



# Annual Report



Public Service Association  
Te Pūkenga Here Tikanga Mahi

**2015 - 2016**

Congress edition

# Sections

Annual Report

Financial Report

Congress 2016



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*E ngā iwi, e ngā reo, e ngā mana, e ngā mātāwaka.*

*Tēnā koutou, tēnā koutou, tēnā koutou katoa.*

*E mihi kau tēnei ki a koutou i runga i ngā tini āhuatanga e pa ana ki to tatou uniana o te NZPSA mai i Te Pūkenga Here Tikanga Mahi.*

*Ngā tini mate, haere haere haere.*

*Ratou te hunga wairua ki a ratou.*

*Tatou te hunga ora ki a tatou.*

*Tēnā koutou katoa.*

It's been an honour leading the PSA as your president for the past four years. Through travelling the country, meeting PSA members, I've learned so much about the work that we do and the passion that we all hold for making a better New Zealand.

The last four years have been hard for many of us. Restructuring and contracting out have become the new normal for many of us, but throughout, we've joined together as the PSA to fight against the bad, and to celebrate the good.

In the four years since you elected me, we've grown by 7.2%, an outstanding achievement that is due to the immense work that PSA delegates and members all over the country have put in. To continue to grow at a time when the sectors we organise in have been hurt by budget cuts and persistent underfunding is tremendous.

We also celebrated 100 years as the PSA, an impressive feat for New Zealand's largest union. We know that we're stronger together. Every person that becomes part of the PSA has something to contribute. Our delegate structures are stronger than ever, with more women and more young people stepping up to leadership roles throughout our union. This year, we produced Ngā Kaupapa, a guide to ensuring our Māori members are given the space to thrive in our workplaces and in our union.

The last year has seen us finalise our merger with the Southern Local Government Officers Union, ratify the In-Between Travel settlement, negotiate with the Government for equal pay, and so much more. All this has come on top of our bread-and-butter – working together in our workplaces for better pay and conditions and a bigger say in how we conduct our working lives.

In the last year we also saw Richard Wagstaff, our long time national secretary, depart after sixteen years to take up a new role as the president of the Council of Trade

Unions. Richard was an inspirational leader who helped to guide our union through both good and bad times, and he has already made his mark in his new role leading New Zealand's wider union movement.

Richard's departure meant that the executive board appointed Glenn Barclay to join Erin Polaczuk in our national secretary team. Glenn's deep knowledge of the PSA, having worked in our policy team for twelve years, meant he has been able to hit the ground running, and his attention to detail has been most welcome already.

Next year brings a general election, the result of which will surely have a significant impact for PSA members and the places we work. As always, we will be active in the build-up to the election, raising the issues we care about with politicians and the public, and we'll be making sure that political parties know what we expect of them.

More than one in every hundred New Zealanders is a PSA member, and that means we are

a force to be reckoned with when it comes to elections. PSA members care deeply about making our society a better place, and about the quality public and community services that that task requires. Next year, when we vote, we must keep that in mind. We must also bring others with us to help build the New Zealand we want to see.

For myself, after two terms as your president, I am looking forward to returning to the coalface fulltime. I want to thank all those who have served on the PSA board with me over the past four years, as well as the wonderful PSA staff who work so hard to provide the expert support and advice that our unions needs to thrive.

Most of all, I want to thank my fellow union members, and in particular those who have volunteered their time to step up to be delegates, convenors of our networks, and activists in our campaigns. Together, we have achieved so much, and I know that we will continue to do so for many years to come.

I look forward to seeing our next president oversee continued growth in both numbers and activity across our great union, as we create better working lives for all. To my PSA family and friends,

Arohanui ki a koutou,

**Mike Tana**  
**President**  
**Public Service Association**  
**Te Pūkenga Here Tikanga Mahi**



The executive board is a policy-making body accountable to congress. The board consists of the president, the secretariat, the elected convenor of each sector committee, the convenor of Te Rūnanga o Ngā Toa Āwhina and a representative of the staff group.

<b>Mike Tana</b>	President
<b>Peter Robertshaw</b>	Vice President, public service sector
<b>Pam Jemmett</b>	Treasurer, state sector until Dec 2015
<b>Gail Arthur</b>	State sector from February 2016
<b>Ian Cooper</b>	Local government
<b>Andy Colwell</b>	District health boards, treasurer from February 2016
<b>Daryl Gatenby</b>	Staff representative
<b>Jenny Goodman</b>	Community public services
<b>Marcia Puru</b>	Te Rūnanga until April 2016
<b>Marshall Tangaroa</b>	Te Rūnanga from June 2016
<b>Richard Wagstaff</b>	National secretary until October 2015
<b>Erin Polaczuk</b>	National secretary
<b>Glenn Barclay</b>	National secretary from November 2015

## Executive board activity

This year the executive board met on five occasions: October 2014, December 2014, February 2015, April 2015 and June 2015.

The new Health and Safety at Work Act has meant increased responsibilities for boards of directors to ensure the health and safety of staff. This year the PSA executive board set up a health and safety strategy for PSA staff, and they are actively involved in monitoring progress on it.

The Board also takes an active role in PSA involvement in wider union activity, particularly with the Council of Trade Unions (CTU). The board this year has discussed matters including support for the Meat Workers Union who are in dispute with Talley's AFFCO, a new CTU proposal for a permanent campaign levy, and the reinstatement of the organiser traineeship, a cross-union intensive training programme for new organisers.

Following Richard Wagstaff's election as president of the CTU, the Board ran the recruitment process which resulted in the appointment of former PSA policy advisor Glenn Barclay to the leadership role.

Each year the Board also hears from each of the PSA networks on their activity and future plans, and these have become increasingly important as our networks play a bigger part in the life of our union. More members than ever are taking part in network activity and choosing to receive network communications, which is a positive sign, and is helping to drive increased diversity amongst our delegate ranks as well.

**Congress**  
 Attended by delegates from each sector. Occurring every second year, this is the highest decision making body of the PSA.  
 Congress elects the president.

**Executive Board - reports to congress**  
 Made up of the president, the two national secretaries, the convenors of each sector committee and Te Rūnanga, and a representative of PSA staff.  
 The governance body of the PSA between congresses.

**Sector committees - represented on the executive board**  
 Delegates in each of our five sectors elect a committee to lead the work of the PSA in their area. Committees are made up of delegates who represent members in a particular region, industry or enterprise, plus representatives from Te Rūnanga.  
 Some committees also have additional women's representation.



**Delegates - elect sector committees**  
 Elected by PSA members at a particular workplace to represent them and to lead union activity in a workplace.  
 Different workplaces will have different numbers of delegates and structures that they work in.

**Workplaces - elect delegates**  
 Where you work, alongside other fabulous PSA members.

Our purpose is to build a union that is able to influence the industrial, economic, political and social environment in order to advance the interests of PSA members.

## PSA Values

- We champion members' interests with a strong effective voice. We stand together, supporting and empowering members, individually and collectively.
- We take a stand for decent treatment and justice. We embrace diversity and challenge inequality. Our actions are characterised by professionalism, integrity and respect.
- We are a progressive and constructive union, constantly seeking solutions that improve members' working lives.
- We encourage participation from members. We aim to be transparent, accessible and inclusive in the way we work.
- We are committed to advancing the principles of the Treaty of Waitangi.

These strategic goals set out where the PSA wants to be by the year 2024:

### Equal Pay – Utu ōrite

**Goal:** All women and men PSA members are paid equally for work of equal value.

**Progress:** This year we have raised equal pay claims in bargaining and in the Employment Relations Authority for several groups of members in female-dominated workplaces. We also negotiated equal pay principles in a tripartite group with employer and government representatives. See page 11 for more details.

Our Worth 100% campaign continues to engage members, who have taken action in a number of ways, including organising and attending events, lobbying and media stunts.

### Building our union – Hāngaia i to tatou Uniana

**Goal:** Membership of the PSA is strong and growing, and the union is resilient and sustainable.

**Progress:** We continued to recruit strongly, growing our union by 3.8% in the 2015/16 financial year. We added organising capacity through the central North Island to support the membership growth there, and expanded our phone recruitment team which has proven successful.

Our delegate structures continue to strengthen, with increased participation by women and younger members. Our Māori delegate structures are also growing across all of our sectors. Delegate training continues to be well attended, and new materials have been produced to support the newly developed staircased training model.

### Transforming our Workplaces – Whakahoungia te Wāhi Mahi

**Goal:** Workplaces are transformed so that work is fulfilling, productive and satisfying.

**Progress:** Our second survey of PSA members' experience of

their working lives, run by Victoria University of Wellington, was held. We have also worked with David Coats, of the UK's WorkMatters, to develop thinking on how HR can be changed to better support highly engaged workplaces.

A number of high-engagement pilots and programmes are under way with enterprises, and we are looking to gain employer support to trial these in new areas.

We have worked alongside the State Services Commission to develop guidance and monitoring around sexual harassment, and other negative workplace behaviours, in the state services. We have also developed new resources to support those dealing with family violence, and sexual harassment.

In our Community Public Services sector, our In-Between Travel settlement negotiated with the Government and employers is leading to better pay, training and more secure hours for the largest industry in our fastest growing sector.

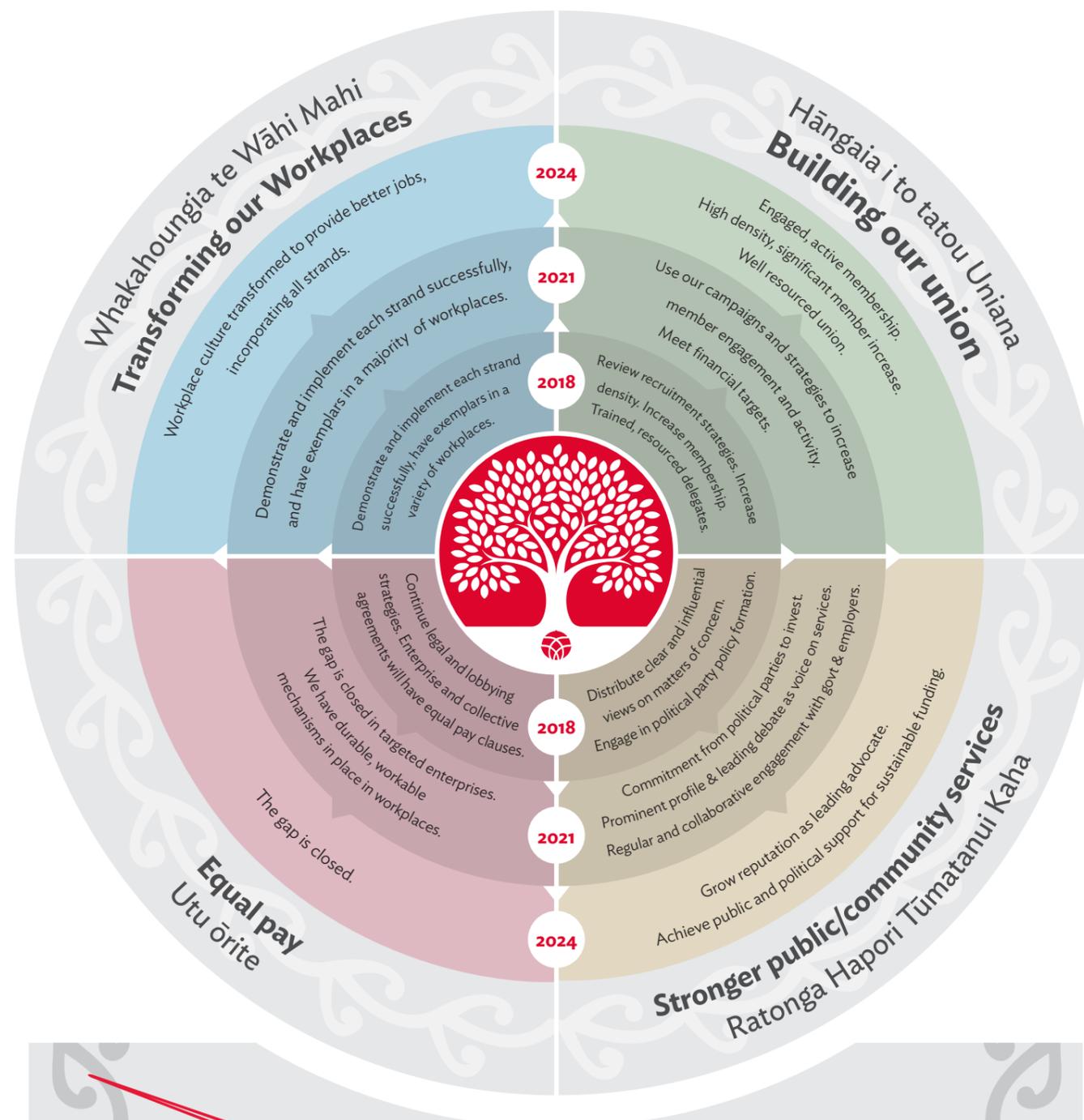
### Advocating for strong, innovative and effective public and community services – Ratonga Hapori Tūmatanui Kaha

**Goal:** Our influence has led to sustained political and public support for properly funded innovative public and community services.

**Progress:** We supported the Ombudsman's inquiry into the Official Information Act, encouraging members to contribute their thoughts and submitting the PSA-wide position.

Our *In The Thick Of It* seminar series continued, with a lunchtime seminar for members on the work being done by the Department of Prime Minister and Cabinet to build policy capability in the public service, and seminars on how work spaces are changing and pay trends in the public service. We also developed our thinking on privatisation.

**Also see page 12 for the Stand Together campaign which is a major part of this strategic goal.**



## Te Tiriti o Waitangi

Supporting these goals, and woven through them, is the PSA's commitment to advancing Te Tiriti o Waitangi principles of partnership, protection and participation as they relate to the working lives of members.

# PSA membership snapshot

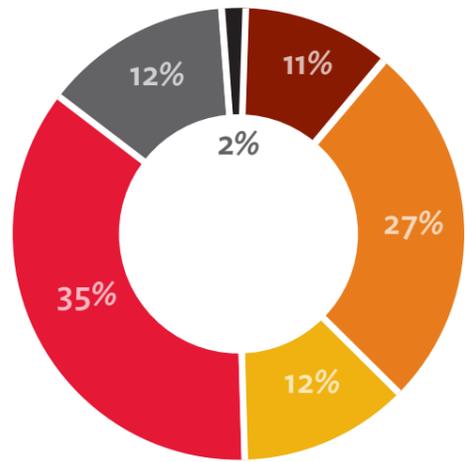
Membership reached 62,044 at 1 April 2016, an increase of 2,262 on the previous year. Recruitment remains a strong priority, with around 10,000 new members needed each year to maintain our current membership.

All statistics below are taken at 1 April 2016.

## And the numbers:

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Members	52,866	54,136	54,957	58,105	57,434	57,453	58,208	58,178	58,868	59,782	62,044
Annual change		+1270	+821	+3148	-671	+19	+755	-30	+690	+914	+2262
Percentage change from previous year		2.4%	1.52%	5.73%	-1.15%	0.03%	1.31%	-0.05%	1.19%	1.55%	3.78%

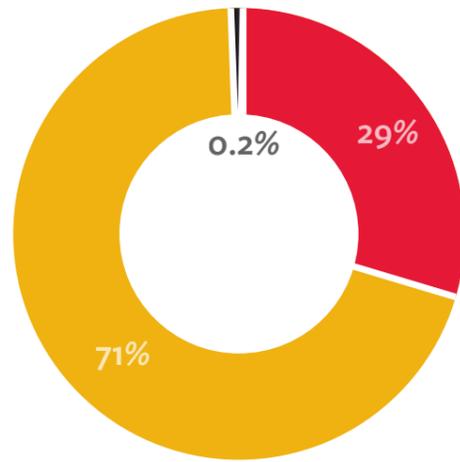
## PSA membership by sector



- Public service
- Local government
- District health boards
- Community public services
- State sector
- Other\*

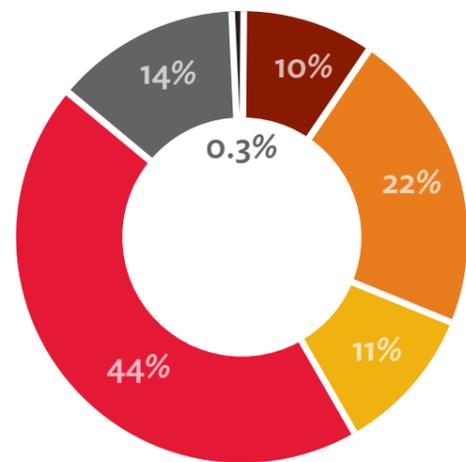
\*Other includes student, life, and associate members, and PSA staff who are union members.

## PSA membership by gender



- Female
- Male
- Intersex/unspecified

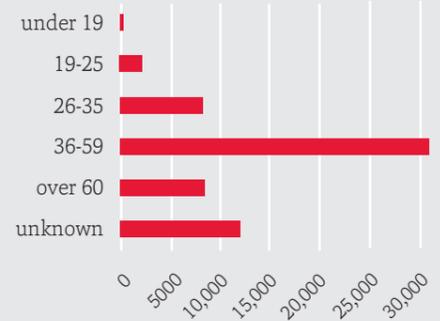
## PSA delegates by sector



- Public service
- Local government
- District health boards
- Community public services
- State sector
- Other\*

\*Other includes student, life, and associate members, and PSA staff who are union members.

## Member age bands

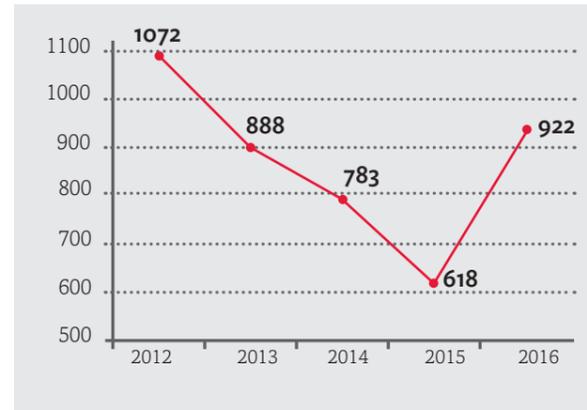


# PSA membership snapshot

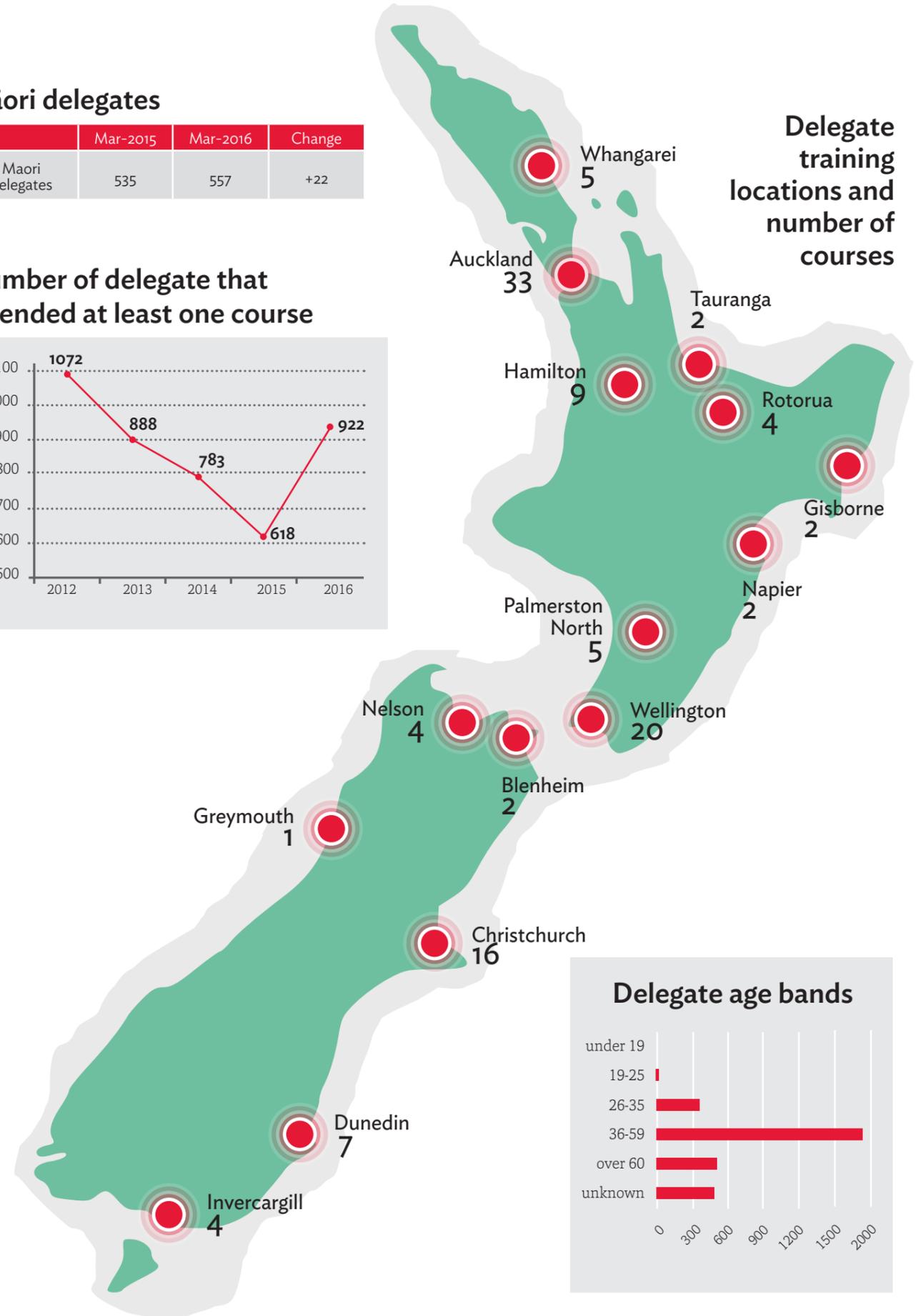
## Māori delegates

	Mar-2015	Mar-2016	Change
Maori delegates	535	557	+22

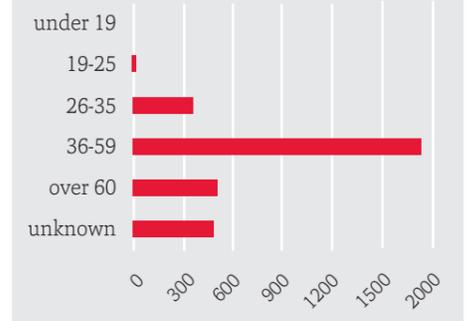
## Number of delegate that attended at least one course



## Delegate training locations and number of courses



## Delegate age bands



This year, we started a review of our Sustainability Policy. This policy states our commitment to being a sustainable union and provides a framework for our action across three fronts: economic, social and environmental sustainability.

