



Institute of  
Public Administration  
New Zealand

# ANNUAL REPORT

Institute of Public Administration New Zealand

2020-2021

**Kia whakatōmuri te haere whakamua**

## ***I walk backwards into the future with my eyes fixed on my past***

At many Annual General Meetings, Boards will be talking about the way the world changed for them in the 2020/21 year and how they can take the lessons learnt into the year ahead. IPANZ is no different.

Despite the challenges of 2020 we managed to maintain our traditional contribution to our members, our free events, our Public Sector Journal and our foundation training courses. Prompted by COVID-19, our major new product this year was Public Sector 101, a modular online introduction to the public sector. We now video almost all of our free events, and thereby better serve our members out of Wellington who cannot always get to in-person events.

We are proud to have maintained our e update, sent to everyone on our database every three weeks. Our members also often note the quality of this newsletter, and our Public Sector Journal. Our thanks go to the many talented people who write in the Journal and to our skilled editor Simon Minto.

We have some positive indicators, beyond this affirming feedback. The membership is fairly constant, but the engagement of our members has increased by 30%. Our social media followers slowly increase each month. Our poll reports that people use all that we offer to enhance their work.

Our IPANZ strategy remains in place until 2022. IPANZ focusses on its core themes to support public sector performance. These include capability to establish authentic Māori/Crown relations, stewardship and long-term

thinking, collaboration across all boundaries especially central and local government, building positive organisational cultures. IPANZ is working steadily and hard to strengthen its own capability and its contribution to realising the aspirations of Te Tiriti.

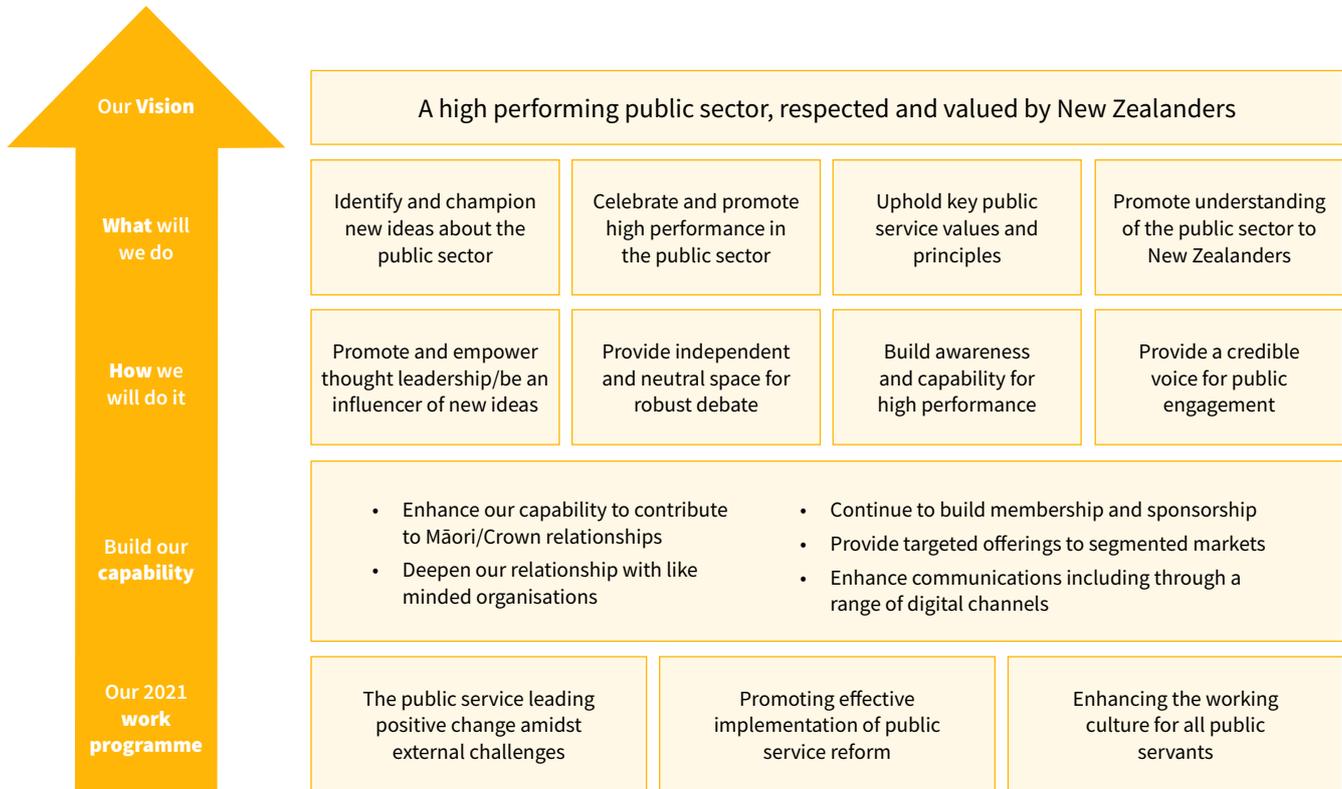
My final thanks go first to our IPANZ people. Our hard-working staff, Shenagh, Fiona and Della who should be commended on the sheer quantity of work they produce, its quality and their responsiveness to our members. The Board is dedicated and very actively involved offering a wide set of skills and experience.

