



New Zealand Society of Authors (PEN NZ Inc) – Three year plan 2015 to 2017

Member Benefits and Services				
Objective	Actions	Responsibility	Timeline	Measure
Members have access to high quality professional development programmes and services.	<p>Continue to promote our Prof Dev Programmes / add places for Maori, Pacific Island and Asian writers. Gather information about ethnicity and age group from applicants.</p> <p>Seek sponsorship / funding for a The National Writers Forum/Conference. Plan for an Intl Guest to travel to Branches</p>	CEO & OM	Need sponsors /funding in place early 2016	<p>Writers receive quality, guidance with their writing.</p> <p>Feedback from the recipients and the providers</p> <p>Attendance at Conference Feedback from Conference</p>
Members are connected with their peers and special interest groups.	<p>Establish a National Writers Forum/Conference</p> <p>Investigate feasibility of Speakers Bureau for Writers. Start by seeking suitable clients for speaking engagements over-and-above what is already happening</p> <p>Peer Networking through Branch Meetings, speakers, Writers Hubs, and Branch activities.</p> <p>Facilitation of networking opportunities with industry contacts through debates, literary lunches and / or conferences.</p> <p>Distribution of Chapbook</p>	<p>CEO & OM</p> <p>OM</p>	<p>Conference with Intl guests for 2016 AGM</p> <p>before end of 2015</p> <p>Monthly</p> <p>Monthly</p>	<p>Better community in the Literary sector in NZ</p> <p>Client List, Writers List and Bookings</p> <p>Feedback from Branches.</p> <p>Branch attendance & number of Writers Hub started</p> <p>Writers' positive relationships with industry</p> <p>Writers use the resource</p>
Strong and responsive relationships with relevant industry services, organisations and government are developed.	Public Relations through President and CEO / Meetings with key stakeholders	President & CEO	ONGOING	A raised profile in the industry. Effective working relationships with key stakeholders. Adequate funding.



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<p>Branches provide a lively and productive service to members and engage positively with National Office.</p>	<p>National Office keeps Branch Officers well informed and supported. New Branch Officers given up-to-date information packs about their role.</p>	CEO & OM	Ongoing	<p>Branches grow, run smoothly and feel supported by National Office.</p>
	<p>Branches get better presence on the new www.authors.org.nz website. Branches keep National Office informed of activities so they can be promoted on website.</p>	OM & Branch	Website launched late 2015	<p>Branch Reports to NC meetings & AGM. Website with up-to-date info</p>
	<p>Branch Chairs communicate amongst themselves, sharing successful events and initiatives.</p>	Branch Chair	Immediate & Ongoing	<p>All Chairs engaging in cross Branch discussions</p>
	<p>Branches to trial Hubs in smaller towns and for specific genres</p>	Branch	Immediate & Ongoing	<p>Greater attendance at NZSA gatherings; Meetings, Hubs and events</p>



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Business Capability				
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The NZSA board demonstrates good governance consistent with best practice in not-for-profit organisations.	Reduce number National Council delegates, create space for up to two NC members with specialised knowledge as needed Portfolios distributed amongst delegates	President & Delegates	Continuation of the Reform process. AGM, May 2015	Active & engaged council. Effective governance Results from Portfolios
The relationship between the board and management enables each to carry out their roles and responsibilities to the highest standard.	Professional and respectful communication between all parties. Regular meetings with CEO and Mgmt Committee	President, Delegates, CEO and OM CEO & Mgmt committee	Ongoing Quarterly	All parties are able to operate effectively.
The NZSA admin services, technologies & applications ensure timely, efficient and effective services to the National Council and members.	Head office to update <ul style="list-style-type: none"> - Website IN PROGRESS - Branch accounts move to one bank - Accounting System in cloud so Branches can code their transactions Meeting papers to be distributed via file sharing site (to reduce printing costs & paper use)	CEO & OM	Aug 2015 Dec 2015 Jan 2016 Immediate	Office runs more effectively and efficiently due to up-to-date tools, thereby benefiting members and National Council. Accountancy fees go down as Branch GST management streamlined
Branches have adequately trained chairs/co-ordinators ensuring competent and energetic leadership.	Departing Officers to adequately brief incoming Officers, to pass on knowledge, experience and procedures. New Branch Officers given up to date information packs about their role from National Office.	Branch Officers & OM CEO	Immediate & ongoing Ongoing	Confident and effective Branch officers; members feel they are well led



