



**New Zealand Alpine Club
Annual Operations Plan
2021**



1. Executive Summary	3
2. Background	3
The New Zealand Alpine Club	3
Club Structure	4
Operation Year 2020	4
3. Strategic Board Direction for Operation Year 2021	5
Priority Projects and Programmes - Operating Year 2021	6
Priority Projects Identified by the General Manager - Operating Year 2021	7
Relationship of the FY21 Operation Plan and the NZAC Strategic Plan	7
2021 Priority Project - Actions and Measures of Success	9

1. Executive Summary

The 2021 financial year operations plan for the New Zealand Alpine Club (NZAC) places the members, staff and key stakeholders at the centre of our operations. With strategies including a focus on health and safety, a holistic approach to member service, embedding a culture of continuous improvement, and implementation of the NZAC strategic purpose, objectives and priorities into National Office operational activities.

Management and staff will adopt a focus on completing the FY20 projects that were either interrupted by the effects of COVID-19 or are still in process of completion. The strategic direction provided by the New Zealand Alpine Club's Board is to 'set the financial operation year 2021 as an "anchoring" year, to complete the pitch begun during COVID-19 and build a firm belay point on which to base our future'. They wish to signal that 'we intend spending the coming year finishing what we have started, across all aspects of our organisation'.

In preparation for the coming 2021 financial year of operation, the NZAC Board have provided the National Office with strategic direction, and the National Office team have workshopped this direction in context of the Club's Purpose, Objectives and Strategic Priorities. The outcome is a Priority Projects Table - Actions and Measures of Success for 2021, that is included in this document.

2. Background

The New Zealand Alpine Club

The New Zealand Alpine Club (NZAC) is a volunteer organisation which was founded in 1891. It has approximately 4500 members and is a respected founding member of the international climbing federation, the UIAA.

The purposes of the Club are:

1. **To foster all forms of climbing *including*:**
 - ***Mountaineering;***
 - ***Ice and mixed climbing;***
 - ***Ski-mountaineering;***
 - ***Traditional rock climbing;***
 - ***Sport climbing;***
 - ***Bouldering, and***
 - ***Indoor climbing***
2. **To inspire, inform and educate climbers**
3. **To enable a vibrant, sustainable climbing community**
4. **To revere and conserve maunga, crags, boulder fields and all climbing areas.**

The Club undertakes a wide variety of activities to meet these purposes and objectives including public engagements and social meetings, instructional events and trips (both volunteer and professionally led), advocacy work, publication of guidebooks and periodicals, and the operation of 16 huts and lodges across New Zealand. The Club does not operate for pecuniary gain and rather aims to provide services and support for climbers, protect the interests and safety of climbers, and promote climbing activities.

Club Structure

The NZAC is governed by an elected Board including the Past President, President Elect, 4 elected Board members and 2 Section Council representatives, elected by the Section Council.

The National Office, in Christchurch, has 5 professional employees: the General Manager, Publications Editor, Programme Coordinator, Accountant and administrator who provide administration, planning and oversight for the activities of the Club.

There are 12 regional Sections that are governed by a volunteer Section committee who facilitate Club activities at a local regional level. Each Section has one representative on the Section Council that makes recommendations to the Board. In turn the purpose of the Section Council is to discuss matters specific to the running of Sections and are represented on the Board by 2 elected members.

The Club engages with a diverse range of key stakeholders as members and external relationships throughout New Zealand, Australia and to a lesser extent, internationally..

Key stakeholders include:

- Individuals or organisations whose activities are directly related to climbing and benefit from and or impact the objectives of the Club.
- Those that have direct involvement in management of the alpine and natural environments for conservation and service provision.
- Individuals or organisations that support the Club through investment and other means, such as New Zealand Government and quasi Government organisations, peak industry bodies, private business, volunteers and members.
- Those that inform, educate and instruct others in climbing skills and safety and regarding the conservation management of the climbing environment, such as Club Sections, guiding organisations, Department of Conservation, Federated Mountain Clubs, climbing gyms, schools and university clubs.

