

Business Plan 2021 - 2022

New Zealand Mountain Safety Council

Executive summary

Our business plan for 2021-22 builds on last year's plan. Some tactics have been reprioritised to highlight the increased importance and some new projects have been added which focus on specific safety needs.

We'll continue to focus our efforts where they're needed most – on the people, places and activities with the highest safety risk. We'll continue to achieve excellent results through our well-established partnerships, world-leading insights, and targeted messaging. The highlights of this year's plan include:

- A significant focus on the promotion of Plan My Walk.
- A continued significant focus on content development in the form of stories, partner articles, news content and media opportunities (both proactive and reactive).
- Continuing to invest significant time and energy into engaging with our Council Members and Partners.
- Continuing to invest time and energy into sharing our insights with Council Members and Partners who can use them to help improve safety.
- Continuing our work using Issue-Specific Advisory Groups (ISAG) – our highly-effective approach to dealing with known safety issues. This year we'll focus exclusively on implementing the agreed solutions developed by past ISAGs.
- Continuing to make our messages more visible in outdoor-related retail settings through the Outdoor Safety Retail Partnership (OSRP).

We'll also continue our long-term initiatives that take several years to achieve lasting change. We'll review our progress at the end of the year to help us plan for 2022-23.

In this business plan

Business Plan 2021 - 2022	1
We'll focus our efforts where they're needed most.....	2
Partnerships that extend our reach and effectiveness	4
Insights that give us an evidence-based approach	6
Messages that spread further and target more accurately	8
Organisational excellence that keeps us thriving	10
We'll review our progress at the end of the year	11

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 the 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 on-going insights work. These hotspot areas stand out because they have one or more of the following factors; high 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 in the outdoors.

Hotspot areas:

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

We'll continue to monitor any changes in hotspot areas to ensure we don't miss any emerging issues.

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 and campaigns 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

The continued impacts of COVID-19 border restrictions mean there will be very few international visitors arriving into New Zealand over the next 12 months, and even the flow of Australian visitors will be impacted. Even with the return of Australian tourists to New Zealand, Kiwis represent the vast majority of participants. This situation already aligns with our predominant focus on New Zealanders, and we are already well setup to continue to target these people. Unless it is absolutely necessary to maintain systems, resources or partnerships, our focus this year will almost exclusively be on local New Zealanders and Australians. However, we will not lose sight of the fact the visitors will return one day, and we need to be prepared for this, potentially working on things now so we are ready when they do. An example of this is the project to update the Tongariro Alpine Crossing tramping video.

Genders

As males have a much higher rate of fatality and involvement in search and rescue, some of our interventions are contextualised towards males 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. Recent research also suggests females are the predominant planners, researchers and decision makers within families, therefore connecting with females to influence males will feature as a key element of our campaigns.

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 to 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, with a particular focus on avalanche prevention
- backcountry snow sports such as skiing and snowboarding
- trail running
- mountain biking

Partnerships that extend our reach and effectiveness

Our partners play a strong role by helping us encourage outdoor safety, therefore we'll continue to build and maintain all partnerships.

Recently there have been some big challenges facing our Council Members and Partners in relation to the on-going impacts of COVID-19. In light of this, it is essential that we stay well connected to them and understand the challenges they face, and where we may be able to further support each other.

Partnerships keep us connected with other organisations who play a role in outdoor safety, and organisations with direct reach to audiences who recreate in the outdoors. Working collaboratively with Council Members and Partners 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 will 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

Maintain the high volume of collaborative work we do with targeted partners, and our Council Members. Continuing to work with our partners and include them as key components of our campaigns, resource development, insights development and sharing in the collective success of our work.

Tactic 1. Ensure strategic partnership foundations are in place

We'll maintain existing partnerships and invest in developing new partnership opportunities if they surface.

Maintain existing partnerships

We'll deliver the partner engagement plan (part of the partnerships framework) ensuring we're well connected to all our council member organisations and the broad range of organisations within the traditional outdoor sector.

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

We'll complete the Department of Conservation partnership agreement and shared 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 (OSRP), delivering on the agreed priorities and joint projects, but also looking to new opportunities

We'll engage with our council members to specifically understand the on-going impacts of COVID-19 on their organisation, and how this may have long-term effects on their work, and ours.

Continue to invest time and energy in developing existing 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 New Zealanders and ensure we are well placed for the revival of international visitors, especially Australians.
- Territorial Local Authorities that exist within specific hotspots – specifically focusing on Auckland Council, the Central North Island and Queenstown-Lakes.
- Regional Tourism Organisations – specifically those that have and are indicating a desire to collaborate on the promotion of Plan My Walk.
- Outdoor Safety Retail Partners (OSRP); Kathmandu, Macpac, Torpedo 7, Bivouac and Hunting & Fishing
- AA Traveller.

