



# BUSINESS PLAN FY 2025/2026 Action Plan

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2025  
EDITION



# INTRODUCTION

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## 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. 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 2025/2026.

## Business Context

After a period of uncertainty, the outlook for the coming year is still uncertain, although for different reasons. The ability to manage risk and build resilience remain key tools in navigating day-to-day business. As a Society, we remain focused on broadening the member base and providing networking and learning opportunities for connection and peer support, creating a national risk professional community. These services will continue to feature and evolve this year with support from the new Board members, who provide fresh perspectives, skills and networks. Combined these assets will support our growth and value aspirations.

The purpose of this document is to detail the actions and resources required to deliver the outcomes agreed upon in the FY2025/2026 Business Plan.

### Value Proposition

- *Relevant and engaging professional development, networking and events.*
- *Our strategy and plan recognise that, as a profession, we are stronger together.*





# RESOURCES

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

|                              |  |
|------------------------------|--|
| <b>Members</b>               | Membership with RiskNZ is expanding across sectors.  |
| <b>Revenue</b>               | Our working capital from Sponsorship, Membership subscriptions, Events and Training is increasing. |
| <b>Partners</b>              | We have high value partnerships that deliver value for our members.                                |
| <b>Non-Financial Support</b> | We reduce costs through the goodwill of presenters and supporters.                                 |
| <b>Board Effectiveness</b>   | The capacity, capability, and goodwill of the volunteer Management Board.                          |
| <b>Management Team</b>       | The capacity, capability, and goodwill of our professional management team.                        |

## Key Numbers

Key Numbers (year end 31 March 2025):

- Revenue: \$181,408.00
- Net profit: -\$47,559.00
- Operating Costs: \$228,967.00

# PURPOSE & STRATEGY OBJECTIVES

## Purpose & Vision

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







The vision is for RiskNZ to be a community to empower people and organisations to create and protect value.

## Strategy

The Society's priority areas are Connection, Development and Thought Leadership which are represented in the diagram below:



Supporting the focus areas are the following strategic pillars that the Society employs to fulfill its vision:

|  |   |  |   |  |  |
|--|---|--|---|--|--|
|  <b>Connection</b><br><b>Connection</b> with people interested in the role of risk in creating and protecting value |  <b>Informed</b><br>Being <b>Informed</b> about the risk field and the role of risk in creating and protecting value |  <b>Empowered</b><br>Being <b>Empowered</b> through personal development opportunities both formal and informal |  <b>Relationships</b><br>Building <b>Relationships</b> through face to face and virtual interactions and |  <b>Belonging</b><br><b>Belonging</b> to an industry leading organization (peak body) |  <b>Inclusion</b><br><b>Inclusion</b> in a diverse and multi disciplinary community |
|--|---|--|---|--|--|





# PURPOSE & STRATEGY OBJECTIVES

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The following forces affect our ability to deliver the strategic direction:

*Internal forces:*

- Strengths: Membership base, Revenue streams, Broad skill sets
- Weaknesses: Reliance on volunteer time, Cash reserves

*External forces:*

- Threats: Crisis, Irrelevant services, Competition.
- Opportunities: Prepared for future shocks, Professional development pathways, Bold risk aware decision making, Evolving profession.

Value Proposition

- Relevant and engaging professional development, networking and events.

Value for members will be delivered by supporting special interest groups, encouraging research, and conducting other activities to achieve risk management best practice in the private and public sectors.

The Society will leverage strengths through sponsors and partners to support development of relevant courses, as well as delivering networking events that create opportunities for connection and learning to support career development and create opportunities for members.

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

# DELIVERY ACTION PLAN

## FY 2025/2026

### Strategic Objective 1: Connection

*Facilitating opportunities for people to meet and support each other.*

| Focus Areas               | Key Actions  | Target   |
|---------------------------|--|--|
| <b>Annual Summit</b>      | Hold an annual Summit focused on topics relevant to risk professionals.              | One summit is held annually.                           |
| <b>Networking Events</b>  | Facilitate regular network events throughout the country.                            | At least 12 events annually spread across all regions. |
| <b>Electronic mailers</b> | RiskNZ e-newsletter to all members with risk updates and links to relevant material. | Monthly mailer.  |

