

# ANNUAL REPORT

Institute of Public Administration New Zealand

2016-2017

IPANZ provides seminars, training and networking to promote improvements in public sector policy and administration. We provide a forum for our members to learn, share and debate new ideas, and celebrate excellence.





### Have we got it right?

As I write this, New Zealand is approximately 100 days out from this year's General Election. Some of the issues that will form centrepieces for political discourse on the campaign are beginning to crystallise. They include the suite of issues and challenges around housing, immigration, and mental health, and broader issues such as inequality of wealth and opportunity and the physical environment.

It is interesting and positive that I don't detect much of the strong alienation from our way of government that we have seen over the past twelve months or so, most notably in the US, UK and France just to name a few countries. I may of course be naïve, and simply be reflecting a view from within the Wellington "Beltway"; but I hope not. I think that much of the credit for this must go to the principles underpinning the Public Service going right back to the foundations laid in the Public Service Act 1912.

To my mind, those principles of political neutrality, appointment and promotion on merit, the provision of free and frank advice to Ministers who have the responsibility and accountability for

taking decisions, continue to serve New Zealand extremely well. Certainly, that is a core belief of your organisation, IPANZ. Longstanding though these principles may be, they are easily eroded even if only through ignorance or oversight, rather than from deliberate intent.

It is because I believe these principles to be critical taonga as bedrock on which our form of government must rest, that I agreed some 4½ years ago to take on the role of IPANZ President. I am now stepping down, however, because I believe that all organisations need changes at the helm from time to time to ensure continued success and high performance.

IPANZ has come a long way in a relatively short time. In late 2012, the Board took the decision that IPANZ needed to take a "step-change" if it were to continue to meet the needs of its members. This has been achieved. Corporate membership has tripled over the period since then, the annual operating budget has almost doubled, employed staff numbers have risen from around 0.6 FTEs to 3 FTEs, and significantly more events are held each year. This year will be the fourth year in succession that IPANZ has been able to book a small financial surplus. This has enabled us to employ someone in Auckland to support the expansion of our footprint in that important city.

Getting to where we are now has been a team effort. I would like to thank my colleagues on the Board for their contribution to the Institute's governance and setting of direction and for the support given to me. Particular acknowledgment is due to Anthony Richards, Vice-President, and Joan Smith, Treasurer, who sit on the Executive Committee with me and undertake most of the day-to-day oversight and supervision of IPANZ. Lewis Rowland, IPANZ' General Manager, continues to provide strong leadership to our office staff, all of whom have contributed to the successes of the past few years.

Our flagship publication, Public Sector, under John O'Leary's editorship remains focused and highly topical. The annual Deloitte IPANZ Public Sector Excellence Awards continues to go from strength to strength, and I should yet again like to thank convener Helen Algar and her team of dedicated judges for the time-consuming, but very valuable, contribution they make.

Thank you too to all our sponsors, our Foundation Partners, Deloitte, Russell McVeagh, The Skills Organisation, Westpac and the State Services Commission in particular. And finally, my thanks to all our members, our supporters and our speakers for your support over the past year.

**IPANZ President John Larkindale**

Our **aims** are to be:

- A guardian and champion of the core values of public service
- A respected organisation to which all people and organisations with an interest in public policy and management want to belong
- An authoritative voice and source of reasoned opinion
- An interesting and stimulating commentator

Our **objectives** for 2016-17 were to:

- Increase the visibility of IPANZ by reviewing our communications tools
- Improve governance policies and procedures
- Continue to deliver value via high quality events and services
- Engage actively with our membership via our communication channels

## MEMBERSHIP

IPANZ corporate members are organisations where the staff receive the benefits of membership. We also have 50 individual members.

As at 31 March 2017, IPANZ corporate membership was 170, compared to 143 for the same time last year.

IPANZ has been successful in attracting some of the large, Auckland based private sector companies. A number of district councils and district health boards have also joined IPANZ as a result of their participation in the annual Excellence Awards.