Develop new sector relationships

We'll grow relationships where potential strategic alignment with MSC outcomes or wider sector impact exists, ensuring we're well connected to emerging government priorities.

- Ministers (Conservation, Police, Sport and Recreation) and Opposition Spokespersons with influence in the Outdoor Recreation sector.
- Identified Public Sector CEOs/DGs with shared objectives.
- We'll consider adding Rebel Sport and /or The Warehouse to our outdoor safety retail partnerships.

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

We'll prioritise work with organisations that can help build our understanding of our target audiences related to specific tactics or projects.

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

We'll continue to deliver the firearms safety training component of the New Zealand firearms licence process together with NZ Police.

We'll establish stronger relationships with key New Zealand hunting TV shows to positively influence their content and collaborate on safety content for their audience

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 New Zealand Avalanche Advisory (NZAA) forecaster network and relevant support services.

We'll facilitate the submission of public observations via the NZAA website. 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 2021.

We'll review and update the existing course education resources for external avalanche course providers for 2022.

We'll continue to advance the agreed actions arising from the Statham NZAA report, this includes developing and implementing a quality assurance review and system.

We'll facilitate feedback from NZAA users (including InfoEx subscribers) and build a plan for the site update which will take place in the 2022-2023 business year.

Tactic 5. Maintain awareness of key partner events and activities

We'll continue to support our Council Members and Partners and stay connected with the sector by attending key events and activities. This includes attending council member and key partner AGMs, attending special sector meetings or collaborative forums such as the Land Safety Forum. We will attend the likes of Sport NZ conferences and Recreation Aotearoa Hui's.

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 shape our key safety messages, our understanding of target audiences, and our targeted prevention initiatives or campaigns. They'll help us shape our partnerships.

This year we will continue to invest as much time and energy as we can into sharing our insights with partners who can use them to improve safety. We'll continue our work using the Issue--Specific Advisory Groups (ISAGs) – our highly-effective approach to dealing with known safety issues, with an exclusive focus on implementing the agreed actions from previous ISAGs.

We'll continue to act as a knowledge hub by sharing our insights with the rest of the outdoor sector. We'll spend time with our Council Members and Partners to unpack these so the sector 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 to us.

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

- Research: We'll complete specific research exploring the avalanche culture within the mountaineering community. We'll engage the alpine sector to inform any implementation priorities that emerge from this research.
- We'll collaborate with the Department of Conservation on a Public Conservation Land (PCL) specific hunting block insights report, as requested by them.
- We'll build a business case and project plan to support further typology research into understanding the users of the NZAA, how they use the NZAA and how they apply the advisory to their backcountry decision making.
- We'll work to understand the changes in participation as a result of COVID-19, utilising the latest Sport NZ ActiveNZ survey findings.
- We'll review the three previous Impact and Influencers Surveys to identify changes, trends, or emerging patterns that will help to shape our future work.

We'll continue to maintain our existing insights by updating our data and refreshing our dashboards, ensuring we have the latest insights to guide our prevention work.

We'll continue to use TextFerret, an advanced 'customer listening' tool, to focus in on conversations within the outdoor recreation community, in order to develop a deeper understanding of what they're talking about. We'll use this tool to measure how our campaigns and content are shaping online conversations, to influence our content development and content on our own channels.

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: Department of Conservation, Local Government Councils, and partners with reach and influence on participants such as outdoor retailers and member associations.

We'll add more of our research findings and insights to our website so they're available to the public.

We'll create more stories that showcase our insights, specifically targeting media outlets.

Once our Power BI Dashboards are updated, we'll look to make some elements of these public via our website.

We'll create further StoryMaps as a mechanism to share updated insights, new research findings, and a refresh of our existing insights publications.

We'll continue to use our Power BI dashboards to enhance how we share insights with our partners.

We'll publish our ACC Claimant Research findings and share these with our partners and others.

We'll publish our Trip Planning Research findings and share these with our partners and others.

We'll publish specific parts of the three completed Impacts and Influencers Surveys and share these with our partners and others.

Tactic 3. Use an issue-specific approach for known safety issues

We identify safety issues through our partnerships and insights platforms. Agile and needs based, ISAGs are the primary mechanism to address safety issues identified by our insights projects.

We'll exclusively focus our work on progressing the agreed actions and outcomes from the previously run Tongariro Alpine Crossing, Tararua and Angelus ISAGs, implementing those specific solutions so we can address those remaining issues. We won't run any new ISAGs this year.

We'll work with Department of Conservation and other key partners to conduct a review of the ISAG framework to ensure prior learnings have been captured and applied, and ensure the framework going forward is fit-for-purpose.

Tactic 4. 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 precise campaigns and tactics targeted at specific people in specific locations.

