



OUTDOOR SAFETY

NEW ZEALAND MOUNTAIN
SAFETY COUNCIL



NZ MOUNTAIN SAFETY COUNCIL 2015/16 BUSINESS PLAN



For more information, see the MSC 2020 Strategic Plan
www.mountainsafety.org.nz

**SAFER PLACES, SAFER
ACTIVITIES, SAFER PEOPLE.**

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WHAT'S IN THIS BUSINESS PLAN

This Business Plan sets out what we want to achieve over the next business year, and how we plan to achieve it. It shows how we'll measure our success as we go, and how we'll review our progress at the end of the year. It also includes some detail on what we'll do beyond this business year to give an idea of our longer term goals.

A BRIEF SUMMARY OF OUR WORK FOR THE YEAR

We'll divide our work into four platforms. We will:

- 1. build strong partnerships**
- 2. use data to gain insights**
- 3. spread safety messages widely**
- 4. achieve organisational excellence.**



We'll use a range of tactics to help us achieve our goals.

To build strong partnerships, we will:

- make outdoor safety a part of what we do together
- act as a hub to connect us all together
- make the most of combined knowledge, data and insights
- use partnerships to identify and reach specific groups, together.

To use data to gain insights, we will:

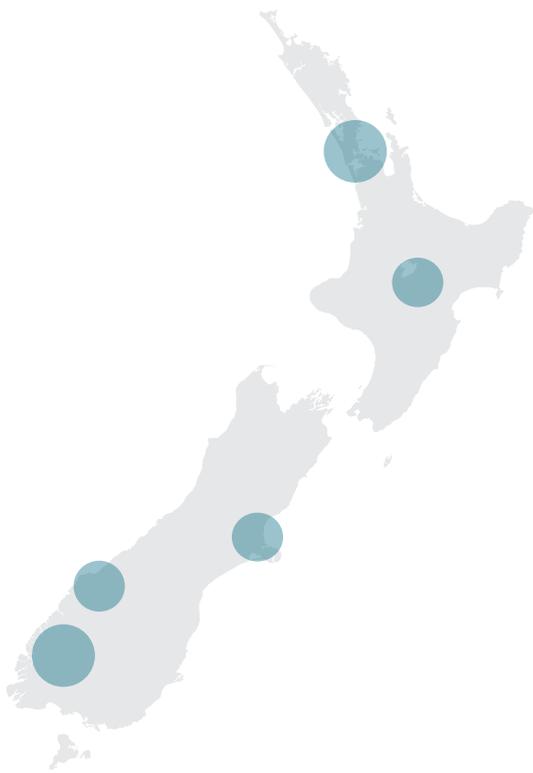
- understand where people go and what activities they do
- know who's most likely to get into problems
- identify the most hazardous places and activities
- target our safety messages to the right groups
- share useful information with our partners and others.

To spread safety messages widely, we will:

- greatly increase how many people hear our messages
- make sure we're reaching the most at-risk groups
- make sure people are prepared for the most hazardous places and activities
- help many more people stay safe in the outdoors.

To aim for organisational excellence, we will:

- create a supportive, collaborative culture
- plan well and track what we do
- allow staff to be responsible and accountable
- make sure what we spend matches what we produce.



We'll target places, activities and people that need it most

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

We'll target geographic hotspots

Some places in New Zealand stand out because they have a high number of safety incidents or a high potential for risk. To target these, we'll create active partnerships with the people and organisations that can give us insight at a very local level. This will allow us to understand the issues and create the right solutions.

Hotspots with high participation:	Auckland region, Central North Island, South Westland (incorporating the greater Fiordland, Queenstown and Wanaka/Mt Aspiring areas)
Hotspots with high risk:	Central North Island, Aoraki/Mount Cook region, South Westland (incorporating the greater Fiordland, Queenstown and Wanaka/Mt Aspiring areas)

We'll target specific activities

Some activities stand out because their popularity leads to high numbers of safety incidents. Other activities stand out because when things go wrong the incidents are substantial. To target these, we'll create active partnerships with the people and organisations that can give us insight into these activities. This will allow us to understand the issues and create the right solutions.



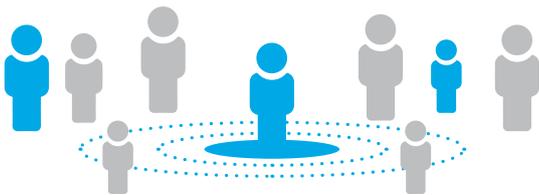
Activities with high participation:	day walks, tramping, trail running and mountain biking
Activities with high risk:	alpine, hunting, multi-day backcountry tramping, backcountry snow sports

We'll target specific participants

Some participant groups will stand out because they have a high number of safety incidents. Other groups will stand out because they share common behaviour or make decisions that lead to incidents. To target these, we'll create active partnerships with the people and organisations that can give us insight into particular demographics, cultures, and experiences. This will allow us to understand and connect with these people and groups.

