



**2015 TO 2020**  
**Strategic Plan**

*"A Vibrant Profession"*

## LINKS TO KEY DOCUMENTS AND EVENTS

[2014 Year Book and Annual Report](#)

[Rules of the NZIS](#)

[NZIS Governance Manual July 2014](#)

[2013–2018 NZIS Strategic Plan](#)

[2014–2015 NZIS Business Plan](#)

[NZIS Commercial Partners](#)

[Membership Benefits](#)



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## Introduction from the NZIS President

I am pleased to introduce the reviewed strategic plan for NZIS. This is our continuing roadmap – updated to make sure it remains relevant for the next five years. Since it was first developed in 2013, we have come a long way and it is satisfying to see the governance model introduced now well embedded. We have also grown our commercial partnerships to an unprecedented level which supports our continuing membership growth.

Our next focus will be on developing the Professional Streams we have established; ensuring they are functioning at a level that allows the values and aims of NZIS to be real and applicable to the day to day surveying and spatial environments.

*Jeff Needham*  
NZIS PRESIDENT

## About the NZIS

NZIS was formed 126 years ago to give the surveying profession a national voice, a methodology behind support for the profession, advocacy on key issues, continued professional development (training) and to provide camaraderie to its members.

Many factors have changed since NZIS was founded and this means that our profession must answer to and deliver far more than ever before.

In order to be more responsive to the needs of our members and the sector as a whole NZIS has restructured and refocused towards an organisation that anticipates change and is considerate of the long term needs of our profession and New Zealanders.

The sector is changing and this will have a significant effect on our members and profession. Our overarching mission is to ensure that we remain in control of our own destiny and offer support and services to the total surveying and spatial sector and value to our members.

## How we run NZIS and make decisions

The below diagram shows how the components of membership of NZIS fit.

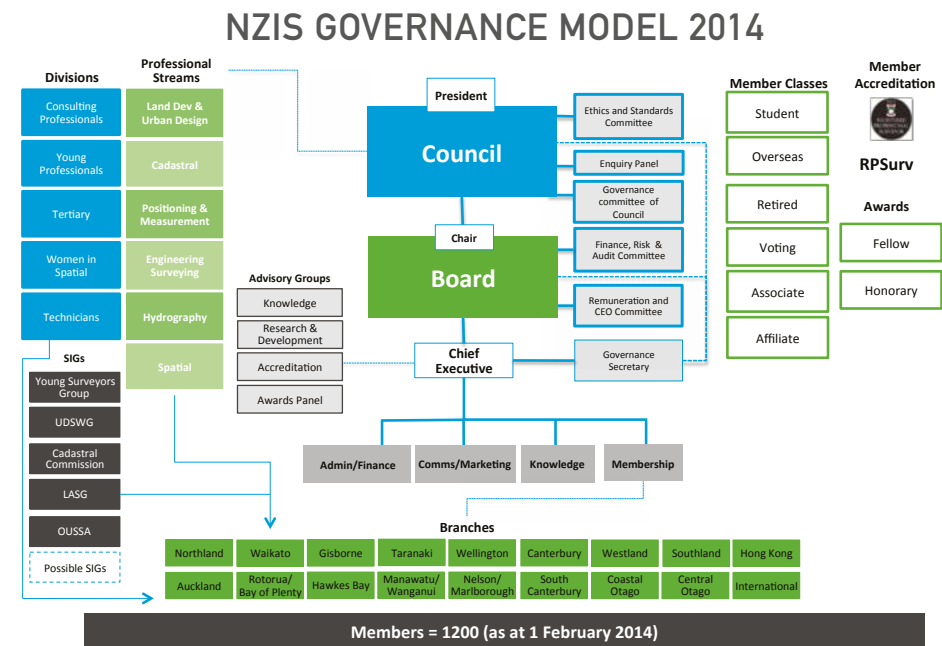


Diagram 1

Our governance model reflects that we are first and foremost a membership organization. The model shows how members lead the organization and share technical expertise and geographical interests. Our

governance model has separated functions and responsibilities between groups and these are shown Diagram 2.