### Strategic Objective 2: Development

*Supporting the creation and sharing of risk management knowledge.*

| Focus Areas                  | Key Actions   | Target  |
|------------------------------|---|---|
| <b>Training</b>              | Access to training courses through partnerships.                          | Range of partners providing training relevant to NZ.  |
| <b>NZ risk qualification</b> | Partnership with NZ university to develop NZ specific risk qualification. | A NZ risk qualification available by the end of 2026. |
| <b>RiskNZ Awards</b>         | Run annual awards recognising best practice risk management in NZ         | Awards of excellence awarded annually.                |

### Strategic Objective 3: Thought Leadership

*Enhancing the application of risk management principles and practices by risk professionals in NZ*

| Focus Areas                           | Key Actions  | Target                                    |
|---------------------------------------|--|---|
| <b>Thought leadership discussions</b> | Facilitate interactive discussion on topics relevant to members to further the knowledge of risk management practice | At least 3 discussions are held annually. |
| <b>Lunchtime seminars</b>             | Online seminars open to all members promoting current best practice.   | At least 6 seminars are held annually     |



# BOARD

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Current RiskNZ Board Members are:

## Board Officers



Regan Smith  
Chair



Vivian Valbuena  
Deputy Chair



Emma Burke  
Treasurer



Lisa Henderson  
Secretary



Ben Lynch  
Board Member



Jacqui Lyttle  
Board Member



Jackson Calder  
Board Member



Matt Bilderbeck  
Board Member



Kobus Dippenaar  
Board Member



Bettina Reiter  
Board Member



Mark Cubitt  
Lower South Island  
Regional  
Representative

## Board Officers



David Turner  
Chief Executive



Denise Anglesey  
Executive Manager



Kimberley Swan  
Executive Manager

# BUDGET 2026

In light of the 2025 financial position we have taken a pragmatic approach in determining the 2026 budget. It is imperative that Risk NZ returns to surplus. We have been conservative in our projected revenue forecast and further reduced expenses. As our most variable expense resides with contracted support we have reduced the Executive Officer's hours at his request, as he would like to help ease pressure on the overall budget in such a challenging economic climate.

Related activity will be shared among Board members and admin support. The Executive Officer's roles and responsibilities, including required hours will be reviewed ahead of determining the 2027 budget to help ensure the Chief Executive job description is still accurate to the objectives of RiskNZ and will still carry sufficient support for that position from the RiskNZ board.

For the year ended 31 March 2026

| Account  | 2026 revised<br>at 7 July 25 |
|--|------------------------------|
| <b>Trading Income</b>                          |                              |
| Conference                                     | 40,000                       |
| Subscriptions Corporate                        | 52,500                       |
| Subscriptions International Individual Members |                              |
| Subscriptions NZ Individual                    | 52,500                       |
| <b>Total Trading Income</b>                    | <b>145,000</b>               |
| <b>Gross Profit</b>                            | <b>145,000</b>               |
| <b>Other Income</b>                            |                              |
| Advertising Income                             | 2,500                        |
| Consultant Income                              | -                            |
| Training packages (new)                        | 9,000                        |
| Seminar income from Members                    | 8,000                        |
| Seminar Income from Non-Members                | 2,000                        |
| Sponsorship Income                             | 55,000                       |
| <b>Total Other Income</b>                      | <b>76,500</b>                |
| <b>Total income</b>                            | <b>221,500</b>               |
| <b>Operating Expenses</b>                      |                              |
| Administration Officer                         | 74,000                       |
| AGM/Accounting                                 | 1,514                        |
| Audit Fee                                      | 3,500                        |
| Bank Charges                                   | 1,400                        |
| Directors & Officers Liability Insurance       | 2,000                        |
| Exec Entertainment and Gifts                   | 200                          |
| Executive Officer                              | 100,000                      |
| General Expenses                               | 1,200                        |
| Partner Course Profit Share                    | 7,000                        |
| PayStation                                     | 200                          |
| Printing, Postage & Stationery                 | 100                          |
| Public/General Liability Insurance             | 5,500                        |
| Rentals & Subscriptions                        | 5,300                        |
| RiskNZ Awards of Excellence                    | 500                          |
| RiskNZ Event expenses                          | 8,000                        |
| Software licenses                              | 1,800                        |
| Stripe Fees                                    | 600                          |
| Travel & Accommodation - Board                 | -                            |
| Travel & Accommodation - Admin Officer         | -                            |
| Travel & Expenses - F2F Meetings               | -                            |
| Website Monthly Maintenance                    | 1,500                        |
| Xero Expenses                                  | 600                          |
| <b>Total Operating Expenses</b>                | <b>214,914</b>               |
| <b>Net Profit</b>                              | <b>6,586</b>                 |

