



# **2018/19**

# **Business Plan**

1 July 2018

# NZIS Business Plan – 1 July 2018 to 30 June 2019

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May 2018

## 1. INTRODUCTION

The New Zealand Institute of Surveyors (NZIS) 2015 to 2020 Strategic Plan delivers the vision for NZIS. This year a review took place and although the vision has not changed, the document has been simplified to four key aims: Growth; Advocacy; Relationships and Diversity (GARD the sector). The business plan sets the scene that in the long term will allow us to accomplish responsible steps towards our goals. The NZIS 2018/19 Business Plan presents operational strategies that NZIS as a national organisation, is planning to deliver in the coming year. The plan is also the starting point for our end of the year reporting provides a gauge for members measure success or otherwise of the year prior.

## 2. ROLES AND RESPONSIBILITIES

For an organisation as broad as NZIS to be successful, all have a role to play. NZIS staff are tasked with supporting and facilitating, to the best of their ability, the objectives that will add value and capability to our profession and membership. To give everyone a clear understanding of what is required of them, NZIS has outlined briefly our roles and responsibilities relative to the operational plans in 2018 and 2019.

**NZIS (the national organisation)** has some key roles. It will:

- **Lead** and support the development and implementation of new NZIS objectives that will ultimately expand our focus and add value to membership;
- **Enable** Branches and members to contribute to the NZIS mission by providing support for our expansion and common goals;
- **Partner** with organisations that align with our vision and create benefits for our people;
- **Assist** those looking for information on our profession or wishing to join NZIS;
- **Manage** our membership education (including CPD), advocacy and communication priorities and in so doing, support our communities;
- **Oversee** the ethical standards of our profession; and
- **Invest** as appropriate into NZIS national priorities.

**NZIS Branches** have some key roles. Branches will need to:

- **Lead** the NZIS operational awareness cycle by engaging with members;
- **Enable** members to contribute to the NZIS vision by raising membership issues and providing feedback on key matters;
- **Partner** with like-minded professionals to create new thinking that will benefit NZIS;
- **Monitor** branch training requirements and ensure ideas and opportunities to complement and enhance membership skills are fed into the national system;
- **Implement** local programmes that support our mission and branch development; and
- **Coordinate** the mentoring of special interest groups and junior members and in doing so create a succession plan to support the local branch.

**Professional Streams, Divisions and Special Interest Groups will need to:**

- **Gather information** on member requirements and capability;
- **Enable and mentor members** to become part of the NZIS operational capacity and support for their area of expertise;
- **Manage** individual succession pathways within their Stream, Division or SIG and beyond (Council or Board);
- **Provide** answers to technical queries and ensure anything of national significance is resourced with support from NZIS National Office, as appropriate;
- **Ensure** local partnerships with organisations that can support our vision and mission; and
- **Implement** and refine programmes that support NZIS's operational focus, members needs and support for communities.

### 3. MONITORING

Tracking our progress with the NZIS 2018/19 Business Plan is an important step in achieving our end goals. Having a clear idea about what we want to achieve and deciding how NZIS will know if we are being successful or not is also important. Clear progress reviews on a regular basis allows us to monitor the effectiveness of our overall plan. The system used for reviews will be the red, yellow and green 'Traffic Light' system used by many not-for-profit organisations. This 'light' system gives us an indicator of where we should focus our scrutiny. Using the process, we need to determine the following:

- i. What are our critical success factors?
- ii. How do we measure these?
- iii. How often will we measure progress?

The Traffic Light reporting system will be used and is portrayed as follows and evolves into more detail as results are reported.

