerships keep us connected with other organisations who play a role in outdoor safety, and organisations with 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. We'll be 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 prevent injury and death.

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

Increase collaborative work with targeted partners to share our Insights within their outdoor incident prevention policy and planning. Expand the scale of our current partnership collaborations to allow more visibility of tools and resources.

### Tactic 1. Ensure strategic partnership foundations are in place

We'll maintain existing partnerships and invest more in developing new partnerships.

#### Maintain existing partnerships

We'll deliver the partner engagement plan (part of the Partnerships framework) through regular and meaningful connections with our partners.

We'll facilitate internal engagement within key partner organisations who connect with us on multiple levels. We will prioritise large partners who have multiple connections, and those partners who can act on the insights we share with them.

We'll establish partnership agreements with selected key partners by completing the DOC partnership agreement and joint work plan.

We'll maintain partnership agreements with selected key partners:

- maintaining the partnership statement of intent with MetService, delivering on the agreed priorities and joint projects
- further developing the Outdoor Safety Retail Partnerships, delivering on the agreed priorities and joint projects.

#### Invest more time and energy in developing partnerships

We'll prioritise partnerships where potential for high shared value exists:

- NZ Police – with a specific intention to grow the partnership outside of the firearms space
- Tourism NZ – with a specific intention to target international visitors to New Zealand
- Territorial Local Authorities that exist within specific hotspots – specifically focusing on Auckland Council
- Outdoor Safety Retail Partners; Kathmandu, Macpac, Torpedo 7, and Bivouac
- AA Traveller.

### Tactic 2. Partner with organisations that have direct reach, influence, and knowledge of our target demographics

We'll prioritise partnerships with organisations that have direct reach to young people and their families. We'll continue to connect youth focused council member organisations and partners through facilitating the annual collaborative forum.

We'll prioritise partnerships with organisations that have direct reach to kiwi males, especially those who go tramping and hunting.

We'll prioritise partnerships with organisations that have a direct role within other tactics or specific projects.

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

We'll deliver the practical firearms safety component of the New Zealand firearms licence process together with NZ Police. We'll complete the national roll-out of the revised practical firearms safety training, recruiting and inducting new contract instructors.

### Tactic 4. Directly influence backcountry alpine snow users

We'll facilitate the collation of expert snow, weather and avalanche safety information by continuing to manage the NZAA forecaster network and relevant support services.

We'll facilitate the submission of public observations via the new NZAA website function. Observations improve public awareness of current conditions and hazards in the alpine backcountry.

We'll support alpine snow-based partners by continuing to provide the InfoEx platform, an essential information depository, exchange and decision-making tool. We'll continue to manage the platform and subscriber network, supporting subscribers and renewing subscriber agreements ahead of winter 2019.

In 2016–17 we completed a stocktake of the physical signage used to convey avalanche dangers. We'll use the stocktake information to develop a plan for updating avalanche signage at key alpine locations.

We'll maintain the existing framework for avalanche external course providers for 2018. We'll review the course curriculum and resources, updating them for delivery in 2019.

We'll organise and deliver the Southern Hemisphere Alpine Conference and additional one-day avalanche SAR workshop.

### Tactic 5. Maintain awareness of key partner events and activities

We'll continue to support our partners and stay connected with the sector by attending key events and activities.

## Insights that give us an evidence-based approach

Data and insights let us focus our efforts where they are most needed and most effective. Working with council members and partners, we'll maintain access to a wide range of data relating to participation and incidents in the outdoors. Through careful analysis we'll develop these varied data sources 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 on. They'll inform our key safety messages, our understanding of target audiences, and our targeted prevention initiatives. They'll help us shape our partnerships.

This year we will invest more time and energy into sharing our insights with partners who can use our insights to improve safety, especially councils and the Department of Conservation. And we'll ramp up our work on Issue-Specific Advisory Groups (ISAGs) – our highly effective approach to dealing with known safety issues

We'll continue to act as a knowledge hub, sharing our insights with the rest of the outdoor sector. We'll spend 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. To increase our focus on sharing insights and dealing with issues through ISAGs.