And last, but by no means least, to you as members. Not only do so many of you willingly assist us as speakers, chairs, commentators and writers, but you engage with us, ask questions, talk with us, give feedback and shape who we are and what we say. You enable us to bring the IPANZ independent voice to the sector proudly and effectively.

Thank you all



**IPANZ President Liz MacPherson**



“ IPANZ provides training, seminars, written articles and insights to inform and inspire public sector professionals. IPANZ promotes debate and new ideas in order to contribute to an excellent public administration system. ”



We aim to provide information and inspiration to assist public sector professionals to understand and respond effectively to challenges in the wider environment, to celebrate and share excellent practice and build confidence and competence.

Our specific **aims** are to be:

- A guardian and champion of the core principles and values of the public sector
- A respected organisation valued by people and organisations with an interest in the public sector and the whole public administration system
- An authoritative voice and source of information, insights and opinions
- An interesting and stimulating facilitator and commentator.

Our **goals** for 2020 to 2021 were to:

- Continue to deliver value through high quality events and training
- Extend our digital reach to engage actively with our membership
- Offer impactful, thought-provoking insights through multiple channels
- Build our contribution to Māori/Crown relations
- Maintain and grow the financial sustainability of IPANZ.

IPANZ corporate members are organisations where staff receive the benefits of membership. We also have 25 individual members.

As at 31 March 2021, IPANZ corporate membership was 138, a figure which has stayed fairly constant for the last three years (+/- 5-10%).



Over 8,100 people from member organisations engaged with IPANZ.

*\*Other organisation types are: local government, not-for-profits, tertiary education and community organisations, and High Commissions.*

### More thought leadership

IPANZ collates articles and ideas from many sources to share with our members every three weeks. The Journal Advisory Group commission articles from a range of experts and commentators for the quarterly Public Sector Journal. The feedback for both publications is positive. Our Roundtable discussion, run in October 2020 encouraged in-depth consideration of “no surprises.”

### New Professionals

The IPANZ New Professionals provision of its core programme was disrupted by COVID-19, but they still managed a range of events, including their Courageous Conversations discussions, a Policy and Pizza Workshop, the 'Meet the Chiefs' series and networking events. They were unable to run their planned conference during 2020 – 2021, and will instead run a joint conference with IPANZ in September 2021. They focus their communications through the IPANZ New Professional facebook page.



**1501**

IPANZ New Professionals  
(5% increase 2019/20)



**512**

people attended 10  
events in 2020/21

### Increased digital communications

COVID-19 has accelerated IPANZ's progress in offering more digital products including webinars, recorded interviews and videos of all our events. This enables us to reach wider into the regions of New Zealand. However, COVID-19 has resulted in fewer events in Auckland in 2020 and 2021 where it is harder for members to travel to hear speakers in person.

