

ANNUAL REPORT

2022 - 2023

Institute of Public Administration New Zealand



Institute of
Public Administration
New Zealand



Ruia ki te koraha ka hua kore.

Ruia ki te whenua ka hua mai.

When the ground is fertile, the seeds you sow will prosper.

If it is barren, the seeds will wither.



President's Report

This is IPANZ's new whakatauki which has emerged from our strategic work during the year. Our whakatauki perfectly describes IPANZ's purpose and role: IPANZ promotes a thriving public sector by providing fertile ground for connecting people and ideas. We serve our members by building a community of learning and practice about public service. As I write, the work on our refreshed strategy is nearing completion. I will tell you more about that later on in the year.

A highlight of the year has been the expansion of the IPANZ New Professionals programme led by our remarkable early-career whanau. We now offer kanohi ki te kanohi (face to face) events in Whanganui-a-Tara and Tāmaki Makaurau for public service professionals in their first ten years of service.

We continue to enjoy strong membership across public sector agencies, as well as some of the organisations working closely with the public sector. Our reach into the public sector has remained stable with around 12,000 people on our database. We continue to offer our members opportunities to learn and share knowledge – providing insights through our communications channels and events.

Working with others is in our DNA and we have had a productive year working with our collaborators and

commercial partners. A good example is the event series exploring the relationship between ministers and officials where we partnered with the Australia and New Zealand School of Government.

I am pleased to report that IPANZ is in a sound financial position; as an NGO this is critical to our future success. I want to thank our commercial partners for their support and want to highlight that working with commercial partners is much more than just about our financial sustainability – it is about enlisting others to help achieve our purpose.

We've had some staff changes during the year – I'm delighted to welcome on board Kay Booth as our new Executive Director and Courtney Wylie our new Events and Engagement Manager. I want to thank Shenagh Gleisner, who led IPANZ so ably for three years, and also Fiona McDonald for her excellent contribution during her nine years as IPANZ Events Manager.

Thank you to the IPANZ team, Board and members of our Advisory Groups – you are making a difference.

IPANZ President
Liz MacPherson

Our Strategy

In 2022-2023, we reshaped the IPANZ strategy and will disseminate our refreshed strategy during 2023-2024.

IPANZ plays an important role in promoting a strong public sector.

We were established in 1934 by public servants who wished to protect and promote public sector values – we serve our members by building a community of learning and practice about public service.

We do this by providing insights through our communications channels (quarterly Public Sector journal, 3-weekly e-updates, regular social media posts) and our events (both our foundation courses and one-off topical webinars and kanohi ki te kanohi gatherings).





Our **aims** for 2022/2023 were to be:

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

Our **goals** for 2022/2023 were to:

- Deliver high quality events and training.
- Offer impactful, thought-provoking insights through multiple channels.
- Build our contribution to Māori/Crown relations.
- Grow the financial sustainability of IPANZ.

Our Members

Our membership includes organisations and individuals from across the public sector – central and local government agencies, Crown entities, universities and other academic institutions – and those in the private and not-for-profit sectors with an interest in supporting a strong public sector in Aotearoa New Zealand.

IPANZ membership is largely drawn from our corporate members: their staff receive the benefits of membership. We also have about 30 individual members.

As at 31 March 2023, 136 organisations were IPANZ corporate members, a figure that has stayed constant for the last five years (+/- 5-10%).

IPANZ 136 corporate members comprise:

- **85 central government agencies and Crown entities**
- **26 private sector firms**
- **25 other organisations** (including local government, not-for-profits, tertiary education and community organisations, and high commissions).

IPANZ has a wide reach into the public sector (and adjacent organisations) with over 12,000 individuals in our database.



Our Activities

Our activities focus on connecting people and ideas. We do this through kanohi ki te kanohi (face to face) events and webinars, as well as through our communications channels.

During the year, our New Professionals group expanded offerings for those in their first ten years of their careers working within or with the public sector. Emphasis was placed on learning from others, such as through the very popular ‘Meet the Chiefs’ series where senior public sector leaders share their life lessons with the younger audience.

We continue to provide a range of events centred around thought-provoking speakers and topics, as well as disseminating knowledge through our communications channels – all with the purpose of building a community of learning and practice about public service.

