

The National Strategy for Community Governance

Supporting governance in community organisations



In collaboration
with the **Community
Governance Steering Group**

NATIONAL ACTION PLAN FOR COMMUNITY GOVERNANCE

| August 2020





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Foreword for the National Action Plan for Community Governance

Tēna koutou katoa, tālofa lava and greetings. It is with pleasure that we present the National Action Plan for Community Governance. It is the culmination of much work and many contributions from people around Aotearoa New Zealand.

The community sector (NFPs, charities, NGOs and community groups) provides so much for our country. Because of COVID-19 and other factors, the community sector is facing the potential of unprecedented change. The major opportunity that this brings is that there may be different ways of collaborating and delivering value to communities. This Action Plan aims to contribute solutions to the pressures and opportunities that present themselves from a governance point of view across the community sector, and thereby strengthen the sector to continue to deliver vital services, now more than ever.

There is always huge weight placed on those who serve on the governance (boards and

committees) of community organisations, especially to make good strategic decisions and navigate changing environments.

This Action Plan is for the more than 500,000 committed community board members serving their communities.

We, in the Steering Group of the National Strategy for Community Governance, know that these governance roles are critical to the wellbeing of our communities and nation. Our aim is to support community governors to succeed. When they thrive, so do their organisations and so do their communities.

We set out to work in a collaborative and responsive way to identify the key actions that will make the most difference to Aotearoa's community sector. We are proud to present them here.

We sincerely thank all those who have made this project and Action Plan possible. Firstly, our funders who supported the kaupapa and the initial phase of the project – Auckland Council, Foundation North, Grant Thornton, Rātā Foundation, and the Department of Internal Affairs Ministerial Discretionary Fund.

Secondly, we thank the 150 people from many parts of the community sector and from all

regions of Aotearoa who contributed to the design sprints to devise the key actions that make up the Action Plan. Thanks also to our fellow Steering Group members (past and present) who have given vital guidance to the project. Special thanks also goes to Dr Jo Cribb for her tireless leadership, vision, enormous passion, diligence and project management to get us to this point with a pathway for the next phase.

Now the 'rubber hits the road'. Our focus will be to ensure the actions are well developed and effectively implemented in collaboration with the community sector and key stakeholders such as government, philanthropy and community sector peak bodies, alongside the community organisations that this work is there to support.

Please continue supporting this work and stay involved however you can. Together, we will make some real inroads to realising our vision that all community organisations in Aotearoa are well governed.

Mele Wendt, MNZM

*Chair,
Steering Group*

Monica Briggs

*Head of Centre,
Centre for Social Impact*

Vision

All community organisations in Aotearoa / New Zealand are well governed

Principles

- Seek to support and amplify the work that is already existing (no duplication)
- Any actions delivered must meet community organisations where they are
- Actions will be practical and tangible
- Actions will be community focused

Outcomes

Measurement Framework

	<i>Measure</i>	<i>Measurement</i>
All community governance group members will have basic governance skills.	Newly appointed board members seek knowledge about their role and responsibilities A wide range and number of board members seek information about good governance and best practice	Monitoring of referral pathways from the On Board programme User analytics from the <i>Wayfinder Tool</i>
All community governance groups perform their governance function well.	Fewer charities are de-registered due to governance failure Increasing numbers of boards achieve alignment with the Good Governance Code	Charities Service data reporting Annual monitoring reports from the <i>Good Governance Code</i> programme
Everyone values community governance.	More people volunteer for board roles Specific focus on the number of younger people volunteering 'Mainstream' media and publications feature board members from community organisations	Campaign analytics and reach statistics At least 5 articles per year feature board members from community organisations
Diverse, talented community governors are appointed to community boards.	Appointments to the boards of community organisations are increasingly diverse Boards are increasingly seeking to increase their diversity and inclusion	Consolidated data from Appoint Better Boards, Charities Services, IoD and Companies Office Annual Report from the <i>Diversity Matters</i> programme DIA six-monthly survey of Charities
Best practice in community governance is identified and shared.	A wide range and number of board members seek mentoring opportunities A wide range and number of board members seek information about best practice	Data from the Mentoring programme User analytics from the <i>Wayfinder tool</i>
All boards are well chaired.	New Chairs access support and mentoring opportunities	User analytics from the <i>Chairs Co-learning Community</i>
All kaitiaki exhibit and role model the right behaviours needed for success in their governance roles.	Initial user testing shows that the videos well equip Māori governors for their governance role. Success is that the videos 'go viral' More successful Trust reviews by the Māori Land Court	Increased awareness and accessibility by kaitiaki of Māori decision making and integration of these into their practice as well as recognition by mainstream organisations.

Actions

PHASE 1: DISRUPT WITH SUPPORT

Provide immediate and widely accessible support

- Establish a large-scale mentoring programme
- Create an enhanced knowledge hub / app (the Wayfinder tool)
- Create training resources and support for new Chairs (Chairs Co-learning Community)

Disrupt the status quo

- Campaign to raise the profile of community governance
- Development of Good Governance Code which will include the Diversity Code for funders
- Use of registration processes to point new board members and new chairs to training and resources (On Board)
- Promoting new models of community governance (Building Collective Community Leadership)
- Video Toolkit for Māori governors

PHASE 2: EMBED AND SUSTAIN

- Promoting the pipeline of diverse leaders (Aotearoa's Got Talent)
- In-depth support for cohort of boards to increase their diversity (Diversity Matters)
- Programme to increase corporate investment in community governance (the Atawhai Index)
- Tuakana-teina mentoring for Chairs
- Valuing Māori Decision Making Campaign



National Action Plan For Community Governance

Collective Stewardship

The Steering Group of the National Strategy for Community Governance is focused on the medium term sustainability of the Action Plan and will collaborate with a number of partner organisations to collectively steward the Action Plan over the next three to five years.



From the Sprint Leads

“

I believe strong governance is key to Aotearoa’s community organisations being robust, vibrant and ambitious.”

- Simon Telfer, Director, Appoint Better Boards

“

As an advocate for good governance, there was huge appeal to participate in this community-led initiative to explore how to provide better support for community governors, especially emerging governors, by leveraging existing platforms to access useful and relevant information easily. Our work also recognised the need to provide better support for kaitiaki, and to elevate Māori governance and distributed decision-making that operates on marae across the motu.”