The membership will be consulted directly for input on an annual basis but at any time issues or questions can be raised and will be referred to the CEO, if operational, or the Board or Council, depending on the nature of the topic raised.

NZIS vision

NZIS is an internationally recognised professional organisation that promotes growth, innovation, excellence in all facets of surveying and spatial in New Zealand.

NZIS mission

To lead and foster a vibrant sector that allows the surveying and spatial profession to grow, and positively influence our communities.

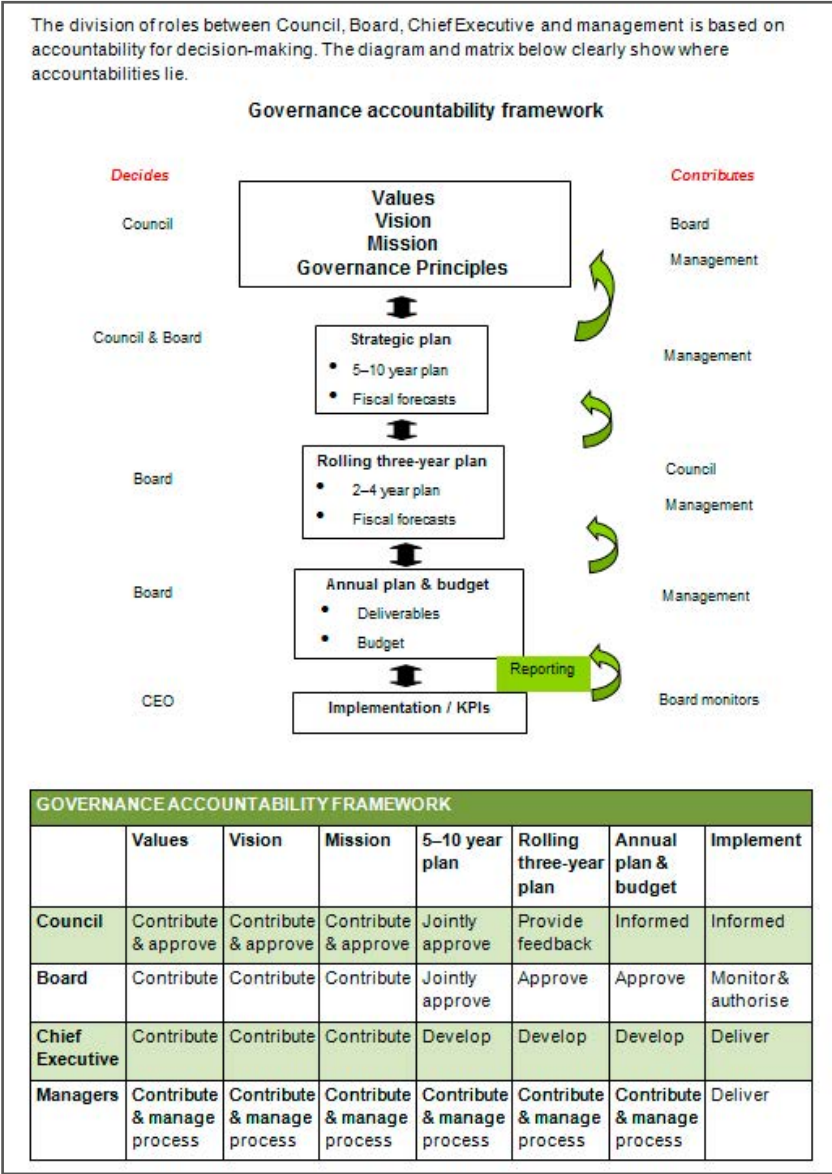


Diagram 2

## NZIS values

Our values underpin our vision and feed into making a healthy culture and profession.

The NZIS Constitution outlines our foundations as a professional society. Our members are bound by a common commitment to promote surveying and spatial and to facilitate its practice based upon shared values of:

### ***1. Integrity and Ethical behaviour***

**We will act honestly with the highest standards of integrity.**

### ***2. Environmental sustainability***

**Our actions will promote environmental sustainability.**

### ***3. Excellence***

**We will strive for excellence in all we do. Performing in accordance with the accepted principles of appropriate behaviour.**

### ***4. Respect for the profession***

**Valuing our community and other members' points of view.**

## About this plan

The New Zealand Institute of Surveyors (NZIS) Strategic Plan is a living document and as such is reviewed each year to ensure it is in tune with what will or may occur in the foreseeable future. The plan shows the foundations for our very being and the major objectives that will be focused on as we head towards our stated vision.

