



Institute of  
Public Administration  
New Zealand

# Business Plan

## 01 April 2018 – 31 March 2019

“A new direction”



## 2017-18 Summary

Since the recruitment of a full time, professional office in January 2013, IPANZ has enjoyed five years of financial stability and growth in corporate membership. IPANZ is increasingly recognised as a valued, relevant and credible organisation that serves the wider public sector and those private sector and not for profit organisations associated with it.

An enhanced focus on IPANZ's visibility included a refresh of our website, designed to improve the user experience, which went live in July 2017 and the appointment of a part-time, Auckland Manager in May 2017. These initiatives have helped to maintain and enhance our visibility and credibility in both the public and private sectors in Wellington and Auckland, and cemented our reputation for consistently delivering high-quality events and activities to our expanding corporate membership.

IPANZ is viewed as a 'go to' organisation for the management and promotion of events and activities. IPANZ thus plays useful 'brokering' role. IPANZ is approached by agencies from within the public, private and not for profit sector for advice on running events or using its communication networks (e-newsletter and the Public Sector journal) and contacts to promote other agencies' events.

We held 41 events (35 non-paying and six paying) during the 2017-18 financial year, excluding the two jointly organised Women in Public Sector (WIPS) Conferences in Wellington and Auckland, and an event with the Public Relations Institute of New Zealand (PRINZ) on encouraging voting in the 2017 election. During 2016-17 we held 43 events. Approximately 2,100 people, (excluding those 1,085 who participated in the two WIPs Conferences and the PRINZ event) attended the 41 events.

Of particular note during the 2017 calendar year, was the success of the inaugural Effective Engagement with Maori seminars and the first Women in the Public Sector Conference in Auckland, jointly organised with several government agencies. We held five events in Auckland during 2017 (compared to nine for 2016).

We continued to offer a suite of high quality and in demand payable events. These included the Excellence Awards, Parliament in Practice, Free and Frank Advice and, new for 2017, the very successful Effective Engagement with Maori seminar. We will continue to provide between four to five, high quality payable events per annum. Income from training events provided roughly 15% of our annual revenue for 2017-18.

IPANZ has consolidated its financial position and retains a healthy reserve fund, enough to cover operational expenses for nearly six months. IPANZ has nearly tripled its corporate membership from 56 in 2012-13 to 162 in 2017-18. Corporate memberships provides over a third of our annual revenue and are our main source of income.

Sponsorship, mainly derived from the annual Excellence Awards, is responsible for about a third of our income. The Excellence Awards continues to grow in size and importance and provides the wider public sector with one of the few vehicles to showcase and celebrate outstanding performance and the contribution it makes to the country. A new award, the MSD Award for Excellence in Improving Diversity and Inclusiveness in the Public Sector, featured in 2017.

IPANZ appointed a new President in July 2017, Jo Cribb. Following her appointment and the election of several new board members, IPANZ's vision was revisited and refreshed and a new five year strategy approved in November 2017.

## IPANZ vision

IPANZ's vision is: ***A high performing public service, respected and valued by all New Zealanders.***



## Key areas for 2018-19

As part of the new strategy (see Appendix 1), IPANZ will focus on three priority areas. These include:

### 1. Identify and champion new ideas about the future of the public service

The environment the public service works in is rapidly changing. It is likely to look very different within the next decade, both in terms of the people it employs, the technological skills required and the services delivered.

### 2. Celebrate and promote excellence in the public service to New Zealanders

The public service needs to celebrate and promote its success more loudly. IPANZ will also aim to increase its visibility (via its events and activities) to provide a credible voice for public comment

### 3. Uphold key public service values and principles

While the environment public servants operate in is rapidly changing, the key public sector values and principles such as integrity, political neutrality, the provision of free and frank advice and stewardship remain constant. These core values and principles are as important today as they were in 1934, when IPANZ was established.

## Work plan for 2018-19

Over the next year, as well as delivering training and networking opportunities, our work programme will consist of three work streams, led by respective board members.

### 1. The Public Servant of the Future

*This work stream will consider who will be working in the public service in the next decade and what they will be doing.*

As the public service adapts to an increasingly globalised and digital world, it will require public servants with attributes and skills to support the type of economic and social development that reflect New Zealand's values and priorities. This work stream aims to encourage debate about the skills, competencies and dispositions that public servants of the future may need to possess.