- Toni Kerr, Principal Advisor, Te Puni Kōkiri

“

Governance is a powerful lever to support the wellbeing of the community sector and those who work or volunteer for it, and to maximise the difference it makes. I care deeply about the health of the not-for-profit sector, therefore I’m looking forward to what we can achieve towards the goal that ‘community governance is valued’.”

- Sue McCabe, Chief Executive, Philanthropy New Zealand.

“

The Institute of Directors knows the difference great governance can make to our community organisations. We also know that great boards need great Chairs. At a personal level I chair the Wellington Homeless Women’s Trust and I know first-hand the challenges that Chairs of small NFPs face. The IoD is committed to helping NFP Chairs feel supported and capable.”

- Kirsten (KP) Patterson, CEO of the Institute of Directors (IoD) and Chair of the Wellington Homeless Women’s Trust

“

Community organisations are the backbone of New Zealand and they need the support of the whole community to survive and thrive. As we have done with Covid, we can achieve extraordinary outcomes while working together.

- Jo Brosnahan, Company Chair, Director, Governance and Leadership Adviser

“

I wanted to be involved in the project because I believe community groups are a large part of the invisible glue which fills the gaps our society has, that large organisations or the government find impossible to address. I think there is significant value in those involved with community group governance then going on to have a governance role in larger organisations – bringing the community views or experience to the ‘big table’.”

- Barry Baker, Partner, Business Advisory Services, Grant Thornton



Introduction

We are among the most generous people in the world when it comes to donating our time and money.

Much of our giving is through and to the more than 114,000 non-government organisations (NGOs), charities and community groups that operate in Aotearoa / New Zealand. Our country would not function without the tireless work of these organisations across all sectors: supporting parents, caring for older people, fighting fires, surf lifesaving, environmental protection and organising education, religion, sport and arts events, to name a few.

Most of these groups will have some form of board or committee. For the approximately

half a million people currently volunteering for a governance role in the community sector, these roles can be rewarding but difficult.

Research has consistently shown that the capability and capacity of boards and committees in the community sector is variable. Many, due to the repercussions of COVID 19, are facing unprecedented challenges and opportunities for innovation.

Raising the support for and then overall capacity of governance in the community sector will result in not only stronger community organisations, but more effective services and outcomes for the communities that they serve.

But the challenge to do so is complex. Community organisations are diverse, board and committee members are often time-poor volunteers and whānau, and there

are limited resources currently invested in training and development.

We used a co-design sprint process with over 150 people involved to develop this action plan. Our aim was that all community organisations in Aotearoa / New Zealand are well governed.

We are proud to present our proposed actions here. They draw on the expertise, passion and determination of many across the community, corporate, government and philanthropic sectors.

In this document, we outline how we developed the actions, how we will plan to put them into place and measure and monitor our progress as well as sustain momentum over the next three to five years.

**Community governance
in Aotearoa /
New Zealand now**



Approximately
114,000
NGOs

Generating an
estimated
\$20 billion
in annual
income

\$58 billion
managed assets

Over
150,000
people employed
(nearly 5% of the
workforce)

Contributing nearly
3%
to GDP

If the work of
volunteers is included
(159 million hours each year)¹,
the contribution to
GDP raises to
6%

The sector is wide and
diverse: from small,
informal committees, to
incorporated societies and
charitable trusts, Māori
land trusts and social
enterprises and social
purpose businesses.

¹ Statistics New Zealand (2019) Non-profit Institutions Satellite Account 2018 <https://www.stats.govt.nz/reports/non-profit-institutions-satellite-account-2018>

² Department of Internal Affairs (2019) Modernising the Charities Act 2005: Discussion Document, Wellington [https://www.dia.govt.nz/diawebsite.nsf/Files/Charities-Modernising-the-Charities-Act-Discussion-Documents-April2019/\\$file/Charities-Modernising-the-Charities-Act-Discussion-Documents-April2019.pdf](https://www.dia.govt.nz/diawebsite.nsf/Files/Charities-Modernising-the-Charities-Act-Discussion-Documents-April2019/$file/Charities-Modernising-the-Charities-Act-Discussion-Documents-April2019.pdf)



Many of these volunteers will be the members of an NGO board or committee.

Community governance in Aotearoa / New Zealand now

Boards or committees play a critical role in the performance and success of community organisations. Their role is to determine the purpose of the organisation, and develop a clear strategy to ensure the NGO is successful in its purpose. Boards also ensure the NGO is financially viable and sustainable and operating in a legal and compliant way. They also employ the lead staff member, if there is such a role.

The New Zealand Charities Service (the arm of government that registers charities) recently undertook a survey of the governance issues of the charities registered with them. They found that 15% of board members of the nearly 200 NGOs that responded did not know much or anything at all about their governance role and responsibilities. Even more (18%) felt they did not have oversight of the financial performance of their charity. The top challenges boards faced were obtaining funding, strategic planning, complying with government regulations, managing risk, and recruiting staff and volunteers. Many charity boards undertook limited training and development for their roles.³

A recent study of community governance is the 2019 Centre for Social Impact (CSI) report *What is the Future for NGO Governance?*⁴ It found that while there are many innovative practices in community sector governance, especially in Māori organisations and iwi boards, some community organisations and NGOs are not well governed.

A smaller scale study of social service NGOs in New Zealand had similar findings⁵. The research found that for smaller NGOs attracting skilled board members is a challenge. For some of these organisations, the governing body operates like a 'management committee', that works to support the Manager, fundraise and may even help in the delivery of services. For these organisations, the strategy

and planning functions associated with governance may not occur.

Investment in training and developing board members was limited. Board appraisal was rare. Constitutional structures, such as elected and representative structures, can also create a barrier to creating an effective and diverse governing board. Elections / selection processes may not result in the mix of skills and experience necessary to govern well.

These themes were also echoed in research done to support community leadership in the Nelson region by the Rata Foundation and Nelson City Council⁶. Interviews with chairs and managers of twenty agencies found that diversity on community boards was an issue as boards did not currently reflect the changing demographics of the region. Board performance could be increased through better chairing of meetings and more timely and effective decision making by boards. Induction and on-going training and development were limited. As a result, many board members had little knowledge of their role and responsibilities and the difference between governance and management.

³ Charities Services (2019) unpublished Governance Survey, Wellington

⁴ Centre for Social Impact (2019) What is the future for NGO Governance? <https://www.centreforsocialimpact.org.nz/media/1507/what-is-the-future-for-ngo-governance.pdf>

⁵ Cribb Jo (2017) Governing for Good: The governance capability of social service NGOs <http://www.jocribb.co.nz/research>

⁶ Nelson City Council, Rata Foundation, Volunteer Nelson (2017) Strengthening Community Governance in Nelson and Tasman http://www.ratafoundation.org.nz/media/1960/final-final-strengthening-community-governance_spread_feb18-high-res.pdf =

International Context

Similar findings are found when reviewing international research reports.