This year IPANZ developed and offered the Public Sector 101 online learning resource to help new staff in our member organisations to easily access foundation information about the public sector.

IPANZ was a member of the steering group for the very well attended Women in the Public Sector Summits, both events were held virtually due to COVID-19 restrictions. The Auckland summit, held in October 2021, attracted 704 registrations and the Wellington summit, held in March 2021, attracted 516 registrations.



**1,220** people attended the virtual Auckland and Wellington Women in the Public Sector Summits.

**40 events attracting over 2,790 people include:**

- **17** Wellington lunchtime or after-work seminars including webinars via Zoom
- **10** New Professionals events
- **8** video presentations hosted on IPANZ website
- **5** training courses with 266 people in attendance: Parliament in Practice (one) and Effective Engagement with Māori (four).

**IPANZ continues to increase its digital offerings to members**

- Posted content three to four times each week on LinkedIn and on the New Professionals Facebook page
- Have built our LinkedIn following to about 900 – almost doubled since last year
- Created a presence on YouTube and shared 8 videos
- Sent a comprehensive e-update every three weeks, including public sector news and insights from New Zealand and overseas and information about IPANZ activities and events
- Our e-update is received by more than 8,100 subscribers and circulated more widely.



IPANZ is proud to offer a prize to support public management. The IPANZ public administration prize this year was awarded to Pernelle Vari for the top marks in the VUW School of Government's Emerging Perspectives in Public Management paper. Pernelle attributes her great marks to the quality of the teaching and to the excitement of learning about new ideas and issues in the public service.



## PARTNERS AND SPONSORS

**Thanks to our Foundation Partners:** Deloitte, Russell McVeagh and Skills Consultancy, for the generous financial and in-kind support they offer IPANZ, which is so essential to our ability to operate.

**Deloitte.**

**skills.**

Russell  
McVeagh

**Thanks to our other partners:** Victoria University of Wellington School of Business and Government, Institute for Governance and Policy Studies (IGPS), The Policy Project, Allen + Clarke and Taituarā – Local Government Professionals Aotearoa (formerly SOLGM).

## BOARD MEMBERS

### Liz MacPherson

President

### Anthony Richards

Vice President

### John Larkindale

Immediate Past-President

### Joan Smith

Treasurer

### Jess Birdsall-Day

### Derek Gill

### Helena Kaho

from July 2020

### Jeff Osborne

### Mary Slater

### Deb Te Kawa

### Clare Toufexis

### Kavya Shrivastava

New Professionals Convenor

## STAFF

### Shenagh Gleisner

Executive Director

### Della Ürgenç

Office Manager

### Fiona McDonald

Events Manager

### Christine Langdon

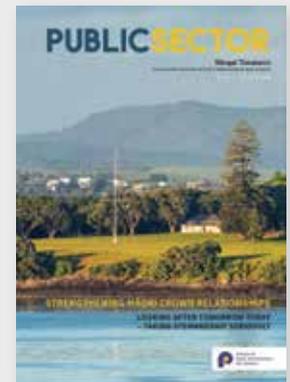
Communications Consultant  
until November 2020