Operation Year 2020

The NZAC Board completed the introduction of the new governance structure in 2020 including a 5 year Strategic Plan giving clear direction for the development of future NZAC projects. The Board implemented a number of strategic responses to the impacts of COVID-19, each consciously aimed at maintaining the Club's core assets, while also creating a framework for a long-term view of eventual recovery.

Key operating environmental factors and impacts experienced in 2020:

- As at the end of March 2021, all but one of the five NZAC staff are new appointees as a result of budget-cut redundancies and subsequent, unrelated staffing changes.
- The strategically critical volunteer instructor training and support programme was not implemented during 2020.
- Radical changes were made to our publication schedule, with the cessation of the print version of the Climber, and the launch of a new format bi-annual Journal. Publication of some guidebooks was deferred. Distribution of the FMC Backcountry magazine ceased.
- Hut use ceased entirely for a large part of 2020 although costs remained almost unchanged, and the Covid Level 1 recovery has not yet returned hut use to historic levels.
- All higher-level courses were cancelled during 2020 and several sections were only able to run their basic Snowcraft courses.
- Insurance cover for Australian Section activities was suspended during 2020. Resumption of section activity is totally reliant on regaining insurance cover.
- Travel insurance cover sold to members fell to near zero when international travel halted, resulting in substantial income loss for the club and departure of one staff member.
- There were significant challenges in running our primary fundraiser, the Banff Film Festival, during 2020 and these are expected to continue during the year ahead.
- The Club has committed to implementing the results of a Sport NZ funded IT roadmap and policy documentation review.
- The office initiated a total rebuild of our membership management system, in the first stage of the total upgrade of our membership support
- The Club initiated a total rebuild of our Website, aiming to integrate a significant number of aspects of our membership support, publication, sales, information and record keeping and reporting systems on this one platform.

3. Strategic Board Direction for Operation Year 2021

The NZAC Board has identified a series of overarching key strategic directions to the Club and the National office in operation year 2021.

- Covid-19 will continue to represent operational risk to the Club and that it may be some years before a “business as usual” revenue or planning environment can be expected. All project planning should include a response to possible changes to COVID-19 levels and the impact of such a change on the project.
- The 2020 Covid-19 crisis highlighted the value of the formal and informal relationship networks the New Zealand Alpine Club has established, and planning for the coming year does need to ensure that time and resources are allocated for the maintenance and care of these relationships.
- Our membership, the Department of Conservation and the Commissioner for the Environment have clearly increased expectations of the Club to make a positive contribution to environmental sustainability, creating an opportunity for us to further improve our status as an authority on climbing (and its impact on the environment).
- Our membership has informed us that they set access advocacy as a priority for the Club, and while much is done behind the scenes, workload pressures in the year ahead suggest that our resources should go to completing the establishment of the Aotearoa Climbing Access Trust. While their focus is “rock climbing”, that aspect of our sport faces the most extreme access

pressures and an effective ACAT will go a long way toward meeting member demand for access advocacy.

- Further work needs to occur at Board level to clarify the governance and operational aspects of the NZAC sub-committees.

Priority Projects and Programmes - Operating Year 2021

The NZAC Board has identified 11 key projects and programmes they wish to see completed in 2021.