Our foundational training courses remain popular – Parliament in Practice (introduction to Parliament’s role, functions and processes), Effective Engagement with Māori (deep historical context and practice tailored for public servants), Aspiring Senior Leaders (our prestigious mid-career masterclass) and Public Sector 101 (fundamentals of the public sector).

We seek out collaborators – like-minded organisations with whom we work in order to increase our impact. A good example is our series about building good relationships between ministers and officials that we ran jointly with the Australia and New Zealand School of Government (ANZSOG).

Owing to staffing changes, the total number of events dropped off in the latter part of the year.

Our Activities: Events and Training

IPANZ held 33 events, attracting over 3,050 people and included:

- **23** kanohi ki te kanohi (in person) events
- **10** online events
- **5** events where material was repurposed for sharing on the IPANZ website or through the Public Sector Journal
- **6** training courses with 307 people in attendance:
 - Parliament in Practice – three 1-day seminars through the year
 - Effective Engagement with Māori – two 2-day workshops through the year
 - Aspiring Senior Leaders masterclass – one course comprising 3 half-day sessions.
- **94** people enrolled in Public Service 101 (an on-line learning course comprising 7 modules) and one government agency purchased an annual subscription to upload Module 2 *Te Tiriti o Waitangi* to their staff intranet.



Photo by Fran Gleisner



Our Activities: Communications

Across our three primary communication channels, we covered a wide range of topical issues relevant to public sector administration in Aotearoa New Zealand including a focus on Māori/Crown relationships, public sector values and workforce issues, as well as insights from overseas.

Specific topics examined in more detail within the Public Sector journal ranged from (for example) Critical Treaty Analysis, dealing with conflicts of interest and interviews with public sector leaders to spotlighting public sector kaimahi making a difference.

Public Sector Journal

- Distributed to over 8,700 subscribers online and 430 subscribers in hard copy, both in Aotearoa New Zealand and overseas.

E-update

- A comprehensive e-newsletter sent every three weeks to more than 8,500 subscribers.

Social media

- Posted content three times each week on the IPANZ LinkedIn page, as well as posts on the IPANZ New Professionals LinkedIn page and occasional posts on the IPANZ New Professionals Facebook page.
- Increased the IPANZ New Professionals LinkedIn following by 60%, from 341 to 545.
- Increased the IPANZ LinkedIn following from 1,860 to 2,566.
- Posted videos on IPANZ YouTube channel.

Our Activities: Special Project

Working in the Public Service survey

IPANZ conducted a survey of public servants (called 'Working in the Public Service') with our survey partner BusinessDesk in September and October 2022.

The survey provided an independent picture of working in central government, supplying data about public servants' perceptions of:

- The Public Service principles including political neutrality, free and frank advice, merit-based appointment, open government and stewardship.
- Aspects of the workplace including bullying and harassment, satisfaction with work-life balance, workplace relationships, and level of workplace stress.

Survey results were first published by BusinessDesk in November/December 2022. We will publish findings and independent expert commentary in the Public Sector journal during 2023/24. The survey report is available on our website.

The survey was conducted by the research firm Perceptive, while Allen + Clarke consultants prepared the survey report. Our thanks to them and our survey partner BusinessDesk.



Our Partners

Thanks to our Foundation Partners: Deloitte, Westpac, Russell McVeagh and Skills Consulting Group. Their generous financial and in-kind support allows IPANZ to support our members and the wider public service community.



Thanks to our Support Partners: Victoria University of Wellington Te Herenga Waka School of Government Te Kura Kāwanatanga and the Institute for Governance and Policy Studies (IGPS).