When we've identified these people and groups we will focus on them. Early predictions suggest this could look like:

Groups with high participation:	New Zealand families and international visitors
Groups with high risk:	Males within a defined age range



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1. WE'LL BUILD STRONG PARTNERSHIPS

By building strong partnerships we'll be able to reach many distinct groups with safety messages tailored to what they're doing in the outdoors. Working well with partners 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.

HOW WE'LL APPROACH THIS PLATFORM IN THE 2015/16 BUSINESS YEAR

Our goals

- Strengthen existing partnerships with member and partner organisations to develop mutually beneficial strategies, collaborative agreements and joint initiatives.
- Develop new partnerships with organisations that share similar interests or common goals.

Tactics we'll use to achieve this goal

Tactic 1: Develop strategies with partners

We'll identify and establish mutually beneficial initiatives that improve outdoor safety.

Tactic 2: Connect others

We'll create opportunities and initiatives with partners and volunteers to improve outdoor safety.

BEYOND THIS BUSINESS YEAR

We'll create a supportive, collaborative and mutually beneficial culture among outdoor recreation sector organisations. A culture that positively affects the safety of people in the outdoors.

Be a centre for excellence and leadership

We'll support, advise and guide partners to improve the outdoor safety of the people who are connected to them.



BUILDING STRONG PARTNERSHIPS – DETAILED TACTICS

Tactic 1: Develop strategies with partners

By working together, we'll be able to keep more people safe. Our partners have great insight and reach into different communities and user groups all over the country. We will develop clear strategies together and begin initiatives that positively affect both broad and specific audiences. These initiatives include:

- establishing strategies that set a clear platform for working together
- establishing targeted safety initiatives to solve specific known problems
- targeting young people and their families through partners who have reach into these communities
- engaging with inbound and on-the-ground tourism-related organisations, such as Tourism NZ, Tourism Industry Association, regional tourism organisations, Department of Conservation and local councils
- delivering the Firearms Safety Programme in partnership with the NZ Police.

Tactic 2: Connect others

We'll act as a hub that enables partners to connect with each other over outdoor safety topics by:

- distributing the findings of our analysis in the form of safety messaging through partners' networks
- supporting other organisations to engage with each other to mutually benefit their operations, for example by sharing safety management resources or establishing shared outdoor safety initiatives
- producing communications that connect organisations and volunteer networks by showcasing how we're collaborating and highlighting key achievements
- working with volunteers on specific initiatives
- leading advisory groups to solve known outdoor safety problems, collect sector feedback or generate a common sector voice on safety topics such as good practice or the key principles of safety messaging
- managing Info-Ex as a primary tool for connecting avalanche-observation information (see the 'We'll spread our safety messages widely' section for details on avalanche.net).

ACHIEVING OUR GOAL WILL RESULT IN THE FOLLOWING OUTCOMES

a. We'll be a leader

We will become the recognised holder of outdoor safety knowledge and leader of safety messaging.

b. We'll have more relevance

Partners will be better connected with us, and will play a more prominent role in improving outdoor safety. They'll look to us for leadership, to solve problems and to establish a collective voice on outdoor safety issues.

c. The outdoor sector will be better connected

The outdoor sector will be more aware of outdoor-safety-related issues, the mechanisms in place to solve these and how they can start or continue to contribute to these.

2. WE'LL USE DATA TO GAIN INSIGHTS FOR ACTION

By working closely with partners we'll be able to access a wide range of data about risks, hazards, accidents, injuries, search and rescue callouts, and deaths in the outdoors. We'll also be able to access existing research, such as participation data, which will 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 identifying hotspots and target groups. We'll also act as a knowledge hub, sharing the information with the rest of the outdoor sector so others can benefit from it.

HOW WE'LL APPROACH THIS PLATFORM IN THE 2015/16 BUSINESS YEAR

Our goals

- Establish the necessary partnerships that will allow us to access relevant information sources.
- Comprehensively analyse the available information, using partners' insights to understand what it means.
- Begin to develop effective safety strategies, based on our findings.

Tactics we'll use to achieve this goal

Tactic 1: Work with partners to collect information

We'll establish new partnerships and develop existing ones to ensure continued access to relevant information and future access to new information.

