

NEW ZEALAND ANTARCTIC SOCIETY STRATEGIC PLAN 2023 - 2032

February 2023



0 INTRODUCTION

In February 2022 a Strategy Subcommittee was formed to review the strategies for the New Zealand Antarctic Society. It became apparent that the directions and strategies required a 10-year horizon, rather than the three years that were initially envisaged, so that it could provide the Society with a truly strategic direction, which is documented in this strategic plan.

Once this plan is adopted by the Society's members, the initiatives will be prioritised and set out against a timeline, with a focus on the next three years. Every three years a review will take place.

This plan's finer details may change with its implementation, but its direction and broad strategies are less likely to change.

Several consultations and presentations were conducted to develop this strategic plan. It included a survey of members and non-members in April / May 2022, a presentation to and discussion with the Council in June 2022, a presentation to and discussion with the existing members of all subcommittees, the presentation of the directions and broad strategies at the AGM in September 2022, a further survey of members in October 2022 to refine strategies and request initiatives for services and proposals for the development of the organisation, and then circulation for feedback of the proposed Strategic Plan to the Council in January 2023.

It is imperative to the success of the implementation of this Strategic Plan that all members who can, support its implementation by being actively involved, either by being part of a working group, subcommittee or by providing their time, feedback and ideas when required.

The Strategic Planning Subcommittee would like to thank all involved with developing this plan, which will shape the future of the Society.

Hubertien Wichers

Chair, Strategic Planning Subcommittee, New Zealand Antarctic Society



1 VISION, MISSION, VALUES AND ASSETS

1.1 Vision – What we aspire to do

.... To take Antarctica to the world

1.2 Mission – Why we exist

...to be an inclusive Society that connects people, organisations and networks through their interest in the Antarctic

1.3 Values – What we live by

- *Guardianship - we are guardians, stewards and advocates for Antarctica.*
- *Credibility – our collective voice is credible, principled and fact based.*
- *Inclusiveness – we embrace inclusiveness, diversity, accessibility and continuity.*
- *Healthy relationships – we build healthy relationships and facilitate opportunities for members to connect and network.*

1.4 Our assets and resources – What makes us unique

- *Our collective knowledge, experience and lore form our assets, whether contained in the minds of our members or documented and preserved in our libraries.*
- *These assets form the resource base to provide our services.*
- *We grow and maintain our collective Antarctic knowledge, experience and lore via our networks, members and audiences, and preserve this through recording processes and libraries.*

2 STRATEGIES

How we use our assets and resources and live by our values to accomplish our mission and vision.

The following broad groups of strategic aims are:

- Membership and engagement, services and stewardship (sections 2.1, 2.2 and 2.3 below)



- Volunteering, communication and technology (sections 2.4, 2.5, and 2.6)
- Constitution, governance and organisation and finance (sections 2.7, 2.8 and 2.9)

Each strategic aim lists one of more strategies to achieve the aim.

2.1 Membership and engagement

To facilitate a thriving network of people and organisations through their interest in the Antarctic, emphasising the inclusion of younger generations and people from Māori origins.

2.1.1 To retain current members and seek to reconnect previous members.

Why? They are easy to contact and may be re-engaged via new initiatives.

How? Via clear communication (see section 2.5) about membership, current and new initiatives.

When? As soon as the Strategic Plan has been approved. This is meant to be a short-term campaign.

2.1.2 To implement a new membership structure under the current Constitution that may include new categories.

Why? To allow, for example, for corporate membership so that like-minded organisations can join the Society, and to also allow changes to current membership categories if this seems appropriate.

How? Via a Constitution Working Party that is tasked to review the current Constitution.

When? Amendments to the Constitution are to be presented for adoption by the 2023 AGM.



2.1.3 To implement services that attract a wider audience.

Why? To achieve engagement with wider audiences, including people who are younger and those of Māori origin.

How? By providing new services and modify current services (see section 2.2).

When? This is a long-term initiative with a gradual implementation.

2.1.4 To improve promotion and presentation of the Society and its services.

Why? To improve and promote the understanding of the Society, its values, and the services it provides to the community.

How? Via the communications strategy (see section 2.5).

When? See the communications strategy (section 2.5).