As part of our commitment to environmental sustainability, the PSA supported the People's Climate March, a global movement for action to prevent climate change. PSA members were amongst more than 32,000 people marching across New Zealand, and 570,000 around the world.

Resource Use:	2008	2009	2010	2011	2012	2013	2014	2016
Vehicles (litres of fuel)	91,697	90,715	94,514	85,674	85,713	84,548	76,846	72,984
Vehicles (tonnes of CO <sub>2</sub> -e)	245	243	253	229	229	227	206	196
Air travel (tonnes of CO <sub>2</sub> -e)	309	300	264	294	265	285	334	522
Electricity (KWh)	427,666	459,264	490,031	409,762	397,237	424,051	411,100	436,281
Natural Gas (M3)	636	8,539	10,189	9,844	0	0	0	0

Electricity and natural gas figures are for PSA offices only. 2015 figures were not available. 2016 air travel figures include 451 tonnes from domestic flights, and 71 tonnes from international flights.

In the PSA Holiday Homes, an additional 211,617 KWH of electricity and 1395 M3 of LPG gas was used.



Te Rūnanga is the voice for Māori members of the PSA. At 1 April 2016, we had 5728 Māori members, representing 9.2% of our total membership. There are 557 Māori delegates, representing 16.7% of our total delegate numbers. These statistics show that Māori are significantly more likely than average to step up into delegate roles.

In the last twelve months, Te Rūnanga worked with the communications team to produce two new posters – one for recruiting Māori delegates, and another to encourage involvement in Te Rūnanga. The Haere Mai booklet continues to be sent to all new members who identify as Māori, to welcome them into our union and our rūnanga.

Maranga Mai, our training for rūnanga delegates, is being rolled out across the motu in 2016. Reports from initial training have been highly positive, and this targeted training is a welcome addition to the PSA's delegate education framework.

Te Kōmiti o Te Rūnanga is researching, collating

## Komiti members

The Te Rūnanga o Ngā Toa Āwhina kōmiti is represented at a national level by sector māngai from across the PSA sectors. The kōmiti provide cultural leadership and policy advice. The convenor is a member of the PSA executive board.

Kiwhare Mihaka	Kaumātua
Georgina Kerr	Kuia
Marshall Tangaroa	Convenor
Lesley Dixon	Convenor
Sara Tari	Community public services
Pania Love	Community public services
Allan Franks	District health boards
Sandra Skipwith	District health boards
Eileen Holland	District health boards
Susan Mitchell	Local government
Sophie Williams	Local government
Bonnie Blake	Local government
Sharlene Brown	Public service
Sharyna Newport	Public service
John Witanga	Public service
Gail Arthur	State sector
Alby Marsh	State sector
Sandra Heke	State sector

and reviewing cultural clauses in PSA collective agreements, and this work has helped contribute to the development of *Ngā Kaupapa*, a resource to guide the creation of inclusive and welcoming workplaces for Māori.

Te Kōmiti has also played a role in developing Stand Together, the PSA-wide campaign for quality public and community services, and will continue to be involved as the campaign builds towards the 2017 general election.

Outside of the PSA, Te Rūnanga works closely with the Council of Trade Unions' rūnanga, and we have supported a number of initiatives important to Māori workers, including the campaign to improve health and safety of the predominantly Māori workforce in the dangerous forestry sector. We are also continuing to build links with our indigenous cousins from Australian unions to help share with them ideas for how they can ensure their needs are met.

Across the PSA's five sectors, we continue to recruit and develop Māori enterprise delegates, and to establish sector rūnanga to support the work of the sector māngai. So far, the District Health Board and Public Service sectors have established sector rūnanga, and Te Rūnanga continues to work alongside the two national organisers Māori and the sector māngai to establish and strengthen these.



Transforming our Workplaces (ToW) is the strategic agenda of the PSA, launched in 2012 at our Biennial Congress. ToW is made up of five strands that encompass our activities to build better working lives for all.

In the past year, we have made progress across all five strands, in all five of the sectors that make up the PSA.

## Fair and Secure

Our core work in collective bargaining often sits within this strand. Most pay movements over the past year hover between 1 – 2%, with the result of government underfunding hitting particularly hard in the public service, district health board and community public services sectors.

In the ongoing fight for equal pay, our Worth 100% campaign has made significant progress in the past year, and more about this can be seen on page 11.

The home support workforce is the largest group of workers in our community public services sector, and in the past year the In-Between Travel Settlement has made real changes to their working lives. The settlement, negotiated between the PSA (alongside our fellow union the Etū), providers, DHBs, and the Ministry of Health, has meant all home support workers are now paid for the time it takes to travel between clients, and reimbursed for the costs of that travel. The settlement also means people working in the sector will move to having guaranteed hours, and fair workload allocations.

## Career Development

The In-Between Travel Settlement also has career development implications, with an agreement that all people working in home support will be able to access paid training to level 3 in the NZQA qualifications framework, and will have wages based on their level of training.

Our members at the Department of Internal Affairs (DIA) also negotiated a special PSA member-only professional development fund, with joint decision making on applications to that fund by DIA and PSA representatives.

## Healthy and Safe

The new health and safety legislation has been an opportunity for us to organise around improvements to health and safety, and to worker participation agreements, across the places where PSA members work.

We were active in the submission and lobbying process prior to the law being passed, and supported the work of the Council of Trade Unions who led a coordinated union campaign for healthy and safe workplaces.

## Personalised



This year we launched Ngā Kaupapa, a set of principles for supporting Māori in the workplace. The resource will help bargaining teams to effectively negotiate clauses in collective agreements for Māori members. Ngā Kaupapa is a further step forward for our union's work in meeting our obligations to our Māori members under Te Tiriti o Waitangi.



We have continued to lead the way on recognising family violence as a workplace issue. Our model clauses to support those experiencing family violence have been put forward during collective bargaining at a large number of organisations, and we are seeing some progress as employers recognise the importance of properly supporting all of their staff through difficult times.

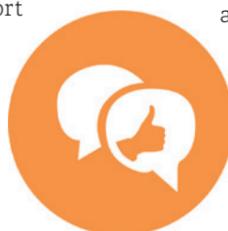


Out@PSA, our network for rainbow members, has been involved in promoting the official standard for rainbow-inclusive workplaces, which the network helped to develop in 2014-5. The standard is a tool to ensure that workplaces are safe and inclusive for people of diverse sexual orientation and gender identity, and organisations can assess their performance against a set of criteria and receive guidance on how to improve their employment practices.



## Trust and Effectiveness

The PSA is a strong voice in support of high trust, high engagement workplaces, including through our own model Sustainable Work Systems. High trust, high engagement workplaces are those where the people who work there are involved in the decision making processes at every level, to improve workplace culture and morale, to increase efficiency and to remove unnecessary barriers to good work.



Part of this is building a strong relationship that recognises the importance of the PSA as the collective voice of members, and of delegates as our elected leaders in the workplace. A number of workplaces have agreed to release delegates part, or even fulltime, with pay, to perform their elected role. This includes public service departments such as the Ministry of Social Development, Ministry of Justice, and Inland Revenue; district health boards including Bay of Plenty DHB; and local government organisations including Auckland Council.

Through the hard work of our equal pay advocates alongside members, delegates and staff, we continue to pursue our goal of closing the gender pay gap by 2024.

Our strategy involves organising members, working alongside community groups and raising equal pay claims in bargaining. The aim is twofold:

1. To have the Government recognise the need to make equal pay a reality; and,
2. To have the Government provide funding for equal pay for people working in the care and support sector.

## Negotiations with the Government

Our campaigning, alongside pressure created by the Kristine Bartlett case, convinced the Government to set up two tripartite joint working groups (JWGs) involving employers, unions and the Crown.

- The first JWG aimed to reach agreement on equal pay principles for female-dominated occupations, and a mechanism to achieve equal pay. The PSA was represented on this group by national secretary Erin Polaczuk.
- The second JWG's purpose is to decide on an equal pay rate for the care and support sector. Assistant secretary Kerry Davies represents the PSA on this group.

The first JWG has, through chairperson Dame Patsy Reddy, sent agreed recommendations to cabinet ministers Michael Woodhouse and Paula Bennett. At time of writing, Cabinet was still considering its response to these recommendations.

At the time of writing, the second JWG is still meeting to attempt to reach agreement.

## Legal cases

Unions, including the PSA, agreed to put legal cases on hold temporarily while the JWGs worked through their process.

Principles for non-female dominated occupations were not included in the JWG's recommendations, however we have filed a case in the Employment Court against the State Services Commission which seeks to decide these.

We also have a case filed in the Employment Relations Authority for equal pay for social workers in Child, Youth and Family, and four cases in the CPS sector. An equal pay claim was raised in bargaining for PSA members working in the DHB administrative and clerical group in the South Island and the Midlands, and this may result in a further case if bargaining does not produce an acceptable outcome.

## Making progress

A number of PSA members have won positive steps in their efforts for equal pay, for example:

- Auckland Council agreed to remove performance pay from their collective agreement, and the PSA is represented on working parties for library staff and for pay equity;
- In the Community Public Services sector, we have gained informal acceptance of using correctional officers as a comparator.

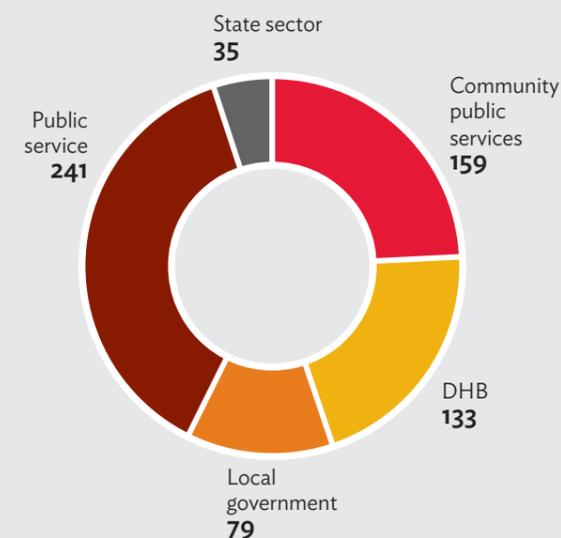
Our Women's Network has led our organising of members for equal pay. Nearly 700 PSA members have stepped up to become equal pay advocates, taking part in activity in their own workplaces, lobbying MPs and spreading the equal pay message in their own communities.

## Building connections

We work closely alongside the CTU and our sister unions to promote equal pay with a coordinated strategy.

A significant part of our strategy is building relationships with community allies, such as the Living Wage movement, the National Council of Women, Pay Equity Coalitions in Auckland and Wellington and the Human Rights Commission.

## Equal pay advocates by sector:



Stand Together is our campaign in support of our members and the vital work they do.

The campaign will build momentum through to the 2017 general election, calling for quality public and community services for all New Zealanders. The objectives of Stand Together are to grow our members' involvement in campaigns, and to build community and political support for quality public and community services.

Through our communications and organising, the campaign will:

- Highlight the value of our members' work;
- Strengthen public opinion against cuts, underfunding and privatisation;
- Influence people favourably towards better funding of public and community services.

Key issues this campaign will address include health underfunding – both systemically and with a particular focus on mental health; privatisation and underfunding of social services; and underfunding of community providers. In 2017 we will launch our election manifesto and our full election campaign.

To ground our work, in February and March 2016 we commissioned research on attitudes of non-members. The research showed that most people think the cuts to public and community services have gone far enough.

With tax cuts likely to be on offer in election year, our task is to remind people how vital our public and community services are and to remind people that tax cuts mean service cuts.

The research also showed that, once they get past blanket terms like 'public services', people place enormous value on the work our members do. They call them 'local heroes' and 'foot soldiers'. That's why the campaign begins by profiling the work of our members around the country, before turning to the serious problems at hand.

The research also showed that New Zealanders want to see more transparency, control and accountability when services are outsourced or privatised. We are currently looking at ways we can ensure greater control and transparency around the contracting out of public services and this will form part of our election manifesto in 2017.

At time of writing, the campaign had just been launched and our national secretaries were embarking on a series of visits to members around New Zealand. In July/August our focus turns to the local body and DHB elections – an important opportunity to engage with community allies who share our concerns.

PSA Congress this year is themed Stand Together and marks the start of our public campaign.



PSA members at Wellington Hospital supporting the Stand Together campaign.

## Living Wage

The PSA continues to play an active role in the Living Wage campaign. We are represented on the National Governance Committee, the Accreditation Board and the Council of Trade Unions Steering Group.

Developments this year include the establishment of the Living Wage movement in Nelson. Campaigning has already begun in various centres to elect councillors at this year's local body elections who will commit to a Living Wage for council staff.

A big success this year has been the campaign in Porirua. PSA members and staff living in Porirua have been a core part of this campaign, which launched in October last year. Following a delegation to Council in December, councillors moved to consult via the 2016/17 annual plan about introducing the Living Wage for the 129 staff paid less than the Living Wage.

In Wellington the Long Term Plan included \$750,000 to move contracted workers toward the Living Wage. This was to be challenged by the Wellington Chamber of Commerce but they subsequently backed down.

The PSA is proud to continue to be a Living Wage Accredited Employer, meaning that all staff and people we regularly contract for services are paid at least the Living Wage.



Porirua Living Wage campaigners hand over their petition to the City Council.

## Climate change

One of the most serious issues currently impacting on our planet is climate change. It will change not only our lives, but also, for many of us, our work. PSA members working in public health, and in many parts of the public service, will see changes brought on by increasingly severe extreme weather events and changing weather patterns.

As a union, we have a responsibility to speak up about issues that impact us, and so we've been active in supporting real action on climate change. Alongside our fellow unions, we've been working with the Council of Trade Unions to help form a policy on how we can transition from fossil fuels while making sure people working in those industries aren't left abandoned without jobs. We've also supported the global series of People's Climate Marches ahead of international climate change negotiations.

## TPPA & TISA

We've been active over the year in the It's Our Future group, opposing the Government's move to sign the Trans-Pacific Partnership Agreement. Across the country we've marched, written letters to the editor, attended events and made submissions to MPs.

We've also spoken out publicly against the Trade in Services Agreement, as part of a campaign alongside our international sister unions concerned about the privatisation of quality public services.



The PSA took part in nationwide protests against the TPPA.



## Sector: Public Service Rātonga mahi ā te Kāwanatanga

### Building our Union

#### Membership

At 1 April 2016, the Public Service Sector has 21,881 members in 36 enterprises and a full range of representation made up of:

- |                              |       |
|------------------------------|-------|
| • Workplace delegates        | 1,471 |
| • Runanga delegates          | 59    |
| • Māori Enterprise delegates | 15    |
| • Health and Safety reps     | 503   |

The number of members is slightly down on last year when we had 22,092 members. The environment in the public service is challenging at present with a number

of enterprises going through change management and downsizing, alongside continued outsourcing. While the numbers overall are slightly down, we are pleased to still be recruiting well in the public service.

Membership participation continues to grow as shown by attendance at annual members' meetings and union meetings on bargaining and change management, increased numbers in PSA networks and participation in PSA surveys.

#### Delegates

Delegate structures are continuing to grow and engagement in a number of enterprises has improved. We have started running specific enterprise-based leadership courses for delegates. Māori enterprise delegate structures are continuing to be established in the sector.



Delegates at MBIE celebrate the signing of a new collective agreement.

## Sector: Public Service Rātonga mahi ā te Kāwanatanga

#### Māori organising

The National Organisers: Māori have worked with Rātonga mahi aa te Kāwanatanga and Te Rūnanga to work on how Māori are valued in the workplace. The first part of this is looking at how public service organisations value Te Reo and Tikanga Māori skills and what we as a union can do to ensure that our members are properly valued.

We have also supported the development of rūnanga delegates through the Maranga Mai course which saw a large number of public service rūnanga delegates taking part.

We continue to support the development of rūnanga structures throughout the sector including the Ministry of Social Development, Department of Conservation, Inland Revenue and Ministry of Justice.

#### Bargaining

The bargaining environment continues to get tougher as we enter the eighth year of frozen operational budgets in the public service. There is growing concern of ministerial interference in bargaining, to restrain wage movements and the ability to negotiate PSA-only benefits.

Several of our larger enterprises are in bargaining this year and we will be monitoring the outcomes carefully.

National organisers continue to meet as a group to plan and improve the approach to bargaining, change management and implementation of the PSA's Transforming our Workplaces agenda. They also continue to discuss and develop an overall approach on pay rates and pay systems.

### Stronger Public/Community Services

#### Membership activism

The Social Workers Action Network has been invaluable in bringing together social workers across the PSA and offering a range of forums and support for members in Child, Youth and Family who are bearing the brunt of a significant attack by the current Government.

#### Anti-privatisation

The failure of Serco at Mt Eden has shown clearly that our warnings about the risks of privatising the prison system should have been taken more seriously. We welcomed the return of Mt Eden to the control of the Department of Corrections.

We also successfully argued for the retention of directly employed mediation services in Napier, Palmerston North and Dunedin, with the Ministry of Business, Innovation and Employment withdrawing their proposal to replace the current system with a contracting arrangement.

### Equal Pay

The current focus on equal pay principles and the mechanisms to pursue an equal pay case, gives a renewed emphasis on pattern bargaining across the public service over pay and conditions. We are continuing to pursue equal pay issues in bargaining on behalf of members.

### Transforming our Workplaces

The PSA is continuing to explore opportunities to advance our agenda for high engagement models in the workplace.

We currently have Sustainable Work Systems trials running in the Ministry of Justice and the Department of Conservation. There is a joint initiative in the Department of Internal Affairs to promote learning and development initiatives. The new Health and Safety at Work Act gives a fresh impetus to organising around effective worker participation agreements.

#### Sector Committee:

Peter Robertshaw (convenor), Nicole Benkert, Robert Bennett, Shar Brown, Tania Cameron, Debbie Clever, Caro Fisher, Candi Johnston, Prem Menon, Robert Sisterson, Chantalle Smith, Marshall Tangaroa, Diana Te Rata, Verna Sutherland, David Wilson.



## Sector: District Health Boards Pōari Hauora ā Rohe

### Building our Union

#### Membership

The District Health Board sector had 16,840 members as at 1 April 2016 in 20 enterprises. We have 725 delegates, including 12 Māori enterprise delegates.

The number of members is down by 140 in comparison to last year. The DHB sector continues to work in a tightly constrained financial environment due to years of underfunding. The Council of Trade Unions estimates that the cumulative underfunding of the sector now amounts to about \$1.7 billion. To manage cost pressures, a number of DHBs are carrying vacancies for longer periods. Restructuring and reconfigurations of existing services continues.

Membership participation in union activities increased over this period due to a number of MECAs that had to be bargained and ratified.

#### Delegates

Delegate structures have been maintained in most DHBs, and have strengthened in some DHBs due to necessity during difficult bargaining. This has resulted in increased delegate engagement in a number of enterprises.

Māori enterprise delegate structures are continuing to be established across the sector, while at a national level Te Tira Hauora is an active sector māngai committee and continues to build momentum with Māori delegates/members locally and nationally.

#### Māori organising

In the larger DHBs there is more Māori participation in union/management forums. Māori delegates from Te Tira Hauora have been very active in representing Māori members in bargaining for new Allied Public Health and Technical MECAs and advocating for changes to the Hauora Māori pay scales and progression methodology.

#### Bargaining

Bargaining within this sector has been the main activity over the reporting period. Eight large MECAs and a number of other collective agreements covering the vast majority of members in the sector were bargained. Most have been successfully settled, with only one awaiting ratification.

During this reporting period some of our members also took unprecedented industrial action to fend off employer claims to reduce their terms and conditions of employment. Members covered by the Allied Public Health and Technical MECA across the 3 Auckland DHBs took industrial action ranging from work bans to complete withdrawals of labour.

### Stronger Public/Community Services

#### Membership activism and a fully funded public health service

The industrial dispute in Auckland has resulted in a large number of members identifying themselves as activists and attending meetings to plan and take action in support of their terms and conditions of employment as well as the promotion and advocacy for a well-funded and maintained public health service.

Members were active in providing their time over a weekend to produce hundreds of cut outs of clinicians missing due to underfunding and install them outside Auckland DHB. The demand for a fully funded public health service will continue be a major activity members in the sector.

#### Anti-privatisation

We continue to advocate against privatisation of any parts of the public health service, as evidenced by media coverage against Compass who have been awarded the contract to supply food services to at least 9 DHBs.



## Sector: District Health Boards Pōari Hauora ā Rohe

### Equal Pay

In preparation for an equal pay claim for administrative and clerical members, we have conducted a number of job analyses of roles performed by our members in South Island DHBs. This work has also been supported by a South Island-wide job evaluation exercise. A claim for equal pay for these PSA members in the South Island DHBs has been raised in bargaining.

### Transforming our Workplaces

We are continuing to explore opportunities to advance our agenda for high engagement models in the workplace. Presentations have been made to the DHBs through the Health Sector Relationship Agreement to establish trials at some DHBs for High Performance through High Engagement (HPHE) strategies.

In the interim, we are engaging with DHBs through the various workplace forums as well as other forums such as National Bipartite Action Group, Health Sector Directions Forum and Safe Staffing Unit.