Tactic 2: Analyse the information

We'll analyse the collected information within the context of outdoor safety, drawing on the expertise and knowledge of partners.

Tactic 3: Use the findings

We'll use our findings to influence partnerships and safety messaging platforms.

Tactic 4: Share the information with others

We'll share our findings with partners and through our safety messaging to reach wide audiences.

BEYOND THIS BUSINESS YEAR

We'll make sure the outdoor sector has a comprehensive understanding of who's getting into the outdoors, what risks and hazards they're facing, and what safety incidents are happening. This will enable us to deliver targeted and effective safety messaging and to further strengthen partnerships.

Share the information with others

We'll share our findings with partners and through our safety messaging to reach both wide audiences and specific people and groups.

USING DATA TO GAIN INSIGHTS – DETAILED TACTICS

Tactic 1: Work with partners to collect information

By establishing new partnerships and developing existing ones, we can ensure continued access to relevant information and future access to new information.

By working closely with each organisation we'll be able to access important information relevant to outdoor safety. In partnership with those organisations we'll analyse this information and draw out findings that will allow us to clearly understand and prioritise the work we need to do. We'll know a lot of information, like:

- who's getting into the outdoors, where they're going and what they're doing
- what type of outdoor safety incidents are occurring (fatalities, accidents and injuries, search and rescue operations)
- where these incidents are occurring (locations and hotspots)
- what's causing or contributing to these incidents
- how people access information before they head outdoors and what type of information they need to be safe
- what initiatives will be most effective in improving the safety of outdoor users.

Tactic 2: Analyse the information

We'll analyse the collected information within the context of outdoor safety, drawing on the expertise and knowledge of partners. We will:

- use the expertise of partner organisations, such as their staff and data sources, to analyse the information
- involve relevant partners in analysing and reviewing data findings to better understand local information (such as geographic features and visitor facilities) or specific user groups and their behaviours (such as climbers, hunters, families, solo trampers)
- consider other factors that may be influencing outdoor safety within specific geographic areas or user groups and determine what impact these factors may be having.

Tactic 3: Use the findings

We'll use our findings to influence partnerships and safety messaging platforms. This will lead to:

- establishing clear priorities based on the most critical outdoor safety issues
- having influential and mutually beneficial conversations with partners
- designing safety information, including key messaging, that will have the most impact on improving outdoor safety
- targeting information to specific activities
- targeting locations and hotspots that have high incident or participation rates
- developing specific initiatives to improve outdoor safety.

Initially, our use of these findings will be limited as it will take time for us to collect and analyse the information. Once we have enough knowledge, our use of these findings will increase significantly.

Tactic 4: Share the information with others

By sharing the findings with partners and through our safety messaging, others will benefit from what we know and we'll be able to reach wide audiences.

See the '[We'll build strong partnerships](#)' and '[We'll spread our safety messages widely](#)' sections for more information on this tactic.

ACHIEVING OUR GOAL WILL RESULT IN THE FOLLOWING OUTCOMES

a. Our knowledge will increase

We'll know more about things like where people go, what they do, what incidents and accidents they're having, how many searches and deaths occur, what causes these events and what we can learn from them.

b. The sector's knowledge will increase

As well as increasing our own knowledge, as we share this information with partners, the sector's understanding of safety issues will also increase.

c. We'll make decisions based on data

We'll use our increased knowledge to prioritise safety initiatives and make decisions that influence our safety messaging.

d. Our safety initiatives will target known problems

The things we do to make people safer in the outdoors will target known problems, not perceived problems. We'll work with partners to understand these and put solutions in place.

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3. WE'LL SPREAD OUR SAFETY MESSAGES WIDELY

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

HOW WE'LL APPROACH THIS TACTIC IN THE 2015/16 BUSINESS YEAR

Our goal

To influence the behaviour of a greater number of outdoor users by providing an increasing amount of relevant, informative and timely safety messaging in ways that people can engage with.

Tactics we'll use to achieve this goal

This year, we'll focus mainly on building our own platforms for spreading our messages, with some help from partners.

Tactic 1: Use digital platforms effectively

We'll use digital platforms, managed both by us and by partners.

Tactic 2: Use media channels

We'll use a range of media channels to deliver safety messaging and information to a wide audience.

Tactic 3: Collaborate more

We'll make sure our initiatives are established in collaboration with partners and their networks.

Tactic 4: Keep providing physical resources

We'll continue to provide the same or similar levels of hard-copy information, such as manuals, pamphlets and posters.

Tactic 5: Increase public outreach

We'll increase the amount of public outreach we do, in conjunction with partners and their networks.

