



**STRATEGY &
BUSINESS
PLAN
2023/2024**

2023
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 2024.

Business Context

We continue to operate in an environment of uncertainty, where risk and resilience become key tools in navigating day to day business operations and activities. The past few years have been turbulent and while the world returns to a “new normal” post COVID-19, 2023 has presented its new challenges. Changing risk environments requires ongoing horizon scanning, to enable emerging and changing risks to be identified.

As we navigate the path forward, it presents both new risks and opportunities. We look forward to being in a position to improve our member offering on an ongoing basis paired with the delivery of relevant and emerging risk topics and learning.

We remain focused on our regional engagement approach with more networking and learning, more opportunities for local connection and peer support. These will continue to feature and evolve in 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 OBJECTIVES

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.
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.





PURPOSE & STRATEGY OBJECTIVES

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	Key Delivery Resources
<i>RiskNZ Regions</i>	<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. 	<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.
<i>Diversifying our network</i>	<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. 	<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	Key Delivery Resources
Professional development	<ul style="list-style-type: none"> • <i>Risk and Resilience New Zealand Summit</i> - 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. 	<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	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. 	<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



Vicky McKenzie
Chair



Regan Smith
Deputy Chair



Ben Lynch
Treasurer



Emma Burke
Secretary



Bridgette Sullivan-Taylor | Board Member



Bridget McCormick
Board Member



Jackson Calder
Board Member



Jacqui Lyttle
Board Member



Jennie Vickers
Board Member



Matt Bilderbeck
Board Member



David Turner
Chief Executive



Kimberley Swan
Executive Manager

MANAGEMENT TEAM

RiskNZ Regions

Taranaki



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Auckland



MATT BILDERBECK
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Waikato



JENNIE VICKERS
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Lower South Island



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Canterbury



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BRIDGET MCCORMICK
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BUDGET FORECAST

2023/2024

BUDGET 2023/24	2023/24 Budget	2022/23 Actual
Revenue		
Subscriptions		
Corporate	65,000	49,162
Individual	43,000	38,072
Total Subscriptions	108,000	87,234
Other Revenue		
Advertising Income	4,200	3,120
Consultant Income	800	840
Interest Income	-	-
Conference Income	40,000	46,077
Sponsorship Income	45,000	45,175
Seminars, workshops and training (net income)	25,000	30,629
Other	500	376
Total Other Revenue	115,500	126,217
Total Revenue	223,500	213,451
Less Operating Expenses		
CEO / Managing Director	115,000	85,938
Administration Officer	44,200	48,128
Travel & Expenses-Board Meetings and Expenses	8,000	8,157
Travel CEO/Managing Director	6,000	5,127
Audit fee	3,500	3,150
Insurance	4,000	2,325
Bank Charges	3,000	1,977
AGM	500	176
Rental & subscriptions	14,000	8,156
Website License & Maintenance	3,500	2,204
General Expenses	900	732
Design work, Printing, Postage, Stationary and Promotion	1,500	2,084
Conference Expenses	600	600
Seminars, workshops and training	15,000	17,021
Total Operating Expenses	219,700	185,775
NET SURPLUS/(DEFICIT)	3,800	27,676

No capital expenditure planned for 23/24