#### Sector Committee:

Allan Franks (Runanga Rep), Eileen Hollands (HVDHB), Andy Colwell (Co-Convenor, ADHB), Sandra Skipwith (WDHB), Nancy Dally (CMDHB), Jacky Maaka (Co-Convenor, BOPDHB), Barbara Graham (Tairāwhiti DHB), Steven Grant (NDHB), Glenda Young (Mid Central DHB), Dianna Mancer (Mid Central DHB), David Robiony-Rogers (CCDHB), Janet Quigley (CDHB), Miranda Buhler (SDHB), Hilary Genet (NMDHB).



Canterbury DHB physiotherapists mark Pink Shirt Day, an international day against bullying.



## Sector: State Sector Rāngai Tūmatanui

### Building our Union

#### Membership

The State Sector has 8,006 members (at 1 April), which is a small decrease from this time last year when we had 8,204 members.

There are 459 delegates across the sector, one for every 17.4 members. This is some way short of our ideal, which is one for every 10 members.

The decline in member numbers is due to restructuring and change across the sector.

#### Bargaining

Over the last year we have seen modest rises in pay, and organisers are reporting that bargaining is becoming harder with more employers demanding clawbacks and moving away from member-only benefits.

There has also been attempts to tighten up access for union officials and time for delegates to undertake their union roles.

Our strategy to promote bargaining pay into collectives where it is not already has been met with a lot of push back from employers. Some employers are using the State Services Commission as a reason or an excuse to be hard-nosed.

#### Recruitment

There is opportunity for growth in most of our organisations, and in some clusters such as infrastructure the potential for growth and increased influence is huge.

We will be looking at all organisations with a membership density of less than 55% and assessing how we grow the membership, and we will engage with members on how best we do this at an enterprise or site level.

In the last year we have added the following enterprises:

- Armourgard Security NZ;

- Knox College Dunedin;
- OSPRI New Zealand;
- Office of Electricity and Gas Complaints Commissioner;
- Pharmac;
- Tāmaki Housing Association;
- BCITO.

### Stronger Public/Community Services

The sector continues to engage in the wider community on issues affecting members. The science cluster has an engagement programme with a number of related groups and political allies. We are developing a view on the housing issue, to support our members in Housing NZ. We continue to show clear support to the maintenance of government-provided meat inspection services. Members across the sector are getting interested in our new Stand Together campaign.

### Equal Pay

We continue to challenge performance pay, managerial discretion and market-based remuneration systems in many organisations. We are asking more employers about their outcomes in terms of equal pay, and looking for differences between men's and women's pay.

We are reworking the sector bargaining strategy, to encourage bargaining teams to bring up equal pay as an issue, and to negotiate pay clauses into collective agreements. We are starting to use a very useful recent legal precedent to get more employers willing to bargain pay outcomes. Some equal pay education sessions for sector advocates are planned.

### Transforming our Workplaces

As a sector we have been busy building on Transforming our Workplaces for our sector strategy. We have begun to renew both the organising and bargaining strategies for the state sector. This important work will give direction to the



## Sector: State Sector Rāngai Tūmatanui

union as to how we organise in the state sector. We will be working closely with Te Rūnanga o Ngā Toa Āwhina as we develop these.

Career development and access to external training have been identified as areas where we need to engage with our employers more, along with equal pay and recognition of Te Tiriti o Waitangi.

We will also look at the implications of the Health and Safety at Work Act, and the Living Wage campaign, for enterprises in our sector.

### Sector Committee

Gail Arthur (convenor); David Do (deputy convenor); Alby Marsh and Sandra Heke (Te Runanga o Nga Toa Awhina); Roddy Henderson and Mark Anderson (science cluster); Carla Batista, David Do and Liisa McMillian (infrastructure cluster); Kelly Cotter and Paul Wilson (social support structure); Pam Jemmett (tertiary cluster, convenor until October); Brian Grey (transport cluster); Keith Gutsell (quality cluster).

We would also like to particularly thank Pam Jemmett for her hard work as convenor for the last two terms and as PSA treasurer, and Brett Denham for his work as sector organiser. Additionally, we would like to recognise outgoing committee members Judy Gardner, Ben Prasad and Sam Bhattacharjee.



State Sector Committee  
enjoying sunny Wellington



## Sector: Local Government Kāwanatanga-ā-Rohe

### Building our Union

#### Membership

The Local Government sector has 7682 members (at 1 April), a significant 28.1% increase compared to 5994 members the previous year, due to the merger with the Southern Local Government Officers Union (SLGOU).

The merger meant the PSA gained 1964 new local government members, which helped cushion a loss of 4.6% across the local government membership outside of the former-SLGOU worksites.

The PSA is now the national union of local government workers, covering 100 different councils, council-controlled organisations and other entities.

There are 352 delegates across the sector, one for every 21.8 members. These numbers tell us that we need to continue our focus on growing our membership and delegate numbers, and building delegate capability.

This year we held a series of regional delegates' forums to build connection between delegates at nearby councils. These delegate forums, held in seven regions across the country from late April to early June, provided a valuable opportunity for delegates to share what's worked with colleagues from other councils.

Local Focus, a bi-monthly sector email newsletter, was created in 2016 to further build a nationwide sense of PSA activity in the local government sector. It shares local and international news, upcoming events and other useful information.



The Sector Committee at the PSA Local Government Conference.



## Sector: Local Government Kāwanatanga-ā-Rohe

### Bargaining

Pay increases over the past 12 months have mostly been in the 1-2% range. During this period we ratified a new collective at our sector's largest enterprise, Auckland Council. Due to the diversity within the sector, bargaining outcomes have varied widely.

There can be significant differences in terms and conditions between councils, and we are working to build greater consistency in our collective agreements. Across the country we have a range of model clauses and we need to ensure these are extended to as many councils as possible.

### SLGOU merger

The merger with SLGOU has been highly successful, with delegates and members fitting well into existing PSA structures and playing an active role in helping to build our presence in the local government sector.

The largest group of ex-SLGOU members is at Christchurch City Council, now our second largest local government enterprise.

### Stronger Public/Community Services

We are engaging more with sector groups such as Local Government New Zealand (LGNZ) and the Society of Local Government Managers on issues of shared interest and concern. This has included a commitment for the PSA to support LGNZ's Vote 2016 campaign to raise the profile of and turnout for local body elections.

We invited then-minister of local government Paula Bennett and Lawrence Yule from LGNZ to speak at our Local Government Delegates Conference which was a positive step towards building our influence in the sector. Bennett spoke on planned changes to the Local Government Act while Yule spoke about the future of funding for councils.

### Equal Pay

We have made progress on equal pay issues at Auckland

Council, with an agreement to remove performance pay which evidence shows results in women receiving lower pay.

The largest occupational group amongst our local government membership is in libraries, and at Auckland Council we have representatives on a library staff working party and a pay equity working party, informed by an in-depth audit and analysis. We have also organised a national hui of local government library delegates to be held in September 2016.

### Transforming our Workplaces

We are working on consolidating information from agreements across the sector to enable greater consistency on terms such as redundancy payments. We are also focussing on ensuring pay rates are included in the collective so they are regularly re-negotiated.

The Living Wage Aotearoa New Zealand campaign is something we continue to actively support, and is particularly relevant to our sector as a number of regional groups attempt to get their councils to adopt the living wage for directly employed and contracted staff. In particular, the Living Wage has been a live issue for Wellington and Porirua City Councils, with both indicating support in principle and funding wage increases for their lowest paid staff. Full progress towards the Living Wage remains a goal that PSA members work towards, alongside other unions, faith and community groups.

### Sector Committee

Bonnie Blake (Rūnanga), Benedict Ferguson (Convenor, Auckland/Northland), Richard Foster (Midlands), Eleanor Haggerty-Drummond (Deputy convenor, Lower North), Noel Hodson (Lower North), Lee Manaia (Auckland/Northland), Susan Mitchell (Rūnanga), Peter Mora (Midlands), Michael Ogden (South Island), Alana Reid (South Island), Joanne Tindall (South Island), Sophie Williams (Rūnanga).



## Sector: Community Public Services Rātonga Mahi ā Hāpori

### Building our union

#### Membership

At 1 April 2016, the Community Public Services (CPS) sector has 6,534 members, 15% higher than the same time the previous year. The significant growth is due to active recruitment across the sector, including in greenfields sites, and organising around strongly felt issues such as in-between travel.

We held the first ever CPS Emerging Leaders course, which was a great success. Around 20 participants from across the country and a wide range of enterprises took part in training which gave them skills and confidence. All are highly engaged in our union, including a number who now sit on the sector committee. The course helped to build a base of strong leadership for our sector.

#### Bargaining

Our sector has more collective agreements than any other in the PSA, so bargaining is a constant occurrence. Trends show that pay is continuing to improve, with an increase in member-only benefits.

The last 12 months has seen a number of first-time collective agreements bargained, including Healthcare Rehabilitation, Nurse Maude home support and Royal District Nursing Services. As we grow our membership we will continue to bargain for first-time agreements to increase the number of PSA members covered by a collective agreement.

Community Living in the Waikato proved to be a flashpoint, with PSA members forced to take industrial action after a substandard offer during collective bargaining. In the build up to a second day of strike action, mediation successfully resolved the dispute and members received and accepted a new offer.

Key elements of the bargaining strategy across the sector revolve around equal pay, security of work, improving union rights and health and safety.

#### Recruitment

Density is improving across the sector but there is still significant room for growth. A plan is in place to continue our rapid growth and influence across the sector. We've welcomed dozens of new enterprises to the PSA in the last twelve months and this is expected to continue.

#### Stronger Public/Community Services

We continue to engage with umbrella groups of providers, and with client advocacy groups, to build our influence across the sector.

Our in-between travel and equal pay negotiations with the Government and employers have served to raise the profile of the sector and the work our members do, in an attempt to create a sustainable future for the sector.

Poor funding is still a major issue across the sector, and we continue to raise this.

#### Equal Pay

Our members are extremely active around equal pay, with a large number becoming equal pay advocates. Some CPS members have visited MPs to promote equal pay, and we consistently raise the issue with employers. At the time of writing, we are in negotiations with the Government over equal pay for the care & support workforce.

#### Transforming our Workplaces

We successfully negotiated the In-Between Travel settlement for people working in home support, which included legislation that has since been passed by Parliament. People working in the industry are already being paid for their travel time & costs, and planning is underway to implement Part B of the settlement. This will mean regularisation of the workforce – guaranteed hours, wages based on qualifications, fair workloads, and the opportunity to achieve a level 3 qualification within 2 years of starting work.

We are looking at the implications of new health and safety legislation, and how we can involve members in this change



## Sector: Community Public Services Rātonga Mahi ā Hāpori

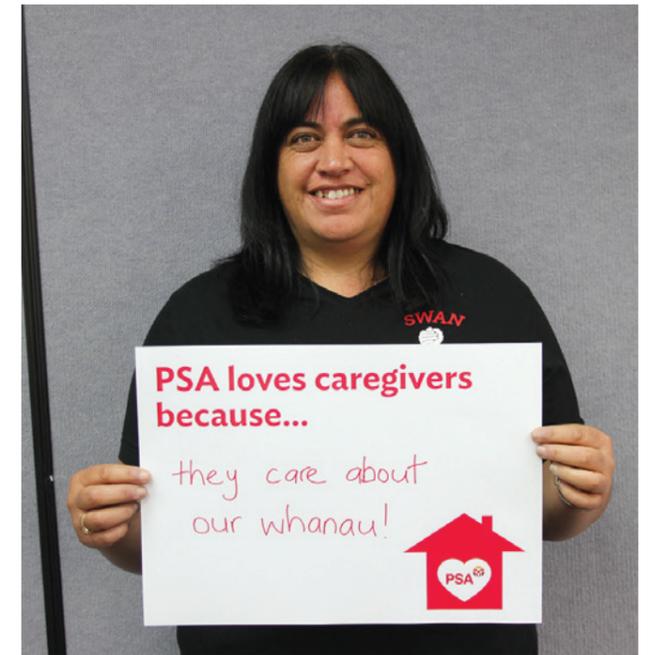
to ensure everybody is safe at work. We are also continuing to work on minimising challenging behaviours from clients and the associated risks this brings.

Our upcoming focus is the impacts of new legislation outlawing zero-hours contracts. PSA members made written and oral submissions to Parliament and played a significant role alongside our fellow unions in helping to turn a bad law into one that will have positive impacts for people working across the country and in many sectors. The PSA is currently raising this legislation with employers.

#### Sector Committee

The sector committee has grown in the last 12 months, assisted by the Emerging Leaders Programme, and is playing a leading role in planning strategy across the sector.

Jenny Goodman (convenor), Carol Hastie, Pollyanna Alo, Claudia Maaka, Vanessa Jensen, Eleanor Keepa, Pania Love, Pania Tulia, Donna Weallans, Sara Tari.



Attendees of the inaugural CPS Emerging Leaders Programme

## Women's network

The network is a strong voice for the improvement of the working lives of PSA women members and it aims to be influential both inside the PSA and externally.

The network's membership stands at 3,198 members, 36% larger than the previous year. There are over 44,000 women in the PSA (71% of the total membership), so there is still considerable potential to build the network.

Delegates at Congress 2014 passed a gender equity remit which requires the PSA's representative structures to reflect the gender make-up of the members they represent. Women's Network representatives are actively involved in the working party to achieve this requirement.

The network also takes an active role in the Worth 100% campaign and encourages women members to sign up as PSA equal pay advocates.

Level one courses that encourage and enable women's participation in leadership positions in the PSA's

governance structures were a success, and a level two course – Targeting the Untapped Talent – was rolled out in Nelson, Dunedin, Auckland and Christchurch over the last year. Further courses are scheduled for 2016 and 2017.

Preparation is underway for the biennial Women's Network Conference in July 2016, with the theme Standing for Equality Tū Ngātahi Kia Taurite, in Wellington.



## PSAY

Our largest network, PSA Youth (PSAY) is made up of all PSA members aged under 35. At 1 April 2016, this was 10,950 members, 17.6% of our total membership. There are 505 youth delegates, 15.1% of our total delegates. We lack age data for a further 11,000 members, and it is likely that some of these would otherwise be a part of PSAY.

In the last year, a major focus for PSAY has been building leadership capacity amongst network members. Youth leadership training ran in Christchurch and Auckland, and a PSAY Leaders Hui for committed activists was run in Huntly in August 2015.

Both of these events resulted in PSAY members stepping up to become delegates, with a 7% increase in youth delegates across our union. Many participants have taken on other roles including being on bargaining teams and on sector committees, with PSAY representation on sector committees rising from one to eight.

The work of PSAY is led by a seven-strong team of convenors – two national (at least one must be female) plus regional convenors in Auckland, Wellington, Christchurch and Dunedin, and a convenor for the provincial areas outside of the main cities.

Throughout the year, the convenor team has organised regional events, including a quiz night, regional action planning and hosting expert speakers. Network members have also engaged with the Labour Party's Future of Work

Commission, and the Council of Trade Unions' Stand Up youth union movement.

Members receive regular communication via a monthly newsletter, alongside web and social media activity. The PSAY Facebook page has seen 73% growth in likes in 18 months, and has seen engagement and participation rise as a result.



## Out@PSA

With membership more than doubling over the past four years, Out@PSA is currently the fastest growing formal PSA network. Our 542 members take part in activity across the country, led by a new committee representing a variety of sexual orientations, gender identities, ages, ethnicity, geographical locations, and PSA sectors.

Activities over the past year included the NZCTU Te Kauae Kaimahi Out@Work gathering for lesbian, gay, bisexual, transgender, & intersex unionists held in Hamilton, a Pride Picnic on the grounds of Parliament to celebrate the 30th anniversary of the passage of the Homosexual Law Reform Bill, and hosting stalls at Wellington's Out in the Park and Auckland's Big Gay Out.

After several years of planning, Out@PSA was delighted

to host a float in the annual Auckland Pride Parade. The float theme was PSA for Equal Pay. Members, staff, and volunteers took on the roles of marchers, marshals, truck driver, photographer, and performers. The PSA float was viewed by an estimated 200,000 people. Out@PSA also marched in the Wellington Pride Parade with our sister unions E tū and NZNO.

Out@PSA was a bronze supporter of the ILGA Oceania Rainbow Human Rights and Health Conference and sponsored registrations for ten network members.

The CTU's Gender and Sexual Diversity at Work – A Resource for Organisers and Delegates (part of PSA's Transforming our Workplaces programme) was delivered to the PSA education team and plans are in place to deliver the training on an ongoing basis in MidCentral DHB.



## PSA Pasefika

With nearly 950 members, PSA Pasefika has significant potential to advance Pasefika issues. The PSA has 3000 members who have identified as Pasefika, so there is room to grow. Our Pasefika members are slightly more likely than average to have stepped up to workplace delegate roles (5.9% of delegates compared to 4.8% of membership), and the challenge is now for PSA Pasefika to harness that activity for the benefit of all Pasefika members.

The network has not been particularly active in recent years, but in 2015, 10 PSA Pasefika members attended the Council of Trade Unions' Biennial Fono. The group actively participated alongside Pasefika members of other unions, and came away from the conference with a commitment to revitalise PSA Pasefika.

A draft work plan has been developed that would see PSA Pasefika raise their level of activity and visibility across our union.

## Deaf and disabled

The Deaf and disabled Members' Network is a place for Deaf and disabled members to share information, organise and lobby on issues which affect them and their communities. The network, with more than 300 members, celebrates diverse communities living with different abilities and their right to organise and be heard.

One of the key achievements of the network over the last year was the co-hosting of a hui on the issue of individualised funding, in collaboration with Auckland Disability Law. The hui brought together a range of people, including providers, users of individualised funding and support workers to look at the issues that affect each group within this funding model.

The hui was a real success and brought together people who had previously been at odds over this issue. It is a great example of the kind of community education and organising we want to do going forward.



## Social Workers Action Network (SWAN)

SWAN is a network within the PSA that aims to advocate for, inspire, inform and unite social work and social workers. Over

the last year, our membership has doubled to more than 700 PSA members.

A large focus for us this year has been the announcement of the Expert Advisory Panel looking into Child, Youth and

Family (CYF). We ran meetings on this issue across the country which then led to holding a symposium on the CYF review, attended by over 100 social workers. From the symposium we published Let's Get Real, a report which went to media and ministers.

To strengthen our network, we launched our new logo and Standing Strong for Social Work t-shirts which were a great hit and increased our visibility. We also ran the first social worker-specific union education in Auckland, which we plan to run elsewhere in the future. The training was a great success with extremely positive feedback.

A SWAN Facebook page has also been set up, to provide a forum for discussion and sharing news.



Social workers proudly displaying SWAN t-shirts

## Mental Health Committee

The PSA's Mental Health Committee is in a consolidation stage, as it moves to better define its purpose and work plan.

The overarching goal for the Committee is for the PSA to be recognised as the union for mental health workers. It has a focus on sharing best practice and support in the areas of health and safety, increased staffing levels and resourcing, and professional development for people working in mental health.

The Committee provides a link between people working in mental health across the District Health Board and

Community Public Services sector, and has representatives from both sectors. There is also a space on the Committee for a public service mental health representative, however one has not yet been found.

The Ministry of Health's draft Mental Health and Addictions Workforce Action Plan 2016 – 2020 has been a focus of the Committee's work recently, as has the creation of the PSA Mental Health Strategy.

The Committee has also supported PSA mental health members engaged in industrial struggles, including the Auckland Allied Health dispute and strike action at Community Living.



The Mental Health Committee support Waikato DHB mental health workers' campaign for safer rostering.

## Science Committee

The National Science Committee meets three times a year to discuss issues affecting members in the Science Cluster. There is a representative from each Crown Research Institute (CRI), and one from Callaghan Innovation which is now a Crown Entity. Anthony Scott, chief executive of Science NZ, has a standing invitation to attend the meetings.

We have invited all the major political parties to meet with the committee to discuss their party's view and policies on the wider science sector and the CRIs in particular.

This has proven useful and constructive.

Nearly all CRIs will be negotiating new collective agreements this year. Aside from this, funding is still the major issue affecting all CRIs. Funding levels are not keeping up with inflation, and in real terms science funding to CRIs continues to decrease in value.

The government is also diverting money from the CRIs' core funding into National Science Challenge programmes which are not for the CRIs exclusive use. Substantial job losses have occurred in the cluster, and continue to be an ongoing concern.

## Council of Trade Unions

The New Zealand Council of Trade Unions Te Kauae Kaimahi (CTU) had a difficult year following the death of secretary Peter Conway and the illness of president Helen Kelly. All of this occurred during a time of high activity over the passage of the Health and Safety at Work Act, when the Government was seeking to water down the worker participation provisions of the Act under pressure from farmers.

The CTU led a high profile campaign against the weakened provisions, in which the PSA participated, but ultimately lost. The Act came into force on 4 April this year and the CTU, as well as the PSA and other affiliates, have been gearing up to put it into effect.

We celebrated as PSA national secretary Richard Wagstaff was elected as CTU president in October 2015, alongside new vice-president Rachel MacKintosh from E tū. The conference also heard from international messaging expert Anat Shenker-Osorio about the power of language in campaigning, who had a profound impact on the union movement, including the PSA and our Stand Together campaign.

The CTU's networks, Out@Work, Women's Council, Stand Up (the youth network), and Komiti Pasifika, have all had a busy year.

We have provided support for the Meatworkers Union in their fight against Talley's AFFCO, providing legal support for the union on issues such as access for union officials and other technical support as necessary.

This year the CTU has also turned its mind to reforming our employment laws to make them more worker and union friendly. This is will be a major issue as we enter election year. We will look not only to unpick the negative changes the Government has made but also ensure that all workers have access to collective bargaining while strengthening the role of unions.

The CTU is also working to structure its activities around some key priority areas: building our organising strength; engagement and leverage (campaigning and promoting unions); and pursuing our agenda. The CTU has prioritised its co-ordinating role on equal pay and has appointed Camilla Belich to lead this work. As this is also a PSA priority we will be working closely with Camilla. We have also supported the CTU in its call to establish regular funding for CTU campaigns.