2.1.5 To build relationships with other (Antarctic) organisations, both nationally and internationally.

Why? To leverage synergies, resources, and collaboration opportunities with other Antarctic organisations, to reach a wider audience and better fulfil the Society's objectives.

How? Via a designated strategy and group of people to work on these relationships.

When? This is a long-term initiative, which is to be developed over the years.



2.2 Services

To expand our range of services and grow the capability and capacity to deliver them.

2.2.1 To 'Take Antarctica to the world' via advocacy and education services.

2.2.1.1 Advocacy – to seek:

- The health of the Antarctic Treaty System,
- Protection and proper management of Antarctica and the Southern Ocean across a broad range of topics,
- Leadership in Antarctic science, and
- Environmental and climate management policy and management based on Antarctic science.

Why? To be an example to the planet's peoples of their ability to collaborate internationally in a peaceful way.

To ensure the integrity and longevity of the spirit and mechanisms of the Antarctic Treaty System, to ensure Antarctica's use for peaceful purposes, science and international collaboration.

Why now? With the ability to explore and destroy comes the responsibility to protect and manage, to abate climate change and establish and maintain sustainable human interaction in Antarctica and the Southern Ocean.

Because New Zealand has a voice, an opinion that is worthwhile listening to by its people and by the international community.

New Zealand has a strong tradition and depth of experience in Antarctic research that are assets to the world. Its continuation contributes to humanity better understanding its world.

Why the Society? Within the community of NZ organisations, the NZAS is an independent, credible voice as it is formed by members from different backgrounds and organisations, which moderates the voices of the individual organisations.

How? By effort of the whole Society, working parties, subcommittees such as the one in place for Science and Policy.

When? This is a long-term initiative, which is to be developed over the years.



Scope? To research and prepare positions on key topics related to the Antarctic, providing submission to government agencies and other stakeholders where the Society deems appropriate. To also seek collaboration, locally, regionally, nationally and internationally with other nations' Antarctic societies, to ensure clarity and penetration of topics and issues.

Initiatives for consideration - Establish an International Antarctic Society / Association, which provides a 'home' for national Antarctic Societies / Associations to collaborate and initiate advocacy and education projects. Its purpose may be to provide an independent (from national government policies) international voice on topics concerning Antarctica and the Antarctic Treaty System.

Organise an Antarctic Youth Conference with representatives from each country to provide a youth's voice on topics concerning Antarctica's future.

Investigate, provide feedback on and advocate for proposed opportunities, threats and changes to the Antarctic Treaty System.

(re)Position the NZAS as the 'go to' organisation for well-informed, critical, independent, credible and verifiable facts, views and opinions on Antarctic matters. This includes the continuation of the Science and Policy Subcommittee. This also includes regular media engagement on current Antarctic Issues.

2.2.1.2 Education services – to facilitate comprehensive education and outreach programmes for primary through to university aged students, adults, and families in the education sector plus the wider public domain. The central focus of this education is on:

- Antarctic science and environmental and climate management (in everyday life) and policy development/choices based on Antarctic science,
- Sustainable human interactions with and in Antarctica and the Southern Ocean, including tourism,
- Passion for Antarctic science and history, and
- The Antarctic Treaty System – international science, peace, collaboration.

Why? To improve New Zealanders' awareness of sustainable life choices in the face of the environmental and political climate changes, so that they are informed citizens, who may influence government and policies.

To increase the interest of future scientists, politicians, conservationists in the Antarctic Region.

To improve New Zealanders' awareness of the ATS and what it stands for, to provide hope and inspiration for future global peace and collaboration.



How? Via an Education Subcommittee.

Via collaboration with other organisations that may include the Department of Education, the Royal Society, the Science Learning Hub, Antarctica New Zealand, NIWA, GNS Science, AHT, museums, libraries, and other public and Antarctic organisations.

Via creative delivery of education, online and in-person, focusing on maximising educational impact with limited resources.

There is the notion of a wide variety of people's experiences that can be captured for educational purposes. This requires motivation and commitment from the Society's membership and collaboration with other experts and organisations.

When? This is a long-term initiative, which is to be developed over the years.

The Education Subcommittee is to be established by July 2023.