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	National Council to ensure information packs up-to-date			
The overall business capability of NZSA is increased as the result of a growing membership.	<p>Raising profile beyond Branches through establishment of Writing Hubs.</p> <p>Create demand by offering Awards, Fellowships, Residencies and Grants that are for members only.</p> <p>Offer master classes and workshops outside main centres</p> <p>Ensure all ethnicities that make up our membership are reached</p> <p>Create Professional Development places for Maori, Pasifika and Asian writing</p> <p>Improving image through new website will appeal to more, esp younger writers.</p> <p>Supporting writers at all stages of writing, publishing and marketing their work.</p> <p>Knowledge and news sharing through the <i>NZ Author</i>, e-news, Branch Meetings, Hubs, master classes and workshops.</p> <p>Members only component of website.</p> <p>Ensure membership has value for all writers. Instigate Literary Lunch for mid-career</p>	<p>President, CEO, OM & Branch Chairs</p> <p>CEO & OM</p> <p>CEO & OM</p> <p>CEO</p> <p>CEO & OM</p> <p>OM</p> <p>CEO</p> <p>CEO, OM Editor of Author & Branches</p> <p>OM</p> <p>CEO & VP</p>	Immediate & ongoing	<p>Membership numbers</p> <p>Number of Hubs</p> <p>Number of applications</p> <p>Attendance numbers</p> <p>Response to new Maori, Pasifika and Asian mentorships and assessments</p> <p>Number of applications to Youth Mentorship programme & Number of younger members joining.</p> <p>Increased readership and sales of their books</p> <p>Positive feedback</p> <p>Number of members using this component</p>



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<p>Positive relationships with other industry sector organisations secure long term partnerships across areas of advocacy, legislation, events and promotion of all things literary.</p>	<p>Professional and knowledgeable representation.</p> <p>Stakeholding: CLNZ Book AwardsTrust PEN International WiP Group</p> <p>Representation: Copyright Council / We Create Book Month Trust Book Awards Trust Public Lending Right Advisory Group University of Otago Burns Fellowship Committee Northtec Advisory Group Whitireia Polytech Advisory Committee</p> <p>Good relations: PANZ Book Council Booksellers Michael King Writers Centre</p>	<p>CEO, President & National Council to ensure appropriate members appointed to positions that play a role in this objective</p>	<p>Ongoing</p>	<p>Writers are fairly rewarded for their work.</p> <p>Writers rights are defended.</p> <p>Copyright is protected.</p> <p>Writers receive recognition for their successes.</p> <p>NZSA invited to industry events / meetings / committees / reviews</p>
<p>New business with quality commercial partners promotes the NZSA and the literary sector.</p>	<p>Investigate reciprocal relationship with online bookstores.</p> <p>Instigate membership benefits with organisations benefiting from exposure on our website</p> <p>Connect with providers of quality creative writing classes and courses for cross promotion.</p> <p>Connect with providers of services for independent publishing / seek sponsorship for National Writers Forum</p>	<p>CEO & OM</p>	<p>Ongoing</p> <p>Jan 2016</p>	<p>Increased effectiveness of our organisation and membership</p> <p>Increased industry infrastructure for writers</p>