As always the CTU has continued to produce excellent submissions on a range of topics including Labour's Future of Work and the Employment Standards Bill, which led to an effective campaign to outlaw zero-hours contracts.



PSA national secretary Richard Wagstaff was elected CTU president

## Public Services International

The PSA is a member of Public Services International (PSI), a global federation of 154 public sector unions, and we play an active role, particularly in the Oceania region.

Being part of PSI Oceania opens up educational, campaigning and solidarity opportunities as well as the ability to coordinate and gain support from our international sister unions. The PSI campaigns for issues such as quality public services, privatisation, public funding and taxation and gender equality.

Over the past 12 months we have been involved by attending the Oceania meeting in Sydney, the Funding

Democracy conference in Canada, providing support for the Fijian PSA and attending the PSI global meeting in Washington DC. A youth meeting was also held in Sydney at which a decision was made to formalise a youth network within PSI, to give youth a voice on PSI campaigns and on issues like global tax justice.

PSI also collects important information which can be used by affiliate unions, such as monitoring the usage of social impact bonds, private public partnerships, and other instruments of privatisation. It also provides a forum for affiliate unions to share tactics and examples of success in fighting off the worst aspects of privatisation.

## SLGOU merger

Since the merger of the PSA and the Southern Local Government Officers Union (SLGOU) on 1 April 2015, the PSA has successfully integrated SLGOU's members and delegates into our structures.

The move, adding local government members in Canterbury and Otago, has meant that the PSA is now the national union of local government workers, giving additional strength to our negotiating, lobbying and political efforts in this sector.

Former-SLGOU delegates have attended delegate training to introduce them to the way that the PSA organises, and former-SLGOU members have been active in a variety of PSA bodies including networks, sector committees and Te Rūnanga.

Members at sites previously represented by SLGOU have been paying transitional fees, and they will move to the full PSA fee structure on July 1, 2017.

## Annual Members' Meetings

PSA workplaces across the country hold annual members' meetings, generally from April to June. A small number of meetings are held later in the year, usually so they can include preparation for upcoming collective bargaining.

At each meeting, members receive reports on what is happening across their union, and have the opportunity to discuss issues in their workplace that they would like to take further action on.

This year saw PSA members introduced to our new campaign, Stand Together, and give feedback on the campaign plan and the issues they want to raise as part of our efforts to raise the profile of the vital work that PSA members do to help build a better New Zealand.

Where delegate vacancies existed, elections were also held. Welcome to all our new delegates!

## Delegate development

The implementation of the delegate development re-design project continues, with comprehensive workshops now offered at two levels. This year, work is beginning on level three.

- Level One: Stage One Delegates Training and Bi-cultural Unionism
- Level Two: Stage Two Delegates Training and enterprise specific training, such as change management; bargaining team training; communication skills; problem solving frameworks; workplace bullying, and dealing with disciplinaries.
- Level Three: sector and/or position specific training, such as Emerging Leaders training in the Community Public Services sector; Leadership Development and Strategic Planning for Ministry of Social Development national delegates, and Building Effective Teams for Inland Revenue national delegates.

The new stage two workshops have been very well received, with positive feedback from participants. National delegates have reported a noticeable lift in workplace activity from delegates who have attended these three days.

Delegate induction and orientation has been improved with the completion of a *New Delegates' Guide* and resource booklets for stage one and two delegates training nearing completion. These three publications replace the old delegate handbook which contained excellent resources but ran the risk of overwhelming and overloading new delegates with too much information.

*Calling Out Sexual Harassment*, a guide for delegates, is

another new resource available, and further delegate guides on employment law and dealing with disciplinaries are planned for the coming year.

To assist in delegate induction, a resource on delegates mentoring delegates has been produced. Several enterprise-based mentoring pilots will be run in 2016/2017 with wider roll-out the following year.



## Phone recruitment

Each year for the PSA just to remain the same size, 10,000 new members are needed. This means that recruitment is a significant part of building a stronger union at every level.

In an effort to seek out new methods of recruitment, a new outbound recruitment team has been created as part of the Organising Centre, with two PSA staff permanently employed. Much of their work involves recruitment of new members over the phone, though the team has also supported a number of successful in-person recruitment drives.

Some employers have agreed to supply the PSA with contact details for new staff starting work with them – this gives the outbound recruitment team a solid base of people to contact. Additional contacts have come from District Health Board bargaining fee payers, and from suggestions from PSA members who know of potential members at their workplaces.

Through discussion with the team, many make the decision to join immediately and this can be done over the phone. Some request further information, and the team responds by providing resources via email or in the post, with further contact to follow up after the prospective member has had time to consider it.

The outbound recruitment team succeed in signing up well over half of the people they contact immediately, a sign that their work will continue to be important to grow the shared strength of PSA members into the future.



## Organising Centre

The PSA Organising Centre (OC) continues to provide advice and assistance when members need it including dealing with general enquiries, employment relationship problems, and personal cases. The OC also provides information on membership, clarification of employment agreements, clarification of New Zealand employment law, and recruits new members over the phone.

The staff of the OC, located in Wellington, Palmerston North, and Auckland, engage in ongoing professional development to enhance their ability to support members and delegates. The OC is available Monday – Friday, 8:30am – 5:00pm. The OC can be contacted either by free phone (0508 367 772) or by email (enquiries@psa.org.nz).



## Communications update

Following a survey of PSA members' experience in early 2015, the communications team has spent the year tweaking the major communications streams of the PSA to better suit the needs of current and prospective members.

### Working Life, the PSA magazine

The new design created for the quarterly magazine last year was further developed. The content changed to reflect what the survey of members had said they wanted from the publication.

Guidelines were also created to ensure the magazine was more representative of the diversity of PSA membership, and an effort to include more members' voices compared with PSA staff and external experts has begun.

### Email newsletters, including PSA News

In the 2015/16 financial year the PSA communications team sent out approximately three million newsletters to PSA members, making email the primary method of communication for the union.

Email templates have been refreshed to ensure a consistent look and feel, and training was rolled out for more PSA staff to be able to use the newsletter system.

PSA News, the monthly all-of-union newsletter, also underwent a slight content shift in response to the survey of members and feedback received.

### Recruitment materials

A range of new recruitment materials were produced in response to demand from delegates and organisers. These materials can be used across the union, but also easily customisable for targeted use in a particular workplace or sector. This includes leaflets, letters, meeting notices and other materials.

Acknowledging that the size of our union means that a range of styles are needed to suit our diverse membership, a new range of posters was produced, with 19 posters made available for members to order or download and print themselves.

Other print materials such as the *Welcome In* booklet for new members have also had a refresh, while still retaining the core elements of the PSA brand.

### PSA Plus and the PSA holiday homes

New branding was created for the member benefits that the PSA offers, and the PSA holiday homes. A range of new material including an updated web presence, leaflets and magnets was produced with this new look and feel.

### Digital communications

The PSA continues to explore new ways of communicating through digital channels. Social media usage continues to grow, as does the PSA website. The PSA is also looking

into the possibility of streaming video and other new technologies at conferences and major events.

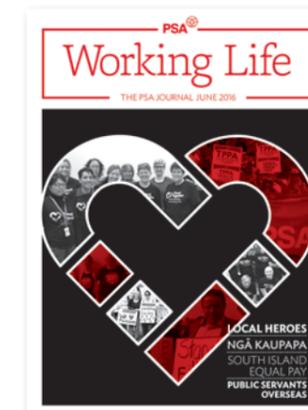
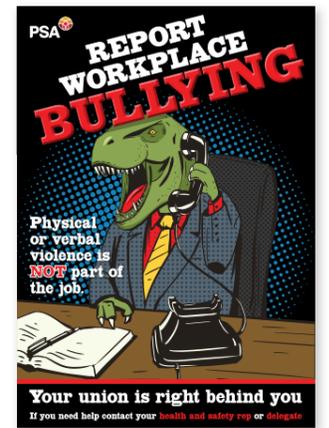
Connections have been further developed with online campaigning organisations such as ActionStation, with whom we have worked on several campaigns, and Together, the new digital campaigning arm of the Council of Trade Unions (CTU).

### Campaign and bargaining support

The communications team continues to provide wide-ranging and extensive support for campaigns such as Stand Together and Worth 100%, and for collective bargaining, including posters, newsletters and other material.

### Supporting other organisations

As a comparatively large and well-resourced group, the PSA communications team has provided advice and support to other unions and campaigns, including design and materials for the It's Our Future campaign against the TPPA, Unions Local, and Stand Up, the CTU's youth network.



## Legal representation

The PSA legal team looks after the legal interests and rights of the union and its members. On a day-to-day level its work includes supporting organisers in dealing with bargaining and disciplinary investigations, enforcement of collective agreements, employment legislation, and providing representation on behalf of the PSA in legal proceedings in the employment jurisdiction, ACC reviews and before professional bodies.

Most matters are settled with the employer or at mediation, with a minority of cases resulting in litigation.

This year we have provided legal advice and assistance about collective bargaining throughout the PSA membership. There have been instances of employers refusing to comply with flexible work agreements, insisting on progressing employment investigations where criminal matters are pending, breaches of our members' privacy and a failure to fairly deal with employees returning from parental leave.

The team has worked on a number of personal grievances and contractual disputes on behalf of members who have been unjustifiably dismissed, disadvantaged or faced unlawful discrimination in their work, most of which have been resolved with an agreed settlement either through mediation, the Employment Relations Authority or the Human Rights Commission.

### Home and Community Support (Payment for Travel Between Clients) Settlement Act 2016

Following litigation filed by the PSA and subsequent union negotiation with the Crown and providers, a settlement agreement was signed. This agreement resulted in the Home and Community Support (Payment for Travel Between Clients) Settlement Act 2016, which became law in February this year. This Act confirms that support workers will be paid for the time they spend travelling between clients and receive compensation for mileage they accrue. The agreement also provides for transition to a regularised workforce, with guaranteed hours, training, wages reflecting that training, and fair and safe workloads.

### Changes to legislation

We made submissions and appeared before the select committee on the Employment Standards Legislation Bill, particularly in opposition to its proposed zero-hours and shift cancellation provisions, and were pleased to see significant improvements in those provisions in the final law passed by Parliament. We developed and delivered training for union officials about the strategy and approach we should adopt to ensure that the rights and interests of PSA members are best protected in the new legislative environment.

### Auckland Allied Health bargaining

We assisted with preparing a response to the employers' application to the Employment Relations Authority for facilitation. The bargaining and strike action was eventually settled by the Authority through the facilitation process and the proposed collective agreement was subsequently ratified. The Authority played a very useful role in this dispute and we think that facilitation will likely play a greater role in collective bargaining in the future.

### General update

#### Restructuring

We continue to be involved in restructuring situations, often when an employer unfairly targets a particular employee for dismissal. We have had some success in forcing employers to re-think their decisions and in seeking fair settlements for members.

#### Fixed-term agreements

We have had significant numbers of PSA members placed in permanent employment as a result of challenges to the lawfulness of fixed-term arrangements. We have prepared comprehensive advice for organisers on the lawfulness of fixed-term arrangements and the unnecessary and unlawful use of them is being raised in some collective bargaining.

#### Equal pay cases

The PSA has filed a number of cases seeking equal pay for groups of female dominated occupations groups including social workers. We have also filed proceedings against the State Services Commission seeking principles for the implementation of equal pay throughout the state sector. For more detail, see the Worth 100% report.



One of the PSA's legal team hard at work.

## PSA Plus

### Member benefits

Over the last year, we reviewed our relationship with Member Advantage, the cross-union provider of benefits we used. Following this review, it was decided to renegotiate our contract in a way that allowed us to bring back our previous name of PSA Plus and to negotiate our own member benefits on top of those provided by Member Advantage.

A new look and feel for PSA Plus was developed by the communications team, and new materials including booklets, magnets and an improved web presence have been introduced.

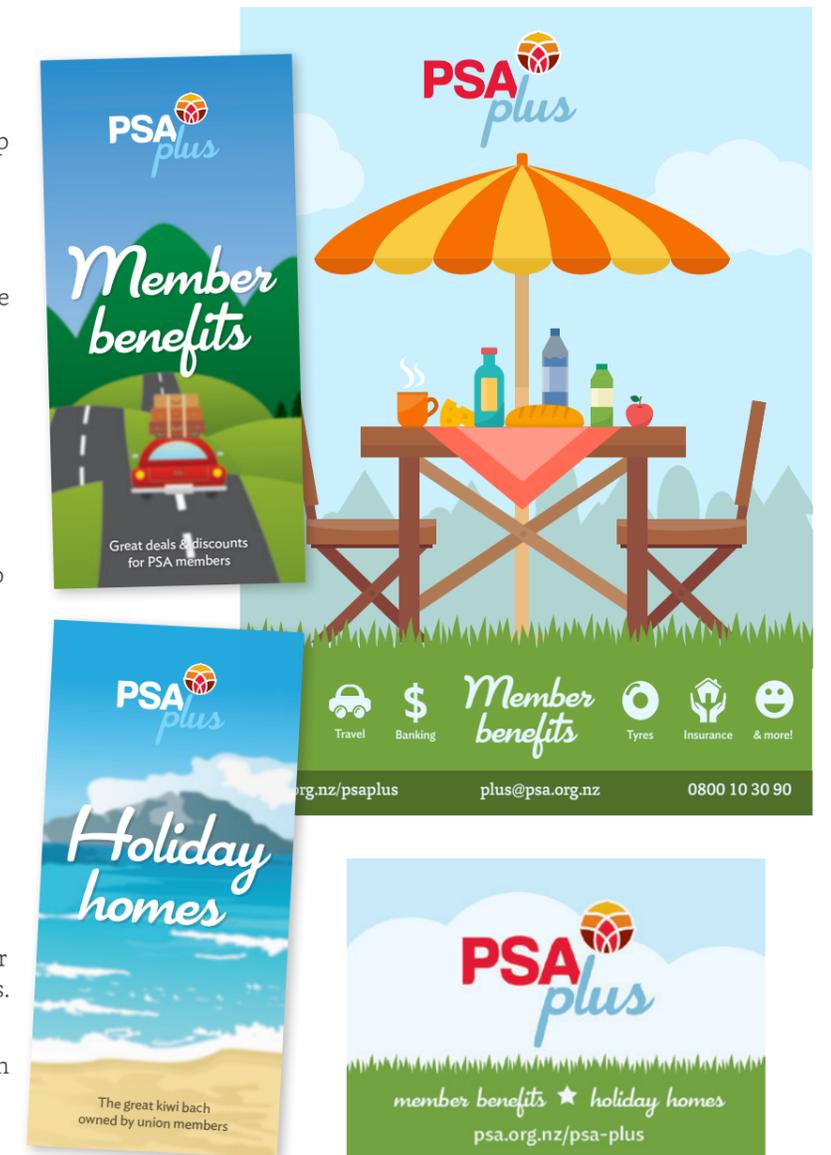
New benefits include Lumino The Dentists, Mo Money and Travel Insurance, while a one-off special with Noel Leemings prior to Christmas proved popular with members.

### Holiday homes

The holiday homes also rebranded alongside the member benefits and have new look promotional materials.

We conducted a major renovation project at Whitianga, and homes there are now available again and proving popular. We also installed WiFi at all our homes, at a cost of \$5 per day for unlimited usage, following requests from users.

Our holiday homes occupancy rate was 67% across the year, showing that the homes remain a popular way for PSA members to have an affordable holiday.



## Information technology

This year has been a year of consolidation and planning. New servers have been installed in Wellington allowing for consolidation of hardware and the network between the offices has been upgraded. This work has been done in preparation for cloud technology which may be introduced over the coming 2-3 years.

PSA staff mobile phones have been replaced and a private network formed from these phones to the office systems. Over the next 12 months this connection will be developed to give organisers access to the PSA's intranet while out of the office.

The PSA staff intranet, Homer, is also being redeveloped to better enable staff to access information in an up-to-date and efficient manner.

## Submissions

Over the past year we have presented 10 written submissions to Parliament in response to bills that affect members' working lives, and 9 of these were also done as oral submissions, with discussion in person at Select Committees.

We also wrote and presented 10 substantial submissions to significant government and sector level reviews and inquiries. A large number of submissions were made on organisational restructurings, and a wide range of issues from health and safety and local government reorganisation to health services and social services. The submissions are available on the PSA website - [psa.org.nz/submissions](http://psa.org.nz/submissions).

## Auckland District Health Boards



## Community Living Waikato



## Ministry of Business, Innovation and Employment





**Financial Statements**  
For the year ended  
31 March 2016

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# Statement of Comprehensive Revenue and Expense

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

Account	Notes	2016	2015
<b>Revenue from Non-Exchange Transactions</b>			
Donations		1,025	200
Rental Income - Holiday Homes		559,396	591,813
<b>Total Revenue from non-exchange transactions</b>		<b>560,421</b>	<b>592,013</b>
<b>Revenue from Exchange Transactions</b>			
Subscriptions		19,727,547	18,173,197
Other Income	6	1,609,877	1,670,913
<b>Total Revenue from Exchange Transactions</b>		<b>21,337,424</b>	<b>19,844,110</b>
<b>Total Revenue</b>		<b>21,897,845</b>	<b>20,436,123</b>
<b>Expenses</b>			
Amortisation	12	117,131	150,021
Audit Fees	7	45,500	40,000
Communications and Printing		641,023	675,523
Depreciation	13	811,613	829,937
Lease of Vehicles and Equipment		443,078	347,272
Meetings and Travel		2,525,491	2,196,490
Property Revaluations	8	(277,679)	280,116
Rent and Rates		707,764	687,533
Salaries and Wages		11,718,525	11,755,949
Superannuation		760,390	740,437
Other Operating Expenses		2,870,870	2,769,662
<b>Total Expenses</b>		<b>20,363,706</b>	<b>20,472,940</b>
<b>Total Expenses</b>		<b>20,363,706</b>	<b>20,472,940</b>
<b>Net Surplus (Deficit) before Tax</b>		<b>1,534,139</b>	<b>(36,817)</b>
<b>Taxation</b>			
Income Tax relating to Operating Expenses	16	170,977	222,248
<b>Total Taxation</b>		<b>170,977</b>	<b>222,248</b>
<b>Total Surplus (Deficit)</b>		<b>1,363,162</b>	<b>(259,065)</b>
<b>Other Comprehensive Revenue and Expenses</b>			
Revaluation of Property	13	392,460	201,846
Income tax relating to components of other comprehensive income	16	(109,889)	(56,516)
Transfer of cash from merger with SLGOU	20	261,259	-
<b>Total Other Comprehensive Revenue and Expenses</b>		<b>543,830</b>	<b>145,330</b>
<b>Total Comprehensive Revenue and Expense</b>		<b>1,906,992</b>	<b>(113,735)</b>

These financial statements should be read in conjunction with the notes to the financial statements.

# Statement of Changes in Net Assets

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

	2016	2015
<b>Members Funds</b>		
<b>Opening Balance</b>	<b>20,403,194</b>	<b>20,662,259</b>
<b>Comprehensive Revenue and Expenses</b>		
Surplus for the Year	1,906,992	(113,735)
<b>Transfers in</b>		
Transfer of deferred tax relating to property revaluations	109,889	56,516
<b>Total Transfers in</b>	<b>109,889</b>	<b>56,516</b>
<b>Total Comprehensive Revenue and Expenses</b>	<b>2,016,881</b>	<b>(57,219)</b>
<b>Transfers out</b>		
Transfer to asset revaluation reserve for property revaluations to fair value	(392,460)	(201,846)
Transfer to Industrial Fund	(1,000,000)	-
<b>Total Transfers out</b>	<b>(1,392,460)</b>	<b>(201,846)</b>
<b>Total Members Funds</b>	<b>21,027,615</b>	<b>20,403,194</b>
<b>Asset Revaluation Reserve</b>		
<b>Opening Balance</b>	<b>6,594,601</b>	<b>6,449,271</b>
<b>Transfers in</b>		
Transfer in of property revaluation increases	392,460	201,846
<b>Total Transfers in</b>	<b>392,460</b>	<b>201,846</b>
<b>Transfers out</b>		
Transfer of deferred tax relating to property revaluations	(109,889)	(56,516)
<b>Total Transfers out</b>	<b>(109,889)</b>	<b>(56,516)</b>
<b>Total Asset Revaluation Reserve</b>	<b>6,877,172</b>	<b>6,594,601</b>
<b>Industrial Fund</b>		
<b>Opening Balance</b>	-	-
<b>Transfers In</b>		
Transfer from Members Funds	1,000,000	-
<b>Total Transfers in</b>	<b>1,000,000</b>	<b>-</b>
<b>Total Industrial Fund</b>	<b>1,000,000</b>	<b>-</b>
<b>Total Equity</b>	<b>4.14 28,904,787</b>	<b>26,997,795</b>

These financial statements should be read in conjunction with the notes to the financial statements.

# Statement of Financial Position

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

	Notes	31 Mar 2016	31 Mar 2015
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	9	695,836	1,956,574
Receivables from exchange transactions	10	476,025	474,866
Shares in Trust Power		11,158	11,718
Taxation Receivable	16	123,295	35,367
Term Deposits		18,900,000	15,250,000
<b>Total Current Assets</b>		<b>20,206,314</b>	<b>17,728,525</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	13	14,801,990	14,361,508
Investment Property	11	-	740,000
Intangibles	12	133,644	125,111
<b>Total Non-Current Assets</b>		<b>14,935,634</b>	<b>15,226,619</b>
<b>Total Assets</b>		<b>35,141,948</b>	<b>32,955,144</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and Other Payables from Exchange Transactions	14	1,166,724	834,435
Trade and Other Payables from Non-Exchange Transactions	14	328,577	300,758
Employee Entitlements	15	972,159	992,707
<b>Total Current Liabilities</b>		<b>2,467,460</b>	<b>2,127,900</b>
<b>Non-Current Liabilities</b>			
Deferred tax provision	16	2,159,294	2,049,405
Employee Entitlements	15	1,610,407	1,780,044
<b>Total Non-Current Liabilities</b>		<b>3,769,701</b>	<b>3,829,449</b>
<b>Total Liabilities</b>		<b>6,237,161</b>	<b>5,957,349</b>
<b>Net Assets</b>		<b>28,904,787</b>	<b>26,997,795</b>
<b>Net Assets attributable to the owners</b>			
Members Funds		22,027,615	20,403,194
Asset Revaluation Reserve		6,877,172	6,594,601
<b>Total Net Assets attributable to the owners</b>		<b>28,904,787</b>	<b>26,997,795</b>

Signed by:



Treasurer:

Date:

21/7/16

National Secretary:



Date:

20/7/16

These financial statements should be read in conjunction with the notes to the financial statements.