The guiding principle behind the NZIS 2015 to 2020 Strategic Plan is that anything we do should meet the test of answering the question: "How will this add value to our members and our communities?" in the short term and perhaps more importantly long term.

It is our strong view that adopting such an overall strategy will lead to a much stronger and more cohesive organisation and that will feed directly to our vision, our mission and the very reason NZIS exists.

This plan is how NZIS will grow our support, our membership and our voice in the surveying and spatial sector. A separate annual business plan is prepared that operationalises this strategic plan.

## NZIS aims

To achieve our vision, our aims for the next five years are to:

### *1. Support Members and the sector*

Recognise the needs and aspirations of the sector and support members to achieve those aspirations.

### *4. Enhanced recognition and understanding of our role*

Enhance public and in particular, young people's understanding of the role and impact the surveying and spatial sector plays in today's society.

### *2. Uphold Professional standards*

Uphold standards in education, competence and ethical behaviour.

### *5. Grow the sector*

Foster a sustainable, capable and vibrant surveying and spatial sector sufficient to meet this country's diverse and future needs.

### *3. Lead and advocate for the profession*

Promote a strong ethos of leadership, innovation and best practice. To identify, inform and influence decision-makers on issues important to our members and the sector.

### *6. Ensure a Sustainable NZIS*

Ensure that the NZIS remains financially sustainable through prudent fiscal management and governance practice and process.

## Our key objectives

Following on from our aims, NZIS has formulated objectives, actions and measurables. In this section each aim is expanded to define what activities NZIS will focus on over the stated years. Many of the aims are aspirational and open ended and as such will be subject to annual review.

### Aim 1: Support Members and the Sector

	By 2018 – the Board	By 2020 – the Council
a. Increase the benefits of membership	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Grow the profession through the growth of value of NZIS membership.</li> <li>• Provide high quality professional publications updating members on technical advances, provide case studies in surveying and spatial applications and general information on surveying and spatial from around New Zealand and the world.</li> <li>• Implement a sustainable rolling three year CPD/training programme based on the needed of our members and the organisations they may belong to.</li> <li>• Support for Branches, Special Interest Groups and Streams to share information and build professional relationships.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Positive return in the annual membership survey.</li> <li>• Maintained fees and reduced costs.</li> <li>• Annually produced four Survey and spatial editions and 11 Newslink publications.</li> <li>• Increased CPD and training opportunities.</li> <li>• Increase the services offered to member as part of the value added from commercial partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in membership numbers (% to set in 2015).</li> <li>• Increased CPD and training opportunities.</li> <li>• Staff support for key branches in place at appropriate levels.</li> </ul>

## Aim 1: Support Members and the Sector...continued

	By 2018 – the Board	By 2020 – the Council
b. Improve the diversity of NZIS by attracting a broader range of members.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Increase the number of female, Pacifica and Maori members and the representation of these groups.</li> <li>• Implement a programme that recognises different urban and provincial needs.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increased representation in all target groups.</li> <li>• Increased scholarship base for targets groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of female, Pacifica and Maori representation.</li> </ul>
c. Quantify the survey and spatial work force in NZ to identify gaps and needs.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Publish a report on the survey and spatial workforce.</li> <li>• With our key partners and LINZ develop and apply solutions to identified workforce issues.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Published reports on the survey and spatial workforce.</li> <li>• Brief the Minister, tertiary partners and key partners on workforce report's conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a business skills shortage questionnaire annually.</li> <li>• Establish long term forward planning to address identified shortages.</li> </ul>