### Tactic 1. Continue to collect and analyse data to develop insights.

We'll continue to maintain positive engagement with partners who supply data or significantly support our insights development. We'll give these partners the opportunity to engage in our insights projects, in addition to just supplying data.

We'll continue to develop insights by completing the following projects:

- Project Celsius – exploring the relationship between weather and injuries, what impact does weather have on incidents in the outdoors
- Project Outlander – a future focused look at international visitor numbers/trends to NZ and what changes/impact this may have in relation to outdoor incidents
- Project Gunsmoke – a closer look at the broader picture of firearms incidents in NZ, not just those occurring in the outdoors.

### Tactic 2. Invest more time and energy into sharing our insights with others

This increased focus will boost our council members' and partners' knowledge, so they can use these insights to grow the impact we're making together. We aim to see positive impacts on participant safety as a result.

We'll prioritise high-need and high-opportunity partners who can directly use our insights to improve safety: DOC, councils, and partners with reach and influence on participants such as outdoor retailers and member associations.

### Tactic 3. Complete our partner-focused insights visualisation tool

We'll finish developing our partner-focused insights visualisation tool. This tool will help us share our insights, as in Tactic 2 (above).

### Tactic 4. Use an issue-specific approach for known safety issues

We identify safety issues through our partnerships and insights platforms. We'll increase the number of Issue-Specific Advisory Groups (ISAGs) we run, aiming to deliver a minimum of three. Agile and needs-based, these are the primary mechanism to address safety issues identified by our insights projects. This year we'll continue to focus on hunting issues identified through *A Hunter's Tale*, and tramping issues identified through *A Walk in The Park?*

### Tactic 5. Continue to support Coroners

We'll continue to support Coroners through the development of expert fatality reports.

## Messages that spread further and target more accurately

We'll spread our safety messages to the groups identified through our insights. We'll use partnerships with others to more effectively reach and influence outdoor participants. We'll deliver both broad outdoor safety campaigns as well as more detailed campaigns and tactics targeted at specific people in specific locations. This year we'll work on getting our messages into outdoor-related retail settings through the Outdoor Safety Retail Partnership (OSRP).

### Our goal

Raise the visibility of our current tools and resources to a broad range of participants through the reach of our partners. Target the most at risk participant groups through short-term contextualised campaigns. Make our messages more visible in outdoor-related retail settings.

### Tactic 1. SITES: Maintain MSC's digital media channels and sites

Along with our own content we'll collaborate with partners to produce and promote material relevant to outdoor/visitor safety. Where relevant, we'll support each other's key messages through sharing on Facebook, Twitter, Medium, YouTube, or LinkedIn to grow their audience.

We'll continue to add minor updates to our website to improve the visitor experience and ensure easy access to safety information. We'll also continue to provide the NZ Avalanche Advisory (NZAA) and InfoEx.

We'll complete our transition away from the role of owning and managing the National Incident Database.

### Tactic 2. ADVERTISING: Use traditional media channels

We'll target key demographics established through our insights, using traditional advertising channels – Print, Digital Display, Digital Search, Social, Radio and Out of Home. We'll focus mainly on hotspots and high-participation times of the year, driven by the *Communications Framework, 2018–20*.

### Tactic 3. BRAND: Continue to build public awareness of MSC

We'll continue our brand development – finding and developing PR opportunities to engage the community with our brand. We'll strive to be viewed and referenced as a 'trusted advisor' for participants of all ages, activities and demographics. We'll avoid being the 'fun police' in the eyes of participants. Our focus this year is around broad (wide) awareness.

- Social Media: we'll produce and distribute professional, highly shareable #MakeItHomeNZ content (with our partners where possible).
- PR: we'll continue to become a more prominent voice regarding outdoor recreation planning, preparation, decision making and other safety considerations.
- Editorial & CEO Blog: we'll raise seasonally relevant topics with relevant magazines, papers, bloggers, influencers and social channels.

We'll produce media releases for specific events, and at certain times of the year that relate to seasonal participation and that help to create opportunities to 'tell our story.' We'll produce both proactive and reactive media releases:

- proactive – in the run-up to specific events and known seasonal participation, we'll develop press releases with the right partners to highlight the pertinent issues
- reactive – responding to incidents at the appropriate part of the story is an important function of how we use the lessons from an incident to prevent it happening again.

