

Te Ara: IPANZ Strategy Implementation Plan 2023–2028

AREAS OF FOCUS TO SUPPORT STRATEGIC SHIFTS



Strengthen our role as an independent voice on the public sector

We need to clarify our role and strengthen IPANZ as an independent advisor and champion of better public sector governance and management. We must ensure this is better reflected in services that balance meeting audience needs and wants with public sector system needs.



Support Māori-Crown relations

We need to define our role in supporting the Crown in its relationships with Iwi/Māori. We need a clear strategy that demonstrates a contemporary view of Te Tiriti o Waitangi and makes clear what we will do and who we will work with to facilitate more conversation and development in this space.



Deliver services to our members

We need to better define and diversify our target audience and improve our understanding of their needs and expectations of us. We will align our offering to their needs, evolving what and how we deliver to increase access and impact.



Work with and through others

We need to grow our networks (partners, sponsors, corporate members, contributors) and diversify how we work with and through organisations that will bring more diverse perspectives and give us access to new funding streams. This will increase our collective impact and improve our financial sustainability.



Improve organisational enablers

We need to make improvements across key enablers (IT infrastructure, people capability, Te Ao Māori capability and tikanga, communications etc) setting ourselves up to be more efficient and impactful in our mahi.

POTENTIAL ACTIONS

DEVELOP A PLAN TO SUPPORT OUR PUBLIC COMMENTATOR ROLE

- Define the role and profile we would like to have.
- Define the specific changes required to do this (eg what new or adjusted services do we need to offer, what topics will we air or define an 'IPANZ view' on).
- Develop a system for media relationships.

DELIVER THE PLAN TO SUPPORT OUR PUBLIC COMMENTATOR ROLE

DEVELOP A MĀORI STRATEGY

- Define IPANZ role in supporting the Crown with its relationship with Iwi/Māori.
- Define what changes are required for IPANZ to better deliver on this role.
- Define what capability is required to deliver these changes (capability can be provided through partnerships or building internal capability).

ESTABLISH A PLAN FOR DELIVERY WITH POTENTIAL PARTNERS

- Identify partners.
- Work with partners to agree on a plan for how we can work together to deliver to our Māori strategy.

IMPLEMENT THE MĀORI STRATEGY WITH PARTNERS

- This should include co-developing and delivering wānanga style events and seminars.

DEFINE, DIVERSIFY AND BETTER UNDERSTAND OUR TARGET AUDIENCE

- Undertake a gap analysis of our activities by audience to assess who we are currently serving.
- Identify first-up target audiences (eg New Professionals, mid-career policy).
- Undertake market research to understand awareness and perceptions of IPANZ and what our members/community wants.
- Raise awareness amongst existing corporate members' staff that they belong to IPANZ.

DIVERSIFY OUR ACTIVITIES AND OFFERINGS

- Increase the proportion of activities delivered digitally.
- Consolidate IPANZ activity in Tāmaki Makaurau/Auckland.
- Evaluate our activities—stop, start, continue.
- Re-purpose content from IPANZ activities to increase reach.
- Test and evaluate different ways to meet members/community needs then scale up.

MEASURE AND CONTINUOUSLY IMPROVE OUR SERVICE DELIVERY PERFORMANCE

- Develop and implement a performance measurement framework focused on services to members.

INCREASE PARTNER CONTRIBUTIONS

- Map opportunities for commercial partners and develop partnership strategy (eg partners help us implement our new strategy).
- Increase contributions from IPANZ commercial partners.

STRENGTHEN NETWORKS FOR DIVERSITY

- Drive for greater diversity in our selection of partners/collaborators (advisory groups, the Board, conference).
- Extend our network to ensure IPANZ is drawing on diverse perspectives.

STRENGTHEN CORPORATE MEMBER RELATIONSHIPS

- Be more visible on our value proposition for why you should be a corporate member.
- Develop and operationalise a relationship management system for IPANZ corporate members and commercial partners.

TE AO MĀORI INTERNAL ENABLERS

- Noho marae to define pakiaka (roots of tree).
- Te Ao Māori adviser (karakia, tikanga, kawa).
- Design and schedule regular sessions for Board on Te Tiriti/Te Ao Māori.

PEOPLE CAPABILITY/RESOURCING

- Assess capability requirements to deliver Te Ara strategy.
- Define a resourcing model (people, money, partners, sponsors, New Professional volunteers).
- Reflect our membership/community.

COMMUNICATIONS

- Develop our elevator pitch —key messages around the 6 Ws.
- Assess existing comms channels and content, and develop a comms strategy.
- Rebrand and rename (with Te Ao Māori embedded).

IT INFRASTRUCTURE

- Pressure test infrastructure (eg member registration process).
- Identify key touch-points to simplify and improve (eg event registration, receiving digital comms).
- Evaluate fit-for-purpose functionality of existing IT software.
- Redesign the IPANZ website as our key comms channel.

MEASUREMENT

- Develop a strategic impact measurement framework.