1. The office is to complete the implementation of the total rebuild of our membership management system, the first stage of the total upgrade of our membership support capability.
2. The General Manager is to complete a staff review, considering staffing levels, process improvements and resource allocation to ensure that all five of the NZAC staff are contributing effectively and efficiently. This review should ensure all staff have been inducted, fully briefed as to Health & Safety roles and responsibilities and that the NZAC is a welcoming and supportive employer.
3. The Club is to progressively implement the total rebuild of our Website during the coming year, aiming to integrate a significant number of aspects of our membership support, publication, sales, information and record keeping and reporting systems onto this platform.
4. The strategically critical volunteer instructor training and support programme is to be implemented during 2021-22.
5. The higher-level instruction courses which were cancelled during 2020 are to be reintroduced where ever possible, and Sections are to be supported to run their basic and intermediate Snowcraft courses.
6. Our primary fundraiser, the Banff Film Festival, is to be screened during 2021, with the widest viable circulation possible.
7. The Club will commit to implementing the projects which attracted Sport NZ funding, including the IT roadmap and the policy documentation reviews.
8. Every effort is to be made to reinstate Insurance cover for the Australian Section as resumption of section activity is totally reliant on regaining insurance cover.
9. The radical changes made to our publication schedule are to be consolidated and integrated with the newly developed website to include the publication of timely climbing articles. The deferred publication of some guidebooks is to be reviewed as is distribution of the FMC Backcountry magazine.
10. Operational accommodation capital and maintenance requirements are to be documented and linked to an overall accommodation asset register. Hut usage is to be encouraged. Strategic hut projects, such as the Aspiring rebuild, are to be identified, resourced and Board oversight processes developed.
11. NZAC is to prepare for a return to international travel during 2021-22 by restoring our capability to offer Travel Insurance.

Priority Projects Identified by the General Manager - Operating Year 2021

Additional to the priority projects Identified by the NZAC Board, the General Manager has proposed 6 key priority projects for activation in FY21.

1. Operational accommodation capital and maintenance requirements are to be documented and linked to an overall accommodation asset register. Hut usage is to be encouraged. Any


strategic hut projects are to be identified, resourced and Board oversight processes developed.

2. A Communications Action Plan is to be developed to assess, develop and implement the Club's internal and external communications activities and initiatives that will maximise awareness and support of the Club in line with its purpose, objectives and strategic priorities.
3. A Stakeholder and Member Engagement Protocol is to be developed that outlines the engagement principles the Club aspires to and the guidelines for the implementation of these principles by staff, the Board, Section Committees and the Section Council. The Protocol will be developed in line with the Club purpose, objectives and strategic priorities.
4. An NZAC Brand Strategy will be developed to ensure the consistent and ongoing implementation of the NZAC brand strategy through all activities undertaken by staff, Board, Section, Member, Volunteer, Contractor communication.
5. The National Office will investigate opportunities to increase income channels to support the financial sustainability of the Club.
6. Review the Clubs current membership makeup and Investigate opportunities to increase club membership retention and growth.

Relationship of the FY21 Operation Plan and the NZAC Strategic Plan

The National Office FY21 Operation Plan integrates with the Club's purpose, its Objectives and Strategic Priorities. The 11 key projects and programmes and those identified by the National Office are particularly relevant to the Club's 5 objectives. All operational activity by the National Office is conducted with the Club's Purpose, Objectives and Strategic Priorities in mind.

Table1: NZAC Purpose, Objectives and Strategic Priorities

PURPOSE	<p>To foster climbing</p> <p>To inspire, inform and educate climbers</p> <p>To enable a vibrant, sustainable climbing community</p> <p>To revere and conserve maunga, crags, boulder fields and all climbing areas</p>				 NEW ZEALAND ALPINE CLUB
	<p>Climbing in all forms including mountaineering, ice and mixed climbing, ski-mountaineering, traditional rock climbing, sport climbing, bouldering and indoor climbing</p>				
	OBJECTIVES				
	1. Encourage and promote climbing	2. Promote respect for and conservation of climbing areas	3. Bring climbers together	4. Provide services which enable and support climbing	5. Develop climber skills and enhance their safety
Our code: safe, responsible, friendly, reliable, inclusive and honest – like any good climbing partner					
STRATEGIC PRIORITIES					
<p>1.1 We are recognised as the NZ authority for climbing related activities.</p> <p>1.2 We create and maintain high quality climbing information.</p> <p>1.3 We run national events to promote the Club and climbing.</p>	<p>2.1 We advocate for climbing areas, for access and retention of their special character.</p> <p>2.2 We promote environmental sustainability in all climbing activities.</p> <p>2.3 We engage with associated organisations, iwi and hapū in a spirit of good faith and partnership.</p>	<p>3.1 We support and encourage local and regional climbing events, trips and meets.</p> <p>3.2 We are growing the diversity of our membership</p> <p>3.3 We foster volunteerism within the Club</p>	<p>4.1 We maintain NZAC’s long term sustainability.</p> <p>4.2 We have effective membership management in operation.</p> <p>4.3 We ensure our investment in the hut network benefits members.</p>	<p>5.1 We provide a national, standard framework for all NZAC climbing activities.</p> <p>5.2 We provide opportunities for individual climbers to develop their skills and experience.</p>	