In partnership with Water Safety NZ we'll co-ordinate a sector wide campaign known as *Get Outdoors Week* to highlight the key message of 'planning exciting adventures'.

We'll review our current brand identity to establish if a rebrand is required to link the logo, name and associated branding to the 'new' MSC, following the 'One MSC' changes.

### Tactic 4. RESOURCES & TOOLS: Continue to provide MSC resources and tools

We'll significantly ramp up effort to engage participant groups, organisations and target audiences. We'll make the most of resources and tools currently available, such as guides, videos, eLearning tools, manuals, *Plan My Trip* and the NZAA. We'll narrow the focus of the 'shop' section of our website.

### Plan My Trip

We'll finalise the API development this spring, to enable a full campaign launch of *Plan My Trip*.

We'll conduct user testing to better understand how the tool is being used, and what opportunities exist for improving the way it enables effective trip planning.

### **MSC website shop**

We'll review our online shop function and develop a business case that clearly defines the 'future of MSC within the retail space'.

We want to ensure existing resources are not lost and exit previous areas of expertise gracefully. We'll distribute any relevant IP (general information, training and qualification content, images and other supporting info) from the current set of pamphlets, posters and associated resources to appropriate organisations.

### **Collateral for A Walk in the Park?**

We'll produce a suite of targeted posters and digital collateral to inform and engage participants based on location-specific insights for the nine hotspots identified in *A Walk in the Park?* We'll target both international and domestic participants as they explore the recreation areas of New Zealand. We'll provide these resources to TNZ, OSRP Group, DOC Visitor Centres, iSites, accommodation providers, the vehicle travel network and regional councils.

### **New video series**

We'll produce a new video series:

- an alpine skills video series, with instructional content on the safe and proper use of crampons and ice axes

### **Outdoor Intentions**

We'll continue to manage the Outdoor Intentions steering committee, who collectively provide input into the wider intentions process we manage and promote.

### **Outdoor Safety Code**

We'll develop a business case that reviews the merits of an updated Outdoor Safety Code, using our insights platform, and with input from key stakeholders.

### **Tactic 5. RETAIL: Work with members of the Outdoor Safety Retail Partnership**

We have created individual project plans with each of Macpac, Bivouac and Torpedo7. We'll deliver these agreed projects. We'll bring together an Outdoor Safety Retail Partnership (OSRP) group to:

- discuss the successes of the joint work with MSC
- plan future sector activations of safety material within their organisations.

We'll report on impact of the kiosk project with recommendations for future implementation.

We'll engage Hunting & Fishing with a view to joining the OSRP.

We'll develop and run an insights focused training session for the OSRP group focusing on staff in key locations.

### **Tactic 6. PLUG IN: Spreading *Plan My Trip* and other resources further**

We'll provide partners with relevant and contextualised safety material, working with them to improve their channels – web, social, and physical locations well as resources and tools. We'll add in new opportunities as we identify them.

We have identified key partners for this:

- Department of Conservation
- MetService
- Auckland Council
- AA Traveller
- Transport providers; Jucy, Spaceships etc.
- Traveller information sources; Campermate, Roadtrippers etc.

We'll keep a close eye on the material we've historically 'plugged-in' to other channels and where required we'll review that material to maintain relevance and effectiveness.

## Organisational excellence that keeps us thriving

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 partnerships, insights and messaging, 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 feel they are 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

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. Our staff will lead projects and be expected to deliver great results, with clear accountability expectations and high standards of quality.

### Tactic 2. Plan well, focusing on solving problems and tracking what we do

We'll continue to use common planning and project delivery tools and make use of smart technology. We'll focus on known problems that we've identified through our insights and partnerships, prioritising these over perceived problems. 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. Communicate our achievements and share our success stories

We'll continue to communicate our achievements and share our success stories with our networks, council members, partners and funders – keeping those closest to us updated on what we're doing and why. We'll also give them opportunities to be part of our work and share the results.

We'll continue to provide MSC/Connect each month. We'll also 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

We'll make sure resources are allocated appropriately. We'll 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 2018/19 business year, we'll reflect on this Business Plan and evaluate our performance against each tactic. We'll 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?

## #MakItHomeNZ

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