Corporate members of IPANZ	March 2015	March 2016	March 2017
Government agencies	42	45	41
Crown entities	33	37	47
Local and territorial authorities	10	10	8
District health boards	3	4	7
Tertiary education institutions	5	4	4
Private sector organisations	26	37	50
Not-for-profit / community organisations	4	5	12
Australian independent statutory agency	1	1	1
<b>TOTAL</b>	<b>124</b>	<b>143</b>	<b>170</b>



## NEW PROFESSIONALS AND AUCKLAND NETWORKS

---

### **New Professionals**

The New Professionals database has 1100 members. There is strong demand for training and career guidance from new professionals. The New Professionals network held several 'Meet the Chief' breakfasts throughout the year and an induction event for new graduates, which sold out. The aim is to make the New Professionals the 'go to' place for those new to the public sector.

The biennial New Professionals conference was held in July 2016 with about 140 attendees. The theme of the conference was 'Realising Potential – your contribution to New Zealand'. Feedback from delegates was overwhelmingly positive, with many of them citing some practical takeaways that they could immediately apply to their work environment.

A pilot mentoring programme for New Professionals will be launched in the second half of 2017.

### **Auckland**

Half of IPANZ's 170 corporate members have a presence in Auckland and about 16% of our database is Auckland based (1350 individuals).

During the past three years, IPANZ has progressively gained more traction via its events in Auckland, which has helped to raise our profile and relevance in the Auckland region. We have strengthened our ties with Auckland Council, and have developed relationships with Victoria University of Wellington's Auckland-based campus, several not-for-profits such as New Zealand Asian Leaders and Figure NZ, and corporate organisations such as Westpac.

In 2016-17 IPANZ held ten Auckland events (the highest number ever), compared to six the previous year, attended by around 50 to 60 people per event. In March 2017, a part-time Auckland Manager was appointed to help raise the profile and visibility of IPANZ in the Auckland public sector space. We received invaluable support from both Auckland Council and the State Services Commission in making this appointment.

Our annual flagship event is the **Deloitte IPANZ Public Sector Excellence Awards**. These Awards – across nine categories – celebrate the outstanding performances and achievements of organisations and project teams in the public sector. The 2016 Awards attracted 92 nominations (the highest number ever) from a diverse range of public sector organisations including District Health Boards and local authorities.

In 2016 the Prime Minister’s Award went to the Bylaw Review Programme, Auckland Council. The July gala Awards night in Wellington was attended by over 400 people, including nominees, the then Prime Minister John Key, five Ministers, and 26 public sector chief executives.

All the winners were profiled on the IPANZ website and featured in the September Public Sector journal. Auckland Council and three of the other category award winners gave seminars on their projects.



Auckland Council staff Sally Grey, Rose McLaughlan, Karl Ferguson, Patricia Reade, Jim Quinn, Paul Wilson and Christine Etherington receive the Prime Minister’s Excellence Award from the then Prime Minister the Rt Hon John Key.

A new category was created and introduced for the 2017 Awards, ‘Improving Diversity and Inclusiveness within the Public Sector’.

The inaugural **Women in the Public Sector Summit** was held in April 2016 with over 500 attendees. IPANZ was on the Steering Committee and provided advice on organisation, marketing and promoting. A second successful summit was held in April 2017, attracting a similar number of attendees, most of whom had not attended the previous event.

IPANZ training courses for 2016-17 were:

- The New Professionals Conference (150 delegates)
- Free & Frank Policy Advice (95)
- Parliament in Practice (held twice, total of 195 attendees).



In 2016-17 we held 37 events (with a total audience of 3,100) including...

- Financial Minister Hon Steven Joyce gave the IPANZ annual address in February 2017
- Seminars on the Integrated Data Infrastructure with Government Statistician Liz MacPherson
- Seminars on the Social Investment Change programme by Dorothy Adams of the Social Investment Unit
- Our popular Parliament in Practice training days, followed by sessions on Parliament's Financial Cycle
- Two Axford lectures from visiting US academics, in partnership with Fulbright NZ
- Four seminars by 2016 Excellence Award winners



Colin MacDonald, Chief Executive and Government Chief Information Officer, Department of Internal Affairs speaking at the New Professionals Conference July 2016.