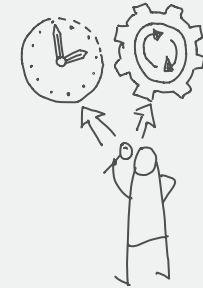


The annual large scale survey by the Australian Institute of Company Directors reports similar trends. The 2019 The NFP Governance and Performance Study⁷ report concludes that **the task of the NGO governor is complex due to the need to achieve both mission success and financial sustainability** in an environment which is becoming increasingly difficult to survive.



A further 1,300 American board chairs and executives were surveyed for the 2017 National Index of Non-profit Board Practices¹⁰. The key findings were that boards were not becoming more diverse and current recruitment practices meant that this was unlikely to change. **Boards needed to gain a more in-depth understanding of the operations of their organisation so that they could better contribute to strategy development.** Two factors were identified as critical to board performance: that board members understand their roles and responsibilities, and that boards work collaboratively towards a shared goal.

The report identified that strategy is critical to the success of NGOs but the **nearly 1,500 directors surveyed reported that they focused too much on short term or operational issues.** Directors said that their highest priority was adjusting to changes in their operating environment, diversifying income streams and developing and implementing strategic plans. Yet, more than 43 percent said they needed to do better at developing strategy.



The Institute of Community Directors Australia's large scale research released⁸ in December 2019 found that **50% of board members said they would benefit from some governance training.** 40% of CEs reported that their boards did not understand the organisation's finances. 45% of board members said their induction was poor. Board members with poor inductions are six times more likely not to understand their roles and responsibilities. 16% of boards had never reviewed their CE's performance and 33% had no systems to do so.



The Daring to Lead⁹ research project sampled over 3,000 American non-profits. Their key finding was many boards are neglecting critical governance responsibilities. **45% of boards did not conduct an annual review their lead employee's performance.** Many did not have role descriptions for board members or an understanding of the skills they needed on their board. Many did not have members with the foundation financial or operational knowledge to contribute to planning for their organisations' sustainability.

⁷ Australian Institute of Company Directors (2019) The NFP Governance and Performance Study <https://aicd.companydirectors.com.au/-/media/cd2/resources/advocacy/research/2019/pdf/07277-adv-nfp-governance-performance-study-2019-a4-68pp-web-2.ashx>

⁸ Institute of Community Directors Australia (2019) Rethink what you know about Not-for-Profit Governance <https://communitydirectors.com.au/research/home>

⁹ Daring to Lead (2011) The Board Paradox www.daringtolead.org

¹⁰ BoardSource (2017) Leading with Intent: 2017 National Index of Nonprofit Board Practices <https://leadingwithintent.org/wp-content/uploads/2017/11/LWI-2017.pdf?hsCtaTracking=8736f801-1e14-427b-adf0-38485b149ac0%7C82ace287-b110-4d8f-9651-2b2c06a43c05>

International Context

UK Charities are expected to comply with the Charity Governance Code. A recent review against the code¹¹ found most charity boards were clear about the purpose of their organisation but needed to improve their board recruitment and succession planning processes, board diversity, risk management and transparency of reporting.

¹¹ RSM (2019) Decoding the Charity Governance Code, London

The themes emerging from these New Zealand and international research reports are that governance

of community organisations, while excellent in some organisations, could improve in many. Board processes (such as recruitment, induction, performance conversations with the lead staff member), the skill and knowledge of individual members (especially in understanding their governance responsibilities and financial literacy), board decision making and dynamics, chairing, the membership of boards (diversity), and strategy development have all been identified as areas needing development.

The Current Community Governance Ecosystem

Support for board members to develop their skills and knowledge is variable. As part of the preparation for this work, we undertook a quick review of what is available nationally and by region and found that:

- There were some national funders who fund capability development for boards (such as DIA, TPK, Creative NZ and Tindall Foundation)
- There were funders in some regions who fund capability development for boards (such as Gaming Trusts, Community Trusts and local councils)
- Some academic institutions offer formal qualifications in Governance, and Māori governance.
- Some regions have capability building organisations who offer training opportunities (for example, The Wheelhouse in New Plymouth, LEAD, ANCAD and some volunteering centres). What is offered is usually training sessions targeted at specific knowledge

acquisition. Many have been low or no cost and face-to-face (though this may change post-COVID).

- There are a wide range of resources available on-line for board members including general governance guides (from Sport NZ, Creative NZ, Charities Services, Community Net) and guidance on specific issues (Community Law Centres, Auckland Community Accounting, BDO not profit guidance).

We could not easily determine the quality and impact of such training. Anecdotal evidence suggests it is difficult for individual board members to attend training and then apply the knowledge they have gained in their board setting. Knowledge may be gained, but the skills need to apply not so.

We also found there was limited opportunities for whole of board training and development and Chairs were also poorly provided for.

The Case for the National Strategy for Community Governance

Given the importance of community organisations to the social and economic well-being of our country, the current challenges in community governance and gaps in support, a collaborative, national strategy is needed with a practical, implementable action plan.

That all community organisations in Aotearoa are well governed is the vision.

How we developed the Action Plan is outlined in the next section.

Discussions between a group of committed community leaders over 18 months resulted in the formation of the 'Coalition of the Willing for Community Governance'. While some were developing and supporting boards and committees in their local areas or sectors, the opportunity was to scale what was currently working and ensure equitable access to support across the sector and nation.

Coalition of the Willing

¹² Centre for Social Impact (2019) What is the Future of NGO Governance? <https://www.centreforsocialimpact.org.nz/media/1507/what-is-the-future-for-ngo-governance.pdf>

Two workshops convened by the 'Coalition of the Willing' identified what the problem and opportunities were and concluded there needed to be a co-ordinated, collaborative strategy. This was reinforced by the release of the research report *What is the Future of NGO Governance?*¹² that called for a national, co-ordinated approach to investing in community governance.

A launch event was held in December 2019. As part of this event and through social media posts following it, volunteers were asked to put themselves forward to contribute to the development of the strategy / Action Plan. In the first month more than eighty people had volunteered to help. Seventy more followed. Everyone who volunteered was included.

