

# ANNUAL PLAN 2024-25.



**engineering  
new zealand**  
te ao rangahau

# EXECUTIVE SUMMARY

At Engineering New Zealand we're bringing engineering to life to engineer better lives for New Zealanders. We do this to support and add value to our members, partners and the profession, while advancing engineering.

Our work is focused on excellence across the two component parts of our organisation – membership services and regulatory services. As an organisation, we have been working to clearly define our goals over the coming three years. We've asked the profession how we are doing and what we should focus on. We've also worked with our Governing Board and staff, reviewing where we are and where we should be going.

This work has led us to develop a three-year Strategic Plan (Appendix 1). The Strategic Plan sets out 15 strategic initiatives that we will progress, together with business-as-usual. As the Strategic Plan is three years, work on the initiatives will begin in the 2024/25 financial year and continue through the 2027/28 financial year. This Annual Plan sets out the work we will focus on in first year, as well as resourcing and phasing of that work.

To do this we are driven by our values:

<b>Service</b>	<b>Bravery</b>	<b>Integrity</b>	<b>Mahi Tahī</b>
<b>Te Ngākau Āwhina</b> We serve members, the profession and our community in every interaction.	<b>Te Toa</b> We lead the profession boldly and with courage.	<b>Te Tū Rangatira</b> We are honest, respectful and authentic in everything we do.	<b>Cooperation</b> We are one team, stronger working together as a collective.

This Annual Plan also sets out the measures we will track and the Key Performance Indicators (KPIs) we have set for ourselves. Progress against KPIs is monitored by our Governing Board and the Chartered Professional Engineers Board.

As the engineering profession, industry and Government buffer the continued impacts of the post-Covid era, our role is to support the profession, and wider society, through the work we do on behalf of the profession. To do this we are focused on being relevant to members, leading the profession, supporting engagement and partnership, as well as providing organisational excellence.

Ngā mihi nui

**Dr Richard Templer**  
Chief Executive

# OVERVIEW

## Background

We have heard clearly from members that Engineering New Zealand should focus on:

- Continued Professional Development
- CPEng
- advocacy
- customisation – offerings that are more relevant to an engineer’s discipline and to be more focused on supporting technical development

As an organisation, to progress our goals, we also need to focus on:

- membership numbers
- Registration Authority (assessment and complaints) timeframes
- programmes that address global issues and lead the profession
- better integration of the technical groups within Engineering New Zealand
- strategic partnerships
- philanthropic opportunities
- organisational excellence, including ensuring our staff are supported and systems operate as effectively as possible

## Three-year Strategic Plan

Our three-year Strategic Plan (Appendix 1) has the following focus areas:

- relevance to members
- leadership of the profession
- partnerships and engagement
- organisational excellence

The 15 strategic initiatives we have set for ourselves span across three years. We will not achieve on all the strategic initiatives in the first year. This Annual Plan highlights our focus over the first year of Strategic Plan (2024/25).

## PHASING

Key cross-organisation strategic work is phased over three years, as outlined in the table below:

Year 1 strategic priorities	Year 2 strategic priorities	Year 3 strategic priorities
<ul style="list-style-type: none"><li>• CPEng Rules change project</li><li>• Deliver member journeys</li><li>• Develop a Groups strategy, with improvements initiated</li><li>• User experience design work, with improvements initiated</li></ul>	<ul style="list-style-type: none"><li>• Implement the CPEng Rules Change and review of Engineering New Zealand Rules (changes required post CPEng Rules changes, review of Chartered Member class and CPD/ethics requirements)</li><li>• Website update</li><li>• Review and develop an events strategy (ENVI Awards, Thrive conference, Fellows, Member Connect etc)</li></ul>	<ul style="list-style-type: none"><li>• Implement Rule changes, including review of the Code of Ethical Conduct</li><li>• Fees structure review (CPEng, membership and Groups fees)</li><li>• Design a disaster recovery support model</li></ul>

# WORK PLAN

## Cross-organisation strategic work

To begin to deliver the strategic initiatives set out in the three-year Strategic Plan, the following table provides details of cross-organisation work planned for the 2024/25 financial year (note that some of the delivery dates go into subsequent years and are provided for transparency).

Work programme	2024/25 outcomes	Timeframe
<b>CPEng Rules change project (Phase 1 completed by May 2024 and Phase 2 initiated)</b>	Consultation opens	October 2024
	Feedback presented to CPEng Board with final decisions	February 2025
	New Rules and submissions analysis published	April 2025
	New guidance for classes, reassessments and complaints issued	July 2025
	System changes complete	November 2025
	New Rules come into force	1 January 2026
<b>Member journeys – reviewed needs, gaps identified, and member offerings linked</b>	Internal workshop	November 2024
	Write up finalised through Leadership Team	December 2024
<b>User experience – creation of a digital experience that engages each user, improving engagement, satisfaction and utilisation</b>	Collation/review of digital channel effectiveness and painpoints from existing information	October 2024
	User experience strategy and plan delivered	March 2025
	Website design work	September 2025
	Website upgrade and other improvements	From October 2025
<b>Groups’ Strategy that clearly outlines integration of services across Engineering New Zealand and the groups</b>	Scoping/communication work, including discussion with an external consultant	December 2024
	Information gathering/presentation	March 2025
	Strategy development and testing	July 2025
	Implementation plan developed	August 2025
	Governing Board sign-off	September 2025

## Team-level strategic work

In addition to cross-organisation strategic work (above), some strategic work to meet key 2024/25 outputs are managed by individual teams/Groups, as outlined in the table below.