Initiatives for consideration Outreach by members in the form of live / online interviews and presentations to schools. This may be interactive, with Q&A and on a wide variety of topics.

These and other initiatives may add to building educational modules by members / professionals with teaching and ice experience. This may include lessons from practical experiences or interviews.

These modules may add to a sustained education programme on how to present Antarctic topics that appeal to schools and community groups alike.

Establish an annual calendar of events in collaboration with other Antarctic organisations with the aim to educate the public as well as Society members, where each organisation hosts a (number of) events.

In collaboration with other organisation, create and support initiatives that allow for 'Antarctic experiences' by people who will probably never travel to the Ice, such as 3D experiences.

2.2.2 To provide key services that are appreciated by members and / or essential to the success of the Society.

2.2.2.1 The *Antarctic* – to provide a digital / printed publication to provide significant Antarctic and Southern Ocean information to the membership and subscribers, with the focus on in-depth articles covering topics such as:

- Significant news items,
- Science projects,



- Antarctic history,
- History and exploration,
- Climate Change,
- Tourism,
- Antarctic Policy,
- Engineering, Transport and Technology,
- Field operations and management,
- Environmental management,
- The marine environment
- Human experiences,
- The Society's initiatives,
- The Antarctic Treaty System, and
- Antarctic organisations.

Why? To engage membership and subscribers on topics that interest them, which provides an ongoing record of current Antarctic related topics of lasting interest.

To provide a 'face' for the Society to Government and the wider community to build a greater awareness of the Antarctic region and New Zealand's activities there.

To support educational and advocacy purposes.

To build on the legacy of the magazine.

How? Via the Editorial Subcommittee.

By engaging a paid or voluntary editor on a part-time basis and the support of the Editorial Subcommittee.

In coordination with a periodic Antarctic newsletter.

Initiatives for consideration - Develop a sales and distribution strategy of the printed and digital version to increase reach, numbers of subscriptions and memberships.

When? Immediately – this is already being implemented in the course of the current management of the *Antarctic*, based on the advice of the Editorial Subcommittee.

2.2.2.2 Antarctic newsletter – to provide up-to-date information on current issues, projects and events, with links and direct feedback opportunities.



Why? To engage membership and subscribers on a very regular basis (fortnightly or monthly) – to keep Society’s activities, projects and news in the forefront of their minds.

To provide a mechanism for a call to action – whether it is to provide opinions, attend events or other responses.

How? By engaging a paid or voluntary (Digital) Media Officer, who, among other tasks, manages the newsletter.

When? For immediate implementation and completion by December 2023.

2.2.2.3 To host a speaker series on a wide variety of topics, online and in person.

Why? For members and guests to learn about specific topics.

To hear about and capture experiences of travellers to the ice, from scientists to builders to tourists.

To socially interact and network.

How? To be organised by volunteers.

Extensive and consistent promotion via newsletters and (social) media with the support of the (Digital) Media Officer.

When? For immediate implementation to ensure speaker events for 2023.

2.2.2.4 To provide other social events, including annual events such as the mid-winter dinners.

Why? These are enjoyable, social events that often carry traditions.

How? To be organised by volunteers at branch level.

When? Ongoing.



2.2.2.5 To contribute to and collaborate with other organisations regarding each other's events.

Why? To contribute to the success of events organised by other organisations and vice versa to enhance the sense of community.

To extend networking opportunities and to optimize the use of existing resources / volunteers.

How? To be organised by volunteers at branch level and at national level.

When? Ongoing.

Examples - The Days of Ice in Christchurch – the Society contributes by attending and organising events during this week of events, organised by the Christchurch Antarctic Office.

2.3 Stewardship of knowledge, experience and lore

To record, protect and manage the historical records of the Society, selected historical experiences and artifacts of members of the Society, and to provide a network for members and others to distribute Antarctic records, books and memorabilia.

2.3.1 To digitise the Society's records from 1933 onwards, make these digital records accessible to target audiences, and donate the hard copies of these records to an institution where they can be preserved.

Why? To secure the records in digital format and allow interested parties to view them. There is the notion that these records may be used as source material for future publications.

To ensure appropriate storage of historical documents.



How? Via the Stewardship Subcommittee in consultation with the Technology Working Party and possibly external help, for example a senior student from the University of Canterbury (Cultural Heritage / Antarctic Studies) (see section 2.6).