This year we'll continue to build on our ability to generate proactive media features and create our own written content for widespread distribution through our own channels and partner networks.

We'll continue to ramp up our focus on getting our messages into outdoor-related retail settings through the Outdoor Safety Retail Partnership (OSRP).

We'll focus heavily on the promotion of Plan My Walk, looking for opportunities to reach the broad range of target users.

We'll strive to be referenced as a 'trusted advisor' and we'll avoid being the 'fun police' in the eyes of participants.

Our goal

Raise the visibility of our current tools and resources, especially Plan My Walk, to a broad range of participants through the reach of our partners, paid promotion, our own channels and earned media. Target the most at-risk participant groups through short-term contextualised campaigns. Make our messages more visible in outdoor-related retail settings.

Tactic 1. We will continue to build public awareness of MSC & our resources

We'll maintain the high focus on our own written content and sharing this widely through our own channels, our partners channels, and the media. This written content will be in the form of proactive media engagement, storytelling and reactive responses.

We'll use a range of digital tools to build our brand presence and deliver resources direct to participants. This includes Google Adwords and YouTube Advertising.

We'll place a significant focus on building awareness of Plan My Walk, using our own channels, our partners, earned media and paid promotion.

We'll deliver a series of targeted presentations that share our resources, namely Plan My Walk and our latest insights, with key recreational user groups (like large tramping clubs) and key membership organisations (like our youth-based council members).

Tactic 2. We will deliver targeted campaigns

Our campaigns will utilise a multi-disciplinary approach; the media, our partners, our own channels and paid digital advertising. We'll be precise in who we target these to, the messages we are communicating and the call to action. We'll monitor the success of these campaigns and continual improvement to our messaging approach.

We'll deliver four campaigns, with a major focus on the promotion of Plan My Walk:

- Winter/Avalanche campaign (July – October) 2021
- Plan My Walk promotion (October – April) 2021/2022
- Hunting/Roar campaign (March - April) 2022
- Duck shooting season campaign (April - May) 2022

Tactic 3. We will maintain MSC's digital sites & social media channels

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

We'll make some minor improvements to the NZ Avalanche Advisory (NZAA) and InfoEx after gathering user feedback and reflecting on the 2021 winter season.

We'll make further enhancements to Plan My Walk, specifically by adding additional tracks, and further features that enable custom trip planning and enhances the user's experience. These enhancements will be strongly user driven based off their feedback, with the intention to use development as a mechanism to drive more users.

Tactic 4. We will continue to provide resources and tools, both creating new and maintaining existing

We'll maintain our focused effort to engage with key participant groups and target audiences. We'll make the most of resources and tools currently available, such as recreation guides, videos, eLearning tools, manuals, *Plan My Walk* and the NZAA.

Expanding and evolving our successful video series

We'll expand the number of track specific videos in our tramping video series to include the newly developed Taranaki Crossing (or similar).

For other popular tracks we'll develop shorter 3D satellite flyover style 'snapshot' information videos, primarily for inclusion within Plan My Walk.

We'll create a new Mountain Bike/Bike-packing video, similar in the style to our existing tramping videos, for the Old Ghost Road (or similar).

MSC physical resources

We'll continue to develop physical resources and publications where there is a clear plan for them. For example, Plan My Walk provides an opportunity to update some physical resources, or create new ones, where there is a viable channel for their use. Department of Conservation Visitor Centres, iSites, tourism transport and accommodation providers are just some examples of where enhanced physical resources may be well suited.

Tactic 5. We will continue to work in partnership with our Outdoor Safety Retail Partners (OSRP), delivering highly-effective initiatives to their customers

We'll continue to work closely with our retail partners to develop and deliver initiatives that engage their customers and online audiences. This includes:

- In-store safety messaging and collateral i.e. kiosks, posters and handouts primarily related to Plan My Walk.
- Training their staff in the promotion and use of MSC safety resources i.e. Plan My Walk, videos, eTools.
- Distribution of physical safety collateral to customers via online purchases.
- Development of online articles and content for distribution via their digital channels.
- Continuation of the Macpac 'How to' video series.
- Social media opportunities including Facebook live events.

This year is a suitable time to review with our retail partners by identifying where new opportunities may exist. We'll seriously explore extending our retail partnership to include Rebel Sport and The Warehouse, and smaller bespoke non-chain retailers.

Tactic 6. We will continue to position our resources and information in the places we know people look

We'll continue to work with partners but only where new opportunities exist, or where changes to their sites allow for increased reach to relevant target audiences.

We'll continue to 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. Conduct a Strategic Review

We'll undertake a review of our Strategic Plan through significant consultation with our council members, key partners, and if necessary, our funders.

Tactic 2. 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 3. 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 4. 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 while 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 the monthly MSC Connect.. 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 5. 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 2021-22 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?

#MakeItHomeNZ

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