Priority Projects Table - Actions and Measures of Success for 2021

The 2021 priority projects and associated actions have been segmented to sit within key areas of National Office operational delivery:

- Human resources and staff support
- Events and Instruction
- NZAC Journal and Publications
- Accommodation Facilities Management
- Banff International Mountain Film Festival
- Governance
- Membership Management and Website
- Travel Insurance and Australian Section Insurance Cover
- Communications and Engagement
- Brand strategy
- Club financial sustainability
- Club memberships

National Office staff engaged in an annual planning workshop to identify the actions necessary to achieving the financial year 2021 priority projects. Additionally, measures were included to identify what the success of each action would look like and to assist the National Office team in reporting results.

Priorities projects for 2021	Operational actions	Measure of success
Human resource and Staff Support: <ul style="list-style-type: none"> • The General Manager is to complete a staff review, considering staffing levels, process improvements and resource allocation to ensure that all five of the NZAC staff are contributing effectively and efficiently. This review should ensure all staff have been inducted, fully briefed as to Health & Safety roles and responsibilities and that the NZAC is a welcoming and supportive employer. 	Develop a digital suite of relevant planning, delivery, policy, procedure and measurement tools and templates that will support staff in their work.	The team has a suite of tools that assist them to plan work, take action and measure outcomes. Additionally the team have policy and procedures that guide them on NZAC standard practices.
	Using a set template, hold weekly meetings including updates on workflow, projects, ‘pinch-points’, tracking advancing work actions. Include health, safety and environmental (HS&E) matters once per month.	The team is updated on happenings within the organisation and around the office, feedback from members-board-volunteers, challenges and achievements.
	GM to work with the staff members to ensure diaries include time for involvement in face-to-face contact.	Staff feel they have access to the GM and through this a better understanding of the strategic issues facing the organisation.
	Continually seek opportunities for supporting and increasing effective office staff engagement and communications.	Staff accept responsibility for finding out and passing on information within the Sections network.
	Create a ‘Toolbox’ suite of engagement and communication templates, style guide, policies and procedures that will assist	NZAC has an up-to-date engagement and communication system.

	<p>staff and the Club in their daily work activities. Existing tools are reviewed for accuracy and up-to-date and or developed.</p>	
	<p>Develop a Promotional Collateral policy to review and guide the Club on the use of promotional products used in competitions, volunteer give-aways, co-branding opportunities et al. Investigate utilisation of the Macpac retail fund to support club promotional activity.</p>	<p>Promotional needs assessed, policy written and support relationships established/ reviewed.</p>
	<p>Develop a NZAC Brand Strategy. Ensure the consistent and ongoing implementation of the NZAC brand strategy through all activities undertaken by staff, Board, Section, Member, Volunteer, Contractor communication.</p>	<p>All items produced for external and internal audiences fit with and promote the NZAC brand.</p>
	<p>Develop a Health and Safety strategy that covers all aspects of safety management including hazard management, accident and incident reporting, emergency readiness, along with other areas such as contractor management.</p>	<p>A Health and Safety strategy is established and the Club and staff are actively referring to it to support their work activities and the workplace</p>
<p>Events and Instruction:</p> <ul style="list-style-type: none"> • The strategically critical volunteer instructor training and support programme is to be implemented during 2021-22. • The higher-level instruction courses which were cancelled during 2020 are to be reintroduced wherever possible, and Sections are to be supported to run their basic and intermediate Snowcraft courses. 	<p>Conduct the volunteer instructor training events at Nth and Sth Island locations including professional assessors. Provide individual feedback and support to attendees. Award recognition of achievement as appropriate.</p>	<p>Volunteer instructors are assessed by professional guides and where they have obtained the correct level of achievement, are able to instruct others within the bounds of the achievement.</p>
	<p>Establish a National Office, Sections and Committee project planning process for events/ instructions to increase communications and awareness of events and instructions being held across NZ and Aus</p>	<p>Work group established and a list produced including all major events/ instructions in 2021.</p>
	<p>With input from relevant Staff, Board member, Section representative, Committee, Member, Volunteer - develop website copy and content for each event/ instruction</p>	<p>Information successfully and timely posted on the NZAC website. Old information removed in a timely fashion.</p>