-  RED (top) = Not achieved or unlikely to be achieved or off track
-  ORANGE (middle) = Progressing but there may be a problem with timing, budget, personnel or other, that may warrant some attention
-  GREEN (bottom) = On track to achieve or achieved

The following is a “dummy” example using real headings that show how the various traffic lights are applied (reminder – these are not real):

1. Growth					
i. NZIS Certification	i. Complete the certification platform base (Cadastral, P & M and Engineering).	November		CEO	Launch at the AGM in November. July - working on final detail. Behind schedule but throwing more resources at the final paper.
ii. Trading name of NZIS.	i. Change the organisation name to reflect future growth.	Ongoing		E&M	Options raised at NZIS Conference. July – vote to take place at special general meeting
ii. Identify new technologies	i. Set up a special interest group.	Ongoing		Comms	Set up website functionality and provide input. July – website crashed. Need major updates to make functionality work. Working on problem now.

Abbreviations used: CEO = Chief Executive Office; E&M = Events and Marketing Coordinator; A&P = Advocacy & Policy Manager, and COMMS = Communication Manager.

When the NZIS Board is monitoring performance, attention is focused on the RED actions in particular, with the ORANGE items also worthy of a check with GREEN indicating all is good or on track. Reports are prepared before each board meeting and subsequently posted on the website.

#### 4. MEASUREMENT OF SUCCESS

In all plans one of the more difficult activities is measuring the outcomes or our degree of success specifically. Not every strategy relates to a number or a tangible outcome, however where it is possible, targets will be set and success recorded against them. Outcomes will either be achieved or not but there are also overall outcomes, such as financial targets, that need to be measured if we are to judge our plans as successful or otherwise. Some will have budget implications but many are simply applied by staff and have no direct budget. Our base methods for measurement are found at the end of the plan as item 6.