Our People

Board

Liz MacPherson, *President*

Clare Toufexis, *Vice President*

John Larkindale, *Immediate Past-President*

Joan Smith, *Treasurer*

Mohi Apou

Derek Gill

Jeff Osborne

Rodney Scott

Mary Slater

Deb Te Kawa

Sophie Austin, *New Professionals co-convenor until December 2022*

Rehanna Callaghan, *New Professionals co-convenor until December 2022*

Renee Burt, *New Professionals co-chair from January 2023*

Cullum Peni-Wesche, *New Professionals co-chair from January 2023*

Liam Russell, *New Professionals deputy chair from January 2023*

Staff

Shenagh Gleisner, *Executive Director until May 2022*

Kay Booth, *Executive Director from June 2022*

Della Ürgenç, *Office Manager*

Fiona McDonald, *Events Manager until October 2022*

Courtney Wylie, *Events and Engagement Manager from January 2023*

Shenagh Gleisner, *Social Media and E-Update Contractor from August 2022*

Thea Valmores, *Social Media and Communications Assistant until December 2022*

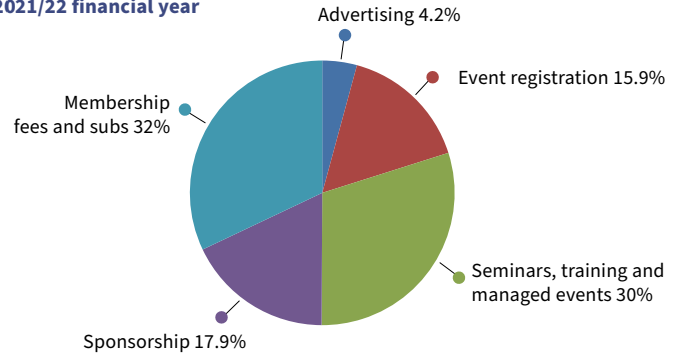
Meg Wolmarans, *Social Media and Communications Assistant from January 2023*

Simon Minto, *Editor of the Public Sector Journal*

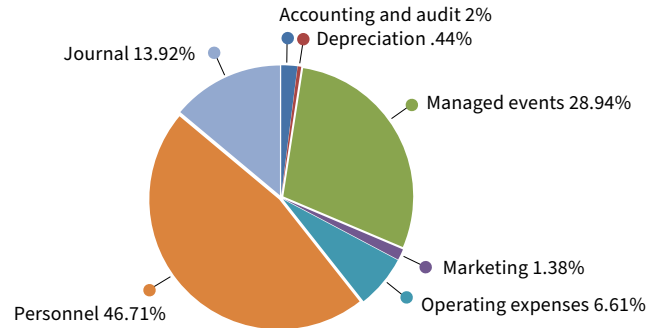


Our Finances

Revenue for the 2021/22 financial year

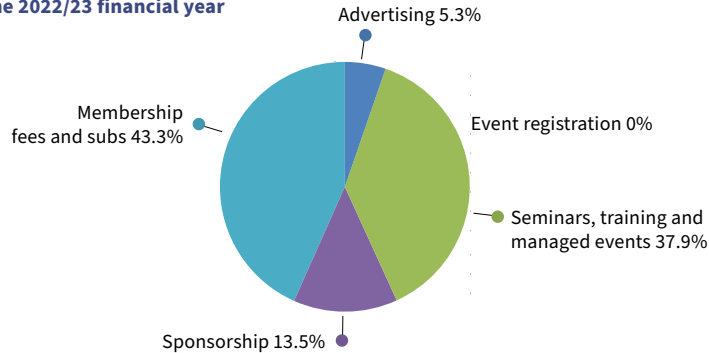


Expenditure for the 2021/22 financial year

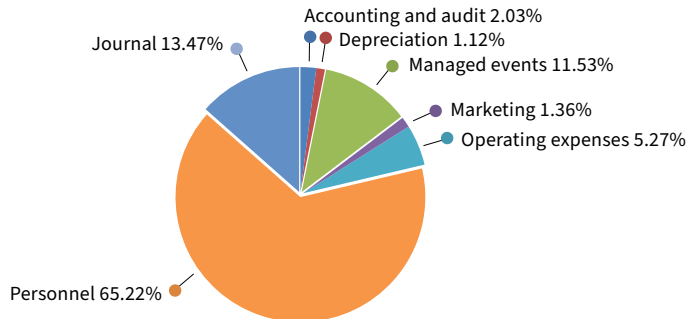


Our Finances

Revenue for the 2022/23 financial year



Expenditure for the 2022/23 financial year



FINANCIAL HIGHLIGHTS FOR THE YEAR:

- Surplus of \$46,288 for the year.
- Decreased revenue from \$688,082 to \$494,049 due to this year being the year when the biennial Public Sector conference is not held.
- There was a slight decline of \$6,361 in membership fees and journal subscriptions.
- Continued tight management and monitoring of expenses and cash-flow.
- Decreased expenditure on managed events from \$107,576 to \$25,375 due to not holding the biennial Public Sector conference.
- Increased the general funds by \$46,288 and thereby increased the financial resilience of the Institute. The Institute could operate for nearly a year on its retained earnings.
- Net assets have increased from \$506,655 to \$552,943.