### Amarind Eng

Social Media & Communications  
Assistant from February 2021

### Simon Minto

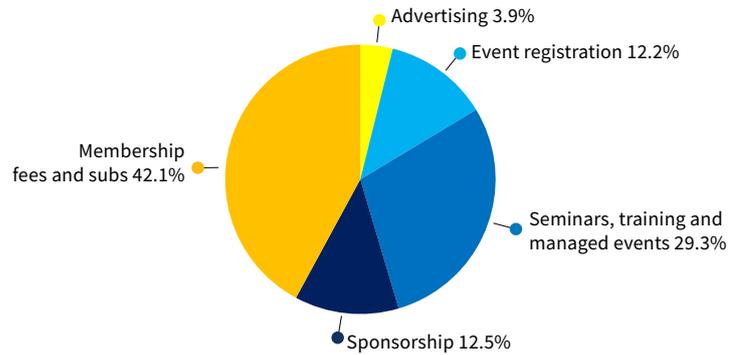
Editor of the Public Sector Journal



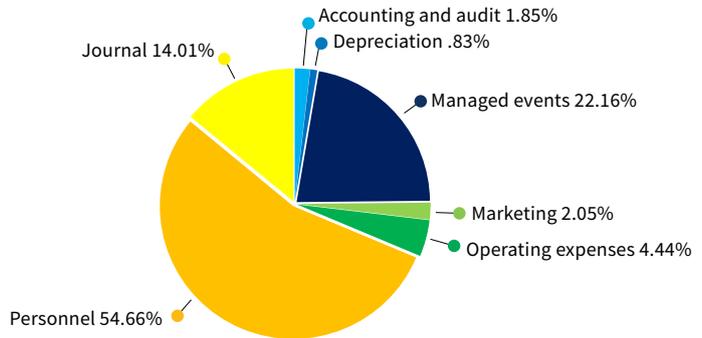


## REVENUE AND EXPENDITURE

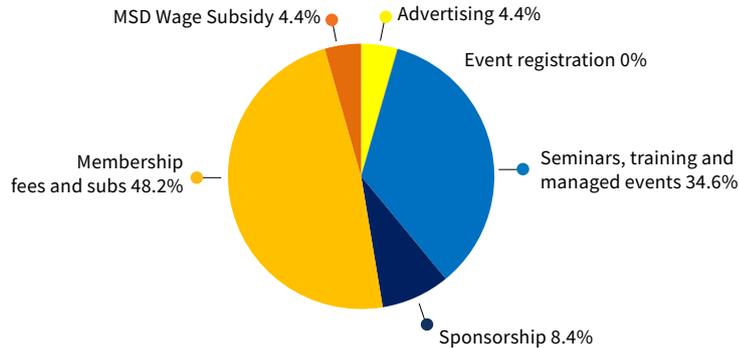
### REVENUE FOR THE 2019/20 FINANCIAL YEAR



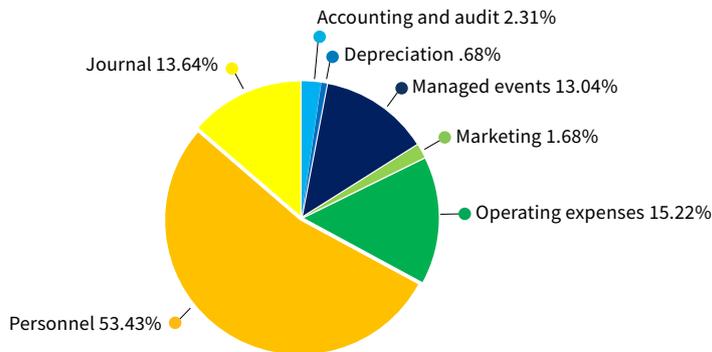
### EXPENDITURE FOR THE 2019/20 FINANCIAL YEAR



REVENUE FOR THE 2020/21 FINANCIAL YEAR



EXPENDITURE FOR THE 2020/21 FINANCIAL YEAR



Financial Highlights for the year:

- IPANZ applied for and received \$21,089 in wage subsidies for 3 employees as part of the Ministry of Social Development's COVID-19 Wage Subsidy Scheme.
- Surplus of \$13,817 (including the COVID-19 Wage Subsidy Scheme) for the year.
- Decreased revenue from \$569,259 to \$478,723 due to not holding the New Professionals conference this year and the postponement of the March Parliament in Practice seminar.
- Maintained membership and revenue.
- Continued tight management and monitoring of expenses and cash-flow.
- Decreased expenditure on managed events from \$90,993 to 27,243 due to not holding the New Professionals conference.
- Increased the general funds by \$13,817 and thereby increased the financial resilience of the Institute. The Institute can now comfortably operate for longer than six months on its retained earnings.

## STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 31 March 2021

	Note	2021 \$	2020 \$
<b>Operating Revenue</b>			
Advertising		21,188	22,028
Event registration, seminars, training and managed events	1	165,733	236,550
Sponsorship	2	40,000	71,000
Membership fees and subscriptions	3	230,713	239,681
		<b>457,634</b>	<b>569,259</b>
<b>Gross Surplus</b>			
<b>Less expenses</b>			
Accountancy fees		6,890	6,000
ACC levies		525	702
Bank fees and charges		1,983	1,938
Catering		21,842	19,926
Depreciation		3,186	4,395
Entertainment		0	0
Equipment and venue hire		12,437	6,300
Managed events	4	27,243	90,993
Marketing (promotional material)		504	0
Office expenses		4,022	5,256
Personnel expenses		293,791	287,004
Postage		3,175	3,780
Printing & stationery		20,762	21,568
Prizes		1,500	1,500
Professional services		40,317	48,769
Professional development	5	60	0
Rent		12,074	11,426
Review fee		4,000	3,800
Telephone and internet		8,647	4,307
Travel and accommodation		1,441	551
Website expenses		7,402	10,865
		<b>471,801</b>	<b>529,080</b>
<b>Total expenses</b>			
<b>Operating deficit before other income</b>		<b>-14,167</b>	<b>40,179</b>
<b>Other income</b>			
Interest received		6,895	9,826
MSD Wage Subsidy		21,089	
		<b>13,817</b>	<b>50,005</b>
<b>Net Surplus</b>			