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Financial Viability				
<i>Objective</i>	<i>Actions</i>	<i>Responsibility</i>	<i>Timeline</i>	<i>Measure</i>
Membership rate is attractive to new and established writers and authors and fairly reflects services provided.	Maintain current membership fee through to 2016.	CEO with NC.	Ongoing	Stable membership numbers
New initiatives to enhance revenue generation and create sponsorship and marketing opportunities.	National Writers Forum with masterclasses, keynote, case studies	CEO & OM	For 2016 onwards	Conference funded through sponsorship. Excellence in Quality of writing
	New Zealand Writers – Speakers Bureau	CEO	For 2016 onwards	Increasing opportunities for Authors to speak at resulting in increased readership and book sales
	Investigate viability of NZSA Managing Literary Estates	CEO	Mid 2015	
	Promote to members idea of leaving a Bequest to the Society eg Lilian Ida Smith Bequest used for Lilian Ida Smith mid-career award	CEO	Mid 2015 & ongoing	Bequests received
A range of high quality services to authors and writers provide additional income to the Society.	Only manage awards when there is a management fee.	CEO	Ongoing	Office has time and money to manage Programme, Awards, Grants and Fellowships properly.
	Ensure Programmes are adequately funded.	CEO & OM		
	Promote assessments outside the Professional Development Programme IN PROGRESS	OM	Immediate	Income generated for NO and increased work for NZSA official assessors



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<p>Literary related companies and organisations seek to advertise their services through NZSA.</p>	<p>Quality writing in the <i>Author</i></p> <p>Make the electronic version of the <i>Author</i> more pleasurable to read. IN PROGRESS</p> <p>Reach beyond our usual advertisers for advertising in e-news, <i>Author</i> and on website.</p> <p>Promote complementary cross promotion on website</p>	<p>CEO & OM</p>	<p>Ongoing</p> <p>By Nov 2015 issue (if funding)</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Increased advertising income</p>
<p>Our reputation for excellence, coupled with nationwide coverage and a community based presence, enhances our applications for grants and funding.</p>	<p>Put testimonials from our programmes recipients and our significant writers on the new website. Have more Branch information easy to find on the website. IN PROGRESS</p> <p>Increase our activity within the community over and above our membership ie National Writers Forum / Speakers Bureau /</p>	<p>OM</p> <p>CEO & President</p>	<p>Aug 2015</p> <p>Ongoing</p>	<p>Website activity / number of Hits</p> <p>Our profile is raised</p>
<p>Authors' and writers' relevance to New Zealand's GDP, economic and cultural growth, and educational achievement is assessed for the purposes of advocacy and lobbying activities.</p>	<p>CEO on Copyright Council / We Create</p> <p>For advocacy and lobbying utilise PWC's report on the Economic Contribution of the NZ Publishing Industry.</p> <p>Work with CLNZ on project to build data on Authors' incomes</p>	<p>CEO & President</p> <p>CEO & President</p> <p>CEO</p>	<p>ONGOING</p> <p>June 2015</p>	<p>Govt policy improves support to literary sector.</p> <p>Writers / the sector well informed</p>



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Connection with the wider community				
<i>Objective</i>	<i>Actions</i>	<i>Responsibility</i>	<i>Timeline</i>	<i>Measure</i>
The wider community is able to connect to NZSA through events and online experiences; e.g. public engagements and partnerships with public libraries and their Friends' associations.	Webinars & podcasts (New Website)	CEO & OM	Late 2015	Number of people clicking on Webinars & podcasts
	National Writers Forum - workshops, master classes, open to all but with discounted rates for members.		Mid 2016	Number of registrations / Feedback research
	NZSA presence at book fairs and festivals.			Branch activities
Deepened connections with our communities through the promotion and patronage of local businesses results in opportunities to promote authors and writers individually and NZSA as a whole.	Increase connections through effective PR.	CEO & OM	ONGOING	NZSA is well regarded and membership increases
	NZ Writers Speakers Bureau	CEO	Early 2016	More opportunities for Authors, increased readership, book sales
	Increase connections local businesses, and services promoted on our website, & establish member discounts to send business their way.	OM	Completed end of 2104 but ongoing	Members keep renewing thanks to increased membership benefits
NZSA upholds the principles enshrined by PEN International.	Support our PEN representative to identify local issues and be spokesperson for PEN.	CEO & NC	Ongoing	Increased awareness of PEN and FoE
	Increase Branch activities on Courage Day 15 Nov. Meet with libraries to seek mutually beneficial opportunities enacted via branches:	CEO and Branches	Mid 2015	Number of activities and attendance on Courage Day