Work programme	2024/25 outcomes	Timeframe
<b>Learning Partnership</b>	Ongoing content review	Ongoing
	At least five new online modules and two new in-person courses	September 2025
	Deliver a graduate programme pathway to support emerging professionals in the first five years of their career to chartership	September 2025
<b>Policy and Advocacy</b>	Increased delivery of advocacy 'products' (position statements etc), as per advocacy plan	Ongoing
	Delivery of a skills shortage first position statement and action plan	December 2025
	Scoping of future work and development of updated skills action plan	September 2024
	Completion of Submissions	Ongoing
<b>Sector Programmes</b>	New Ministry of Business, Innovation and Employment (MBIE) partnership agreement signed	June 2025
<b>Promotion and Digital (Marketing and IT)</b>	Marketing Cloud implemented	
	<ul style="list-style-type: none"> <li>Learn + Connect event newsletter</li> </ul>	October 2024
	<ul style="list-style-type: none"> <li>Data acquisition campaign</li> <li>Discover fortnightly newsletter</li> </ul>	December 2024 January 2024

## Key operational work

In addition to the focus on the strategic work listed above, the operational work listed in the table below is a focus in the 2024/25 financial year.

Work programme	2024/25 outcomes	Timeframe
<b>Meeting global challenges</b>	Kimihia Rangahaua programme delivers a Wānanga hui (national meeting)	June 2025
	Wonder Project teacher/ambassador NPS scores above 30	Ongoing
	AI programme partnership with Callaghan Innovation on their AI engineering related activities/	Ongoing
<b>Partnership</b>	Growth of the partnership model	September 2025
<b>Assessments</b>	CPEng assessment (and reassessment) times remain within a median of 60 days	Ongoing
<b>Complaints</b>	Complaint initial assessment times remain within a median of 60 working days, investigating committee times within a median of 120 working days and disciplinary committee times remain within a median of 120 working days	September 2025
<b>Engineering New Zealand Foundation</b>	Support increased visibility of the Foundation and its programmes	September 2025
<b>Process improvement work</b>	Management of backlog and catalogue	September 2025
	Process catalogue growth quarter on quarter	
<b>People Experience</b>	Zero notifiable events	September

## Measures

As an organisation our goal is that work within this plan will help us achieve the following organisational Key Performance Indicators:

- Membership Net Promotor Score (NPS) increases year-on-year
- Growth in member numbers year-on-year
- CPEng assessment times remain within a median of 60 days
- Complaint initial assessment times remain within a median of 60 working days, investigating committee times within a median of 120 working days and disciplinary committee times remain within a median of 120 working days

We will also track the outputs listed in the work plans above.

To consolidate the work outlined in this plan, the three-year Strategic Plan (Appendix 1).

## Timelines

Timelines are outlined in workplans above and will be monitored as per the dates set out.

## Resources and budget

To deliver on the three-year Strategic Plan and this Annual Plan, we have undertaken a prioritisation exercise.

Financial resources required to deliver this plan are outlined in Engineering New Zealand's 2024/25 budget (Appendix 2).

## **Monitoring and evaluation**

Both the Governing Board and CPEng Board are responsible for monitoring progress against this plan. The Chief Executive is responsible to these Boards for the delivery. Regular reporting and decisions will be brought to the Boards on key strategic projects outlined in this plan (CPEng Rules Change, User Experience and Group's Strategy). Additionally, the Board will be advised regularly on progress on all KPIs and outputs in this plan.

## **Risk management**

Engineering New Zealand maintains risk registers for the Governing Board, CPEng Board and Leadership Team. Ongoing risk management is through processes with these groups.

This said, with the current economic slowdown in New Zealand, the organisation is closely monitoring the impact this will have on member/CPEng registrant numbers.

# APPENDIX 1: STRATEGIC PLAN 2024–27

## WE'RE BRINGING ENGINEERING TO LIFE TO ENGINEER BETTER LIVES FOR NEW ZEALANDERS

### MISSION

To support and add value to our members, partners and the profession while advancing engineering.

### VALUES

#### Service | Te Ngākau Āwhina

We serve members, the profession and our community in every interaction.

#### Bravery | Te Toa

We lead the profession boldly and with courage.