## Aim 2: Uphold Professional Standards

	By 2018 – the Board	By 2020 – the Council
a. Set and uphold standards in education, competency and ethical behaviour.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Enforce ethical standards.</li> <li>• RPSurv is the recognised advanced professional standard for NZIS.</li> <li>• Ensure NZIS is represented on key sector related educational forums.</li> <li>• Review and enhance the educational scholarship structure.</li> <li>• Complainants received by Ethic Committee are dealt with in a timely and appropriate manner.</li> <li>• Provide CPD course relevant to members</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increased RPSurv membership.</li> <li>• Increased satisfaction % from RPSurv holders.</li> <li>• Representation on external education committees Increased.</li> <li>• Percentage of members participating in NZIS CPD events increases.</li> <li>• Monitor member CPD compliance and address members who do not meet CPD targets.</li> <li>• Complaints that don't require a hearing resolved within 90 days.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical complaints reduced (increased public knowledge may require a review).</li> <li>• Increased levels of Voting Members.</li> <li>• Create/implement a process to measure public satisfaction in the profession.</li> <li>• Those not achieving CPD targets annually reduced annually.</li> <li>• Review of all professional policy and procedures.</li> </ul>

### Aim 3: Lead and advocate for the profession

	By 2018 – the Board	By 2020 – the Council
a. Strengthen NZIS capability, profile and influence.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• NZIS will be recognized as the peak body representing the interests of the Surveying and spatial sector in New Zealand</li> <li>• Build the policy capability within NZIS</li> <li>• Coordinate requests for technical expertise and provide suitable members for advisory bodies.</li> <li>• Increase the representation of surveyors and spatial experts on Government Boards and Committees by the development of a member's appointment database and nominating appropriate member for appointment.</li> <li>• Identify future governance leaders and a coordinated individual development programme</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increase MOU's with like-minded organisations by 10%.</li> <li>• Increase the number of organisations that NZIS shares information, training and representation alongside.</li> <li>• Nominations to Minister for representation on Government boards.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow the key leadership base available within NZIS.</li> <li>• Look at likeminded organisations ensure our systems are encouraging best practice.</li> <li>• Grow innovation through identifying new support options for Young Professionals.</li> </ul>

### Aim 3: Lead and advocate for the profession ...continued

	By 2018 – the Board	By 2020 – the Council
b. Influence decision-makers on survey and spatial issues that affect NZ communities.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Develop and operationalize a stakeholder engagement strategy that provides increased national advocacy on priority issues.</li> <li>• Partner with like-minded organisations to influence identified national and community issues.</li> <li>• Meet annually with key local and government representatives.</li> <li>• Coordinate national and local policy on key issues that affect our profession and communities.</li> <li>• Engage with LINZ and other Government organisations.</li> <li>• Establish a social media presence throughout branches, streams, divisions and SIG's.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increase networking opportunities for members by 10%.</li> <li>• Increased use of NZIS social media and forums.</li> <li>• Regular meetings with key stakeholders.</li> <li>• Briefing to Minister annually.</li> </ul>	<ul style="list-style-type: none"> <li>• NZIS included in all key construction sector communications from local and central government.</li> <li>• NZIS as key go to representative for all spatial and surveying matters.</li> </ul>
c. Establish a long term International strategy within financial constraints.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement a new international strategy post WW 2016.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• NZIS adopts strategy and action plan</li> <li>• Increased relationships with target countries/regions.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply a new international strategy post WW 2016.</li> </ul>

## Aim 4: Enhanced recognition and understanding of our role

	By 2018 – the Board	By 2020 – the Council
a. Enhance public understanding of the role the surveying and spatial sector plays in New Zealand and beyond.	<p><i>Action</i></p> <ul style="list-style-type: none"> <li>• Produce in conjunction with universities and Polytechs a “school leavers information pack”.</li> <li>• Create professional profiles (parade our successful people) and public interest in NZIS through schools and young adults.</li> </ul> <p><i>Measured by:</i></p> <ul style="list-style-type: none"> <li>• A minimum of one human interest media story in each branch per year.</li> <li>• Increase number of public hits on the website annually.</li> <li>• Increased student members.</li> <li>• Increased applications for scholarships.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate a community programme for NZIS (support for a key charity or similar).</li> <li>• Increased availability of and use of scholarships and business support programmes.</li> <li>• Develop a graduate mentoring programme for top rated NZIS business members.</li> </ul>