# Statement of Cashflows

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

	2016	2015
<b>Cashflow</b>		
<b>Cash from Operating Activities</b>		
<b>Cash provided:</b>		
Subscriptions	19,727,547	18,173,197
Dividend Income	791	727
Interest Income	692,772	803,690
Rental Income	1,057,740	1,117,160
Transfer from SLGOU	261,259	-
Other Income	355,585	415,834
<b>Total Cash provided:</b>	<b>22,095,694</b>	<b>20,510,608</b>
<b>Cash applied:</b>		
Payments to Suppliers and Employees	(19,445,902)	(18,928,994)
Taxation	(258,905)	(250,516)
<b>Total Cash applied:</b>	<b>(19,704,807)</b>	<b>(19,179,510)</b>
<b>Total Cash from Operating Activities</b>	<b>2,390,887</b>	<b>1,331,098</b>
<b>Cashflow from Investing Activities</b>		
<b>Cash provided:</b>		
Decrease in deposits maturing after 3 months	-	778,458
Sale of Hill St property	740,000	-
<b>Total Cash provided:</b>	<b>740,000</b>	<b>778,458</b>
<b>Cash applied:</b>		
Increase in deposits maturing after 3 months	(3,650,000)	-
Purchase of fixed assets	(615,961)	(470,389)
Purchase of Intangible assets	(125,664)	(54,477)
<b>Total Cash applied:</b>	<b>(4,391,625)</b>	<b>(524,866)</b>
<b>Total Cashflow from Investing Activities</b>	<b>(3,651,625)</b>	<b>253,592</b>
<b>Cashflow from Financing Activities</b>		
<b>Cash applied:</b>		
Finance lease payments	-	-
<b>Total Cash applied:</b>	<b>-</b>	<b>-</b>
<b>Total Cashflow from Financing Activities</b>	<b>-</b>	<b>-</b>
<b>Net (Decrease)/Increase in Cash Held</b>	<b>(1,260,738)</b>	<b>1,584,690</b>
Add Opening Cash Brought Forward	1,956,574	371,884
<b>Ending Cash to Carry Forward</b>	<b>695,836</b>	<b>1,956,574</b>
Bank and cash	695,836	1,956,574

# Notes to the Financial Statements

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

## 1. Reporting Entity

The New Zealand Public Service Association Te Pūkenga Here Tikanga Mahi Incorporated (PSA) is a democratic union incorporated under the Incorporated Societies Act 1908.

The PSA represents the interests of its members working in government departments, local government, the health sector, crown agencies, state-owned enterprises and community and government-funded agencies.

The principal activities of the PSA are to build a union to influence the industrial, economic, political and social environment in order to advance the interest of its members.

The financial statements have been prepared for the individual entity of the PSA and for the purposes of financial reporting the PSA is a public benefit entity. A public benefit entity is defined as a reporting entity whose primary objective is to provide goods or services for community or social benefit and where the equity has been provided with a view to supporting that primary objective rather than for a financial return to equity holders.

The PSA operates all its activities within New Zealand and its main office is at 11 Aurora Terrace, Wellington. Hub offices are situated in Auckland, Hamilton, Palmerston North, Nelson, Christchurch, Greymouth and Dunedin.

The financial statements were authorised for issue by the Executive Board on 20 July 2016.

## 2. Statement of Compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities.

For the purposes of complying with NZ GAAP, the PSA is a public benefit not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have public accountability and it is not defined as large.

The PSA has elected to report in accordance with Tier 2 Not-For-Profit PBE Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime ("RDR") disclosure concessions.

## 3. Effect of first-time adoption of PBE standards on accounting policies and disclosures

For the year ended 31 March 2015, the PSA prepared its financial statements using the New Zealand Financial Reporting Standards ("NZ FRS"). These have been restated to Not-For-Profit PBE IPSAS - RDR.

There have been no restatement of financial results and the main effects of the transition has been layout and disclosure.

Further commentary and explanation follows.

### Exchange and Non-Exchange Transactions

#### Revenue from Non-Exchange Transactions

PBE IPSAS 23 prescribes the financial reporting requirements for revenue arising from non-exchange transactions. There is no equivalent financial reporting standard under NZ IFRS.

A non exchange transaction is one in which the PSA either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

The application of this standard affects the PSA's accounting for holiday home rental revenue as holiday homes are rented out at less than market value.

The layout of comparative figures in the statement of financial performance and statement of financial position for 2015 have been amended accordingly.

#### Revenue from Exchange Transactions

An exchange transaction is one in which the PSA receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

## 4. Summary of Accounting Policies

The significant accounting policies used in the preparation of these financial statements as set out below have been applied consistently to both years presented in these financial statements.

### 4.1 Basis of Preparation

The financial statements have been prepared on the basis of historical cost, except for the revaluation of certain non-

current assets and financial instruments. Cost is based on the fair values of the consideration given in exchange for assets.

These financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

### 4.2 Functional and Presentational Currency

The financial statements are presented in New Zealand dollars (\$).

### 4.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the PSA and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised.

#### Revenue from non-exchange transactions

##### Donations

Donations are recognised as revenue upon receipt and include contributions from members and associate members to the hardship fund and to the election fund.

##### Rental Income

Rental income is received in relation to holiday homes that are rented out to members at a rate that is less than market rent for equivalent properties. Revenue is recognised when the member stays.

#### Revenue from exchange transactions

##### Subscriptions fees

Subscription revenue represents amounts received during the year. Subscription revenue is dependent on information supplied by employers pursuant to respective collective agreements. For practical reasons, the PSA is unable to independently confirm the validity of personnel information supplied.

##### Interest and dividend revenue

Interest revenue is recognised as it accrues, using the effective interest method.

Dividend revenue from investments is recognised when the shareholders' rights to receive payments have been established.

# Notes to the Financial Statements

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

## 4.4 Financial Instruments

Financial assets and financial liabilities are recognised when PSA becomes a party to the contractual provisions of the financial instrument.

### Financial Assets

PSA derecognises a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or PSA has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:

- PSA has transferred substantially all the risks and rewards of the asset; or
- PSA has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Financial assets within the scope of NFP PBE IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments or available-for-sale financial assets. The classifications of the financial assets are determined at initial recognition.

The categorisation determines subsequent measurement and whether any resulting revenue and expense is recognised in surplus or deficit or in other comprehensive revenue and expenses. PSA's financial assets are classified as either financial assets at fair value through surplus or deficit, or loans and receivables. PSA's financial assets include: cash and cash equivalents, short-term investments, receivables from exchange transactions and investments.

All financial assets except for those at fair value through surplus or deficit are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets, which are described below.

#### Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include items that are either classified as held for trading or that meet certain conditions and are designated at fair value through surplus or deficit upon initial recognition.

#### Loans and receivables

Loans and receivables are non-derivative financial assets

# Notes to the Financial Statements

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi Incorporated  
For the year ended 31 March 2016

with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment.

PSA's cash and cash equivalents, short-term investments, receivables from non-exchange transactions, receivables from exchange transactions and non-equity investments fall into this category of financial instruments.

## Impairment of financial assets

PSA assesses at the end of each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired and impairment losses are incurred if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

For financial assets carried at amortised cost, if there is objective evidence that an impairment loss on loans and receivables carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cashflows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in the surplus or deficit for the reporting period.

## Financial Liabilities

PSA's financial liabilities include trade and other creditors (including GST), and employee entitlements.

All financial liabilities are initially recognised at fair value (plus transaction cost for financial liabilities not at fair value through surplus or deficit) and are measured subsequently at amortised cost using the effective interest method except for financial liabilities at fair value through surplus or deficit.

## 4.5 Cash and cash equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## 4.6 Short term investments

Short term investments comprise term deposits which have

a term of greater than three months and therefore do not fall into the category of cash and cash equivalents.

## 4.7 Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business or for supply of goods or services or for administrative purposes. Investment properties are measured initially at cost, including transaction costs. Investment properties acquired through non-exchange transactions are measured at fair value at the date of acquisition.

Subsequent to initial recognition, investment properties are measured at fair value. Fair value is determined without any deductions for transaction costs that may incur on sale or other disposal. Any gain or losses arising from a change in the fair value of the investment property is recognised as a surplus or deficit in the period that it is incurred.

## 4.8 Property, Plant, Equipment and Depreciation

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent to initial recognition, land and buildings are measured using the revaluation model. Under the revaluation model, land and buildings are measured at fair value, less accumulated depreciation on buildings and impairment losses recognised since the date of the last revaluation.

The fair value of land and buildings is their market value as determined by a registered valuer.

Revaluation is performed on a class-by-class basis. If an item of property, plant and equipment is revalued, the entire class to which the asset belongs is revalued.

Valuations are performed with sufficient frequency to ensure that the fair value of are valued asset does not differ materially from its carrying amount. The valuation cycle for revalued asset classes is normally three years.

A revaluation surplus is recorded in other comprehensive revenue and expenses and credited to the asset revaluation reserve in equity. However, to the extent that it reverses a revaluation deficit of the same class of asset previously

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recognised in surplus or deficit, the increase is recognised in surplus or deficit. A valuation deficit is recognised in the surplus or deficit, except to the extent that it offsets an existing surplus on the same asset class recognised in the asset revaluation reserve.

Plant and equipment, leasehold improvements and equipment under finance lease are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

Gains and losses on disposals are determined by comparing

the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation is provided on property, plant and equipment, including freehold buildings but excluding land. Depreciation is charged on a straight line basis on all property other than land and plant and equipment. The depreciation charge is at a rate that will write-off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

Buildings	1% - 2% & 7.5% - 33%	Straight Line
Leased Assets	25% - 33%	Straight Line
Plant and Equipment	9.5% - 50%	Diminishing Value
Vehicles	17%	Straight Line

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

## Impairment of non-financial assets

At each balance date, non-financial assets are classified into four categories: assets measured at fair value; assets currently available that the PSA intends to use to the end of its useful life; assets intended to be sold prior to the end of their useful life; and assets damaged or idle at balance date. Assets measured at fair value or assets the PSA intends to use to the end of its useful life, are not reviewed for impairment at balance date. Assets intended to be sold prior to the end of their useful life or assets damaged or idle at balance date are reviewed to determine if any indicators of impairment exist. If indicators exist the asset is tested for impairment to ensure that the carrying amount of the asset is recoverable.

## 4.9 Intangible Assets - Computer Software

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets

acquired in a non-exchange transaction is their fair value at the date of the exchange. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised on a straight line basis over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits or service potential embodied

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in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with finite lives is recognised in surplus or deficit as the expense category that is consistent with the function of the intangible assets.

PSA does not hold any intangible assets that have an indefinite life. The amortisation periods for PSA assets are as follows:

Software	50%	Straight Line
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## 4.10 Leases

### PSA as Lessee

Payments on operating lease agreements, where the lessor retains substantially the risk and rewards of ownership of an asset, are recognised as an expense on a straight-line basis over the lease term.

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases. Assets held under finance leases are initially recognised at their fair value or, if lower, at amounts equal to the present value of the minimum lease payments, each determined at the inception of the lease. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly against income.

Finance lease assets are amortised on a straight line basis over the estimated useful life of the asset or the lease term, whichever is the shorter.

### PSA as Lessor

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease.

## 4.11 Employee Benefits

### Wages, salaries and annual leave

Provision is made for benefits accruing to employees in respect of wages and salaries and annual leave, when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured at the present value of the estimated future cash outflows to be made by the PSA in respect of services provided by employees up to reporting date.

### PSA service leave, resigning leave and retiring leave

The PSA Staff collective agreement allows for service based union service leave and associated allowances. After reaching qualifying periods of service staff are entitled to retirement or resignation leave. The entitlement increases with length of service.

Provisions are calculated based on historic claim patterns and current staff levels. An estimate is made of the likely timing and rate at which these entitlements will be paid and these are discounted to the net present value using the forward discount rates published by Treasury.

## 4.12 Income Tax

Income tax comprises current and deferred tax. Income tax expense is recognised in the Statement of Comprehensive Revenue and Expenses except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted at the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

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## 4.13 Goods and Services Tax (GST)

Revenues, expenses and assets are recognised exclusive of GST except for receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Inland Revenue Department is classified as part of operating cash flows.

## 4.14 Equity

Equity is the public's interest in the PSA, measured as the difference between total assets and total liabilities. Equity is made up of the following components:

### Accumulated comprehensive revenue and expense

Accumulated comprehensive revenue and expense is the PSA's accumulated surplus or deficit since its formation, adjusted for transfers to/from specific reserves.

### Asset revaluation reserve

This reserve is for the revaluation of those PP&E items that are measured at fair value after initial recognition.

### Industrial Fund

The industrial campaign fund was established in December 2015 with a view to ensuring that the PSA has sufficient funds to provide a resource that will enable the PSA to help support its members in the event of industrial action resulting in a significant loss of members' wages.

The initial fund was sourced from existing members' reserves. It is intended to keep this reserve at \$1,000,000 for the foreseeable future. Any use of the fund will be replaced from reserves.

## 5. Significant accounting judgements, estimates and assumptions

The preparation of the PSA's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could

result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

### Judgements

In the process of applying the PSA's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

### Operating lease commitments

The PSA has entered into a number of vehicle and equipment leases.

The PSA has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a substantial portion of the economic life of the vehicle or equipment, that it does not retain all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

### Classification of Holiday Homes

The PSA considers Holiday Homes to be a non profit service to members and therefore has not classified them as investment property, but as property, plant and equipment.

### Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The PSA based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the PSA. Such changes are reflected in the assumptions when they occur.

### Revaluation of property, plant and equipment

PSA measures land and buildings at revalued amounts with changes in fair value being recognised in other comprehensive revenue and expense.

PSA engaged an independent valuation specialist to assess fair value as at 31 March 2016 for land and buildings. Land and buildings were valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as nature, location and condition of the property.

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## Useful lives and residual values

The useful lives and residual values of assets are assessed using the following indicators to determine potential future use and value from disposal:

- The condition of the asset
- The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- The nature of the processes in which the asset is deployed
- Availability of funding to replace the asset
- Changes in the market in relation to the asset

The estimated useful lives of the asset classes held by PSA are listed in Note 4.8 and 4.9

## Determination of Employee Entitlements

A provision is calculated based on historic claim patterns and current staff service levels. An estimate is made of the likely timing and rate at which these entitlements will be paid based on criteria set out in the PSA Employees Collective Agreement and these are discounted to the net present value using the five year government forward discount rates.

	2016	2015
<b>6. Other Income</b>		
Bargaining Fees	176,017	184,597
Commission	147,649	160,033
Dividend Income	791	727
Interest Income	756,742	727,053
Journal advertising	6,473	6,550
Rental Income - Property	498,344	525,347
Sundry income	24,421	64,454
Unrealised Gain on Investments	(560)	2,152
<b>Total Other Income</b>	<b>1,609,877</b>	<b>1,670,913</b>

	2016	2015
<b>7. Auditors Remuneration</b>		
Audit of the financial statements	36,500	30,000
Other services performed during the reporting period	9,000	10,000
<b>Total Auditors Remuneration</b>	<b>45,500</b>	<b>40,000</b>

The auditor is Deloitte

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	2016	2015
<b>8. Property Revaluation</b>		
Investment property decrease/(increase)	-	50,000
Whitianga holiday home decrease/(increase)	(277,679)	230,116
<b>Total Property Revaluation</b>	<b>(277,679)</b>	<b>280,116</b>

## 9. Cash and cash equivalents

Cash and cash equivalents include the following components:

	2016	2015
<b>Cash and cash equivalents</b>		
Cash and Cash Equivalents	695,836	1,956,574
<b>Total Cash and cash equivalents</b>	<b>695,836</b>	<b>1,956,574</b>

	2016	2015
<b>10. Receivables from Exchange Transactions</b>		
Trade Debtors	2,648	73,981
Prepayments	107,528	99,006
Accrued Interest	365,849	301,879
<b>Total Receivables from Exchange Transactions</b>	<b>476,025</b>	<b>474,866</b>

	2016	2015
<b>11. Investments</b>		
<b>Investment properties</b>		
Opening Balance	740,000	790,000
Investment Property Revaluation	-	(50,000)
Less Sold	(740,000)	-
<b>Total Investment properties</b>	<b>-</b>	<b>740,000</b>

Property Location	Valuer	Inspection date	2016	2015
66 Hill Street	Darroch		-	\$740,000
Fair Value of Property at Balance Date			-	\$740,000

The property at Hill Street was sold on 15 October 2015 for \$740,000.

	2016	2015
<b>12. Intangibles</b>		
<b>Computer Software</b>		
Computer Software	1,077,094	951,430
Amortisation of Intangibles	(943,450)	(826,319)
<b>Total Computer Software</b>	<b>133,644</b>	<b>125,111</b>
<b>Total Intangibles</b>	<b>133,644</b>	<b>125,111</b>

Reconciliation of the carrying amount at the beginning and the end of the period:

	2016	2015
<b>Reconciliation of Intangibles</b>		
Opening balance	125,111	220,655
Additions	125,664	57,093
Disposals	-	(2,616)
Amortisation	(117,131)	(150,021)
<b>Total Reconciliation of Intangibles</b>	<b>133,644</b>	<b>125,111</b>

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2016 2015

## 13. Property, plant and equipment

	2016	2015
<b>Land</b>		
Freehold land at Fair Value	4,773,696	4,810,000
Land Revaluation	72,565	(36,304)
<b>Total Land</b>	<b>4,846,261</b>	<b>4,773,696</b>
<b>Buildings</b>		
Buildings at fair value	10,180,062	9,209,647
Accumulated Depreciation	(1,899,536)	(1,652,983)
<b>Total Buildings</b>	<b>8,280,526</b>	<b>7,556,664</b>
<b>Plant and equipment</b>		
Plant & Equipment - At Cost	2,269,010	2,114,754
Accumulated Depreciation	(1,641,983)	(1,451,784)
<b>Total Plant and equipment</b>	<b>627,027</b>	<b>662,970</b>
<b>Motor Vehicles</b>		
Motor Vehicles	1,919,638	1,919,638
Accumulated Depreciation	(871,462)	(551,460)
<b>Total Motor Vehicles</b>	<b>1,048,176</b>	<b>1,368,178</b>
<b>Total Property, plant and equipment</b>	<b>14,801,990</b>	<b>14,361,508</b>

Reconciliation of the carrying amount at the beginning and end of the period:

Account	2016	2015
<b>Property, plant &amp; equipment reconciliation</b>		
<b>Freehold Land at Fair Value</b>		
Opening balance	4,773,696	4,810,000
Disposals	-	-
Additions	-	-
Revaluation Increase/(Decrease)	72,565	(36,304)
<b>Total Freehold Land at Fair Value</b>	<b>4,846,261</b>	<b>4,773,696</b>
<b>Buildings</b>		
Opening balance	7,556,665	7,557,991
Additions	417,768	301,683
Disposals	(44,927)	(11,166)
Revaluation Increase/(Decrease)	597,574	8,034
Depreciation	(290,977)	(311,043)
Eliminated on disposals	44,423	11,166
<b>Total Buildings</b>	<b>8,280,526</b>	<b>7,556,665</b>
<b>Plant &amp; Equipment</b>		
Opening balance	662,969	691,985
Additions	165,930	228,373
Disposals	(11,673)	(788,496)
Revaluation Increase/(Decrease)	-	-
Depreciation	(200,634)	(199,283)
Eliminated on disposals	10,435	730,390
<b>Total Plant &amp; Equipment</b>	<b>627,027</b>	<b>662,969</b>
<b>Motor Vehicles</b>		
Opening balance	1,368,178	1,658,760
Additions	-	29,029
Disposals	-	-
Revaluation Increase/(Decrease)	-	-
Depreciation	(320,002)	(319,611)
<b>Total Motor Vehicles</b>	<b>1,048,176</b>	<b>1,368,178</b>

### Valuation details of property

All properties were valued on a fair value basis at balance date by independent registered valuers, listed below, who are members of the Institute of Valuers of New Zealand. The valuers have the appropriate qualifications and experience in the valuation of properties in the relevant location. The fair value of the properties at balance date were as follows:

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Property Location	Valuer	Inspection Date	2016 \$	2015 \$
Holiday Homes				
Raumati	Darroch	22-Apr-16	2,470,000	2,220,000
Whitianga	Darroch	13-Apr-16	1,200,000	800,000
Carters Beach	Darroch	31-Mar-16	267,826	330,000
Te Anau	Darroch	31-Mar-16	246,000	242,000
Otematata	Darroch	7-Apr-16	173,000	170,000
Rotorua	Darroch	13-Apr-16	991,305	860,000
Nelson	Darroch	11-Apr-16	629,565	584,348
<b>Total Holiday Homes</b>			<b>5,977,696</b>	<b>5,206,348</b>
Wellington Office	Darroch	13-Apr-16	6,750,000	6,700,000
<b>Total</b>			<b>12,727,696</b>	<b>11,906,348</b>
Book Value of improvements to leasehold properties			399,090	424,011
<b>Total</b>			<b>13,126,786</b>	<b>12,330,359</b>

The valuers have utilised the capitalisation approach for the valuation of the Wellington Office (yield rate of 8.0-8.50%, 2015: 8.25-8.50%) and the Whitianga property (yield rate of 6.5-7.0%, 2015: 6.7-9.2%). This approach involves capitalising the actual contract and/or potential net income at an appropriate market derived rate of return. In situations where the contract rental varies from anticipated market rent the rental surplus or rental shortfall is calculated on a present value basis and adjusted against the capitalised value.