Work is already underway on this work stream, including the April edition of the Public Sector Journal, which focuses on getting the public sector ready for the future. Several events will also be held on this topic including the New Professionals, two day biennial conference in October.

### 2. Key public service values and principles in 21st century Government

*This work stream will seek to uphold these values and principles (free and frank advice, political neutrality and stewardship) and consider how they apply in the rapidly changing environment we work in.*

Values is a very broad topic so the focus of the work will be on what expectations of stewardship may look like in 10-15 years. The starting point will not be a statutory interpretation (or critique) of the current requirements on stewardship, rather it is on the concept of stewardship more broadly as it may apply to the public service of the future.

It is proposed this work proceed in three phases. Phase 1, includes commissioning a stocktake of current thinking and initiatives around stewardship. Phase 2, engaging the initial discussion on stewardship and finally



engagement to a broader community of interest. Given this work deals with community values, it needs to involve wide groups of people and communities. Phase 3, engagement with a broader community of interest.

**3. Public Administration Reform** – the Public Finance and State Sector Acts are now 30 years old (albeit the latter underwent significant amendment in 2013).

*This work stream aims to look back and forward and consider the structure and functions of the state sector in the next 30 years.*

This work stream seeks to create an independent and neutral space for ‘robust debate’ about the extent to which systems established thirty years ago, through the State Sector Act, 1987 and Public Finance Act, 1989 are still ‘fit for purpose’. This will complement work being undertaken by SSC and the Treasury.

### **Auckland**

IPANZ Auckland events, focused on Auckland specific issues, such as local government funding and infrastructure issues, will continue to play a key role in widening the appeal and profile of IPANZ outside of Wellington and securing new corporate members and sponsors, especially in the private sector. Auckland has approximately 50,000 public sector workers, across government and council operations, many more than Wellington. There is likely to be an increase in the number of government jobs in Auckland to serve the country’s largest city.

Recognising the growing importance of Auckland to the public sector, the Board in January 2017 decided to engage the services of a contractor in Auckland, working on a part-time basis, on a one year, fixed term contract. The contractor started in May and is based at the Auckland Policy Office (APO). She works autonomously, with financial and back-office support provided by the Wellington office.

The role will continue its focus on building up a network of contacts, liaising with existing and potential corporate members (Auckland Council, academia, DHBs, not for profits and corporates) and promoting IPANZ. In essence, the primary objective is to raise the profile and visibility of IPANZ in the Auckland public sector space and secondary, to generate event ideas.

There is also a good opportunity to promote networking and career/professional development and possibly establish, with Auckland Council support, a New Professionals network. This will be investigated further in 2018.

Over the 2017-18 year, IPANZ held five Auckland events and the Auckland Manager was involved in planning the inaugural Auckland Women in Public Sector summit, held in November 2017, which attracted 520 attendees. These five IPANZ events were attended by an average of 40 people per event and were well received. The attendees came from a diverse range of organisations, including some of the larger corporates, DHBs and the not-for-profit sector. The largest number of attendees was from Auckland Council (74), including some of its senior management team.

### **Christchurch**

Post 2011 earthquake, IPANZ activities in Christchurch have been severely curtailed (one event in October 2015). We do not have strong connections with Christchurch based organisations such as the city council and Canterbury DHB, via their participation in the Public Sector Excellence Awards, nor do we have a functioning network, as we do in Auckland. Once the Christchurch Justice & Emergency Services Precinct is up and running, in 2018, we may have the opportunity to rebuild some of our networks and connections. However, IPANZ resources are limited and our focus, outside of Wellington, will remain on the Auckland market.

## New Professionals

The key focus for the New Professionals network for 2018-19 will be the biennial conference to be held on 10-11 October at Te Papa. The theme will be 'future challenges' within the public sector and 'possible solutions'.

Attention will also be placed on building brand awareness and raising the profile of the New Professionals amongst new public sector entrants. The aim is to make the New Professionals the 'go to' place for those new to the public sector. With this in mind, the New Professionals have developed more visible presence on social media to attract new graduate entrants.

There is strong demand for training and career guidance from new professionals. The New Professionals are also keen to build better networks across the public sector, with people at their own level and more senior people. The new professionals of today are the decision makers of tomorrow, hence our need to concentrate on providing guidance regarding their career development.