Vision, Mission and Principles

The goal of developing a national strategy is to strengthen, unify, enhance the value and support best practice in community sector governance.

Our vision is that *all community organisations in Aotearoa are well governed.*

We based our work on these principles:

- We seek to support and amplify the work that is already existing, rather than duplicate.
- Any actions delivered must meet community organisations where they are (in terms of their needs).
- Actions will be practical and tangible.
- We will be community focused.

Six outcome areas were identified from our discussions and knowledge of the sector and the research findings:

1. All community governance group members will have basic governance skills.
2. All community governance groups perform their governance function well.
3. Everyone values community governance.
4. Diverse, talented community governors are appointed to community boards.
5. Best practice in community governance is identified and shared.
6. All boards are well chaired.

Co-design sprints

Six outcome areas

1. All community governance group members will have basic governance skills.
2. All community governance groups perform their governance function well.
3. Everyone values community governance.
4. Diverse, talented community governors are appointed to community boards.
5. Best practice in community governance is identified and shared.
6. All boards are well chaired.

Seven sprints were held between March – June 2020: six that were focused on each of the six outcome areas as above and a Māori governance sprint, to recognise the unique nature of Māori governance.

Sprints have evolved from methods for developing software and industrial product design. They involve bringing together a diverse group for a concentrated period to use a structured process to collaborate and problem solve. We adapted the sprint methodology to a two-day workshop.

We used an adapted sprint methodology because it fitted with the project’s principles and logistical needs. The sprint process we used:

- *Was inclusive of the wide range of boards and committees and their members.* Community groups operate across all sectors, across the rural / urban divide, are all range of sizes, have different operating models, risk profiles, and constitutional arrangements. The level of governance expertise and experience of community board and committee members is also variable.
- *Could scale up or down* to include as many voices and volunteers as stepped forward.

- *Was time and cost effective.* Those involved would be busy volunteers and the project’s operating budget was shoestring.
- *Action orientated.* Many of us were weary of projects that involved meetings and talking that resulted in little action. This project needed to have a strong bias towards action.
- *Assumed the problem is complex and not well defined* which is the case with improving the capability of community governance.

Participants in the sprints were a diverse mix of community board and committee members, experts and potential funders and supporters. To ensure the needs and perspectives of community board and committee members were central to the process, these volunteers made up half of the working groups. We also created ‘personas’, or caricatures of those who we were designing solutions for and used these personas to test our ideas with.

Participants had one of two roles:

- a member of the sprint team - who worked for two days to design and develop the actions
- a member of the challenge team – who provided critical and feedback at two points during the sprint.

Each sprint had a leader whose role was to support participants and trouble-shoot as needed.

The process was designed for sprint teams to work face-to-face. However, COVID-19 lockdown mean the process was revised and six of the seven sprints were completed on-line.

From each sprint, two or three actions were identified and plans to put them into place were created. These actions and their plans form the National Action Plan for Community Governance.



Leadership of the Strategy

The Coalition of the Willing that helped establish the project evolved into the Steering Group for Community Governance in January 2020. The Steering Group, chaired by Mele Wendt, guided and championed the development of the Strategy and the Action Plan. The Steering Group was focused on ensuring

the quality and impact of project work, inclusiveness of the process, and considering the on-going sustainability of the project. The Steering Group members are¹³.

Mele Wendt MNZM
Chair
Independent director

Toni Kerr
Te Puni Kokiri

Monica Briggs
Centre for Social Impact

Francesca Ephraim
Department of Internal Affairs

Susan Huria ONZM
Independent Director

Yvonne Powley
Auckland North Community and Development Inc (ANCAD)

Holly Snape
Community Waikato

Kate Sclater
Rata Foundation

Sara Passmore
Te Tumu Paeroa

Delane Luke
Rangatahi representative

Helga Wientjes
Volunteering NZ

Prabha Ravi
New Zealand Asian Leaders

A 'backbone' organisation that provided a 'home' for the project has been an essential feature of its success. Backbone organisations provide logistical, administration, communications and co-ordinating support. The Centre for Social Impact provided such support.

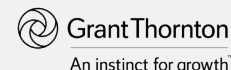
Rata Foundation, Ministerial Discretionary Fund administered by the Department of Internal Affairs and Grant Thornton.

This work would never have happened without the support of the five foundation funders: Auckland Council, Foundation North,

Each funder not only contributed to the operational costs of the project, but also with their expertise, networks and as champions of the work. This co-investment model was critical to the success of the project and models the collaborative principles that underpin it.

¹³ Julie Hood, Sport NZ, was a member until March 2020.

Multicultural NZ was represented by Tayo Agunlejika until August 2019, and by Rabeea Inayatullah from June 2020



Over
150 people¹⁴

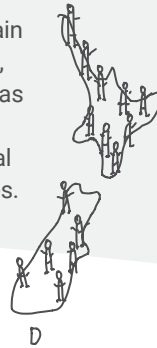
contributed their knowledge, time and passion to six sprints to co-design the actions that make up the National Action Plan for Community Governance.



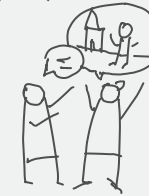
Over
1000 hours

of collaborative work went into the sprints and the actions that were created.

Participants in the sprints came from all over the country from the far north to deep south, from the main urban areas, regional areas and small isolated rural communities.



They shared their experience and knowledge of serving on the boards of a wide range of community organisations, from small informal committees to the largest service delivery organisations. They had served on a wide range of boards in the sports, cultural, religious, social services, disability, environmental, health, research, education sectors and on their marae committees and iwi boards.



Participants brought expertise from not only governance roles for community organisations but leadership roles within community organisations, business and government agencies.



The Action Plan

The six outcome areas were phrased as guiding questions to inform the development of the Action Plan:

1. How can we ensure all board members have the basic skills and knowledge needed for their governance role?
2. How can we ensure boards perform their governance functions well?
3. How can we ensure Community Governance is understood and valued?
4. How can we ensure a pipeline of diverse and talented community leaders become members of NGO and community boards?
5. How can we ensure best practice in community governance is identified and shared?
6. How can we ensure the boards of all community organisations are well chaired?

¹⁴ 150 people participated in the six co-design sprints. Please note that this includes a small number of people who participated in more than one sprint.

The Māori governance sprint focused on the wero 'How can we ensure all kaitiaki exhibit and role model the right behaviours needed for success in their governance roles?'

Fifteen key actions were identified through the design process that make up the National Action Plan.

Actions

1.