The remaining properties have been valued by reference to market evidence of transaction prices for similar properties. This conforms to the New Zealand Property Institute Practice Standard 3 - Valuations for Financial Reporting Purposes.

	2016	2015
<b>14. Trade and other payables</b>		
<b>Trade and other payables from exchange transactions</b>		
Trade Payables	1,166,724	834,435
<b>Total Trade and other payables from exchange transactions</b>	<b>1,166,724</b>	<b>834,435</b>
<b>Trade and other payables from non-exchange transactions</b>		
GST Payable	328,577	300,758
<b>Total Trade and other payables from non-exchange transaction</b>	<b>328,577</b>	<b>300,758</b>
<b>Total Trade and other payables</b>	<b>1,495,301</b>	<b>1,135,193</b>

## 15. Employee Entitlements

	2016	2015
<b>Current Employee Entitlements</b>		
Annual Leave	787,384	814,314
Long Service Leave	99,427	121,314
Early Retirement, Retirement and Resignation Leave	85,348	57,079
<b>Total Current Employee Entitlements</b>	<b>972,159</b>	<b>992,707</b>
<b>Non-current Employee Entitlements</b>		
Early Retirement, Retirement and Resignation Leave	1,466,761	1,626,796
Long Service Leave	143,646	153,248
<b>Total Non-current Employee Entitlements</b>	<b>1,610,407</b>	<b>1,780,044</b>
<b>Total Employee Entitlements</b>	<b>2,582,566</b>	<b>2,772,751</b>

## 16. Taxation

	2016	2015
Net operating surplus before tax	1,534,139	(36,817)
<b>Additions to Taxable Profit</b>		
Non-deductible expenses	19,310,753	18,993,964
Non-assessable income	(20,056,520)	(18,303,214)
Tax return preparation costs	(1,000)	(1,000)
Tax return adjustments	(255,790)	377,524
<b>Total Additions to Taxable Profit</b>	<b>(1,002,557)</b>	<b>1,067,274</b>
<b>Deductions from Taxable Profit</b>		
Losses Brought Forward	-	-
<b>Total Deductions from Taxable Profit</b>	<b>-</b>	<b>-</b>
<b>Taxable Profit (Loss)</b>	<b>531,582</b>	<b>1,030,457</b>

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<b>Tax Payable at 28%</b>	<b>148,843</b>	<b>288,528</b>
<b>Deductions from Tax Payable</b>		
Prior Period Adjustment	(22,134)	66,280
<b>Total Deductions from Tax Payable</b>	<b>(22,134)</b>	<b>66,280</b>
<b>Income Tax Payable (Refund Due)</b>	<b>170,977</b>	<b>222,248</b>
<b>Tax Expense</b>		
Current Tax Expense	148,843	222,248
Deferred Tax Expense	-	-
<b>Total Tax Expense</b>	<b>148,843</b>	<b>222,248</b>
<b>Income tax recognised directly in equity</b>		
Taxation relating to revaluation of property	109,889	56,516
<b>Total Income tax recognised directly in equity</b>	<b>109,889</b>	<b>56,516</b>
<b>Current Tax Asset</b>		
Taxation Receivable	123,295	35,367
<b>Total Current Tax Asset</b>	<b>123,295</b>	<b>35,367</b>
<b>Deferred Tax Liabilities</b>		
Opening balance	2,049,405	1,992,889
Deferred tax on revaluation of property	109,889	56,516
<b>Total Deferred Tax Liabilities</b>	<b>2,159,294</b>	<b>2,049,405</b>
	<b>2016</b>	<b>2015</b>

## 17. Operating Leases

<b>PSA as Lessee</b>		
Not later than one year	666,734	670,584
Later than one year and no later than five years	573,417	1,241,583
Later than five years	23,317	4,438
<b>Total</b>	<b>1,263,468</b>	<b>1,916,605</b>

Operating leases related to office premises located in Auckland, Hamilton, Nelson, Palmerston North, Christchurch, Greymouth and Dunedin. Office equipment leases and pool car leases.

### PSA as Lessor

Not later than one year	305,766	417,060
Later than one year and no later than five years	310,972	396,085
Later than five years	-	-
<b>Total</b>	<b>616,739</b>	<b>813,145</b>

Operating leases related to Wellington property (PSA House) where PSA is landlord.

## 18. Related Parties

Related Party	Description of the Transaction	Value of the Transactions		Amount Outstanding	
		2016	2015	2016	2015
		\$	\$	\$	\$
		-	-	-	-

## Key Management Personnel

The key management personnel, as defined by PBE IPSAS 20 Related Party Disclosures, are the members of the governing body which is comprised of the Executive Board, National Secretaries and Assistant Secretaries. The aggregate remuneration of key management personnel and the number of individuals, determined on a full-time equivalent basis, receiving remuneration is as follows:

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	<b>2016</b>	<b>2015</b>
<b>Key Management Remuneration</b>		
Executive Board	24,037	23,901
Number of persons	9	9
Senior Management	943,443	938,711
Number of persons	6	6
<b>Total Remuneration</b>	<b>967,480</b>	<b>962,612</b>

## Remuneration and compensation provided to close family members of key personnel

During the reporting period, total remuneration and compensation of \$nil (2015: \$2,268.83 ) was provided by PSA to employees who are close family members of key management personnel.

## 19. Categories of financial assets and liabilities

The carrying amounts of financial instruments presented in the statement of financial position relate to the following categories of assets and liabilities:

	<b>2016</b>	<b>2015</b>
<b>Financials at fair value through surplus or deficit</b>		
Shares in Trust Power	11,158	11,718
<b>Total Financials at fair value through surplus or deficit</b>	<b>11,158</b>	<b>11,718</b>

## Loans and Receivables

	<b>2016</b>	<b>2015</b>
Trade and other receivables	476,025	474,866
Bank and cash/(bank overdraft)	695,836	1,956,574
Taxation Receivable	123,295	35,367
Term Deposits	18,900,000	15,250,000
<b>Total Loans and Receivables</b>	<b>20,195,156</b>	<b>17,716,807</b>

## Financial Liabilities

	<b>2016</b>	<b>2015</b>
Trade and other payables	1,495,301	1,135,193
Employee entitlements (wages, annual leave, etc)	972,159	992,707
<b>Total Financial Liabilities</b>	<b>2,467,460</b>	<b>2,127,900</b>

## 20. Merger with Southern Local Government Officers Union (SLGOU)

On 1 April 2015 the Southern Local Government Officers Union (SLGOU) and the Public Service Association Te Pūkenga Here Tikanga Mahi (PSA) merged. The merger added nearly 2000 members from Canterbury and Otago who work for local government. The assets vested were a mixture of cash and vehicles.

## 21. Capital Commitments

There are no capital commitments at balance date (2015:\$nil)

## 22. Contingent assets and liabilities

There are no contingent assets or liabilities at balance date (2015:\$nil)

## 23. Events after the reporting date

The Executive Board and management are not aware of any other matters or circumstances since the end of the reporting period, not otherwise dealt with in these financial statements that have significantly or may significantly affect the operations of New Zealand Public Service Association Te Pūkenga Here Tikanga Mahi Incorporated (2015: \$Nil).

# Treasurer's report for the financial year ended 31 March 2016

## Introduction

It is with pleasure that I present my report for the financial year ending 31 March 2016. I'd like to assure members and staff that the PSA continues to be in a strong financial position with good financial management ensuring sufficient reserves are retained for financial stability in an uncertain economic climate.

## Statement of Financial Position – “Balance Sheet”

Our statement of financial position has continued to indicate that the PSA is in a strong financial position with good liquidity and nothing to indicate any issue with continuing operations.

The PSA held cash reserves as at 31 March 2016 of \$19,595,836 (2015 - \$17,206,574) which amount to 97% (2015 – 86%) of our actual annual operating spend in the 2016 year. These cash reserves are enough to fund 11.6 months of operations (2015 – 10 months). This is well within the ideal range in which the PSA prefers to operate.

## Statement of Comprehensive Revenue and Expense – “Profit & Loss”

The net operating surplus before tax of \$1,534,139 represents a net surplus on income of 7%. Total income is up 7% on the previous year while expenses decreased by less than 1%.

The number of fee paying members as at 31 March 2016 was 58,743 compared to 56,578 at the end of the previous year. Member numbers rose at the beginning of the year following the merger with the Southern Local Government Officers Union (SLGOU) on 1 April 2015, and have fluctuated since then. Final income from member subscriptions increased by 8.6%, which was expected in a fee increase year and with the merger with SLGOU.

Other comprehensive income shown in the financial report of a net \$543,830 gain, relates to the net increase in market valuation of the PSA properties, and a transfer of cash from the SLGOU merger. This comprehensive income is included in the financial report to fully reflect the impact of non-operating changes in the value of the PSA assets.

## Statement of Cash Flows

The Statement of cash flows shows the actual cash that the PSA received and paid during the year into its operating bank accounts. It excludes non-cash expenditure such as depreciation and movements in the liabilities and debtors of the Union.

The importance of the statement of cash flows is that it can identify potential problems if cash outflows consistently exceed cash inflows. If this were the case, it would show that the PSA was using its reserves to maintain operations, which is not a sustainable practice.

This year net cash flows from operating activities are \$2,390,887 (2015 - \$1,331,098). This change is mainly the result of the increase in cash received from member subscriptions and the transfer of cash from the merger with SLGOU.

## Outlook

The end of year financial result is another positive one for the PSA, meaning we achieved a good surplus and our balance sheet remains strong with good reserves. Our investment in the holiday homes continues to be a popular benefit for members and these are assets which continue to maintain their value.

The cash reserves continue to be an important long term strategic tool for the PSA. By maintaining and building strong reserves we have much greater ability to continue operations and confront difficult circumstances more effectively. As required by Congress 2014, we have created a reserve to support members in financial hardship through strike action.

Recent low interest rates are expected to impact our income as fee increases are tied to CPI movement. Investment returns are also likely to be modest. Membership levels remain stable, however, and the union continues its work in making the most of all available opportunities for recruitment.

The PSA is well placed to maintain strong and effective operations in the foreseeable future due to our strong financial position.

**Andy Colwell**  
Treasurer

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF NEW ZEALAND PUBLIC SERVICE ASSOCIATION

#### Report on the Financial Statements

We have audited the financial statements of New Zealand Public Service Association (the 'Association') on pages 2 to 18, which comprise the statement of financial position as at 31 March 2016, and the statement of comprehensive revenue and expense, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

This report is made solely to the Members, as a body, in accordance with Rule 78(6) of the Association's Rules and Regulations. Our audit has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members, as a body, for our audit work, for this report, or for the opinions we have formed.

#### Executive Board's Responsibility for the Financial Statements

The Executive Board is responsible on behalf of the entity for the preparation and fair presentation of these financial statements, in accordance with Public Benefit Entity Standards Reduced Disclosure Regime ('PBE Standards RDR') and for such internal control as the Executive Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibilities

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates, as well as the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditor and the provision of accounting advice, we have no relationship with or interests in the Association. These services have not impaired our independence as auditor of the Association.

#### Opinion

In our opinion, the financial statements on pages 2 to 18 present fairly, in all material respects, the financial position of Association as at 31 March 2016, and its financial performance and cash flows for the year then ended in accordance with PBE Standards RDR.



**Chartered Accountants**  
**21 July 2016**  
**Wellington, New Zealand**



Public Service Association  
Te Pūkenga Here Tikanga Mahi

# Congress 2016

**Stand  
Together**



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Day 1		Day 2	
8:30	Registrations open	8:30	Opening: Day 2. Notices
9:30	Mihi whakatau (incl obituaries)	8:45	Election of president - first ballot
9:45	Congress opening, address by president and acknowledge achievement awards	9:00	Speaker - introduce campaign strands
10:00	Report to Congress and Financial Report	9:30	Workshop 1
10:20	Discussion of Report to Congress and Financial Report	10:30	Morning tea
10.45	Morning tea	10:50	Election of president - second ballot
11.00	Speaker - launch of campaign	11:00	Workshop 2
11:45	Wrap up of morning session and notices	12:00	Lunch
11.50	Sector meetings	1:00	Election of president - third ballot
12:15	Lunch	1:15	Richard Wagstaff, CTU president
1.15	Ngā Kaupapa launch	1:35	Campaign plenary Speaker 1 – w/shop 1 Speaker 2 – w/shop 2 Speaker 3 – w/shop 3 Speaker 4 – w/shop 4
1:30	Speeches from presidential candidates and questions	2:15	Presidential ballot: results
2:30	Notices of motion	2:30	Farewell to outgoing president
3:00	Afternoon tea	3:00	Congress closing. Poroporoaki
3:30	Voting on notices of motion		
5:00	Rūnanga time		
6.30	Congress photo		
7:00	Dinner		
8:00	Social		

There will be four workshops at Congress – covering the topics of mental health; privatisation; equal pay, and building Māori activism in the context of the Stand Together campaign. These four workshops will be run concurrently and then repeated.

Each Congress delegate will attend two of the four workshops. Delegates are allocated to workshops based on their preferences expressed prior to Congress.

### Workshop structure

Each workshop will have a panel comprising of 1 – 2 external speakers from organisations who share our concern on the issue, joined in conversation by PSA delegates. One person from each panel will also speak at a plenary discussion later in the day.

The Stand Together campaign will be the focus of all but the Equal Pay workshop.

#### Mental Health

This panel will discuss the experiences of our members working in mental health, and of the people they work with. We will discuss the factors contributing to this situation and what a good mental health system would look like. We will then workshop what actions we can take as a union, as members of our community and as part of a wider movement concerned about the growing crisis in mental health and the health system more generally.

#### Privatisation

In this workshop we will look at two key issues for the PSA: social services, in particular social work; and prisons. The CYF review has shown how hard it is to fight the framing of social workers as set by the media and the government. Social Impact Bonds and the investment approach are all part of this narrative.

On the other hand, Serco has now become synonymous with disastrous privatisation in prisons, and our research shows people want more transparency and accountability from government. How can we get traction in these areas?

#### Equal Pay

Equal pay for women is a campaign whose time has come. Cases like the Kristine Bartlett (Terranova) case and the cases being taken by the PSA are located within a wider discourse about gender equality that political parties of all stripes can no longer afford to ignore.

Yet the government will seek to limit its commitments to gender equity in the workforce. This workshop will explore the steps we can take as PSA members to force the government to stand on the right side of history on this issue.

#### Building Māori Activism against Cuts and Privatisation

Historically Māori members have acted as the backbone

of the union movement. This is no less the case within the PSA, where our own research shows that Māori members are the most active. Yet our Māori members often have to walk a difficult line, especially when privatisation, outsourcing and contracting out of services to the community sector is involved.

Policy initiatives like Whānau Ora, charter schools, and the devolution of social services and housing to community organisations (including iwi) are examples of where the debate can become nuanced. Yet Māori, as a population, are the group most likely to be affected by privatisation in its many forms.

Prison privatisation is perhaps the most glaring example of this. This workshop will look at the Stand Together campaign in this context. How can we best support our Māori members to be active leaders within our union and their communities on the issues of concern to them, while continuing to walk this line?

NB: this workshop is to be worked through with members at Hui Taumata in August and is therefore subject to change.



**Rule 9. Election Principles**

(1) Union elections shall follow accepted democratic principles and the following principles shall guide all elections within the union:

- a. in order to be considered a candidate in an election, a full member must submit a nomination supported by two full members and showing the candidate's assent;
- b. adequate time should be allowed between the calling of the elections and the closing date for nominations for all potential candidates to be notified;
- c. adequate time should be allowed between the closing date for nominations and the elections for all potential electors to be made aware of the candidates;
- d. the returning officer, or chairperson in charge of the election procedure shall not be a candidate in the election that she/he oversees;
- e. where a position is contested, voting shall be by secret ballot and the candidate with a majority of votes cast shall be declared elected;
- f. where a position is uncontested the person nominated shall be declared elected.

**Rule 60. Voting**

1. Decision-making at the national and special delegates' congresses shall be in accordance with rule 10 and the provisions of this rule.
2. (Notwithstanding that delegates to national delegates' congress have been selected by their sectors or formal networks, each delegate to the national delegates' congress shall have one (1) vote to exercise at their discretion, provided that:
  - i. there is an expectation that delegates will have used their best endeavours to consult with any members they may be deemed to represent about any matter, election or rule change due to come before congress; and
  - ii. the president as convenor shall have a casting vote when the delegates are equally divided in opinion, such vote to be in addition to the deliberative vote of the convenor.
3. Where a vote is required it shall be conducted by show of hands except:
  - i. a contested presidential election shall be conducted by secret ballot;
  - ii. where the convenor has ruled that there is no clear majority decision from a show of hands or a secret ballot has been called for from the floor. No call from the floor for a secret ballot shall be recognised where the convenor has ruled that a clear majority decision has been achieved.

4. The election for president shall be conducted by way of an exhaustive ballot to ensure that the successful candidate receives a majority of votes cast. Procedures involved in an exhaustive ballot are prescribed in the regulations.

**Rule 62. President**

(1) The president shall be a member of the PSA nominated by a sector committee or the Committee of Te Rūnanga o Ngā Toa Āwhina in accordance with rules 33(1)(e) and 38(6)(d) and elected by the national delegates' congress in accordance with rules 9, 57(1)(c) and 60(3)(i).

(2) The president shall be elected every two (2) years at the national delegates' congress, with the right of re-election for a further two (2) years, and may stand for such office again after a break of two (2) years. The president's term shall begin at the conclusion of the congress at which he/she was elected.

**Rule 56. Timetable**

(1) The timetable for organising the national delegates' congress shall be:

- a. At least six (6) months before the date set for congress the secretariat shall give notice of the date on which congress is to be held to members, formal networks and the governance structures. At that time the executive board shall call for nominations from the sectors and Te Rūnanga o Ngā Toa Āwhina for the position of president and notices of motion.
- b. Nominations for the position of president must be received no later than four (4) weeks following the executive board's call for nominations. Notwithstanding rule 9(1)(a) a nomination for president must be supported by a resolution from a sector committee or the Committee of Te Rūnanga o Ngā Toa Āwhina,

**Regulation 21. Ballot for president**

Rule 60(4) requires that the election for president shall be conducted by an exhaustive ballot at national delegates congress. An exhaustive ballot requires that the successful candidate must receive a majority of votes cast. Accordingly:

- a. Where there are more than two candidates the candidate with the least votes on the first ballot will be eliminated from the election. This will be repeated in every subsequent ballot until there are only two candidates remaining. In the final ballot the candidate with the majority of votes cast will be declared elected.
- b. Where there are only two candidates only one ballot will be held and the candidate with the majority of votes cast will be declared elected.
- c. Where there is only one candidate she/he will be declared elected without a ballot.

There are four candidates for PSA President, listed alphabetically by surname: Andy Colwell, Benedict Ferguson, Janet Quigley, and Peter Robertshaw.



Andy Colwell

**Kia ora koutou,**

I grew up in a politically active family that had strong union values. Fairness and acting together to achieve a better life were principles that were ingrained in me. My mother has been a particular influence, spending much of her 90 years standing up and fighting for women's rights. I have been a trade union member all my working life.

I am a community mental health social worker and live in West Auckland with my partner and two teenage children. I am an Executive Board member, current treasurer, and co-convenor of the DHB Sector and Mental Health Committees.

Through-out my union life I have supported delegates and members to stand up on issues and engage with the employer. For example I played an active role in raising health and safety issues at the ADHB acute inpatient mental health unit. It received media attention, questions in Parliament and resulted in a mediated settlement to the benefit of members. This action led me to help set up the Mental Health Committee.

I also played a lead role in the DHB industrial dispute in Auckland this year. I was involved in the planning of our industrial action and was a spokesperson for the union on the radio and television. It was great to watch members who had never taken industrial action before begin to

understand the strength and possibilities of our union. Through members' action we have maintained our core conditions and have awoken a potential force in our region.

It is clear that traditional structures and roles of public services are under attack through underfunding and privatisation. We need to demand better for our members and for all people who access public services. We need to organise and campaign in different ways to continue to grow our union's influence.

To ensure we are up for this challenge, I propose the union undertakes a 'warrant of fitness'. Let's really look at how we can maximise our influence and resources and re-focus them, if needed, to make the most of opportunities. We will then be in a stronger position to get members involved, increase our bargaining strength, and be better able to campaign on key issues. Our union will also be better able to deliver on our strategic goals of transforming our workplaces, building our union, advocating for strong, innovative and effective public and community services and equal pay.

**Contact:**

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Benedict Ferguson

**Kia ora koutou,**

Why am I standing for president?

1. For the PSA to be seen as a progressive union that is relevant to all workers:

We need to build on the great work done with getting our brand out there. I want all working people, both members and non-members, to recognise the PSA brand and know we stand for:

- Equal pay for work of equal value;
- Inclusive workplaces so that Māori workers can fully contribute and be respected for their contribution;
- Transforming our workplaces;
- Influencing the political landscape;
- Properly funded innovative public and community services.

2. For our membership to grow and try new approaches to recruitment:

We need to be a resilient and sustainable union. We know the importance of strength in numbers, so we all need to play our part in promoting the PSA.

In my view, it's a simple equation: more members = more delegates = more resources to organise our workplaces. We need to be bold with our recruitment strategies and try new approaches, including learning from other organisations.

3. To inspire members to become active and feel a part of the union movement:

I want to inspire our 62,000 members to each spend 30

minutes of their time talking about the PSA. Imagine what sort of impact this could have on all of our working lives. Let's use technology to reach out and engage with our membership. Let's continue to grow and develop our networks.

4. To truly recognise our hard working delegates as workplace leaders and to empower them to stand up for our rights at work:

Let's thank our delegates, not just once, but on a regular basis. Shine a light on the fantastic work they do day after day. Let's support them together, to grow and develop their skill base and to increase their knowledge and experience. Let's promote delegates as workplace leaders. Let's give them the confidence to stand up for workers' rights.

