



**STRATEGY &
BUSINESS
PLAN
2022/2023**

2022
EDITION





INTRODUCTION

Overview

RiskNZ is the leading non-profit association for risk professionals in New Zealand. We bring together people and organisations managing risk under the guiding vision that New Zealand prospers when risk is well managed.

Our focus is to organise regular opportunities for members to meet and experience a wide variety of professional development and networking opportunities. We support special interest groups, encourage research, inform public thinking, influence government, and conduct other activities to achieve risk management best practice in the private and public sectors. The primary measure of the success and viability of RiskNZ is a sustained growth in the number of engaged and satisfied members, strategic partners and sponsors.

This Strategy and Business Plan outlines our purpose, strategic objectives and focus areas for Financial Year 2022/2023.

Business Context

During the previous year, our constrained delivery environment allowed us to take the time to examine where we were strongly positioned, where our opportunities are in 2022/2023, and how to leverage these for the benefit of our members. While our growing online offerings were largely unaffected, we used the space occupied by our normal service delivery to build a framework of professional development offerings to meet our member's requests.

Like much of the globe, the continued uncertainty of New Zealand's operating environment has sharpened both the need, and appetite, to examine risk and its consequences. We've reflected on our purpose and how best to deliver that for our members.

We have listened to requests for more networking and learning, more opportunities for local connection and peer support. These have been woven into our priorities for this coming year.

We have welcomed new Board members who bring fresh perspectives, skills and networks – these assets will support our strong growth and value aspirations.

RESOURCES

We have several critical resources which enable the formation and delivery of our Strategy and Business Plan.

Members	Membership with RiskNZ is growing with more members actively involved in our work.
Value Proposition	Members are engaged and feel offerings are valuable.
Revenue	Our working capital from Sponsorship, Membership subscriptions, Events and Training is increasing.
Partners	We have high value partnerships that deliver value for our members.
Non-Financial Support	We reduce costs through the goodwill of presenters and supporters.
Board Effectiveness	The capacity, capability, and goodwill of the volunteer Management Board
Management Team	The capacity, capability, and goodwill of our professional management team.

PURPOSE & STRATEGY

Purpose

The primary purpose of RiskNZ is captured in our constitution – *to improve the knowledge and practice of risk management in New Zealand.*

We strive to achieve this purpose through the following strategic objectives:

1. **Connection** – facilitating opportunities for people to meet and support each other.
2. **Development** – supporting the creation and sharing of risk management knowledge and promoting professional development pathways.
3. **Advocacy** – promoting the principles, practice and influence of risk management in New Zealand.

An overview of these strategic objectives, along with the key focus areas associated with each, is outlined in the figure below.

Objective

- RiskNZ Regions
- Diversifying our networks



- Professional development

- Thought leadership and influence

PURPOSE & STRATEGY

Objective Cont.

Our strategy and plan recognise that, as a profession, we are stronger together.

Our strategic focus areas prioritise engagement with our members through a regional model. It is our aim to grow this offering by collaborating with interested RiskNZ members keen to establish a regional engagement plan in their area. Our 'RiskNZ Regions' approach will support us building closer connections to our members and support them in building local networks that enhance their professions.

Additionally, while we will continue to deliver the same high-quality engagement opportunities that we have always done, we will deliberately seek new partnerships that bring additional thought leadership.

The following strategic focus areas set out our planned activities relating to each Strategic Objective. As with all plans, this is a living document and may be adjusted to make use of opportunities that arise.



STRATEGIC FOCUS AREAS

Strategic Objective 1: Connection

Facilitating opportunities for people to meet and support each other.

Focus Areas	Key Actions	Measure	Key Delivery Resources
RiskNZ Regions	<ul style="list-style-type: none"> • Host quality speaking and/or networking events in different locations around New Zealand, including Auckland, Waikato, Bay of Plenty, Hawkes Bay, Taranaki, Wellington and Christchurch. • Assign ongoing “relationship managers” for corporate members. Offer annual review and discovery conversation to allow RiskNZ to provide more tailored offerings and support. • Proactive outreach to approximately 80 individual members per year. Offer virtual connect sessions to allow RiskNZ to provide more tailored offerings and support. 	<p>→ 2 events per region pa</p> <p>→ 2 meetings with each member pa</p> <p>→ 80 member contacts pa.</p>	<ul style="list-style-type: none"> • Sponsor premises, provision of drinks/nibbles, and expense sharing as agreed. • Speakers and RiskNZ Regional Leads to work with Board members, sponsors, partners and members to identify and attract speakers as required. • Registration fees only if required to cover expenses. • Board member time, expertise, network and support for corporate and individual members.
Diversifying our network	<ul style="list-style-type: none"> • Review current membership base composition by region, industry or affiliation and identify opportunities to expand and diversify. • Identify and engage with partners who add value to the purpose of RiskNZ and offer exposure and connection to new potential members. • Direct outreach and discovery conversations with select organisations, industry groups or other affiliations (including Iwi) that could benefit from and contribute to the RiskNZ value proposition. 	<p>→ 2 reviews pa.</p> <p>→ 4 opportunities pa</p> <p>→ 6 partner contacts pa.</p> <p>→ 12 outreach conversations pa.</p>	<ul style="list-style-type: none"> • Board member time and capability to analyse membership composition and identify gaps. • Managing Director and Board member time and network to engage with prospective partners and members.