How can we ensure all board members have the basic skills and knowledge needed for their governance role?

1. The Onboard initiative

The Onboard initiative aims is to provide basic training for board members when they register as board members.

When a community organisation applies to be a legal entity or when there is a change to the board's office holders, the details of each board member are registered on-line.

This initiative aims to use this opportunity (or 'touch point') to proactively provide knowledge and links to resources based on what new board members need to know to be effective in their role.

Success is when all new board members are well prepared for their roles because they access timely and useful information.

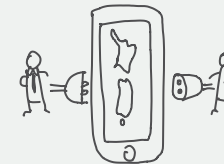


2. The Wayfinder tool

The Wayfinder tool aims to connect new governors (especially 'younger' governors) to relevant resources (by region, sector, organisation type, knowledge gap) using curated knowledge via an interactive app.

While there are resources currently available to support those starting their governance journey, it not easy to work out what you need, what is trusted, or the specific information you need when you need it. The amount of information can be overwhelming, and much time can be invested in looking for information rather than absorbing it.

Success will be when new governors have easy access to the information they need to build their confidence and knowledge, delivered in a way they can easily use it.



2.

How can we ensure boards perform their governance functions well?

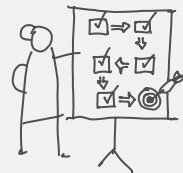
3. The Code of Good Practice for the governance of community organisations in Aotearoa.

The aim is to create a Code of Good Practice for the governance of community organisations in Aotearoa. Understanding what constitutes 'good governance' can be confusing.

Other jurisdictions have successfully adopted governance codes that outline standards of good governance. These codes recognise differences in the sizes and types of community organisations and differing governance expectations.

As well as developing a code, self-evaluation and self-check tools, capability building support, options for accreditation and external support for boards will need to be co-designed as well.

Success is that the code is co-designed and is easy to access, understand and widely adopted.



Actions

4. The Building Collective Community Leadership initiative

The Building Collective Community Leadership initiative aims to collate and promote a range of approaches to governance, including building partnerships (such as business, government, and other agencies) and other collaborative models.

There are good examples where the work of community organisations has been strengthened by their boards creating partnerships across sectors or merging to create umbrella governance structures.

This initiative will capture and promote these examples and provide knowledge about how to develop such models and advocacy for this collective approach to leadership.

Success will be more corporates recognising their community responsibilities and the benefits of working collectively.

Success will be more meaningful outcomes in communities, through strengthened and more sustainable community organisations.



3.

How can we ensure Community Governance is understood and valued?

5. Governing for Good Social Change Campaign

The *Governing for Good Social Change Campaign* aims to raise the profile and understanding of the importance and impact of volunteering for a board or committee.

The target groups will be those who already volunteer for community groups and younger people with the skills that boards need.

Volunteering New Zealand will lead a cross-sector working group to guide the development of the campaign.

Success will be when those who currently volunteer sign up for their organisation's board or committee. Over time success will be a sustainable pipeline of volunteers for governance roles.



Actions

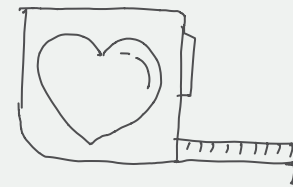
6. The Atawhai Index

The *Atawhai Index* aims to measure and benchmark the generosity and community giving of New Zealand organisations.

The Index will provide an opportunity for organisations to measure their contribution to New Zealand's communities.

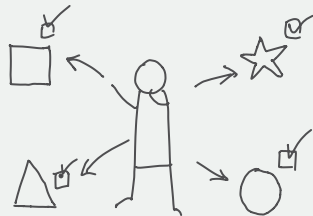
The aim is to encourage increased support and investment in communities by New Zealand organisations, with a targeted focus on governance roles

Success will be, over the longer term, more corporate engagement and support for community organisations.



4.

How can we ensure a pipeline of diverse and talented community leaders become members of NGO and community boards?



Actions

7. The Diversity Code for Funders

The Diversity Code for Funders aims to encourage boards to progress on their pathway towards diversity. A code will be developed and funders encouraged to adopt it.

Boards seeking funding would need to demonstrate their commitment and progress towards having a diverse and inclusive board. Funders would offer support and capacity to help boards to do so.

Success will be when a co-designed code is adopted by all major funders. Ultimate success will be increased board diversity for the community organisations receiving public and philanthropic funding.

8. The Diversity Matters programme

The aim of the Diversity Matters programme is to, each year, support a cohort of NGO and community boards to achieve their diversity and inclusion goals.

Each year 150 boards will be supported to progress their diversity and inclusion goals. Their experience will be recorded and widely shared. These boards will then be encouraged to share their experience and provide leadership for other boards.

Success is the community boards on the programme become more diverse and inclusive.

Ultimate success is that through sharing, role-modelling and leadership from the boards who have completed the programme, all community boards become diverse and inclusive.

9. Aotearoa's Got Talent

The aim of this initiative is to profile, each year, at least one thousand diverse talented leaders seeking board appointments.

'Traditional' board appointment processes using CVs or shoulder-tapping exclude many potential candidates who may have limited governance experience or are not visible in the networks of existing board members.

Appoint Better Boards, working in partnership with organisations including Te Whare Hukahuka, Tu Moana and New Zealand Asian Leaders, will encourage and support diverse leaders to create a free video, audio or visual to profile their expertise and knowledge.

Boards seeking new members will be encouraged to view these profiles.

Initial success is that the platform becomes a trusted source of new board members for community organisations.

Success in the longer-term is that we no longer have 'token' appointments to boards and community boards are diverse and inclusive.

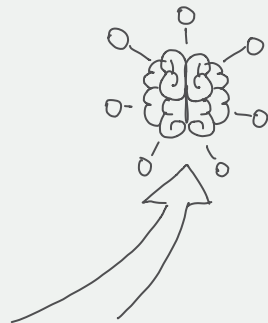
5.

How can we ensure best practice in community governance is identified and shared?

10. The Enhanced Knowledge Hub

The *Enhanced Knowledge Hub* aims to build on existing infrastructure to create a central on-line repository that meets the needs of those governing community organisations.

Success is that the hub becomes the 'go-to' place for board members because it offers resources that are up-to-date, relevant, and meet the needs of diverse community groups.



Actions

11. The Mentoring Service

The aim of the mentoring service is to provide *kanohi ki te kanohi* support for boards.

Mentoring will be provided for individual board members as well as board-to-board mentoring opportunities. The service will be delivered by a network of trusted volunteer mentors.