BEYOND THIS BUSINESS YEAR

In future, we'll rely more heavily on partners to spread our messages (we'll start building strong partnerships now to make sure this can happen). Together, we'll ensure all outdoor users have heard and used outdoor safety information, relevant to where they're going and what they're doing, before they head into the outdoors. This information will influence their behaviour – before, during and after their trip – leading to a safe and enjoyable outdoor experience and increasing their likelihood of future outdoor recreation.



SPREADING OUR SAFETY MESSAGES WIDELY - DETAILED TACTICS

Tactic 1: Use digital platforms effectively

This includes digital platforms that we directly manage, digital platforms that partners manage and third-party digital platforms and communication channels that we have access to. We will:

- extensively update the MSC website to improve the visitor experience and ensure easy access to safety information
- maintain avalanche.net as the primary avalanche advisory tool for snow-based outdoor users
- develop our own digital communication strategy, which will include mechanisms to increase our digital presence
- increase the presence of safety information in partners' digital resources, such as online magazines, communication newsletters and tools, or education resources.

Tactic 2: Use media channels

By effectively using external media channels – such as radio, print and television – we can deliver safety messaging to a wide audience.

We will:

- develop relationships with specific media outlets
- plan media releases to coincide with key times of the year or events, or to highlight safety initiatives and collaborative achievements
- write media releases to respond to outdoor safety incidents or events
- produce articles, opinion editorials and adverts for print and online publications
- produce radio material.

Tactic 3: Collaborate more

Maintaining existing and collaborating on new initiatives with partners may be the most effective tactic to affect known safety issues. These initiatives will be based on the analysis of data, and on the insight of partners. We can't pre-empt all initiatives, but known initiatives include:

- working with the Department of Conservation to develop and refine facility signage, safety information in visitor centres, avalanche forecasting and advisory or other topics
- working with local or regional councils to develop and refine facility signage, safety information in visitor centres or on information panels
- working with the Tourism Industry Association and Tourism NZ to promote the safety messaging available to international visitors through channels such as accommodation and transport providers
- working with retailers to target customers of physical and online outdoor stores.

Tactic 4: Keep providing resources

Information available through hard-copy resources will remain consistent. We will:

- continue to provide MSC manuals, pamphlets, posters and associated resources in their current form, available from the MSC online shop
- develop new on-line/electronic activity and location-specific resources that will be available through both our own and partners' channels
- complete a resource review that will analyse the effectiveness of current physical resources and determine what, if any, changes to these resources are needed to increase the effectiveness of safety messaging.

Tactic 5: Deliver public outreach

We will maintain existing and establish new public outreach initiatives. We will:

- deliver alpine-education presentations in collaboration with partners, such as Bivouac Outdoor stores, Banff Mountain Film Festival, winter festivals, and specific winter and alpine climbing events
- be physically present at key firearms and hunter events through established booths or stalls
- use other opportunities available through partners' events or their public outreach engagements.

ACHIEVING OUR GOAL WILL RESULT IN THE FOLLOWING OUTCOMES

a. We'll be more visible

In general, people will be more aware of who we are and what we do, including our aims, objectives and safety initiatives.

b. Safety information will be more widely accessed

More outdoor users will seek out safety information, advice and guidance before heading outdoors.

c. Behaviours will change

More knowledge and awareness among outdoor users will help them make better decisions, which will increase their personal safety.

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4. WE'LL ACHIEVE ORGANISATIONAL EXCELLENCE

By refining our business systems, we'll make sure we're working in the most efficient way. Our internal operations will run smoothly, and we'll connect better with partners. Excellence in our work processes will support our three other platforms and help us achieve our overall goals.

HOW WE'LL APPROACH THIS PLATFORM IN THE 2015/16 BUSINESS YEAR

Our goal

- Have effective services, processes and systems. This will allow us to increase the productivity and effectiveness of the work we do.
- Have a culture of working in partnership and collaboration with others.
- Have a focus on outdoor recreation participants.

Tactics we'll use to achieve this goal

Tactic 1: Create a supportive, collaborative culture

We'll embed a supportive culture that values collaboration (both internal and external).

Tactic 2: Plan well, focus on solving problems and track what we do

We'll make sure we plan all activity using a common tool-set, focus on known safety issues and track our execution.

Tactic 2: Allow staff to be responsible and accountable

We'll allow individuals to have 'ownership' of their area of work. This means having a clear mandate and clear accountability expectations.

Tactic 3: Make sure what we spend matches what we produce

We'll ensure our financial resources are used responsibly and match our priorities. We'll also clearly establish and monitor the delivery of what we do.