#### Integrity | Te Tū Rangatira

We are honest, respectful and authentic in everything we do.

#### Cooperation | Mahi Tahī

We are one team, stronger working together as a collective.

### FOCUS AREAS

#### Relevance for members

#### Leadership of the profession

#### Engagement and partnership

#### Organisational excellence

### STRATEGIC INITIATIVES

#### Strengthen professional development offerings

Expand and monitor continuous professional development (CPD) for members to ensure it meets the evolving needs of the engineering profession.

#### Strengthen advocacy and industry influence

Positively influence the direction of key public issues by increasing the volume, visibility and effectiveness of our advocacy.

#### Deliver a comprehensive Groups' strategy

Develop and implement a strategic plan, fostering integration, collaboration and maximising our collective impact across the engineering profession.

#### Optimise the CPEng system

Maintain the efficiency and effectiveness of the CPEng assessment and complaints system, focusing on public safety, streamlining processes and improving the experience for registrants and stakeholders.

#### Develop member journeys

Enhance the overall member experience by reviewing needs, identifying gaps and linking offerings to needs to support engagement.

#### Revise professional and ethical standards

Update the CPEng Rules and Engineering New Zealand Rules and regulations.

#### Implement a financial partnership model

Build and sustain meaningful partnerships that align with our mission and values, delivering mutual benefits.

#### Foster a thriving staff culture

Foster a work environment where staff are empowered, supported, and able to thrive, contributing to organisational success.

#### Upgrade member digital experience

Transform digital engagement for members and registrants by personalising interactions and improving our website to for better usability and satisfaction.

#### Lead on global challenges

Address critical global issues, including gender and ethnic diversity, artificial intelligence, climate change, and skill shortages, by providing expert guidance and actionable solutions.

#### Manage and broaden initiatives that improve engineering outcomes

Lead high quality programmes while expanding and diversifying our panel, sector programmes and engineering practice work.

#### Enhance operational efficiency

Refine and improve our processes, procedures and resources to ensure they are efficient and aligned with strategic goals.

#### Revitalise event offerings

Reimagine and enhance events to deliver more value, connection, and engagement to members and stakeholders.

#### Develop a natural hazards resilience and response model

Design and implement a robust framework to support the profession's response to natural disasters.

#### Elevate philanthropic initiatives

Increase the reach and impact of the Foundation's activities, driving growth in both capital and support for key projects.



## APPENDIX 2: 2024/25 BUDGET

	2025 Budget 000s				FTE	2024 Budget 000s			
	Income	Salary and wages	Other expenditure	Net profit/(loss)		Income	Salary and wages	Other expenditure	Net profit/(loss)
Chief Executive	-	(1,703)	(45)	(1,748)	8.00	-	(1,625)	(62)	(1,687)
Membership Support Services	8,134	(566)	(69)	7,499	7.00	7,492	(787)	(108)	6,598
Learning Partnerships	952	(558)	(398)	(3)	5.60	1,038	(447)	(442)	150
Sector Programmes	3,018	(573)	(2,152)	293	3.90	3,265	(534)	(2,374)	357
Engagement	203	(827)	(231)	(855)	8.80	172	(777)	(166)	(771)
Events	96	-	(169)	(73)	-	20	-	(61)	(41)
Engineering Practice	-	(279)	(130)	(409)	2.50	-	-	(89)	(89)
Expert Panel	491	-	(368)	123	-	491	-	(378)	113
Marketing, Communications and Business Development	285	(1,143)	(428)	(1,286)	11.30	179	(1,103)	(335)	(1,259)
Wonder Project	802	(534)	(348)	(129)	5.00	898	(505)	(422)	(30)
ICT (including member portal)	-	(635)	(1,185)	(1,820)	4.80	-	(503)	(1,146)	(1,649)
Competence Assessment	3,624	(868)	(1,368)	1,389	8.60	3,016	(862)	(1,092)	1,061
Regulation and Legal	100	(482)	(255)	(637)	5.00	118	(466)	(120)	(468)
Strategy, Governance and Thought Leadership	-	(641)	(142)	(782)	5.80	47	(632)	(104)	(690)
Accreditation and Secretariat Support	706	(212)	(198)	296	2.30	516	(171)	(92)	252
Finance, People and Facilities	366	(501)	(1,177)	(1,312)	4.80	300	(502)	(1,191)	(1,393)
Contingency	-	-	(250)	(250)	-	-	-	(140)	(140)
Branches	-	-	(182)	(182)	-	62	-	(229)	(167)
Technical Interest Groups	1,455	-	(1,567)	(112)	-	1,383	-	(1,533)	(149)
<b>Total Engineering New Zealand surplus/(deficit)</b>	<b>20,234</b>	<b>(9,521)</b>	<b>(10,662)</b>	<b>-</b>	<b>83.40</b>	<b>18,997</b>	<b>(8,914)</b>	<b>(10,083)</b>	<b>-</b>



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