New board members seeking support to develop their practice will be the initial focus.

Success will be that those mentored report a high degree of satisfaction and learning about best practice from their mentors. Success will also be that the programme is community-led and inclusive of the diverse needs and perspectives of boards and their members.





6.

How can we ensure the boards of all community organisations are well chaired?

12. The Chairs Co-learning Community

The Chairs Co-learning Community aims to provide timely and relevant training and support for new and aspiring Chairs. There is currently little support available to chairs for the technical knowledge and skill development needed to be an effective Chair.

To start, bite size micro-credentialed on-line training sessions will be available to new and aspiring Chairs. Newly appointed Chairs (as identified by the Charities Service and Companies Office) will be offered access, as well as the offering being widely publicised across the community sector.

Based on the take-up of the training, Chairs will be offered membership of Communities of Practice (either on-line or face to face). These Communities will be linked to on-line hubs of materials, resources and templates.

Success will be new and aspiring Chairs feel better supported and better prepared to step up.

This should result in an increased diversity in Chairs and Deputy Chairs as such support makes the roles more accessible to more board members.

Actions

13. Tuakana Teina: Mentoring for Chairs

Tuakana Teina: Mentoring for Chairs aims to create a mentoring programme for Chairs using the concept of the Tuakana Teina relationship where an older and more experienced 'tuakana' guides a younger or less experienced 'teina' in a learning relationship that recognises the value of 'ako' (two way learning).

Success is increased expertise across Chairs in the community sector through expert and timely mentoring.

This will be achieved through a robust selection and matching process, support for the relationship and ongoing evaluation of its effectiveness.





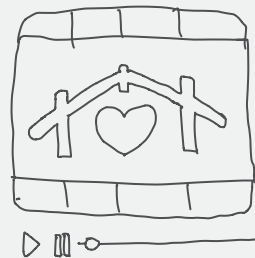
How can we ensure all kaitiaki exhibit and role model the right behaviours needed for success in their governance roles?

14. The Video Toolkit

The *Video Toolkit* will contain short, humorous visual content that covers relevant subjects for Māori governors (such as the common things that can go wrong and reconciling Māori lore and law).

While there are resources for Māori governors, they are not easily accessible. This action aims to create a series of humorous videos that will be widely shared on the social media platforms used by current and future Māori governors.

Success is that initial user testing shows that the videos well equip Māori governors for their governance role. Success is that the videos ‘go viral’.



Actions

15. Valuing Māori Decision Making

The Valuing Māori Decision Making campaign aims to raise awareness of the value of Māori decision making and governance.

This campaign has the potential to be transformational. A founding tenet is to raise awareness of the intrinsic value of a distributed decision-making and governance approach. The campaign can be likened to the “Black Lives Matter” movement, using momentum to illustrate a point of difference that has always existed but been undervalued or ignored.

Impact can be achieved through a variety of digital and media channels and carefully curated content that showcase the unique characteristics of Māori distributed decision-making. This will explore and help [translate] some traditional concepts that underpin the lived experience of rōpū who have access to the skills and wisdom of the collective, from kāuta to board table.

Success is increased awareness and accessibility by kaitiaki and integration of these into their practice as well as recognition by mainstream organisations.