	<p>Develop an engagement and communication action plan per event/ instruction. E.g. media coverage, NZAC website representation, coverage in the e-newsletters, direct communication with Key Stakeholders if needed, and promotional materials as required.</p>	<p>All identified ‘hero’ events/ instructions are promoted to key stakeholders and members through media and other communication activities.</p>
<p>NZAC Journal and Publications:</p> <ul style="list-style-type: none"> The radical changes made to our publication schedule are to be consolidated and integrated with the newly developed website to include the publication of timely climbing articles. The deferred publication of some guidebooks is to be reviewed as is distribution of the FMC Backcountry magazine. 	<p>Develop a publications policy to guide and support the coordinated and strategic initiatives of the Club that ensures production of high quality external focused publications including the Alpine Journal, guide books and web based publications. Additionally the policy will ensure alignment to NZAC purpose, objectives and strategic priorities, and include guidance on advertising, commercial and contributor relationships.</p>	<p>A policy is developed and ratified by the Board and Publications Committee, and is easily accessed by staff, the board and the Publications Committee.</p>
	<p>Develop an engagement and communication action plan for NZAC publications including the Journal and guidebooks. E.g. media coverage, NZAC website representation, coverage in the e-newsletters, direct communication with Key Stakeholders if needed, and promotional materials as required.</p>	<p>All identified publications including the Journal and guide books are promoted to key stakeholders and members through media and other communication activities.</p>
<p>Accommodation Facilities Management:</p> <ul style="list-style-type: none"> Operational accommodation capital and maintenance requirements are to be documented and linked to an overall accommodation asset register. Hut usage is to be encouraged. Strategic hut projects, such as the Aspiring 	<p>Develop an engagement and communication action plan for NZAC hut and lodge usage. E.g. membership communications, media coverage, NZAC website representation, coverage in the e-newsletters, direct communication with Key Stakeholders if needed, and promotional materials as required.</p>	<p>Usage of NZAC huts and lodges are being actively promoted through identified engagement and communication channels.</p>
	<p>Develop and introduce the use of an</p> <ul style="list-style-type: none"> Asset Register 	<p>Documents developed, introduced to staff and the Accommodation Committee,</p>

<p>rebuild, are to be identified, resourced and Board oversight processes developed.</p>	<ul style="list-style-type: none"> ● Proactive maintenance plan ● Reactive maintenance template ● Terms of Reference for the Accommodation Committee 	<p>people inducted, documents in use</p> <p>Maintenance planned in advance, costs are budgeted for.</p>
	<p>Annually review usage of all huts and lodges, report to the Board and Accommodation Committee.</p> <p>Unwin Lodge included in the NZAC website booking system.</p>	<p>Annual review collated and provided to the Board and Accommodation Committee.</p> <p>Unwin Lodge included into NZAC digital booking system.</p>
<p>Banff International Mountain Film Festival:</p> <ul style="list-style-type: none"> ● Our primary fundraiser, the Banff Film Festival, is to be screened during 2021, with the widest viable circulation possible. 	<p>Engage with the Banff Centre to communicate the continued importance of the relationship NZAC enjoys with the organisation and the film festival.</p>	<p>The continued relationship between the NZAC and the Banff Centre is sustainable and ongoing.</p>
	<p>Identify Stakeholders and potential sponsorship support partners who will benefit from alignment with the Banff Film Festival. Engage with them for financial and or in-kind support.</p>	<p>Sponsorship support is maximised to meet budget expectations.</p>
	<p>Develop an engagement and communication action plan for the film festival 2021.. E.g. media coverage, NZAC website representation, coverage in the e-newsletters, direct communication with Key Stakeholders if needed, and promotional materials as required.</p>	<p>Greater awareness in 2021 by the climbing community, key stakeholders and other associated organisations of the film festival.</p>
	<p>Identify and develop a strategy to increase sponsorship/partnership relationships for the 2022 film festival screening season.</p>	<p>A strategy is developed that identifies ways to increase financial and in-kind support of the 2022 film festival season.</p>
<p>Governance:</p> <ul style="list-style-type: none"> ● The Club will commit to implementing the projects which attracted Sport NZ funding, including the IT 	<p>Complete the policy documentation review as identified in the agreement with Sport NZ. Additionally review and develop policies that will support and guide the organisation and staff including:</p> <ol style="list-style-type: none"> 1. (develop) Code of conduct 2. (develop) Equal opportunity policy 	<p>Policies are develop, ratified by the Board, introduced to staff and easily accessed by staff and the Board</p>