Hadyn Smith  
CEO

## 5. NZIS BUSINESS PLAN 2018/19

The following NZIS 2018/19 Business Plan has been formulated based on a staffing support level of 6.4 Equivalent Full Time (EFT) positions. Although we believe the targets are achievable and the work-loads manageable, unanticipated calls on staff time may well bring about some change to the original plan. Where that occurs, the reasons will be reported to the NZIS Board and if significant, subsequently noted in the NZIS Annual Report (Year Book). This only briefly relates to the day to day functioning of the National Office that is overseen by the CEO. All three lights will remain until the action is initiated in each period. Focus relates to the priority allocated and means the following: 1 – new or high priority; 2 – business as usual; 3 – could be rolled over into the next financial year if staff or resources are stretched.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>1. Growth - grow NZIS though providing leadership and governance input into standards, training certification, planning and financial management.</b>						
<b>I. Remain relevant - Identify future opportunities and lead the response</b>						
<b>i. NZIS Certification</b>	i. Complete the certification platform base (Cadastral, P & M and Engineering).	Oct		1	Council	<b>Measured by:</b> i. Certification signed off ii. Business Plan complete. iii. Annual circular updated to reflect certification model. Note: staff oversight and responsibility will shift once the model is complete.
	ii. Complete and apply a business plan for the rollout of certification.	Oct		1	CEO	
	iii. Update Professional Examinations Annual Circular.	Feb 19		1	A&P	
<b>ii. Focus on supporting Young Professionals.</b>	i. Work with the YP Division to ensure a compelling support plan for this membership area.	On going		2	E&M	<b>Measured by:</b> i. Feedback from National Office supported YP events.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>II. Develop and strengthen our brand</b>						
<b>i. Review the trading name of NZIS.</b>	i. Change the organisation name to reflect future growth.	Nov		1	Council	<b>Measured by:</b> i. Name change resolved by members. ii. Changes applied to NZIS website, IP and property.
<b>III. Deliver membership value</b>						
<b>i. Progress the NZIS Marketing Plan.</b>	i. Marketing Plan rolled out as soon as able (following name change).	Ongoing		2	E&M	<b>Measured by:</b> i. Survey all members in 18/19. Evaluate results. ii. Establish measurements of success.
<b>IV. Support membership innovation, currency and competency</b>						
<b>i. Support for innovation, information and building professional relationships.</b>	i. Regular communications with branch, stream, SIG and Division leaders. Actions as identified.	Ongoing		2	E&M	<b>Measured by:</b> i. Quality contacts by NZIS over the course of a year. ii. Report "new thinking" opportunities through plans.
<b>ii. Implement a CPD/training programme based on member needs.</b>	i. Consult with Streams, CSNZ, YP's, large firms and members on key training gaps.	Ongoing		2	E&M	<b>Measured by:</b> i. Attendance numbers. ii. Measured outcomes reported.
<b>V. Develop a sustainable governance structure succession plan</b>						
<b>i. Identify and support our next generation of leaders.</b>	i. Develop a business plan to identify and support our next generation of leaders.	Sep		2	CEO	<b>Measured by:</b> i. List developed and maintained. ii. Support options for those identified progressed.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>VI. Ensure prudent management of NZIS equity</b>						
<b>i. Detailed oversight of NZIS budgets.</b>	i. Regular oversight and reporting by management through the Audit and Risk Committee to the Board.	On going		2	CEO	<b>Measured by:</b> i. Regular minutes and reports to/from A & R.
<b>2. Advocacy - advocate on issues that affect NZIS, the sector, New Zealand, the South West Pacific and the world.</b>						
<b>I. Engage on identified national issues that relate to our sector</b>						
<b>i. Advocate on issues that affect NZIS.</b>	i. Focus on identified priority issues.	Ongoing		1	A&P	<b>Measured by:</b> i. Items reported to the membership annually.
<b>II. Engage on identified New Zealand wide local issues that relate to our sector</b>						
<b>i. Support membership groups to advocate on local issues.</b>	i. Support identified priority issues mainly through the Leadership Guide.	Ongoing		3	A&P	<b>Measured by:</b> i. Items reported to the membership annually.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>III. Engage on identified South West Pacific issues that relate to our sector</b>						
<b>i. Support the Pacific Geospatial and Surveying Council (PGSC) MOU.</b>	i. Support identified priority issues.	Ongoing		2	CEO	<b>Measured by:</b> i. Items reported to the membership annually.
<b>IV. Engage on identified international issues that relate to our sector</b>						
<b>i. Establish a long-term global focus.</b>	i. Develop a plan with a focus on increased interactions with Australia.	Nov		3	CEO	<b>Measured by:</b> i. Regular reported meetings.
<b>V. Identify gaps in our sector needs and explore/apply solutions</b>						
<b>i. Produce a report on the survey and spatial workforce.</b>	i. Collect and collate information about the NZ surveying and Spatial workforce. Identify trends, gaps and opportunities.	Feb 19		1	A&P	<b>Measured by:</b> i. Obtain partnership support (CSNZ, LINZ, Construction Sector) to gather base facts and engage consultant support with formulation. Publish final report and brief Minister.
<b>VI. Lead and uphold ethical behaviour</b>						
<b>i. Complaints received by Ethics Committee are dealt with in a timely and appropriate manner.</b>	i. Deal with all receipted complaints promptly (that don't go to hearing)	On going		2	A&P	<b>Measured by:</b> i. Report all complaints that exceed 120 days from receipt to Council.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>VII. Promote the value of professional standards</b>						
<b>i. Grow public trust for professional membership in our sector.</b>	i. Create a public campaign based on the use of professional members.	Feb 19		3	M&E	<b>Measured by:</b> i. Plan completed.
<b>3. Relationships - build a greater awareness through public relations in key areas for the sector and communities of interest</b>						
<b>a. Build a unified brand</b>						
<b>i. Ensure all parts of surveying and spatial are unified.</b>	i. Use the brand platform across all levels of the organisation (part of the Marketing Plan).	Ongoing		3	M&E	<b>Measured by:</b> i. Report a minimum of four key meeting over the year (not LINZ). ii. Develop one key spatially focused outcome.
<b>b. Engage with LINZ</b>						
<b>i. Engage with LINZ.</b>	i. Maintain regular high-level interaction with LINZ, as appropriate.	Ongoing		2	CEO / Board/ Council	<b>Measured by:</b> i. LINZ meetings at all levels per year.
<b>c. Engage with organisations that hold similar sector interests</b>						
<b>i. Partner with like-minded organisations.</b>	i. Grow partnerships to influence identified national and community issues.	Ongoing		2	CEO	<b>Measured by:</b> i. Partnerships developments over the year.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>d. Increase NZIS brand and environment-related public interest stories</b>						
<b>i. Identify public interest stories</b>	i. Develop a plan to encourage members to contribute human interest stories.	On going		3	Comms	<b>Measured by:</b> i. Published stories.
<b>e. Identify and develop sustainable funding streams</b>						
<b>i. Consolidate existing, and develop new, commercial connections and partnerships.</b>	i. Manage and develop commercial connections and partnerships.	Ongoing		2	CEO	<b>Measured by:</b> i. Commercial returns maintained and/or increased annually.
<b>f. Communicate and connect with members</b>						
<b>i. Provide high-quality professional communications from around New Zealand and the global sector.</b>	i. Review and apply the Annual Communication Plan.	Ongoing		2	Comms	<b>Measured by:</b> i. Publications produced through all formats.