When? This project is already considered by the Archive Subcommittee. The final date will be determined in consultation with this subcommittee.

2.3.2 To develop a network and a mechanism to provide new homes for Antarctic artifacts and books about Antarctica, where they are appreciated, and safely stored and managed.

Why? To ensure collections, books and artifacts are safely stored and managed, so that they will not be lost, and may remain accessible when needed.

How? Via the Stewardship Subcommittee. This subcommittee may be formed by reconsidering the terms of reference and name of the Archive Subcommittee.

When? This is to be determined in consultation with the Stewardship / Archive Subcommittee.

2.3.3 To continue the Oral Histories Project to capture knowledge, and experience of older Antarcticans, and to make these records accessible.

Why? To ensure significant knowledge and experience of generations of Antarcticans are captured and accessible to target audiences.

How? Via the Stewardship Subcommittee. This subcommittee may be formed by reconsidering the terms of reference and name of the Archive Subcommittee.

When? Ongoing project.



2.4 Volunteers

To foster an engaging volunteering culture.

2.4.1 To develop and operate a volunteer system that allows the management, reward and appreciation of contributions provided by our volunteers.

Why? To understand at branch level and Society wide who is involved with what initiatives, in what capacity, how often and how long for.

To allow for management of volunteers and their efforts.

To make it possible to implement a reward system (perhaps a freebee to an event, etc.).

To provide objective information for possible volunteer awards.

How? By developing a central spreadsheet or database that can be updated at branch and national level.

When? To be in place by December 2023.

2.5 Communication

To effectively reach and engage members and reach and attract new members, considering what works for different people, using the right technology.

2.5.1 To develop and manage communication channels and communications to engage our membership and other audiences, with guidelines and policies to support their use.

Why? To enhance current communications with our members and other interested parties.



How? By developing regular communications via newsletters and other digital channels, and encouraging input to these communications by Council, subcommittees and members.

By engaging a Marketing / (Digital) Media Officer via contract or employment, whose position is externally funded by, for example, grant providers.

When? To be in place by December 2023.

2.5.2 To task a Communication Subcommittee with:

- Defining the Society's brand, identify, 'tone of voice' and 'language',
- Confirming and prioritising the Society's communication target groups by way of personas,
- To create a channel strategy to determine the channels the Society will communicate through,
- To create a content strategy to determine the types of content the Society will put in those channels, and
- Attracting a Marketing / (Digital) Media Officer, by employment or contract, who will support and manage content and communications to these target groups.

Why? Defining the brand allows the Society to effectively communicate how it wants to be seen and perceived.

Confirming and prioritising communication target groups allows the Society to understand what groups to associate with for the fulfilment of its vision and mission.

Supporting efficient communication, so that the Society spends its time and effort where it is most valuable.

The development of its communication channels allows the Society to effectively communicate with its chosen target groups, so that the content aimed at them may have the desired impact.

How? By Communication Subcommittee, which Terms of Reference needs to be adjusted. This subcommittee will report back to the Council with recommendations.

With the support of the Marketing / (Digital) Media Officer mentioned (see section 2.2.2.2).



When? To be determined in consultation with the Communication Subcommittee, which needs to be instated by June 2023.

For consideration: Target groups identified so far, which includes members, resigned members and non-members, include:

- Scientists and researchers,
- Antarcticaphiles,
- Politicians and public servants,
- Diplomats,
- Trades people, Logistics (including Defence Force) and support staff – who are working / have worked / are interested in working on the Ice,
- Primary and secondary school teachers,
- University students and young graduates,
- Conservationists and environmentalists,
- People from Māori and Pacific Island descent,
- Adventurers,
- Tourists,
- Other Antarctic organisations, and
- Philanthropic organisations concerned with Antarctica, environment and / or climate change.

2.6 Technology

To ensure that the Society's technology supports its goals and strategies via fit for purpose and cost-effective programs, systems and processes.

2.6.1 To make an inventory and review the Society's current technology solutions to establish each solution's fitness for purpose, ease of use, extent of use, expense and benefits, with the aim to provide short term 'fixes' to improve cost, useability, functionality, uniformity in use and accessibility.

