

Te Ara: IPANZ Strategy 2023–2035

WHAKATAUKĪ



Ruia ki te koraha ka hua kore.

Ruia ki te whenua ka hua mai.

When the ground is fertile, the seeds you sow will prosper.

If it is barren, the seeds will wither.

KAWA

WHY WE EXIST

Our purpose is to promote a strong public sector through connecting people and ideas.

Our vision is a thriving public sector lifting the wellbeing of all New Zealanders.

WHO WE SERVE

We are the national body for public sector professionals.

We serve our members by building a community of learning and practice about public service.

TIKANGA

WHAT WE DO

1 Whanaungatanga
Connect people and ideas

KAUPAPA

HOW WE DO IT

- **Provoke thought** and broker ideas
- **Provide a neutral and independent space** for robust debate
- **Bridge across sectors** and within the public sector

2 Akoranga
Build capability within the public sector

- **Facilitate tuakana-teina**—sharing knowledge amongst ourselves
- **Support ako**—reciprocal sharing and learning
- **Focus on the practice** of public service

3 Kaitiakitanga
Support future good government

- **Provide resources** about public service values, principles and processes
- **Comment publicly** on public sector governance and management issues
- **Catalyse change**

MATAURANGA

THE VALUES WE ARE KNOWN FOR



WHAT DRIVES US

We will...

Demonstrate a contemporary view of Te Tiriti and support the Crown in its relationships with Māori

So that...

Te Ao Māori/Te Tiriti/equity for Iwi and Māori is part of how our organisation works.

Enable a community of learning and knowledge

Ehara taku toa i te toa takitahi, engari he toa takitini—my strength is not as an individual, but as a collective.

Collaborate with aligned partners

We increase our impact.

Widen our reach beyond a Pōneke/Wellington policy focus

Kanohi kitea (consistent presence)—we are accessible to many, wherever, whenever for a wide range of public service activities.

Make our decisions from a base of diverse voices

We appropriately serve many different types of people.

By targeting these focus areas...

Strengthen our role as an independent voice on the public sector

Support Māori-Crown relations

Deliver services to our members

Work with and through others

Improve organisational enablers

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