The New Professionals mentoring pilot programme started in July 2017. The pilot involves 12 mentees and mentors and will last one year. The pilot will be reviewed in 2018 and a decision made as to whether it can be run on an annual basis, possibly with support from one or more central government agencies. The feedback, to date, has been positive

## IPANZ membership

From 31 March 2017 to 31 March 2018, IPANZ corporate membership comprised 162 organisations (compared to 170 for 2016-17). Corporate membership remains relatively 'sticky', with most renewing their subscriptions to IPANZ. 18 organisations (or 11%) did not renew their annual corporate membership in 2017-18, compared to 14 in the previous year. The 162 members consist of 99 central government agencies and 63 local government, not for profit or private organisations. It is also worth noting that some organisations join IPANZ for the sole purpose of submitting an entry to the annual Public Sector Excellence Awards (five for the 2018 Awards). This has proved to be a very successful method of attracting new members, and encouragingly we have retained a good number of these organisations. A number of district councils and district health boards have joined IPANZ as a result of their participation in the annual Public Sector Excellence Awards.

As forecast, corporate membership during 2017-18 increased at a much slower rate than previous years. The target was set at 165 corporate members for the year (factoring in those members who are unlikely to renew their subscriptions). The total number of corporate members for 2018-19 is likely to remain static, at around 160, as most of the obvious organisations with an interest in IPANZ and its activities are now members. More effort will be placed on retention rather than recruitment.

Individual membership is gradually reducing (due to retirement, deaths and individual members now requesting to be covered by their corporate membership) and currently sits at around 30, compared to 50 for 2016-17.

The current corporate membership profile is as follows:

	31 March 2013	31 March 2014	31 March 2015	31 March 2016	31 March 2017	31 March 2018
Government agencies (of all shades)	31	40	42	45	41	46
Crown entities (excluding 'specials' – below)	13	25	33	37	47	42
Local and territorial authorities	2	6	10	10	8	5



District health boards	1	4	3	4	7	6
Tertiary Education Institutions	1	3	5	4	4	5
Private sector organisations	13	19	26	37	50	47
Not-for-profit / community organisations	3	3	4	5	12	10
Australian independent statutory agency	0	0	1	1	1	1
<b>Total</b>	<b>64</b>	<b>100</b>	<b>124</b>	<b>142</b>	<b>170</b>	<b>162</b>

IPANZ has been successful in retaining and attracting new corporate members, as a result of its ability to provide a suite of products and services that are viewed as beneficial by its membership. Consequently, we must ensure that we continue to provide value for money. Conducting regular surveys on our payable events, incorporating relevant feedback and tracking numbers of attendees and which organisation they represent provide useful metrics.

Value can be delivered by providing members, in Wellington and Auckland, with a continuous stream of well planned, high quality events and activities that provide a platform for debate on topical issues. IPANZ could also provide targeted offerings to a segmented market as an alternative to face-to-face events.

## Measuring value

The table below outlines how we intend to measure the value we expect to deliver to our membership during 2018-19. We achieved all of our targets for 2017-18.

Key aim	Measure
Delivering greater value to our members	<ul style="list-style-type: none"> <li>Survey members to gauge their satisfaction</li> <li>Monitor customers' website usage and social media sharing</li> </ul>
Continue to build strong relationships, especially in Auckland	<ul style="list-style-type: none"> <li>Retain and increase, if possible, our corporate membership</li> <li>Deepen our relationship with corporates (i.e. sponsorship arrangements, joint hosting of events, cross promotion)</li> <li>Run six or more events in Auckland</li> </ul>
Consolidate our financial position	<ul style="list-style-type: none"> <li>Maintain a surplus and a focus on closely managed cashflow and costs</li> </ul>
Run a significant number of well-planned, quality events and activities	<ul style="list-style-type: none"> <li>Run between 30 and 40 events per annum</li> <li>Achieve an attendance rate of at least 60% of total registration via more intensive and targeted marketing and promotion and reminders to registrants</li> <li>Attract a diverse range of people from different organisations</li> <li>Pulse check/quality control surveys.</li> </ul>

## Consolidation of IPANZ's financial position

IPANZ has consolidated its financial position, delivering five consecutive surpluses since 2013-14. For 2017-18, IPANZ was forecast to deliver a projected loss of \$13,000 as a result of covering the cost of engaging the services of a contractor in Auckland. However, the cost was significantly less than projected and consequently IPANZ is expected to return another surplus of approximately \$35,000, subject to accountants review and audit.