STRATEGIC FOCUS AREAS

Strategic Objective 2: Development

Supporting the creation and sharing of risk management knowledge.

Focus Areas	Key Actions	Measure	Key Delivery Resources
Professional development	<ul style="list-style-type: none"> • Risk and Resilience New Zealand Summit - host outstanding national conference, bringing together business leaders and risk professionals from across the country to hear from speakers on critical risk and resilience themes. • Host seminars and/or workshops with a focus on sharing specialist risk management knowledge. • Continue to identify training opportunities for risk professionals and develop links with organisations that can facilitate professional development and professional recognition. 	<p>→ Annual RiskNZ national conference</p> <p>→ 4 workshops pa</p> <p>→ 3 peer support groups pa.</p> <p>→ Annual review of training providers</p>	<ul style="list-style-type: none"> • Registration and sponsorship revenue. • Conference speakers. • Contracted venue and conference planning expertise. • RiskNZ Conference Committee time and network.

Strategic Objective 3: Advocacy

Promoting the principles, practice and influence of risk management and risk professionals in New Zealand.

Focus Areas	Key Actions	Measure	Key Delivery Resources
Thought leadership and influence	<ul style="list-style-type: none"> • <i>RiskNZ Awards of Excellence</i> - celebrate the gold standard in leadership, innovation, and resilience in situations of risk or challenge, raising the profile of risk practitioners. • Collaborate with members, sponsors and strategic partners to develop thought leadership and disseminate through a variety of media. • Collaborate in the development of opportunities to enhance the influence and reputation of risk practitioners to drive better decision making. 	<p>→ >50% members attend Annual RiskNZ awards.</p> <p>→ 2 thought leadership papers pa</p> <p>→ Involvement in 2 national significant risk projects.</p>	<ul style="list-style-type: none"> • RiskNZ members. • RiskNZ Awards Judging Committee. • Sponsors and strategic partners.

RISKNZ BOARD

Our strategic focus areas have owners who are responsible for the stewardship of that work. RiskNZ Regions are supported by Board members and RiskNZ members who are keen to establish networks of members to support each other and hold local events. We welcome interest from RiskNZ members who would like to be part of this work.

Board Officers



Jane Röllin |
Chair



Suralda Timmerman |
Deputy Chair



Vicky McKenzie |
Secretary



Ben Lynch |
Treasurer



David Turner |
Board Member
& Managing Director

Board Members



Chris Kumeroa |
Board Member



Bridgette Sullivan-Taylor |
Board Member



Nicola Vibert |
Board Member



Matt Bilderbeck |
Board Member



Kimberley Swan |
Administration Officer

Administration

RiskNZ Regions

Auckland



DARROCH TODD
Board Member

Taranaki



DAVID TURNER
Board Member

South Island



MARK CUBITT
RiskNZ Member

Bay of Plenty/Waikato



LYNDA MCCALMAN
Board Member

East Coast



REGAN SMITH
Board Member

Wellington



SURALDA TIMMERMAN
Board Member



BUDGET FORECAST

2022/2023

BUDGET 2022/23	2022/23	2021/22
	Budget	Actual
Revenue		
Subscriptions		
Corporate	44,000	37,838
Individual	38,500	33,455
Total Subscriptions	82,500	71,293
Other Revenue		
Advertising Income	4,200	4,320
Consultant Income	800	840
Sponsorship Income	46,000	37,400
Other	5,000	0
Total Other Revenue	56,000	42,560
Professional Development		
Conference (net Income)	30,000	17,279
RiskNZ Awards of Excellence – net expenditure	(2,000)	(2,711)
Seminars, workshops and training (net income)	10,000	10,189
Lunchtime seminars	4,400	
Total Professional Development	42,400	24,757
Total Revenue	\$180,900	\$138,610
Less Operating Expenses		
Business Operations & Management		
Depreciation	0	3,491
Audit fee	2,850	2,850
Managing Director	85,000	66,000
Administration Officer	42,000	37,965
AGM	500	11
Bank Charges	3,100	1,982
Rental & subscriptions	3,000	2,630
Event expenses – promotional innovation	1,600	0
General Expenses	890	1,059
Insurance	2,700	2,472
Management Committee Expenses	5,000	669
Travel (MD & AO)	4,920	3,648
Website License & Maintenance	4,290	2,756
Software Licence -Zoom	660	560
Risk Post	2,640	1,714
Design work and Promotion	1,760	775
Total Business Operations & Management	\$160,910	\$128,582
Strategic Initiatives		
Society representation on Standards Australia / Standards NZ Risk Management Committee	-	-
Total Operating Expenses	\$160,910	\$127,807
NET SURPLUS/(DEFICIT)	\$19,990	\$10,028

No capital expenditure planned for 22/23