5. Good governance:

Every organisation needs good governance. I have previously sat on the PSA executive board and have a clear understanding of what is required as a board member, and role of the president:

- Setting the strategic direction;
- Ensuring an effective governance culture;
- Accountability;
- Compliance.

That's enough from me.

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Phone: **027 272 8145**



Janet Quigley

**Ngā mihi kia koutou katoa**

I am a health promoter with the Community and Public Health Team in Timaru where I live with Robin, my supportive husband of many years. I have been a PSA member and activist all my working life, and an active workplace delegate for most of this time. For more than 20 years I have been on the DHB sector committee, including 10 years as sector convenor and on the Executive Board with 3 years as vice president.

I have represented PSA and the Asia Pacific Region of our global union federation, Public Services International (PSI), in several leadership roles, including vice-chair of PSI World Women's committee.

For the past 6 years I have been convenor of the Women's Network, where I have been active in building the network, supporting and leading initiatives to improve women's representation in PSA leadership, getting better bargaining outcomes for women members, and the equal pay and paid parental leave campaigns.

All of this experience has given me a deep knowledge of how the PSA operates, of all its sectors, Te Rūnanga and the networks, of how to gain influence and how to drive important issues that transform the working lives of our members and their whānau. I want to see the worth of our delegates and members recognised; and that they have a

platform for their voice in the PSA and workplaces.

My vision is of the PSA delivering a better working life for all our members, standing up for social justice and fairness for all New Zealanders. There are many challenges ahead, not least the 2017 general election, where we must use our collective strength and strategic capability to tell the compelling story of how workers' employment rights have been eroded, how women do not yet have equal pay or workplace equality, and how privatisation has impacted on services and jobs.

I will bring my skills, energy, vision and passion to work alongside members in all our sectors, rūnanga, networks, the staff and board to ensure that as a union we continue to strengthen, that we challenge government and employers on issues that affect our diverse membership, empowering members to stand together and confront policies that fail to provide us with a fair and safe work environment where we are valued and can prosper.

It will be my privilege to serve as your president.

Nāku noa, nā

Janet Quigley

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Phone: **(03) 6872613** or **027 431 9964**



Peter Robertshaw

**My name is Peter Robertshaw.**

I was born in Yorkshire, England and moved to New Zealand in 2005.

The majority of my working life has been in the justice sector, having served in the Metropolitan Police and practised as a solicitor in the UK, specialising in Criminal Defence and Employment Law.

I have also worked as a cook, a multidrop delivery driver, as a hospital technician and an insurance salesman.

In January 2006 I joined the Ministry of Justice, my first job in New Zealand, and I have worked in that organisation ever since. I became a delegate shortly after arriving as I wished to continue with my advocacy on behalf of others.

I am a workplace delegate, first and foremost. The workplace, and grassroots members, are the heart and soul of our union.

I have a passion for people's rights and have been fortunate to represent my colleagues and fellow union members as a local, national, and sector delegate, and on the executive board. I am currently the convenor of the Public Service

Sector Committee and vice president of the PSA. I believe I have a sound knowledge of the union, and our operations from bottom to top.

I am a passionate advocate on behalf of members and believe I have the right qualities to lead this organisation through the testing times ahead, which is why I now stand for the role of president.

We are the biggest and most progressive union in New Zealand. I want to keep that spirit of progression moving. If I am elected, I will encourage much more participation from the grassroots level in matters which are put into practice by the Executive Board on their behalf and the Secretariat who implement it. Our union is our membership.

I look forward to serving in whichever way best helps members and the union.

**Contact:**

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Phone: 027 553 4377

## Notices of motion for Congress 2016

**Administrative notices of motion****Honoraria****Notice of motion:**

That from 1 October 2016 the honoraria for the executive board be as follows:

Office	Current rate	Proposed new rate
President	\$5,160	\$5,200
Kaumatuā	\$1,140	\$3,380
Kuia	n/a	\$3,380
Vice President	\$3,360	\$3,380
Treasurer	\$3,360	\$3,380
Rūnanga Convenor	\$3,360	\$3,380
Sector Convenors	\$2,285	\$2,300

**Moved:**

Executive board

**Rationale:**

Congress 2004 decided that the executive board honoraria would be reviewed at each successive congress to adjust for inflation as measured by the movement in the March year CPI. This means using the CPI movement for the period March 2014 to March 2016, which was 0.7% and this has been applied to the rates above. Note: this year the board has proposed that the Kaumatua and Kuia be paid an honorarium at the same rate as the officers of the union (vice president, treasurer and convenor of Te Rūnanga o Ngā Toa Āwhina) in recognition of the work they do and their status in the PSA.

**Appointment of Auditor****Notice of motion:**

That Deloitte be appointed auditor for the financial years ending 31 March 2017 and 31 March 2018.

**Moved:**

Executive board

**Rationale:**

This appointment is a function of congress. Our current auditor, Deloitte, is very constructive and professional and bring depth of technical ability that is derived from being the local member firm of a substantial international audit firm. Deloitte indicated it is are willing to be reappointed.

**Policy matters****Executive board policy: reviewing membership subscription rates****Notice of motion:**

That the executive board policy on the reviewing of membership subscription rates be amended to include consideration of movements in the living wage as well as the appropriate Statistics New Zealand index (currently the Labour Cost Index) when adjusting the subscription band thresholds, and changes to the references to reflect updates to the rules. The policy is otherwise unchanged and would read as follows:

**"Executive Board policy: reviewing membership subscription rates****Objective**

To give guidance to the executive board when it considers changing subscription rates for union membership.

**Authority**

Rule 43(1)(b) states:

*"The executive board shall have all the powers of the PSA not required by law or by these rules to be exercised by a national delegates' congress or special delegates' congress but shall be subject to the control of the national delegate's congress or special delegates' congress".*

*There is no specific reference to how subscriptions are to be set in the Rules or in the Incorporated Societies Act 1908 – the Act under which the PSA is registered. It therefore falls into the functions and powers of the executive board to determine member subscriptions.*

**Purpose and background**

*The purpose of this policy is to ensure that:*

- (1) Subscription revenue is sufficient to fund union activities.*
- (2) Subscription rates are viewed as fair and reasonable by members and are not a barrier to union organising, (to be measured through consultation with sector committees and Te Rūnanga o Ngā Toa Āwhina).*

**Process:**

- (1) Subscriptions are to be subject to review every two (2) years.*
- (2) Subscription rate(s) are to be adjusted by the executive board:
 
  - with reference to the change in the Consumer Price Index (CPI) as published by Statistics New Zealand, and
  - after consulting with sector committees and Te Rūnanga o Ngā Toa Āwhina.*
- (3) The subscription band thresholds are to be adjusted by the executive board:
 
  - with reference to the appropriate Statistics New Zealand*

*Index and movements in the living wage, and after consultation with sector committees and Te Rūnanga o Ngā Toa Āwhina.*

*(4) Any adjustment is to be approved by the executive board on or before its October meeting and applied from 1st March following."*

**Moved:**

Executive board

**Rationale:**

Congress 2006 passed a policy to provide guidance to the executive board when exercising its power to review membership subscription rates. This policy has been applied consistently ever since, with the membership subscriptions increasing at around the same as CPI every two years and the adjustments to the subscription band thresholds increasing according to the Labour Cost Index (LCI). In 2014 (following an approach by the community public services sector committee) the board interpreted this policy to allow for the upper threshold to be adjusted by the movement in the living wage, once the movements in the LCI had been considered. This change was supported by all the sector committees and Te Rūnanga komiti as being reflective of the PSA's commitment to the living wage. This motion would amend the policy to explicitly authorise the board to consider the living wage when adjusting the subscription band thresholds. The policy is otherwise unchanged.

## Rule changes

### Gender equity

**Notice of motion:**

That rule 5 be amended to read:

*"In accordance with principle of gender equity all governance bodies and official delegations of the PSA will have women members consistent with the gender demographics of the membership they represent. For the purposes of this rule 'governance bodies' are defined as the national delegates' congress, the annual general meeting, the executive board, sector committees and the committee of Te Rūnanga o Ngā Toa Āwhina."*

**Moved:**

Executive board

**Rationale:**

Congress 2014 inserted a new rule 5, Gender Equity, which required all the PSA governance structures as outlined in rule 21 to have women members consistent with the demographics of the membership they represent. Application of this rule was deferred until 1 October 2016 to allow time for the practicalities of the implementation to be worked through.

There are two consequential changes to rule 5. The first limits the definition of governance bodies for the purposes of this rule to the executive board, sector committees, Te Rūnanga komiti, congress and the annual general meeting, rather than the more expansive list under rule 21. This reflects the recommendation of the gender equity group that has been planning for the implementation. The second would remove the transitional provision that would make the rule applicable from 1 October.

For ease of understanding this has been cast as a new single notice of motion.

### Women's Network amendment to the Executive Board's notice of motion on Rule 5: Gender Equity

The Women's Network of the PSA seeks to amend the Executive Board's notice of motion on Rule 5: Gender Equity so that the rule reads as follows:

*"In accordance with principle of gender equity all governance bodies and official delegations of the PSA will have women members consistent with the gender demographics of the membership they represent. For the purposes of this rule 'governance bodies' are defined as the national delegates' congress, the annual general meeting, the executive board, sector committees, enterprise delegate committees where they exist, and the committee of Te Rūnanga o Ngā Toa Āwhina."*

**Moved:**

Women's Network

**Rationale:**

The Women's Network amendment to the Executive Board's notice of motion seeks to ensure that enterprise delegates' committees are included within Rule 5.

Congress adopted Rule 5 in 2014 to give active force to the principle of gender equity in the PSA's governance structures. Enterprise delegates' committees are part of the PSA's governance structure as provided for by Rule 21(f).

The poor representation of women in PSA governance structures is a long-standing issue. Congress adopted Rule 5 because women's representation in the PSA governance structures remained static despite efforts over a decade to address women's under-representation, including the establishment of the Women's Network.

The PSA has put considerable effort and investment into leadership training for women members, and this is proving to be very successful. We now have over 150 women who have completed the training, some at an advanced level, and who have set themselves leadership goals. They are ready to step up and apply their new skills into representative roles within the PSA, as delegates and in their workplaces and communities.

Enterprise delegates committees often provide a pathway between workplace delegates and the sector committees. So it is vital that enterprise delegate committees are gender representative to ensure that the sector committees also represent women proportionally.

In 2016, 71% of our members are women. And yet, overall, women make up only 63% of workplace delegates, 53% of national delegates, 68% of sector committee delegates, and 30% on the Executive Board.

Māori women in the PSA have shown that equality of representation is achievable: 75% of Māori members are women, 86% of Māori site delegates are women, 67% of Māori enterprise delegates are women, and 74% of Te Rūnanga o Ngā Toa Āwhina are women.

Acknowledging and valuing women's leadership capacities is an investment in truly participative democracy and strengthens the Union.

### Gender equity on the executive board

**Notices of motion:**

a) That rule 33(1)(c) regarding the functions and powers of sector committees be amended to read:

*"To elect two co-convenors, at least one of whom shall be a woman, to chair the sector committee and represent the sector on the executive board in accordance with rule 42."*

**Moved:**

Executive board

b) That rule 38(6)(g) regarding the functions and powers of the committee of Te Rūnanga o Ngā Toa Āwhina be amended to read:

*"To elect a convenor (tuakana) and deputy (teina) at least one of whom shall be a woman."*

**Moved:**

Executive board

c) That rule 42(1) relating to the membership of the executive board be amended to read:

*"The executive board shall consist of:*

- (a) The president;*
- (b) A convenor (tuakana) and deputy convenor (teina) of Te Rūnanga o Ngā Toa Āwhina;*
- (c) A duly elected co-convenor of each sector committee;*
- (d) The secretariat;*
- (e) A co-representative of the staff group."*

**Moved:**

Executive board

d) That a new rule 42(2) be inserted to read as follows and the subsequent clauses be renumbered accordingly:

*"When a vacancy for a sector committee co-convenor or a co-representative of the staff group arises on the executive board,*

*the provisions of rule 5 will determine whether the vacancy must be filled by a woman. If a woman is required for the role, the sector committee or the staff group will choose their female co-convenor or co-representative to represent them on the board.*

*(a) In the case of sector committees, if both co-convenors are women, or if there is no requirement for a woman on the board in order to comply with rule 5, the committee will elect one of the co-convenors to the board.*

*(b) In the case of the staff group, there will be two co-representatives at least one of whom shall be a woman. If both co-representatives are women, or if there is no requirement for a woman on the board in order to comply with rule 5, the staff group will elect one of the co-representatives to the board."*

**Moved:**

Executive board

e) That rule 42(4) (previously 42(3)) relating to the sending of proxies to executive board meetings be amended to read:

*"Where a board member is unable to attend a particular executive board meeting the other co-convenor of the sector, the deputy convenor of te Rūnanga or the other co-representative of the staff group shall be able to attend and have the same rights as if they were the member. In the event that this person is unable to attend a proxy representative shall be selected by the committee or group concerned provided that the secretariat shall not have a proxy."*

**Moved:**

Executive board

f) That rule 43 concerning the functions and powers of the executive board be amended by inserting a new 43(2)(1) to read:

*"Take reasonable temporary measures to facilitate the maintenance of the gender balance among its membership in accordance with rule 5."*

**Moved:**

Executive board

g) That rule 47(2) be amended by the addition of a new (c) to read:

*"Convenor (tuakana) and deputy convenor (teina) of Te Rūnanga o Ngā Toa Āwhina shall have one vote in total."*

**Moved:**

Executive board

h) That rule 64(4) be amended to read:

*"Where a vacancy occurs in the office of convenor of Te Rūnanga o Ngā Toa Āwhina, the deputy convenor will act in the role until a new convenor is elected in accordance with these rules."*

**Moved:**

Executive board

**Rationale:**

The implementation of rule 5 impacts on the composition of the executive board and changes are required to the related rules. The proposal is for each sector and the staff group to have two co-convenors (at least one of which is a woman) only one of whom will be a member of the board depending on the gender make-up of the board.

For Te Rūnanga komiti, a different approach has been adopted that reflects tikanga and our internal Treaty relationship. Instead of a co-convenorship te komiti will have a convenor (tuakana) and deputy convenor (teina), both of whom may attend the board, but they may only exercise 1 vote. This maintains the current balance of voting on the board.

The board is also given a general authority to take reasonable steps to facilitate the maintenance of gender equitable representation on the board. This might entail such things as providing support to a sector committee or co-option if required in extraordinary circumstances.

**Payment of subscriptions while on parental leave****Notice of motion:**

That rule 18(1)(a) be amended by changing 'parental leave and special leave without pay' to 'parental leave or special leave without pay'

**Moved:**

Executive board

**Rationale:**

Rule 18(1)(a) is ambiguous. It is not clear whether all members on parental leave are exempt from paying fees, or only those on parental leave without pay. There is a further possibility that members in this situation may need to be on both parental leave and special leave without pay. The rule change would remove the ambiguity by changing 'parental leave and special leave without pay' to 'parental leave or special leave without pay'. Anyone on parental leave (whether paid or unpaid) would therefore be exempt from paying subscriptions.

**Workplace representation****Notice of motion:**

The following amendments are proposed:

- a) That rule 24 be retitled 'Delegates and delegate structures'
- b) That rule 24(1) be amended by deleting all the words after the first sentence so that it reads:

*"A delegate is a full member of the PSA who is elected to represent members within a workplace or enterprise."*

c) That a new rule 24(2) be inserted to read:

*"It is recognised that PSA members work in a wide variety of workplaces and enterprises and that there is no single model for the organisation of delegates that can be applied. Members in enterprises and workplaces may therefore organise their delegate structures in ways that reflect their needs taking into account such factors as the size of the enterprise, the geographical location of workplaces and the range of occupations of members."*

d) That a new rule 24(3) be inserted to read:

*"Enterprise delegate committees may decide the number of delegates in an enterprise or workplace and make minor changes to delegate structures in order to facilitate effective representation, provided that is consistent with these rules and any relevant provisions of the regulations. However, any major reorganisation of delegate structures in an enterprise must be confirmed by a vote of all members in that enterprise either at meetings of members or by some other method as provided in the regulations, except that rūnanga delegate structures within an enterprise must be decided by Māori members in that enterprise. Any major change to delegate structures must be decided upon at least one month prior to 1 April in a year in which delegate elections are due."*

e) That rule 25(2) be amended to read:

*"Delegates shall be elected, under normal circumstances, at an annual members meeting, recognising that the size and complexity of many enterprises may require that an enterprise delegate committee (and any intermediate delegate structures) might need to be elected at a later date and by some other process consistent with rule 9 and any terms contained in the regulations."*

f) That rule 28(3)(a) regarding the functions of annual members meetings be amended to read:

*"To elect delegates in accordance with rule 25(2), in the year following the national delegates' congress."*

**Moved:**

Executive board

**Rationale:**

When the rules underwent a substantial review in 2008 it was intended that they would enhance workplace democracy but would be neutral as to how members in workplaces wanted to organise themselves. Experiences since then suggest that the rules are not as clear as intended and there have been some debates in workplaces where members have called upon the rules to back their arguments for a particular way of doing things rather than discussing what might be best for that workplace. In these discussions the rules have been ambiguous and not necessarily helpful.

The amendments here are designed to fulfil the original intention of enhancing democracy while allowing members in workplaces and enterprises to organise themselves as they see fit.

**Conditions on informal networks****Notice of motion:**

That rule 74(8)(b) that excludes informal networks from having resources allocated to them be deleted and a new rule 74(8)(b) be inserted to read:

*"co-ordinate union activities that are consistent with union policies and strategies;"*

**Moved:**

Executive board

**Rationale:**

When networks were introduced at congress 2008 they were divided into 'formal' and 'informal', with the former intended to have a stronger constitutional role of advising the board and organising and co-ordinating activities. 'Informal' networks were thought likely to be low level groups concerned mainly with mutual support and information sharing, probably at a local level.

As a consequence they were excluded from having a budget. Since then informal networks have grown to be a useful mechanism for groups such as social workers and health and safety representatives to stay connected and to organise. We are already providing financial support and so the continued existence of a rule that excludes them from accessing resourcing is an anachronism. It is proposed to delete this provision.

The board has also considered the way in which informal networks operate and think that they should have the general authority to co-ordinate union activities, the same as the formal networks.

A single amendment deals with both issues.

**Deaf and disabled network****Notice of motion:**

a) That rule 74(6) be amended by the addition of a new (e) that reads:

*"Deaf and disabled network (see rule 79)."*

b) That a new rule 79 is proposed as follows, with subsequent rules being renumbered accordingly:

- (1) "In accordance with rule 74, there will be a Deaf and disabled network of the PSA, which shall be subject to the rules, regulations and policies of the union.
- (2) The Deaf and disabled network exists to:
  - (a) promote the interests of Deaf and disabled people within the PSA;
  - (b) facilitate the sharing of information and experiences;

(c) encourage and support Deaf and disabled peoples' participation in the representative structures at all levels."

**Moved:**

Executive board

**Rationale:**

The Deaf and disabled network is currently an informal network within the PSA, but it is one that has a clear constituency and increasing activism. It should have the same status as the other formal networks in the PSA: women, PSA youth, PSA Pasifika, Out@PSA. This would guarantee representation at congress and provide them with the ability to propose notices of motion to congress as well as increasing their standing within the union.

**Representation of youth on the executive board and sector committees****Notice of motion**

"That rules 42(1) and 32(6) of the PSA Rules be amended so that each of the PSA Sector Committees and the PSA Executive Board must create a designated PSA Youth role on their committees."

**Moved:**

PSA Youth

**Rationale**

The PSA executive board and sector committees are important decision making bodies of the PSA, but are not representative of the age demographics of PSA membership.

As a formal network, PSA Youth is constitutionally bound to "encourage and support" the participation, and to "promote the interests" of PSA Youth members. To achieve this, it is important that PSA Youth members are represented in the decision making bodies of the PSA.

PSA Youth want to improve PSA's governance by increasing its diversity and ensuring it is more representative of its membership. Research shows there are clear benefits from having diverse voices involved in an organisation's governance such as improved and more inclusive decision-making.

After a significant push from PSAY to have more young members elected to sector committees, in 2015, there was a significant jump from one to now eight young delegates elected to sector committees. However these eight make up just ten percent of the sector committees, in contrast to the 22 percent of the PSA membership we have age data for that are aged 35 or under. While the PSA Youth Network will continue to promote PSA Youth representation on sector committees, there is no guarantee that young delegates will be elected through current

processes. This is a constant task – several of the eight PSAY members currently elected to sector committees will age out over the next few years.

There are currently no PSAY members on the executive board.

PSAY proposes that each sector committee and the executive board create a designated PSA Youth role on their committee. This will ensure that each of these bodies has at least one young representative. This person can act as a conduit between PSA Youth and the sector committees and board, can help lead conversations on how to ensure greater youth representation on these structures, and can ensure there is a youth voice on these decision making bodies. With the right training and support, we can draw on the energy, enthusiasm and experiences of younger members to contribute to governance roles.

### Commentary from the executive board

The notice of motion as moved would not result in a change to the rules but would commit the executive board to bringing back a change to the next congress. The executive board supports having a debate on the issues raised by this proposal from PSAY and has no recommendations to make.

The network's rationale makes a good case for having a PSAY representative on each of the committees in order to improve the diversity of our governance structures, but formally involving the networks at this level and in

this way would be a significant change for the PSA and congress should be aware of the implications:

- It would be difficult to limit this level of representation to PSAY. Other formal networks could request similar treatment in future and would reasonably expect their requests to be considered.
- Rule 21 would also have to be amended to make the networks part of the governance structures – they are currently excluded.
- If the 4, soon to be 5 formal networks all had representation on the board it would significantly increase the size of the board which would have implications both for how the board operates and the costs involved.
- It has been an important principle of representation in our governance structures that sector committees and Te Rūnanga komiti, and the executive board are comprised of delegates in order to maintain a strong link with workplaces. Adoption of this motion would require either a further amendment to ensure that PSAY representatives on these committees are also delegates or an acceptance that representation on these governance committees is not limited to delegates.