<p>roadmap and the policy documentation reviews.</p>	<ol style="list-style-type: none"> 3. (develop) Leave of absence policy 4. (develop) Employee disciplinary action policy 5. (develop) Staff grievance and complaint policy and procedure 6. (review) Privacy policy 7. (review) anti-harassment and discrimination policy 8. (develop) Working hours and attendance 9. (develop) Working from home policy 10. (develop) Time in lieu policy 11. (review) Staff benefits policy 12. (develop) Performance review policy 13. (develop) Remuneration policy 14. (develop) Accounting policy 15. (review) Sponsorship policy 16. (develop) Business opportunity and partnership policy 17. (develop) Meeting etiquette and procedure 18. (develop) Work health and safety risks policy 19. (develop) Work health and safety consultation 20. (develop) Work health and safety performance monitoring 21. (develop) Hazardous substance policy 22. (develop) Personal protective equipment 23. (develop)Offsite, remote and isolated worker policy 24. (develop) Emergency risk register 25. (develop) Emergency response procedures 26. (develop) Incident or near miss report form 27. (develop) Incident or near miss investigation form 	
---	---	--

	<p>28. (develop) Event risk assessment form</p> <p>29. (review) Conducting risk assessments for external events</p> <p>30. (develop) Promotional collateral policy</p>	
<p>Membership Management and Website</p> <ul style="list-style-type: none"> • The office is to complete the implementation of the total rebuild of our membership management system, the first stage of the total upgrade of our membership support. • The Club is to progressively implement the total rebuild of our Website during the coming year, aiming to integrate a significant number of aspects of our membership support, publication, sales, information and record keeping and reporting systems onto this platform. 	<p>Develop a detailed review of the website and CRM changes in 2020, focused on functionality and relevance to the wants/needs of targeted audiences. With input from staff. Identify all outstanding actions and create a brief that includes work to be undertaken by staff and any 3rd party contractor to complete outstanding work (if any). Obtain associated costs and undertake work as budget allows.</p>	<p>The new website will link seamlessly to our membership management system, should be actively used to provide high quality climbing information, create opportunities to bring climbers together in online forums and effectively contribute to the Club's brand through the quality, tone and value of the information presented.</p>
	<p>Conduct website and CRM content training so relevant staff have a good knowledge of the content and management systems.</p>	<p>Good corporate knowledge on how to manage information and data on the website and in the CRM.</p>
	<p>Identify and formalise the staff responsibility/s for posting all information to the website and keep accurate records of what was posted and when.</p>	<p>All information posted on the website is available and a full record of website posting is kept.</p>
	<p>Maintain/ manage access rights for publishing information on the website with relevant staff.</p>	<p>Information that appears on the website is of a consistent voice, quality and style.</p>
	<p>Investigate the Integration of ClimbNZ to act as an information and engagement tool with NZAC youth members and potential members.</p>	<p>Investigation/ review completed including SWOT analysis.</p>
<p>Travel Insurance and Australian Section Insurance Cover:</p> <ul style="list-style-type: none"> • NZAC is to prepare for a return to international travel during 2021-22 by restoring our capability to offer Travel Insurance. 	<p>Investigate operational requirements and inform the President. Develop a strategy to return this service to members.</p> <p>Meet with insurance underwriters to re-establish insurance cover for the Australian Section.</p>	<p>Strategy developed and shared with the Board through the President. Board ratifies the strategy and relevant actions.</p> <p>The Australian Section has insurance cover.</p>