## Aim 5: Grow the sector

	By 2018 – the Board	By 2020 – the Council
a. Grow a sustainable, capable and vibrant surveying and spatial sector.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Consolidate existing, and develop new, commercial connections and partnerships.</li> <li>• Evolve a NZIS event to a highly recognised event.</li> <li>• Unify the NZIS brand so that it represents and is reflective of all members.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increased members in the spatial stream.</li> <li>• Increased members.</li> <li>• Held a minimum of two “new” product presentations annually.</li> <li>• Increase revenue from commercial partners.</li> </ul>	<ul style="list-style-type: none"> <li>• NZIS structural review of our foundation rules complete.</li> <li>• NZIS structure refreshed.</li> <li>• Social media a key focus for growth and knowledge.</li> <li>• Increased membership targets by set targets.</li> <li>• Unified brand satisfaction as recorded by 75% of members.</li> </ul>
b. Increase the number of members with a spatial connection	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Identify groups of spatial professionals and develop options for NZIS membership.</li> <li>• Engage with these professional</li> <li>• Provide increased interactive opportunities and education between streams and spatial members.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Increased spatial stream membership annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial members accepted and acknowledged as part of NZIS.</li> <li>• Brand reflects all elements of our profession.</li> </ul>

## Aim 6: Ensure a Sustainable NZIS

	By 2018 – the Board	By 2020 – the Council
a. Ensure the financial sustainability of NZIS.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Manage expenditure reducing costs where appropriate</li> <li>• Secure increased exclusive commercial opportunities.</li> <li>• Increase CPD revenue.</li> <li>• Ensure reserves policy meets planned turnover.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• CPD revenue measured by rate of net return</li> <li>• Increase equity of NZIS annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure financial viability.</li> </ul>
b. Ensure the effective oversight and management of NZIS.	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>• Monitor the implementation of the NZIS Strategic Plan.</li> <li>• Identify, monitor and manage risks to NZIS.</li> <li>• Review the NZIS Risk Policy annually.</li> <li>• Review Board skills matrix following board elections.</li> <li>• Annually review board performance.</li> <li>• Review governance policies to ensure that they reflect best practice and compliance requirements.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Clean Audit report.</li> <li>• Audit and Risk Committee recommendations implemented.</li> <li>• Risk register formally reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Review risks and ensure a focus on new or evolving issues or opportunities.</li> <li>• Positive annual review of council performance.</li> <li>• Ensure governance procedures are consistent with the NZIS Constitution.</li> </ul>
c. Identify competent individuals to key positions and develop future NZIS leaders.	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Develop and review a prospect list annually.</li> </ul> <p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Professional support appropriate for key positions (Chair, President, key members and CEO).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure key appointments are per the rules are appropriate and supported.</li> <li>• Ensure budgets reflect appropriate needs and wants.</li> </ul>

## Five years at a glance 2015–2020

### Year 1 Foundation

#### We will:

- Strengthen policy and advocacy capability.
- Provide relevant CPD.
- Have completed the implementation of all streams into mainstream membership.
- Identify membership gaps and needs.
- Have consolidated our new governance structure.
- Significantly enhanced spatial membership numbers.
- New commercial connections.
- Develop Govt and stakeholder engagement strategy.
- Hold a successful FIG WW 2016.

### Years 2–3 Consolidation

#### We will:

- Unify the NZIS brand.
- Improve NZIS diversity.
- Achieved membership growth in all target areas.
- Increased NZIS equity.
- A recognised professional event annually.
- Increased public knowledge of our profession.
- Have an increased leadership capacity.
- Have established certification at all levels.
- Increased membership satisfaction.

### Years 4–5 Achieving

#### We will:

- Have achieved membership growth in all target areas.
- Be financially sustainable through prudent management of our cost and increased revenue.
- Have increased the diversity, support and benefits of membership.
- Have obtained enhanced public knowledge and satisfaction for our profession and brand.
- Recorded improved membership satisfaction.
- Be regarded as the peak advisory body in our sector.
- Social media a key focus for growth and knowledge.

**more IMPACT  
for more MEMBERS**

**To find out more, contact**

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