*Building a system of support for
community governance*

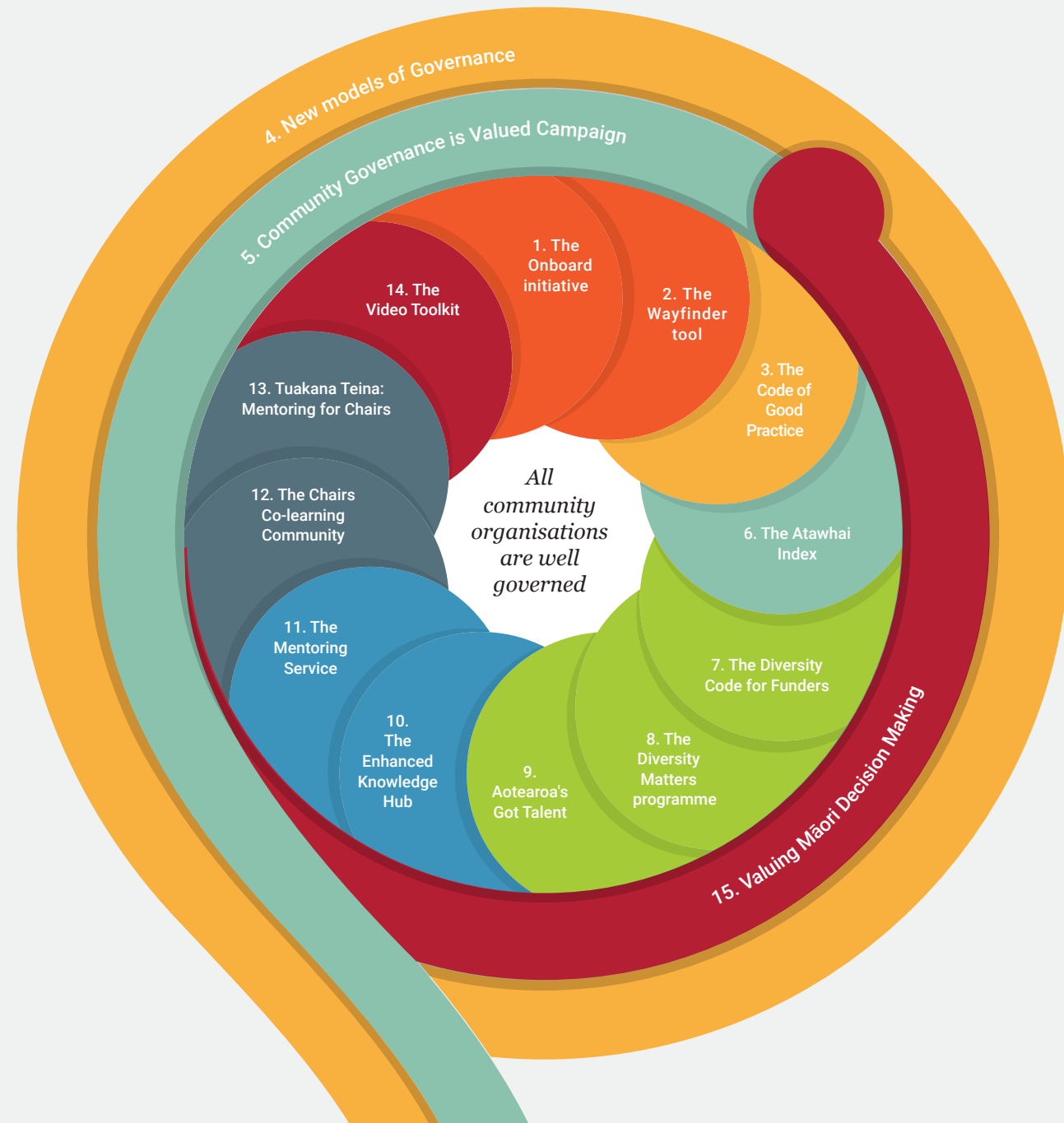


Building a system of support for community governance

Each sprint focused on creating actions to address a specific challenge. While each sprint took a different lens, all focused on the same issue of how to improve the governance of community organisations. In designing the project this way, we were able to provide the focus needed to create practical actions in each sprint as well as creating a systemic approach to generate change. Each action will create impact but when implemented as a whole, create the potential for system-wide impact.

With the aim that all community organisations in Aotearoa are well governed, we need to work at the system level to build momentum and wide-reaching impact.

The diagram next presents the actions created in the sprints using a systems approach.



Two phases of implementation are planned:

Phase 1: Disrupt with Support

Disrupt the status quo and provide immediate and widely accessible support for change. This will be achieved by a series of inter-related actions aimed at changing behaviour: a good governance code for funders, using registration processes to sign-post expectations for best practice (the On Board initiative) and running campaigns to promote the value of community governance and new models of community governance. These initiatives will be coupled with the development of support for boards including an enhanced knowledge hub / Wayfinder tool, a large-scale mentoring programme and development of resources for Chairs. A video toolkit for Māori governors that provides easily accessible and relatable knowledge and practical tips will also be created.

Provide immediate and widely accessible support

- Establish a large-scale mentoring programme
- Create an enhanced information hub that will provide easily accessible, practical support for board members (the Wayfinder tool)
- Create training resources and support for new Chairs (Chairs Co-learning Community)

Disrupt the status quo

- Campaign to raise the profile of community governance
- Development of Good Governance Code which will include the Diversity Code for funders
- Use of registration processes to point new board members and new chairs to training and resources (On Board)
- Promoting new models of community governance (Building Collective Community Leadership)
- Video Toolkit for Māori governors

Phase 2: Imbed and sustain

Imbed sustainable best practice – through promoting talented future board members, working intensely with a cohort of boards, and encouraging increased business investment in community governance. A campaign to promote the value of Māori decision making will raise awareness of the intrinsic value of a distributed decision-making and governance approach. A more in-depth tuakana-teina mentoring offering for Chairs may be included in this phase.

- Promoting the pipeline of diverse leaders (Aotearoa's Got Talent)
- In-depth support for cohort of boards to increase their diversity (Diversity Matters)
- Programme to increase corporate investment in community governance (the Atawhai Index)
- Tuakana-teina mentoring for Chairs
- Valuing Māori Decision Making Campaign

Measuring and Monitoring Impact

At the inception of the work towards the National Strategy for Community Governance, a series of six outcomes were identified, based on research and consultation. These six outcomes were identified as the key areas needing focus if the Strategy's goal of *all community organisations are well governed* is to be achieved.

Through the sprint process, actions to address each outcome area have been identified. Measuring and monitoring the impact of these actions is critical.

The table presents the measurement framework developed to track progress and impact. More detailed performance measures will be developed as the programme of work is implemented.

OUTCOMES	MEASURING IMPACT	MONITORING IMPACT
<i>All community organisations are well governed</i>	<p>More boards undertake a self-assessment of their performance</p> <ul style="list-style-type: none"> Specific focus on the number of boards of small and medium community groups undertaking self-assessments <p>More boards report investing in their governance knowledge and skills</p> <ul style="list-style-type: none"> Specific focus on the number of boards of small and medium community groups accessing governance training 	DIA six-monthly survey of Charities
<i>Community Governance is Valued</i>	<p>More people volunteer for board roles</p> <ul style="list-style-type: none"> Specific focus on the number of younger people volunteering <p>'Mainstream' media and publications feature board members from community organisations</p>	<p>Campaign analytics and reach statistics</p> <p>At least 5 articles per year feature board members from community organisations</p>
<i>Best Practice is Identified and Shared</i>	<p>A wide range and number of board members seek mentoring opportunities</p> <p>A wide range and number of board members seek information about best practice.</p>	<p>Data from the Mentoring programme</p> <p>'User analytics' from the Enhanced Knowledge Hub / Wayfinder Tool</p>
<i>Diverse Leaders are Appointed to Boards</i>	<p>Appointments to the boards of community organisations are increasingly diverse</p> <p>Boards are increasingly seeking to increase their diversity and inclusion</p>	<p>Consolidated data from Appoint Better Boards, Charities Services, IoD and Companies Office</p> <p>Annual Report from the 'Diversity Matters' programme</p> <p>DIA six-monthly survey of Charities</p>

OUTCOMES	MEASURING IMPACT	MONITORING IMPACT
<i>All Boards Perform their governance function well</i>	Fewer charities are de-registered due to governance failure More successful Trust reviews by the Māori Land Court. Increasing numbers of boards achieve alignment with the Good Governance Code	Charities Service data reporting Annual monitoring reports from the Good Governance Code programme
<i>All board members have the basic skills to govern well</i>	Newly appointed board members seek knowledge about their role and responsibilities A wide range and number of board members seek information about good governance and best practice.	Monitoring of referral pathways from the On Board programme 'User analytics' from the Enhanced Knowledge Hub / app initiative
<i>All Boards are well chaired</i>	New Chairs access support and mentoring opportunities	'User analytics' from the Chairs Co-learning Community
<i>All kaitiaki exhibit and role model the right behaviours</i>	New and existing kaitiaki feel well prepared for their governance roles The tenets and value of Māori decision-making are widely understood	Engagement and reach data from social media channels Monitoring of the number of positive endorsements of Māori decision-making by mainstream organisations

Next Steps

While designing the Action Plan using an open and collaborative process has taken the time and energy of many, implementing the actions will take even more.