<ul style="list-style-type: none"> • Every effort is to be made to reinstate Insurance cover for the Australian Section as resumption of section activity is totally reliant on regaining insurance cover. 		
<p>Communications and Engagement</p> <ul style="list-style-type: none"> • Communications action plan • Stakeholder and member engagement (SME) protocol for increased, sustainable, collaborative, purposeful engagements with a unified voice. 	<p>Create a Communications Action Plan to assess, develop and implement the Club’s internal and external communications activities and initiatives that will maximise awareness and support of the Club in line with its purpose, objectives and strategic priorities.</p>	<p>A communication plan including tangible actions is developed and staff are referring to it for guidance in their work. There is increased awareness of the NZAC in key stakeholders across New Zealand within Central and regional Government offices, local bodies, peak industry bodies, business organisations and other organisations that have an interest in or could affect the outcomes of the NZAC.</p>
	<p>Create a Stakeholder and Member Engagement Protocol that outlines the engagement principles the Club aspires to and the guidelines for the implementation of these principles by staff, the Board, Section Committees and the Section Council. The Protocol is in line with the Club purpose, objectives and strategic priorities.</p>	<p>A Stakeholder and member engagement protocol is developed and is ratified by the Board, and is actively guiding the Club and staff in its purpose and style of engagement.</p>
	<p>Create a ‘Toolbox’ suite of engagement and communication templates, style guide, policies and procedures that will assist staff and the Club in their daily work activities. Existing tools are reviewed for accuracy and up-to-date and or developed.</p>	
	<p>Develop and maintain a comprehensive and segmented database of key stakeholders across New Zealand within our memberships, Central and regional Government offices, local bodies, peak industry bodies,</p>	<p>A comprehensive database of contacts in New Zealand, Australia and internationally, that allows for accurate, rapid and targeted engagement and dissemination of communications.</p>

	business organisations and other organisations that have an interest in or could affect the outcomes of the NZAC. This database will allow for effective engagement and accurate, rapid and targeted dissemination of communications	
	Establish regular/ periodic meetings and information sharing ‘catch-ups’ with key stakeholders for the purpose of elevating and promoting the position and relevance of the NZAC.	Increased awareness of the NZAC in key stakeholders across New Zealand within Central and regional Government offices, local bodies, peak industry bodies, business organisations and other organisations that have an interest in or could affect the outcomes of the NZAC.
	Develop a communication strategy to promote the retailers/service providers that are of value to the club.	Increase in retail/service providers wanting to be partnered with the NZAC. Feedback reviews provided to retail provided.
Brand strategy: <ul style="list-style-type: none"> Develop a brand strategy and supporting templates/ guides 	Develop a NZAC Brand Strategy. Ensure the consistent and ongoing implementation of the NZAC brand strategy through all activities undertaken by staff, Board, Section, Member, Volunteer, Contractor communication.	All items produced for external and internal audiences fit with and promote the NZAC brand, with a unified voice.
Club financial sustainability: <ul style="list-style-type: none"> Investigate and develop a strategy for increasing income channels for the Club 	Investigate opportunities to increase the financial sustainability of the Club through various channels. Instigate where practicable	Opportunities are investigated and communicated to the President for consideration through the Board, actions formalised and where any external party is involved a formal relationship is established.
Club memberships <ul style="list-style-type: none"> Investigate and develop channels for membership growth 	Review the Clubs current membership makeup and Investigate opportunities to increase club membership retention and growth.	Opportunities are investigated and communicated to the President for consideration, actions formalised and included into operation activities.

ENDS