IPANZ's finances are in good order and the organisation is financially viable for the foreseeable future. A substantial reserve fund has been built up to safeguard IPANZ against any significant loss of future revenue.

## Revenue strategy

For 2018-19, IPANZ aims to moderately increase (and where possible, diversify) its revenue sources to enhance the financial viability of IPANZ. For 2018-19, we are budgeting for a deficit of around \$9,300. This includes covering the cost of our contractor in Auckland for a second year, subject to board approval.

The financial sustainability of IPANZ will be achieved through:

- holding at least four payable events in 2018-19 (Parliament in Practice, Excellence Awards, Free and Frank Advice and Effective Engagement with Maori)
- 5% increase in corporate membership fees
- increase in sponsorship for events and activities
- maintaining tight control over our expenditure and keeping costs down.

## Engagement

We survey our membership at the end of the calendar year for their feedback on the events they attended and what they think we should cover in the future. We also survey those who attended our paid events (excluding the Excellence Awards) to measure their satisfaction and support. Based on this feedback and the fact that most of our events sell out suggests that IPANZ is providing relevant and topical events and value for money.

IPANZ has successfully widened its platform for debate and our events and activities are attracting different people from a diverse range of organisations (129 different organisations were represented at our events, compared to 119 for 2016-17). Many of our events now attract a larger audience, compared to two or three years ago. The average attendance, for non-paying events, is around 50 to 60 rather than 30 to 40 in 2013-14. See Appendix 2 for a breakdown of attendance at events during the 2017 calendar year.

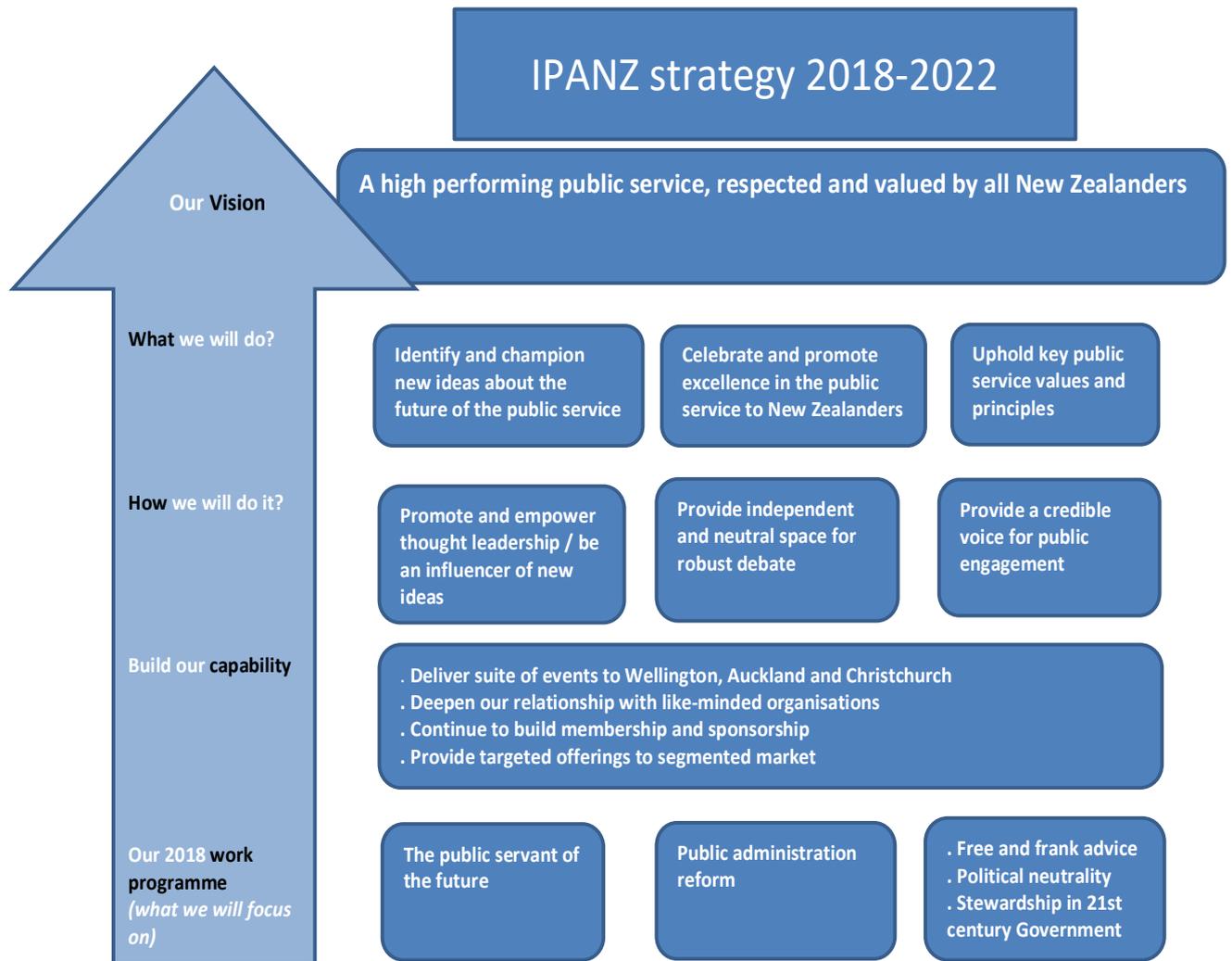
In order to keep our expanding membership interested in our events and activities specifically and IPANZ more generally, we need to be responsive and to ensure existing members gain value from their membership. We can do this by offering a continued pipeline of relevant and topical events and activities and offering 'brokering' services to those who wish to use them.