Our events are very popular and often are fully subscribed within a matter of hours. We are often approached by other organisations to host events on their behalf.

IPANZ is continually looking for ways to improve our engagement with members, e.g.

- We have run repeat seminars to meet demand
- We have updated the look of the Public Sector journal and themed each issue
- We have updated our website to make it more task-focussed and mobile capable.

### Communication measures

- About 7400 people are on our database (up from 6200 in 2015), of which 5,295 (71.5%) are from our corporate members
- 735 LinkedIn connections and 485 are on the IPANZ group
- 30% (average) of the database read the e-newsletter
- 35% (average) of members receive the online Public Sector Journal, of which 12% read it online.

*“Congratulations on an exceptional year for IPANZ. You continue to pursue the mandate of the organisation to advance excellent and integrity in public administration, and the aspiration for quality governance on behalf of the citizens of Aotearoa.”*

**Dr Chris Eichbaum, Associate Dean (Teaching & Learning) and Reader in Government, Victoria University of Wellington.**



### Foundation Partners

In 2016 we continued to develop and deepen our relationships with Deloitte, Russell McVeagh, The Skills Organisation, Westpac, and added State Services Commission as the fifth Foundation Partner. We recognise these organisations, and their staff, as 'Foundation Partners' for the generous financial and in-kind support they offer IPANZ, which is so essential to our ability to operate.

### Sponsors

Deloitte continued as the lead sponsor for the Deloitte IPANZ Public Sector Excellence Awards.

We would like to thank the many other organisations who support IPANZ, as sponsors of the Excellence Awards; and other event/ in-kind sponsors.

Our sponsors for 2016-17 included: State Services Commission, Leadership Development Centre, The Justice Sector, The Treasury, Te Puni Kōkiri, Ministry of Business Innovation and Employment, Ministry of Social Development, Microsoft, Victoria University of Wellington School of Government, Allen & Clarke and in-kind support from Lion, Senate SHJ, The Johnson Group and Ocean Design.

See our website [www.ipanz.org.nz](http://www.ipanz.org.nz) for more details about our partners and sponsors.

IPANZ is governed by a Board consisting of the president, vice president, treasurer and other elected members.

### **Current Board**

John Larkindale, President

Anthony Richards, Vice President

Joan Smith, Treasurer

Len Cook, Past President

Beith Atkinson

Shannon Dobson

Nedra Fu

Dr Donald Gilling

Grant Klinkum

Gerard Martin, IPANZ Auckland convenor

Caroline Neame

Dr Richard Norman

George Troup

Annie De'Ath, New Professionals co-convenor

Georgina Geotina, New Professionals co-convenor

### **Staff**

The IPANZ office, after nearly six years, moved from the Wellington Railway Station to a refurbished Rutherford House, Victoria University's Pipitea Campus, in January 2017.