Tactic 5: Report our achievements and share success stories

We'll produce reports, such as for our funders and partners, that tell a story of our achievements and outcomes. These reports will clearly outline the impact we're having and what we're succeeding at together.

Tactic 6: Make sure our IT systems add to an excellent work environment

We'll use IT systems that increase productivity and efficiency and are cost-effective.

Tactic 7: Communicate well with our network and partners

Using our contact management system, we'll regularly communicate with our network and partners, keeping them up to date with our achievements, outcomes and successes, as well as letting them know about work we have underway and how they can be a part of it.

BEYOND THIS BUSINESS YEAR

The way we operate will set the benchmark for other organisations within our sector. We'll be looked to as leaders in operational excellence, and our organisational culture will inspire others to connect with us. Our ability to identify and focus on issues, and to provide solutions, will be recognised and widely accepted as a model for others to aspire to.



ACHIEVING ORGANISATIONAL EXCELLENCE – DETAILED TACTICS

Tactic 1: Create a supportive, collaborative culture

We'll embed a supportive culture that values collaboration (both internal and external). We will:

- use internal collaboration, drawing on the knowledge and initiative of staff, to develop well-thought-out in-house views and opinions, focused on identified problems
- share these in-house views with partners, and collaborate to develop solutions.

Tactic 2: Plan well, focusing on solving problems and track what we do

We'll make sure we plan all activity using a common tool-set, focus on known safety issues and track our execution. We will:

- use common planning and project-delivery tools such as Smartsheet and Trello
- focus on known problems – identified through partnerships and insight platforms – prioritising issues that have known effects on people
- monitor our progress against our plans – recording milestones, key achievements and success – as well as identifying things that we can improve and refine further
- monitor and record the impact we're having.

Tactic 3: Allow staff to be responsible and accountable

We'll allow individuals to have 'ownership' of their area of work. This means having a clear mandate and clear accountability expectations. We will:

- expect staff to lead projects and deliver results within agreed timeframes
- set clear expectations for staff and monitor their progress against achieving these
- expect staff to take ownership of their work and deliver excellent results.

Tactic 4: Make sure what we spend matches what we produce

We'll make sure expenditure is matched to delivery of outputs. We'll also clearly establish and monitor the timing of programmes. We will:

- appropriately allocate resources based on the knowledge we gain through our insight platform and partnerships.
- pay close attention to our budgets, in particular what we spend and when we spend it, ensuring this is in line with our planning.

Tactic 5: Report our achievements and share success stories

We'll produce reports, such as for our funders and partners, that tell a story of our achievements and outcomes. These reports will clearly outline what impact we're having and what we're succeeding at together. We will:

- produce an annual report that outlines our outcomes, highlighting partnerships and showcasing the impact we've made
- regularly update our funders, with reports that clearly tell the story of what we're achieving and what impact we're having
- produce regular Board reports to ensure the Board is kept up to date on key operational matters to allow sound governance and strategic decision-making.

Tactic 6: Make sure our IT systems add to an excellent work environment

We'll use IT systems that increase productivity and efficiency and are cost effective. We will:

- transition our IT platform to Office 365
- implement an IT plan so we have a better understanding of what hardware, software and updates are required and when
- consistently use remote conferencing facilities to improve our internal and external meetings, increasing connectivity to people not in our office
- refine our contact management system so it contains the contact information of partners and our volunteer network and integrates with our communication tool.

Tactic 7: Communicate well with our network and partners

Using our contact management system, we'll regularly communicate with our network and partners, keeping them up to date with our achievements, outcomes and successes, as well as letting them know about work we have underway and how they can be a part of it. We will:

- refine our regular communication updates using Mail Chimp, ensuring seamless integration with our contact management system and IT.

ACHIEVING OUR GOAL WILL RESULT IN THE FOLLOWING OUTCOMES

a. Our organisational culture will be excellent

Staff will be motivated, empowered and driven to succeed.

b. We'll deliver quality results

We will have a real and known impact on people's safety in the outdoors.

c. We'll achieve impressive results

Our results won't be limited by a small operating budget. How we'll measure our success

WE'LL REVIEW OUR PROGRESS AT THE END OF THE YEAR

At the end of the 2015/16 business year, we'll reflect on each of our four platforms and evaluate their performance. We will consider the following things.

WERE OUR GOALS RIGHT?

- Did each specific goal contribute to achieving our strategic goals and overall vision?

DID OUR TACTICS WORK?

- Were they effective in achieving the desired goal?
- 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?