**Jean Douglas – Rotorua District Council, Local Government Sector, presented on 4 June 2015**

Prior to her retirement in 2013, Jean was a strong advocate for PSA members at the Rotorua District Council. The Council's HR manager said Jean played an integral part in turning a hostile, non-trusting relationship into a constructive one where PSA members and delegates could play an important role in improving the working lives of those at the Council.



**Jenny Goodman – Healthcare NZ, Community Public Services Sector, presented on 16 April 2015**

After first joining the PSA in 1971, Jenny has been a stalwart on a number of committees, most recently in the Community Public Services sector, which she has represented with distinction on the PSA's Executive Board. Jenny, an inaugural recipient of the Council of Trade Unions' Inspiring Women's Award, took the legal case which resulted in the In Between Travel Settlement, an agreement between unions, the crown and providers which means big improvements in pay and working conditions for home support workers.



**Bala Beeram – AsureQuality, State Sector, presented on 15 July 2015**

A strong advocate for lab workers and others at AsureQuality, Bala is known for his passionate advocacy on behalf of his fellow union members. At the ceremony to receive his award, Bala was recognised by the 200 staff who attended, including AsureQuality's chief executive, as well as his family and PSA organiser.



**Paula Scholes – Institute of Environmental Science and Research (ESR), State Sector, presented on 22 May 2015**

Paula has led the team of delegates at ESR since the Crown Research Institute was first formed in the early 1990s. Her hard work and dedication has helped to build strong union organisation not just at ESR, but across the science cluster of organisations through her role on the PSA's Science Committee. Paula also served as PSA president from 2008-12.

- **Allan Franks** Auckland DHB
- **Ronald Sanders** Auckland DHB
- **Eleanor Ure** Auckland DHB
- **Gaynor Salie** Auckland DHB
- **Anahira Dare** Auckland DHB
- **Martina Allen** Auckland DHB
- **Alison Philcox** Auckland Council
- **Jon McSpadden** Auckland Council
- **Katherine Marshall** Counties Manukau DHB
- **Teena Choat** Counties Manukau DHB
- **Veronica Letang** Counties Manukau DHB
- **Joy Neilson** Counties Manukau DHB
- **Jennifer Trembath** Counties Manukau DHB
- **Joanne McKee** Counties Manukau DHB
- **Michael Williams** Counties Manukau DHB
- **Rachael Muir** Counties Manukau DHB
- **Jenny Armstrong** Counties Manukau DHB
- **Raewynn Robertson** Auckland Council
- **Andrea Partington** Waitemata DHB
- **Kris Frew** Waitemata DHB
- **Jovo Gregovich** Auckland DHB
- **Irene Oosterhof** Counties Manukau DHB
- **Lynn Tucker** Auckland DHB
- **Rosanne Jamieson** Counties Manukau DHB
- **Pepe Sinclair** Counties Manukau DHB
- **Alamelu Badrinarayanan** University of Auckland
- **Judy Weaver** Waitemata DHB
- **Karen Van** Werkum Northland DHB
- **Bronni Mercier** Auckland DHB
- **Enid Wardle** Counties Manukau DHB
- **Geoff Thomson** Counties Manukau DHB
- **Angela Harris** Auckland Council
- **Richard Webber** Counties Manukau DHB
- **Lisa-Jane Applegate** Waitemata DHB
- **Leisa Briggs** Waitemata DHB
- **Martin Dewson** Auckland Transport
- **Terry Conner** Auckland Council
- **Melanie Bourgeois** Spectrum
- **Gregory Jones** Health Alliance
- **Robin Drought** Auckland Council
- **Robyn Stewart** Auckland Council
- **Peter Roundhill** AsureQuality
- **Andrew Tanner** Aviation Security Service
- **John Ravlich** New Zealand Customs
- **Jeana Jurisich** Department of Corrections
- **Tanusha Iyengar** Ministry Of Justice
- **David Hartland** Ministry Of Justice
- **Lynnell Greer** Department Of Conservation
- **Georgina Mitchell** Ministry of Social Development
- **Maxine Wynyard** Ministry of Social Development
- **Ysobel Cherrington** Ministry of Social Development
- **Sunethri Vanamala** Ministry of Social Development
- **Sam Sinia-Anae** Ministry of Social Development
- **Barbara Rudolph** Ministry of Social Development
- **Wendy Green** Ministry of Social Development
- **Naz Sharif** Ministry of Social Development
- **Janene Fife** Ministry of Social Development
- **Douglas Elliot** ESR
- **Ben Prasad** Housing New Zealand Corporation
- **Steve Bradley** Inland Revenue
- **Margaret Keber** Inland Revenue
- **Stephen Andrews** Ministry for Primary Industries
- **Craig Hawthorne** Ministry for Primary Industries
- **Peter Lord** Ministry for Primary Industries
- **Brian Mooney** Ministry for Primary Industries
- **Mona McKenzie** NZ Defence Force
- **Douglas Parrington** NZ Defence Force
- **Lorain Clark** Statistics New Zealand
- **Frank Borsos** Department of Internal Affairs
- **Wilma Ballinger** Ministry of Social Development
- **Peter Stallworthy** Department of Corrections
- **Sue Zimmerman** Ministry of Health
- **Gerald Butler** Ministry of Business, Innovation and Employment
- **Abdul Rafik** Inland Revenue
- **Anne Bayer** IAG
- **Cedric Snowden** Te Roopu Taurima Whakatau mai
- **Karen Tasker** Te Puni Kokiri Whangarei
- **Mike Bentley** Department of Corrections
- **Sherree Perfect** Inland Revenue Department
- **Rusty Kambata** IAG
- **Roger Midgley** AsureQuality
- **Peter Scott** AsureQuality
- **John Morley** AsureQuality
- **Jean Cunningham** Ministry of Social Development
- **Julian Clark** Ministry of Social Development
- **Wyatt Harris** Department of Corrections
- **Jackie Kerr** Department of Corrections
- **Geish Trethewey** Department of Corrections

- **Jacki Tawhara** Ministry of Justice
- **Joyleen Tuahine** Ministry of Justice
- **Sheryl Josephs** Ministry of Social Development
- **Darrell Te Maro** Ministry of Social Development
- **Helen Kershaw** Ministry of Social Development
- **Janie Southee** Ministry of Social Development
- **Denise Wallen** Ministry of Education
- **Grant Hird** Whanganui DHB
- **Karen Goymour** Whanganui DHB
- **Scott Taylor-Moore** Whanganui DHB
- **Richard Hemingway** Whanganui DHB
- **Annette Davis** Hawkes Bay DHB
- **Kim Salamonson** Hastings District Council
- **Mareeta Priest** Kapiti Coast District Council
- **James Ludlam** Ministry of Business, Innovation and Employment
- **Maureen Jacobsen** MidCentral DHB
- **Gordon Kuggeleijn** Horizons Regional Council
- **Cherrie Lawson** NZ Defence Force
- **Genevieve Barker** Tairāwhiti District Health Board
- **Craig Dunlop** Ministry of Social Development
- **Joanne Burmeister** AsureQuality
- **Brian Marsh** AsureQuality
- **Linda Te Whaea Ihipera** Health Care Holdings Limited New Zealand
- **Verity Brown** Pathways
- **Greg Sorensen** Ministry for Primary Industries
- **Pauline Holmes** Department of Corrections
- **Gavin Cain** South Canterbury DHB
- **Bill McRandle** AsureQuality
- **Paul Reeves** AsureQuality
- **Nikki Boreham** Ministry of Social Development
- **Shahmay Smith** Ministry of Social Development
- **Phil Coutts** Department of Corrections
- **Peter Hodson** Department of Corrections
- **Peter Wall** Ministry of Justice
- **Bruce McKinlay** Department of Conservation
- **Garry Lay** Department of Internal Affairs
- **Gavin McKenzie** Ministry of Education
- **Mary Robertson** Health Care Holdings
- **Lynn McLachlan** Southern DHB
- **Peter Verwey** WorkSafe New Zealand
- **Yvonne Donnelly** Department of Corrections
- **Roy Blissett** Ministry of Justice
- **Tere Muriwai** Ministry of Justice

- **Brendon Christensen** Department of Conservation
- **Doug Taucher** Department of Conservation
- **Graeme Katting** Ministry of Social Development
- **Laz Abricossow** Ministry of Social Development
- **Marcel Van Leeuwen** Scion
- **Lyn Mayn** Hamilton City Council
- **Michelle Tiriana-Bishop** Housing New Zealand Corporation
- **Corinne Young** Waikato DHB
- **Pat Anderson** Waikato DHB
- **Belinda Rouse** Waikato DHB
- **Mark Commins** Inland Revenue
- **Ray Cox** Inland Revenue
- **Debbie Cleaver** Inland Revenue
- **Ngaire Holden** Lakes DHB
- **Caroline White** Lakes DHB
- **Tom Clothier** Ministry of Business, Innovation and Employment
- **Allan Hawkes** AgResearch
- **Martin Upsdell** AgResearch
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- **Stephen Parker** NZ Transport Agency
- **Peter Mora** Tauranga City Council
- **Graeme Mills** Tauranga City Council
- **Sandy Fleet** Western Bay of Plenty District Council
- **Eileen Bridgens** Lakes DHB
- **Pat Forbes** Waikato DHB
- **Hine Ioane** University of Waikato
- **James Snowball** Department of Corrections
- **Doug South** AsureQuality
- **Peter McGowan** Ministry of Social Development
- **Don Neale** Department of Conservation
- **Karen Johnson** Ministry of Social Development
- **Graham Moseley** Government Security Communications Bureau
- **Annette Taylor** Nelson Marlborough DHB
- **Michael Ogden** Nelson City Council
- **Ross Paterson** Opus
- **Lorraine Kearns** Nelson Marlborough DHB
- **Heather Davies** ESR
- **Tony Bromley** NIWA
- **Scott Nodder** NIWA
- **Brent Wood** NIWA
- **Ian Monzari** Capital and Coast DHB
- **Scott Hunter** Capital and Coast DHB
- **Matewai De thierry** Capital and Coast DHB
- **Jim Hollingsworth** Capital and Coast DHB
- **John Holloway** Capital and Coast DHB
- **Stephen Lomax** Capital and Coast DHB
- **Roy Blissett** Ministry of Justice
- **Tere Muriwai** Ministry of Justice

- **Mercy Drummond** Capital and Coast DHB
- **Jackie Jennings** Hutt Valley DHB
- **Nerinda Cropp** PSA
- **Fiona Ormsby** PSA
- **Lindsay McGowan** PSA Associate Members
- **Richard Shaw** PSA Associate Members
- **Adrian Turner** PSA Associate Members
- **Clive Wilson** PSA Associate Members
- **David Coates** PSA
- **Chris Stuart** PSA
- **Frances McCaffery** Department of PM and Cabinet
- **Arran Harris** Northpower
- **Nancy Dally** Counties Manukau DHB
- **Adrienne Rollo** Waitemata DHB
- **Louisa Wood** Auckland DHB
- **Charles Moore** AsureQuality
- **Murray Shaw** Department of Corrections
- **Susan Wong** Inland Revenue
- **James English** NZ Defence Force
- **Upumoni Ranacou** NZ Customs Service
- **Russell Dilloway** Department of Corrections
- **Dee Reynolds** Ministry of Social Development
- **Marc Osborne** Ministry of Social Development
- **Glenis Lorenz** Hastings District Council
- **John Fergusson** Landcorp
- **Denise Smith** Taranaki DHB
- **Ross Thorby** AsureQuality
- **Suzanne Robinson** Ministry of Social Development
- **Andrew Evans** Department of Conservation
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- **Lyn De Groot** University of Canterbury
- **Cheryl Ruka** Ministry of Social Development
- **Trevor Williams** University of Otago
- **Georgina Kerr** Education Review Office
- **Bruce McAuliffe** Waikato Regional Council
- **Sue Watson** Otago District Council
- **Faith Whitiora** Spectrum
- **Brett Steele** Western Bay of Plenty District Council
- **Marilyn Wearing** West Coast DHB
- **Kerry Aston** Department of Corrections
- **Ron Hazeldine** Department of Conservation
- **Carolyn Lister** Plant & Food Research
- **Eric Verstappen** Tasman District Council
- **Robyn Murray** West Coast DHB
- **Mark Justice** Hutt City Council

- **Lindsay Annear** Greater Wellington Regional Council
- **Keri Te Kawa** Hutt City Council
- **Leslee Chase** Capital and Coast DHB
- **John Dwyer** PSA Associate Members
- **Keith Brown** Auckland DHB
- **Tim Saunders** NZ Artificial Limb Service
- **Alison Fitzpatrick** Auckland Council
- **Paul Peters** Northern DHB
- **Frances Henderson** Spectrum
- **Joy Robinson** Auckland DHB
- **Brian Neal** AsureQuality
- **Agatha Cordeiro** Ministry of Business, Innovation and Employment
- **Graeme Roberts** Ministry of Social Development
- **Susan Brown** NZ Defence Force
- **Sue Henderson** Ministry of Social Development
- **Bill Toomey** Radio Network
- **Gavin Tarbotton** Kordia
- **Dale O'Brien** Land Information NZ
- **Marie Davis** Opus
- **Grant Sim** Department of Conservation
- **David Fisher** NIWA
- **Mike Jensen** Greater Wellington Regional Council
- **Melanie Bigg** Auckland DHB
- **Neil Van De Water** Auckland DHB
- **Kathy Keepa** Ministry of Social Development
- **John Aiono** Department of Internal Affairs
- **Ashley Dunstan** Hastings District Council
- **Marie Gorinski** Wanganui District Council
- **Richard May** AsureQuality
- **Marie Winter** Inland Revenue
- **Trevor Shoosmith** Department of Corrections
- **Ann Reweti** Wellington City Council
- **Clare Miller** Auckland DHB
- **Sheree Whanga** Far North DHB
- **Vijay Kumar** Spectrum
- **Barbara Karsten** Auckland DHB
- **Julie Ritchie** Auckland DHB
- **Leanne Milani** Department of Internal Affairs
- **Rick Hicks** Department of Corrections
- **Piki Wellwood-King** Ministry of Social Development
- **Barbara Graham** Tairāwhiti DHB
- **David Barrell** GNS Science
- **Lucy Gray** University of Otago
- **Alan Hart** NIWA
- **Katalina Semisi** Ministry of Social Development
- **Warren Symons** Capital and Coast DHB
- **Elsbeth Hill** Hutt Valley DHB
- **Val Dempster** PSA Associate Members

**Community Public Services sector**

- **Barbara Cameron** Healthcare NZ
- **Beryl Barr** Enliven Community Support
- **Candace McCabe** Workbridge
- **Carol Hastie** Stand for Children's Services Tu Maia Whānau
- **Claudia Maaka** Ngāti Porou Hauora
- **Donna Wealleans** Healthcare NZ
- **Eleanor Keepa** Healthcare Rehabilitation
- **Eva Lemmen** NZ Care
- **Holly Coulter** Women's Health Action Group
- **Margaret Revell** Community Living Trust
- **Pania Love** NZ Care
- **Pollyanna Alo** Emerge Aotearoa
- **Sandra Laughton** Royal District Nursing Services
- **Sara Tari** Ngāti Porou Hauora
- **Jenny Goodman** Healthcare NZ

**District Health Board sector**

- **Allan Franks** Auckland DHB
- **Andrew Colwell** Auckland DHB
- **Anne Hetherington** West Coast DHB
- **Barbara Graham** Tairāwhiti DHB
- **Brent Doncliff** Waikato DHB
- **Broderick Wellington** Capital and Coast DHB
- **Camron Muriwai** Northern DHB
- **Christine Martin** Waitemata DHB
- **David Robiony-Rogers** Capital and Coast DHB
- **Dianna Mancer** MidCentral DHB
- **Glenda Young** MidCentral DHB
- **Hilary Genet** Nelson Marlborough DHB
- **Isaac Sayal** Waitemata DHB
- **Jacky Maaka** Bay Of Plenty DHB
- **Janet Quigley** Canterbury DHB
- **Judith Palmer** Lakes DHB
- **Leisa Briggs** Waitemata DHB
- **Louise Morgan** Auckland DHB
- **Megan Barry** Counties Manukau DHB
- **Michael Williams** Counties Manukau DHB
- **Miranda Buhler** Southern DHB
- **Nancy Dally** Counties Manukau DHB
- **Nancy McShane** Canterbury DHB
- **Pamela Hindle** Taranaki DHB
- **Penny Hunt** South Canterbury DHB
- **Richard Hemingway** Whanganui DHB
- **Rosemary McNeil** Hawkes Bay DHB
- **Sandra Bell** Auckland DHB
- **Sandra-Lee Skipwith** Waitemata DHB
- **Sharon Wharerau** Canterbury DHB
- **Stacey Muir** Southern DHB
- **Steven Grant** Northern DHB
- **Suzanne Laird** Bay Of Plenty DHB

**Local Government sector**

- **Alana Reid** Dunedin City Council
- **Benedict Ferguson** Auckland Council

- **Eleanor Haggerty-Drummond** Wellington City Council
- **Jimmy Campbell** Auckland Transport
- **Joanne Tindall** Christchurch City Council
- **Jym Clark** Auckland Council
- **Lee Manaia** Auckland Council
- **Michael Ogden** Nelson City Council
- **Michelle Matthews** Auckland Council
- **Nigel Wilkinson** Dunedin City Council
- **Noel Hodson** Horowhenua District Council
- **Paul Cottam** Christchurch City Council
- **Peter Mora** Tauranga City Council
- **Richard Foster** Thames Coromandel District Council
- **Sarah Botur** Northland Regional Council
- **Shella Chou-Lee** Auckland Council
- **Sophie Williams** Hutt City Council
- **Susan Mitchell** South Wairarapa District Council
- **Susanne Tapsell** Auckland Council

**Public Service sector**

- **Alex Holes** Ministry of Justice
- **Alvin Kumar** Inland Revenue
- **Anne Woods** Inland Revenue
- **Athol Ringrose** Ministry of Social Development
- **Barry McCone** Department of Corrections
- **Boris Fejzagic** Ministry of Social Development
- **Bronwyn Hiku** Ministry of Social Development
- **Candace Johnston** Department of Corrections
- **Caroline Fisher** Inland Revenue
- **Chantalle Smith** Department of Internal Affairs
- **Dallas Whale** Inland Revenue
- **David Curd** Ministry of Social Development
- **David Nendick** Ministry for Primary Industries
- **Deborah Cleaver** Inland Revenue
- **Denise Shirley** Inland Revenue
- **Diana Te Rata** Ministry of Education
- **Erin O'Neill** Department of Corrections
- **Gabrielle George** Department of Internal Affairs
- **Georgina Kerr** Education Review Office
- **Heather Allan** Inland Revenue
- **Iris Bush** Ministry of Justice
- **Jessi Abrams** Ministry of Social Development
- **John Witana** Education Review Office
- **Kris Lal** Parliamentary Service
- **Leon Tipene** Ministry of Justice
- **Lorain Kern-Smith** Inland Revenue
- **Luke Stenton** Ministry of Social Development
- **Lynne Peterson** Ministry of Health
- **Marc Williamson** Ministry of Justice
- **Marshall Tangaroa** Department of Corrections
- **Maxine Wynyard** Ministry of Social Development
- **Michael Tana** Ministry for Primary Industries
- **Michael Johnson** Department of Corrections
- **Milda Huggins** Department of Conservation
- **Murdoch McKenzie** Ministry of Social Development
- **Nicole Nepe** Ministry of Justice

- **Nicole Benkert** Ministry of Education
- **Peter Robertshaw** Ministry of Justice
- **Premnath Menon** Department of Internal Affairs
- **Robert Bennett** Ministry of Business, Innovation and Employment
- **Robert Sisterson** NZ Defence Force
- **Robyn Holland** Inland Revenue
- **Sharleen Edmonds** Ministry of Education
- **Sharlene Brown** Ministry of Social Development
- **Sharyna Newport** Inland Revenue
- **Stacey Broom** Ministry of Business, Innovation and Employment
- **Stephen Huinga** Ministry of Business, Innovation and Employment
- **Tania Cameron** Ministry for Primary Industries
- **Toni Welsh** Ministry of Justice
- **Verna Sutherland** Ministry of Social Development
- **Warwick Hicks** Department of Corrections

**State Sector**

- **Alby Marsh** Plant & Food Research
- **Bala Beeram** AsureQuality
- **Betty Swartz-Pannett** Housing NZ Corporation
- **Blake Wong-Ling** Careers NZ
- **Brian Grey** NZ Transport Agency
- **Carla Batista** NZ Qualifications Authority
- **David Do** Tertiary Education Commission
- **Delysse Glynn** NZ Qualifications Authority
- **Gail Arthur** University of Otago
- **Garnet Weston Matehaere** Serco NZ

- **John Edwards** Aviation Security Service
- **Jonathan Wood** Accident Compensation Corporation
- **Judy Gardner** Scion
- **Kelly Cotter** WorkSafe NZ
- **Mark Andersen** Plant & Food Research
- **Pamela Jemmett** University of Otago
- **Rachel Taylor** Accident Compensation Corporation
- **Roderick Henderson** NIWA
- **Ross Thorby** AsureQuality
- **Sandra Heke** Aviation Security Service

**Women's Network**

- **Tessa Clement** Vision West Community Trust
- **Virginia Wilton** Ministry of Social Development

**PSA Youth**

- **Caleb Gordon** Wellington Museums Trust
- **Catherine Weusten** Inland Revenue
- **Ofeina Manuel-Barbarich** Department of Internal Affairs

**Out@PSA**

- **Daniel Freeman-McGrath** Ministry of Social Development
- **Jeremy Tocker** Ministry of Social Development
- **Rauhina Scott-Fyfe** Ministry of Justice

**PSA Pasefika**

- **Brian Palalagi** NZ Transport Agency





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Te Pūkenga Here Tikanga Mahi

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