Lewis Rowland, General Manager

Della Ürgenç, Office Manager

Fiona McDonald, Events Manager

Margaret McLachlan, Communications & Marketing Manager

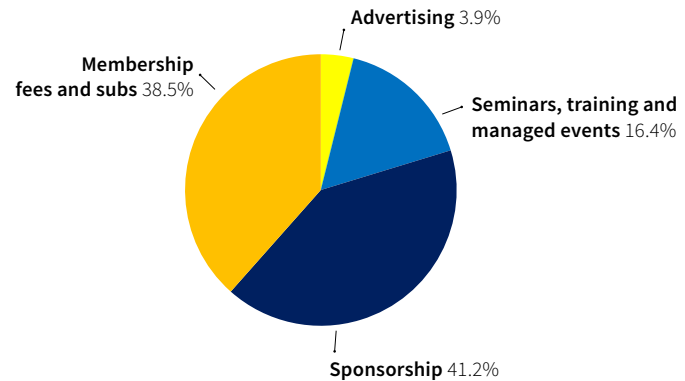
Philippa Miller-Moore, Auckland Manager

John O'Leary, contract editor Public Sector journal

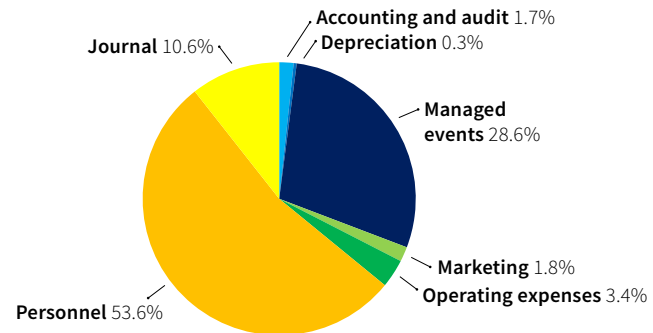


## REVENUE AND EXPENDITURE

### REVENUE FOR THE 2015/16 FINANCIAL YEAR

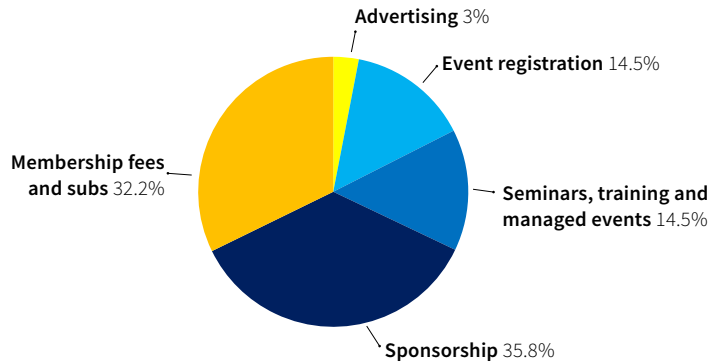


### EXPENDITURE FOR THE 2015/16 FINANCIAL YEAR

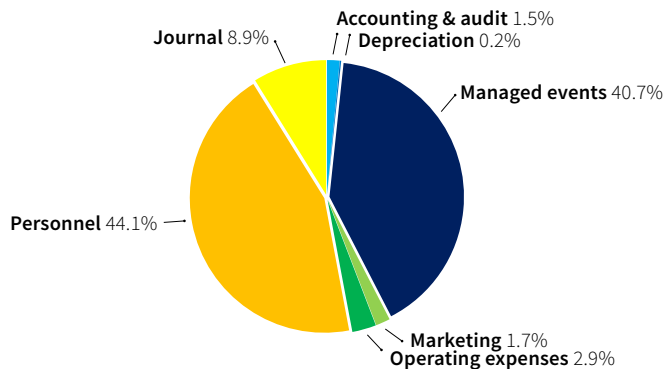


## FINANCIAL STATEMENTS

### REVENUE FOR THE 2016/17 FINANCIAL YEAR



### EXPENDITURE FOR THE 2016/17 FINANCIAL YEAR



### Financial Highlights for the year:

- Surplus of \$46,256 for this year, to bring total general funds to six months operating expenditure (excluding Excellence Awards expenditure)
- Increased revenue from \$583,396 to \$696,858 due to the biennial New Professionals conference being held and holding more payable events
- Continued membership growth and revenue
- Continued tight management of expenses and cash-flow
- Personnel expenses decreased due to the Events Manager reducing her hours of work
- Increased expenditure on Managed Events from \$158,617 to \$255,476, as the New Professionals conference was held in this financial period.

## STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 31 March 2017

	Note	2017 \$	2016 \$
<b>Operating Revenue</b>			
Advertising		21,225	22,686
Event registration, seminars, training and managed events	1	202,266	95,625
Sponsorship	2	248,700	240,740
Membership fees and subscriptions		224,668	224,345
		<b>696,859</b>	<b>583,396</b>
<b>Gross Surplus</b>			
<b>Less expenses</b>			
Accountancy fees		7,060	6,710
ACC levies		772	905
Bank fees and charges		2,024	1,453
Catering	3	14,238	5,779
Depreciation		1,042	2,069
Entertainment		876	217
Equipment and venue hire		0	0
Managed events	4	255,476	158,617
Marketing ( promotional material)		0	0
Office expenses		2,709	2,026
Personnel expenses	5	288,728	302,683
Postage		2,453	2,676
Printing & stationery		13,990	14,828
Prizes		1,900	1,500
Professional services		42,089	43,208
Professional development		610	963
Rent		8,648	8,226
Review fee		3,000	3,000
Telephone and internet		3,284	2,720
Travel and accommodation		2,459	4,864
Website expenses		10,608	9,849
		<b>661,966</b>	<b>572,293</b>
<b>Total expenses</b>		<b>34,893</b>	<b>11,103</b>
<b>Operating surplus before other income</b>			
<b>Other income</b>			
Interest received		11,363	13,601
		<b>46,256</b>	<b>24,704</b>
<b>Net surplus</b>			


## STATEMENT OF FINANCIAL POSITION

As at 31 March 2017


	Note	2017	2016
		\$	\$
<b>General funds</b>			
Capital		66,198	66,198
Retained earnings		177,250	130,983
<b>Total general funds</b>		<b>243,448</b>	<b>197,191</b>
<b>Represented by:</b>			
<b>Current assets</b>			
Cash and bank balances	6	127,251	93,481
Accounts receivable		6,498	1,069
Other receivables		1,952	1,158
Income tax refundable		2,989	3,817
Prepayments	7	54,502	87,477
Term deposits	6	364,621	313,689
<b>Total current assets</b>		<b>557,813</b>	<b>500,691</b>
<b>Current liabilities</b>			
Payables and accruals		46,225	45,511
GST payable		17,766	7,324
Other current liabilities	8	272,266	252,763
<b>Total current liabilities</b>		<b>336,257</b>	<b>305,598</b>
<b>Working capital</b>		<b>221,556</b>	<b>195,093</b>
<b>Non current assets</b>			
Property, plant and equipment	9	21,892	2,098
<b>Net assets</b>		<b>243,448</b>	<b>197,191</b>

### Explanations for Significant Variances


- Managed events and registrations, Seminars and Training Revenue:** revenue now combined in Event Registration, Seminars, Training and Managed Events.
- Sponsorship:** This increase in revenue for 2016/17 (\$7,960) was due to receiving sponsorship for the New Professionals conference which was not held in 2015/16.
- Catering Expenses:** This increase in expenditure for 2016/17 (8,459) was due to catering for more payable events held in 2016/17 than 2015/16.
- Managed Events Expenses:** This increase in expenditure for 2016/17 was largely due to the New Professionals conference being held in July 2016.
- Personnel Expenses:** This decrease in expenditure for 2016/17 (\$13,955) was due to the Events Manager reduction of hours worked (from 40 hours to 25 hours per week).
- Cash and Bank Balances, Term Deposits:** The increase of \$33,770 in Cash and Bank Balances and increase in Term Deposits of \$50,932, was due to timings of receipts and prudent cash flow management.
- Prepayments:** This decrease is due to timings of payments made in advance to creditors for Public Sector journal expenses and milestone payments for the Deloitte IPANZ Public Sector Excellence Awards 2017.
- Other current liabilities:** This is sponsorship monies received in advance for the Deloitte IPANZ Public Sector Excellence Awards 2017, Public Sector journal subscriptions and membership fees received in advance for 2017/18.
- Non Current Assets:** \$21,892 (\$20,835 of this is payment for work in progress on the new website design).



Institute of Public Administration New Zealand

 PO Box 5032, Wellington 6140, New Zealand

 64 4 463 6940

 [admin@ipanz.org.nz](mailto:admin@ipanz.org.nz)

 [www.ipanz.org.nz](http://www.ipanz.org.nz)