STATEMENT OF FINANCIAL PERFORMANCE

	Note	FY2023	FY2022
		\$	\$
Operating Revenue			
Advertising		26,129	29,101
Event registration, seminars, training and managed events	1	187,213	315,483
Sponsorship		66,570	123,000
Membership Fees and Subscriptions	2	214,137	220,498
		494,049	688,082
Gross Surplus			
Less Expenses			
Accountancy Fees		6,090	6,090
ACC levies		429	562
Bank Fees and Charges		1,184	2,206
Catering		21,663	29,725
Depreciation		5,179	2,235
Entertainment		0	0
Equipment and Venue Hire		6,340	8,682
Managed Events	3	25,375	107,576
Marketing (promotional material)		0	0
Office Expenses		4,007	3,875
Personnel Expenses	4	300,081	243,432
Postage		2,335	3,778
Printing & Stationery		19,080	23,755
Prizes		1,500	1,500
Professional Services		40,978	42,718
Professional Development		0	0
Rent		8,334	9,508
Review Fee		3,324	4,000
Telephone and Internet		8,152	6,972
Travel and Accommodation		2,734	929
Website Expenses		6,312	6,961
		463,097	504,504
Total Expenses		30,952	183,578
Operating deficit before Other Income			
Other Income			
Interest received		15,336	2,823
		46,288	186,401
Net Surplus			

STATEMENT OF FINANCIAL POSITION

Note FY2023 FY2022

\$ \$

General Funds

Capital 66,198 66,198

Retained Earnings

5 486,745 440,457

Total General Funds**552,943 506,655**

Represented by:

Current Assets

Cash and Bank Balances

6 83,893 121,026

Income Accrual

0 88,525

Accounts Receivable

7,475 1,409

Other Receivables

6,316 1,378

Income Tax Refundable

3,068 791

Prepayments

16,887 10,002

Term Deposits

6 501,622 371,575

Total Current Assets**619,261 594,706**

Current Liabilities

Payables and accruals

59,092 43,371

GST Payable

8,171 9,465

Other Current Liabilities

7 6,071 37,712

Total Current Liabilities**73,334 90,548**

Working Capital

545,927 504,158

Non Current Assets

Property, Plant and Equipment

8 7,016 2,497

Net Assets

5 **552,943 506,655**

EXPLANATIONS FOR SIGNIFICANT VARIANCES:

- Event registration, seminars, training and managed events:** This decrease in revenue for 2022/23 (\$128,270) was due to not holding the biennial Public Sector conference.
- Sponsorship:** This decrease in sponsorship (\$56,430) was due to not holding the biennial Public Sector conference this year.
- Managed Events:** This decrease in expenditure for 2022/23 (\$82,201) was largely due to not holding the biennial Public Sector conference this year.
- Personnel Expenses:** This increase of \$56,649 was due mainly to staff recruitment costs for the Executive Director and Events and Engagement Manager positions, the overlap of the outgoing and incoming Executive Directors, and new social media writer costs.
- Retained Earnings:** This increased by \$46,288 which is the net surplus for the year similarly so did the net assets increase by \$46,288 to \$552,943.
- Cash and Bank Balances, Term Deposits:** This decrease of \$37,133 in Cash and Bank Balances was due to the timing of receipts from Corporate Memberships and seminars. The increase in Term Deposits of \$130,047 was due to investing some of the surplus from the 2021/22 year.
- Other Current Liabilities:** This decrease of \$17,214 is mainly due to timing of payments.
- Non Current Assets:** This increase of \$4,519 was due to the purchase of new computers for the office.

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