Implementation will involve a series of steps:

- **Scoping and developing the actions.** Working groups from the sprint teams will undertake the task of further developing their idea, including more testing with community networks, talking with community groups and potential community ‘users’, more detailed costing and project planning.
- **Building partnerships to steward the project.** Collaboration between government, community sector leaders, philanthropy, academia and business is needed to ensure the successful implementation of the Action Plan. A partnership approach will be taken to the ongoing implementation of Action Plan.
- **Seeking funding for the actions.** Most actions will need someone to be resourced to develop and implement the project. Funding will be sought as a package for the first phase initially.
- **Working collaboratively to implement the actions.** As the actions reinforce each other, they will be developed

using a programme and team approach. This will ensure we are maximising our impact, for example, we could consult on multiple actions at one time (rather than going to community leaders individually) and share skills and knowledge across the projects. All actions will involve co-design, consulting and testing with the board members of community organisations and collaboration with community organisations.

- **Measuring and monitoring progress and impact.** As actions are implemented, the processes to review, measure and monitor their impact will be established. This will occur for each action but also for the Strategy as a whole.

To date the Strategy has been co-designed by those who are members of the boards of community organisations and those who wish to support board members. Personas were developed in each sprint to focus on those who the actions will serve.

The implementation will follow this approach by focusing on the practical needs of the approximately half a million volunteers who are in governance positions in the community sector now and will be in the future.

Sustaining Momentum

Creating a systemic lift in the governance of a sector is an ambitious goal. This will not be achieved quickly. While we are focusing on implementing a series of actions, we are mindful that while it may be difficult to initiate a new programme, sustaining it over the medium term is often harder.

For each action, a plan to sustain it has been developed in the initial

sprint and will be a key feature of the project planning going forward.

The Steering Group of the National Strategy for Community Governance is also focused on the medium term sustainability of the Strategy and Action Plan and will collaborate with a number of partner organisations to collectively steward the Strategy over the next three to five years.



Conclusion

At the start of each sprint, participants were asked to share images about what being part of the board of a community organisation meant to them. Many shared stories of their first board role, as a passionate volunteer but with little understanding of what their governance responsibilities were, of not having the confidence to speak because it was all so unintelligible.

Others shared images of what great governance means – of diverse

teams working together to create meaningful outcomes for their communities.

This Action Plan has been created for the many thousands of us who were and maybe still are lost at the board table but want to make a positive contribution and for those of us who can see what the value of good governance is for a community organisation and the community it serves.

As many community organisations face unprecedented challenges, never has investing in those who give so freely of their time and passion around the board table been so important.

	SPRINT TEAM MEMBERS	CHALLENGE TEAM MEMBERS	SPRINT LEADER	FACILITATORS
<i>How can we ensure Community Governance is understood and valued?</i>	Victoria Crockford Kelly Dare Brett Hoskin Michelle Kitney Sarah Turnbull Rochelle Stewart-Allen Sophi Rose Francesca Ephraim	Barbara Bedeschi Caroline Hobson Chris Rae Katherine Leinter Clive Fremlin Jess Ducey Lucia Davis	Sue McCabe	Jo Cribb Jade Tang-Taylor
<i>How can we ensure best practice in community governance is identified and shared?</i>	Sue Brewster Anthony McMahon Robyn Kiddle Tamzin Letele Justine Todd Felicity Caird Garth Nowland-Foreman Christine Olsen Francesca Ephraim Kevin Haunui John Morrow	Ruth Smithers Jennie Millar Adrienne von Tunzelmann Natalie Hansby Anmar Tarfeek Steven Moe Nitika Shama John Thomason Jadene Waddell Lucia Davis	Barry Baker	Jo Cribb Jade Tang-Taylor
<i>How can we ensure a pipeline of diverse and talented community leaders become members of NGO and community boards?</i>	Zoe Brownlie Shay Wright Kelsie Lopatecki Cox Dickie Humphries Mary Dawson Ainsleigh Cribb-Su'a Prabha Ravi Sarah Exeter Francesca Ephraim	Mary Jane Kivalu Sara Williams Kaarin Gaukrodger Kerry Maw Marina Matthews Debbie Gee Ngozi Penson Coral Timmins John Thomason	Simon Telfer	Jo Cribb Jade Tang-Taylor

	SPRINT TEAM MEMBERS	CHALLENGE TEAM MEMBERS	SPRINT LEADER	FACILITATORS
<i>How can we ensure boards perform their governance functions well?</i>	Prabha Ravi Jill Steffert Alastair Child Lichelle Evans Andrew Treagust Craig Fisher Danica Waiti Carol Scholes Rochana Sheward Marilyn Kelly Francesca Ephraim	Leigh Kennedy Rich Easton Jerry Ho Sarah Hutchings Lisa Howard Smith Sunita Kashyap Rebecca Mason John Thomason Anya Satyanand	Jo Brosnahan	Jo Cribb Jade Tang-Taylor
<i>How can we ensure all board members have the basic skills and knowledge needed for their governance role?</i>	Francesca Ephraim Yvonne Powley Holly Snape Julie Hood Celia Patrick Kimberley Sweeney Rosie Nathan Shay Wright Prabha Ravi Kathryn Ruge Judy Whiteman	Raewyn Kirkman Kylie Sealy Gail Munro Rich Easton Naomi Layzell Bart van der Meer Helga Wientjes Peter Reynolds Annie Ualesi	Toni Kerr	Jo Cribb Jade Tang-Taylor
<i>How can we ensure the boards of all community organisations are well chaired?</i>	Judy Whiteman Kevin Haunui Francesca Ephraim Stuart Francis Ross Newman Sally Morrison Adrian Gregory Justine Smith Helen Mallon Mele Wendt Ronelle Baker Prabha Ravi	David Vinsen John Ruge Rachel Westaway Rachael Pettigrew Naomi Lyzell Sally Manuireva Nurain Janah Anne Bateman Lichelle Evans Katherine Ruge	Kirsten Patterson	Jo Cribb Jade Tang-Taylor
<i>How can we ensure all kaitiaki exhibit and role model the right behaviours needed for success in their governance roles?</i>	Kevin Haunui Shay Wright Novena McGluckin Jenishavorne Waipuka David Gray Te Aroha Hohaia Delane Luke Tanya Kaihe Priscilla Davis-Ngatai Dell Raerino Tawa Campbell-Seymour	George Royal Charlotte Severne Fonteyn-Moses Te Kani Frankie Taituma Carla Wellington Arahi Hagger	Toni Kerr	Te Hāmua Nikora Jo Cribb Sara Passmore

The National Strategy for Community Governance

Supporting governance in community organisations



In collaboration with the
Community Governance Steering Group

For more information: info@csinz.org