STRATEGY	ACTION	TIME FRAME	PROGRESS TO DATE	FOCUS	REPORTS	NOTES TO TARGET
<b>4. Diversity - attract, grow and retain diverse talent into NZIS.</b>						
<b>a. Identify and recruit new membership</b>						
<b>i. Grow Membership.</b>	i. Develop and apply a long-term Membership Growth plan.	July		2	E&M	<b>Measured by:</b> i. New strategy applied.
<b>b. Connect with secondary schools</b>						
<b>i. Raise public interest in surveying and spatial through schools and young adults.</b>	i. Develop a long-term plan to create public interest in NZIS from schools and young adults.	Sep		2	E&M	<b>Measured by:</b> i. New strategy applied.
<b>c. Connect with tertiary institutions</b>						
<b>i. Raise awareness in NZIS by tertiary institutions and academia.</b>	i. Develop a plan to connect students and lecturers in survey and spatial to NZIS.	Nov		3	E&M	<b>Measured by:</b> i. New strategy applied.
<b>d. Develop and promote opportunities aimed at sector minorities</b>						
<b>i. Actively provide opportunities that enhance minorities.</b>	i. Develop a plan to increase the number of female, Pacifica and Maori entering our sector.	On going		2	E&M	<b>Measured by:</b> i. Plan complete and work alongside the Kairuri Community Trust.

## 5. MEASUREMENT OF SUCCESS - NZIS BUSINESS PLANS 18/19

The NZIS Board and staff have attempted to identify areas of our activities that can be measured and reported. These measurements alone will not fully dictate success but will indicate if we are heading in the right or wrong direction. Progress will be reported on at all NZIS Council/Board meetings and in the Annual Report. The following are the key measurables of our organisational effectiveness and will be reported on.

Num	Ref	Outcome sought	YES/NO
1	1.I.i	Certification – base model approved, and process rolled out.	
2	1.II.i	Name change (trading name) resolved by members. Changes applied to NZIS website, IP and property.	
3	1.III.i	Marketing Plan launched (measurement of success formulated)	
4	2.I.i	Advocate on issues that affect NZIS – focus on three priority items	
5	2.III.i	Support the Pacific Geospatial and Surveying Council (PGSC) MOU objectives.	
6	2.IV.i	Collect and collate information about the NZ surveying and Spatial workforce and skills shortage.	
7	3.c.i	Grow partnerships to influence identified national and community issues.	
8	4.a.i	Grow membership (by 5% or beyond)	

**Note:** Update of progress to this plan will be reported on the NZIS Website at the conclusion of every Board meeting in 2018/19.



Hadyn Smith, CEO

*Approved by the NZIS Board June 2018*