Why? To improve the use of technology while a wider technology review is conducted.

To gain benefits without delay.

How? Via a Technology Working Party. This working party may have the authority to make decisions for small, short term operational changes that aim to improve efficiencies. The working party is expected to report back to Council regarding these projects and changes on a monthly basis.



When? The Technology Working Party is to be established by June 2023.

2.6.2 To establish a technology plan for the organisation for the next 5 years and implement a comprehensive solution or solutions that support communication and other business processes, the retention of internal documentation, and the management and access of archives.

Why? To support service delivery and internal operations, to enable volunteers to work efficiently, and provide low thresholds for target groups to engage with the Society and for networks to grow and interconnect.

How? Via the Technology Working Party. This working party will be consulted by the Archive / Stewardship Subcommittee on its projects (see section 2.3).

With the support of an Administration Officer or Project Officer or contractor and external funding to implement recommendations and maintain the system.

When? To be determined in consultation with the Technology Working Party. The first recommendations are expected in the second half of 2023.

2.7 Constitution

To implement an updated Constitution that provides the Society with direction, processes and protection.

2.7.1 To implement a new membership structure and make required adjustments to the Constitution under the old Incorporated Societies Act.

Why? To support a wider membership (see 2.1).

To make the Constitution clearer and more robust in the short term, pending the design of a new Constitution to comply with the Incorporated Societies Act 2022, which needs to be registered between October 2023 and April 2026.



How? Via a Constitution Working Party and taking into account the membership requirements under section 2.1

When? At the 2023 Annual General Meeting.

2.7.2 To implement a new Constitution that supports the Society's directions, engagement model and operations.

Why? To allow the efficient and effective future operation of the Society.

To protect the Society, its members, assets and leadership.

To comply with the 2022 Incorporated Societies Act.

How? Via a Constitution Working Party.

By incorporating the service, membership and governance requirements of the Society (see sections 2.1, 2.2 and 2.8 and 2.9).

When? At the 2024 Annual General Meeting.

2.7.3 To conduct minor reviews every three years in tandem with the three-year reviews of the Strategic Plan.

Why? To allow the efficient and effective future operation of the Society.

To protect the Society, its members, assets and leadership.

How? Via Constitution Working Party.

When? At Annual General Meetings or Special General Meetings if / when required.



2.8 Governance and organisation

To develop a handbook that details governance and management practices for the Society that supports the objectives of the organisation.

2.8.1 To implement an effective governance structure and governance practices for the organisation.

Why? To ensure the leadership structure is clear, effective and reflected in the Constitution.

To ensure that governance policies and procedures provides transparent accountability by Society's leadership to the membership that meets legal and constitutional requirements.

To provide support and protection of the Society's Officers and (other) volunteers.

How? By review undertaken by the Executive and by risk assessment to ensure important issues are addressed first.

When? Starting immediately, with the end date the 2024 AGM when the new Constitution (under the Incorporated Societies Act 2022) is accepted by the membership.

2.8.2 To develop operational policies and procedures to manage the day-to-day operations of the Society.

Why? To provide the Society with a transparent set of operational procedures to manage and organise the Society's activities in an effective, efficient, consistent and transparent manner.

How? By documenting procedures of how things are done, review them if necessary, and making them available for use by the Society's volunteers.

When? Starting immediately, as an ongoing process of documenting activities, how they are done, and including a review process to keep these policies current and relevant.



2.9 Finance

To develop a financial model that supports the Society's services and initiatives to ensure long term financial viability and legislative compliance.

2.9.1 To review the roles of membership fees, private donations and corporate sponsorships, grant income and event income as income streams to the Society, and implement a dynamic model to source the Society's funding.

2.9.2 To set the membership fees so that they cover the cost of basic operational services.

2.9.3 To seek third-party funding to initiate and develop new or specific services and activities, with the intent of sustainability for ongoing activities, however maintaining the ability to retrench if needed.

Why? To provide a robust and sustainable income stream for the Society.

The Society's financial environment constantly changes, so it is important to understand where funds may come from, under different financial circumstances.

How? By Executive Committee or Finance Subcommittee.

When? On the way, with the final implementation triggered by the acceptance of the Constitution either in 2023 or 2024 (see section 2.7).