In 2017-18, we redesigned our website to be more responsive and customer focused; for example it is now easier to navigate and is mobile-capable. For 2018-19, we will continue to improve our interaction and dialog with our membership online and strengthen existing communication channels (e.g. the Public Sector journal, IPANZ website, and the e-newsletter). We have developed a communications plan to enable this.

IPANZ will continue to provide an independent and neutral space for robust debate; act as a catalyst and influencer of new ideas; and provide a credible, public voice for the public sector and public comment.



## Appendix 1





## Appendix 2

### Events summary for 2017 calendar year

#### Number of events (from February to December 2017)

This calendar year IPANZ ran 38 events (36 in 2016) including:

- 22 Wellington lunchtime or after-work seminars
- 6 New Professionals events
- 5 Auckland events
- 4 training courses: Parliament in Practice (2), Effective Engagement with Maori (2)
- The Deloitte IPANZ Public Sector Excellence Awards

The two Women in Public Sector Summits held in Wellington and Auckland are excluded and the joint event with PRINZ on encouraging voting in the 2017 election.

#### Number of attendees (from February to December 2017)

304 (339 in 2016) people attended the four training (paid) events, including a new course: Effective Engagement with Maori, which was run twice. In addition, 385 people attended the Excellence Awards and 1,020 people attended the two Women in the Public Sector summits.

There were 3,688 registrations (3645 in 2016) for all events

2,434 (2,406 in 2016) individuals came to the events i.e. some came to multiple events

N.B. 2,726 people was the actual attendance number (i.e. 74% of those 3,688 who registered)

The registration breakdown is in the table below:

Year	Training	Wellington	Auckland	New Professionals	Total registrations	Total individuals
2017	304	2589	327	474	3688	2434
2016	339	2233	745	321	3645	2406
2015	344	2228	305	204	3102	2190
2014	542	2107	274	did not count	2905	1912

There were 441 registrations (752 in 2016), from people who were not from corporate member organisations or 12% of total registrations.

Very few individual members attend events – five people attended a total of 16 events.

#### Organisations

129 member organisations (115 in 2016) were represented by attendees at events

The top 12 organisations, which had the highest number of registrations, were as follows (2016 figures in brackets):



- Ministry of Business, Innovation and Employment 299 (271)
- Ministry of Social Development 290 (183)
- Ministry of Education 187 (138)
- Department of Internal Affairs 166 (152)
- Inland Revenue 143 (174)
- Ministry of Justice 128 (118)
- Ministry for Primary Industries 107 (98)
- Statistics New Zealand 90 (85)
- Department of Corrections 85 (47)
- The Treasury 83 (35)
- Auckland Council 74 (161)
- State Services Commission 42 (58)

These top 12 organisations accounted for 1694 registrations or 46% of total registrations (3668).

### **Recommendations**

Use these results as a comparison with future years to monitor trends.