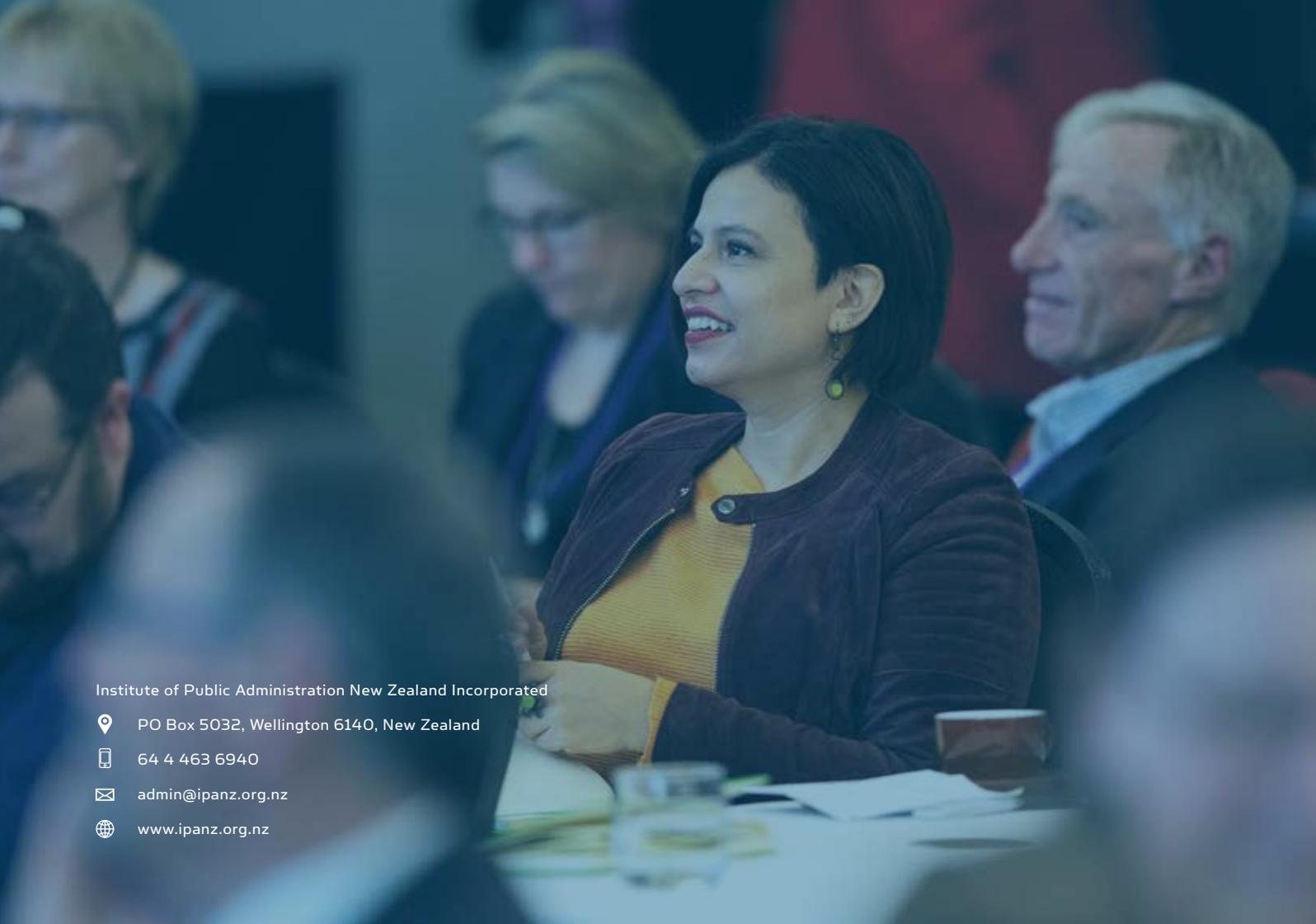
## STATEMENT OF FINANCIAL POSITION

As at 31 March 2021

	Note	2021 \$	2020 \$
<b>General funds</b>			
Capital		66,198	66,198
Retained earnings		254,056	240,239
<b>Total general funds</b>		<b>320,254</b>	<b>306,437</b>
<b>Represented by:</b>			
<b>Current assets</b>			
Cash and bank balances	6	183,120	179,077
Accounts receivable		2,079	5,290
Other receivables		1,220	1,025
Income tax refundable		2,000	3,333
Prepayments		15,529	14,248
Term deposits		330,694	228,485
<b>Total current assets</b>		<b>534,642</b>	<b>431,458</b>
<b>Current liabilities</b>			
Payables and accruals		41,146	40,861
GST payable		23,938	13,275
Other current liabilities	7	152,503	77,270
<b>Total current liabilities</b>		<b>217,587</b>	<b>131,406</b>
<b>Working capital</b>		<b>317,055</b>	<b>300,052</b>
<b>Non current assets</b>			
Property, plant and equipment		3,199	6,385
<b>Net assets</b>		<b>320,254</b>	<b>306,437</b>

### Explanations for Significant Variances

- Event registration, seminars, training and managed events:** This decrease in revenue for 2020/21 (\$70,817) was due to not holding the New Professionals conference and decrease in revenue from seminars postponed due to COVID-19.
- Sponsorship:** This decrease in sponsorship (\$31,000) was due to not holding a New Professionals conference in 2020/21.
- Membership Fees and Subscriptions:** This decrease in revenue for 2020/21 (\$8,968) was due to some members declining to renew due to uncertainty arising from COVID-19.
- Managed Events:** This decrease in expenditure for 2020/21 (\$63,750) was largely due to the postponement of seminars due to COVID-19 and not holding the New Professionals conference.
- Professional Services:** This decrease of \$8,452 was due to changes in the provision of marketing consultant services.
- Cash and Bank Balances, Term Deposits:** The increase of \$4,043 in Cash and Bank Balances was due to the timing of receipts from Corporate Memberships and seminars.
- Other current liabilities:** The increase (\$75,233) is mainly due to timing of expenses, monies received in advance for seminars held in the 2021/22 year and the GST payment due in April 2020.

A woman with dark hair, wearing a brown corduroy jacket over a yellow top, is smiling and looking towards the left. She is seated at a table with a white tablecloth, with a glass of water and a cup in front of her. Other people are blurred in the background, suggesting a meeting or conference setting.

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