



FAQ

- Q. How can I participate in the implementation of the plan? Do I need to be invited or are all contributions welcomed?**
- A. *The vision of the National Action Plan for Community Governance is that all community organisations in Aotearoa / New Zealand are well governed. To achieve this, we need to meet community organisations where they are (in terms of their needs) which we can only do if we have diverse contributors enlisted in the movement. We welcome all contributions, submissions and participation from anyone working with or for a community organisation. Send us your messages of contribution to info@csinz.org. To receive ongoing notifications about the project please email info@csinz.org and ask to go on the database.*
- Q. Evidence-based research is vital to assess how effective the actions are in practice. How will the success of the actions be measured?**
- A. *We agree that measuring and monitoring the impact of these actions is critical. The tables on pages [4 and 5](#) and [26 and 27](#) of the National Action Plan for Community Governance Report present the measurement framework developed to track progress and impact. More detailed performance measures will be developed as the programme of work is implemented. You can view the full Action Plan [here](#).*
- Q. The National Action Plan mentions diversity as a key focus. How does the plan meet the needs of tangata whenua in their board roles? What support is there for Chairs of community organisation boards to embrace their commitment to Te Tiriti?**
- A. *The Basic Skills Sprint identified that many kaitiaki and board members simply don't know where to go to get information about their community of practice. Responding to this challenge produced two interconnected actions:*
- 1. A portal to easily access all information needed by a community of practice, a one stop shop. This is referred to in the plan as the Wayfinder Tool for Community Governors. The content will be easy to navigate and allow kaitiaki to access to virtual kete of knowledge.*
 - 2. Onboard – a push mechanism leveraging the company registration process to connect kaitiaki to a portal/platform.*

For the Maori Sprint, our wero was focused on modelling the right behaviours. Two ideas emerged, focussed on showcasing Maori decision-making and reconciling lore with law:

- 1. Māori Model's Matter campaign that aims to raise the profile and value of Maori decision making and governance. Using a range of mediums and showcasing Māori decision-making based on Te Ao Māori principles, this campaign has the potential to be transformative. We hope that an outcome will be an increased awareness and embracing of Te Ao Māori and of Te Tiriti.*
- 2. The Video Toolkit – Visual context for kaitiaki to see what governance looks like through different lenses and that role models expected behaviours for each viewpoint.*

The National Action Plan does not specifically identify an action for chairs or community boards generally to embrace their commitment to Te Tiriti but we hope through several of the key actions, especially mentoring for chairs, that this will be an outcome.

Q. What are the digital tools available in the plan that enable those with governance experience to share their knowledge and experience with new board members or people who are considering stepping up to their first community governance role?

A. Digital channels have been prioritised in the Action Plan to ensure that governance knowledge and training is easily shared, understood and adopted. The digital tools that have been designed include:

- An interactive app called the Wayfinder Tool, an enhanced information hub that will provide easily accessible, practical support for board members.*
- Aotearoa's Got Talent library of audio, visual and video profiles of diverse leaders' expertise and knowledge*
- The Video Toolkit of short, humorous visual content that covers relevant subjects for Māori governors*

You can view all the digital tools in the full National Action Plan for Community Governance report [here](#).

Q. A lack of formal management experience by migrant workers and former refugees often precludes their selection to governance roles in community organisations when they have a lot of lived experience to offer. How can we convince organisations to give everyone a chance at community governance, regardless of employment or community status?

A. Gaining a seat at the decision-making table for migrants and former refugees is a challenge that extends beyond community governance in Aotearoa / New Zealand and the factors that contribute to this situation are complicated. We acknowledge that migrants and refugees usually offer diverse life skills, a multi-generational perspective and experience managing complex relationships that would add huge value to the boards of community organisations.

Migrants and former refugees are included in the actions designed to ensure a pipeline of diverse and talented community leaders become members of NGO and community boards.

These actions include:

- The Diversity Code for Funders that aims to encourage boards to progress on their pathway towards diversity.*
- The Diversity Matters programme that will support a cohort of 150 boards each year to achieve their diversity and inclusion goals.*

- *Aotearoa's Got Talent, where 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*

Q. How will youth (18 – 29) engagement in community governance be encouraged and measured in the Action Plan?

A. *Youth participation is included in the actions designed to ensure a pipeline of diverse and talented community leaders become members of NGO and community boards. These actions include:*

- *The **Diversity Code for Funders** that aims to encourage boards to progress on their pathway towards diversity.*
- *The **Diversity Matters** programme that will support a cohort of 150 boards each year to achieve their diversity and inclusion goals.*
- ***Aotearoa's Got Talent**, where 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*
- *The Wayfinder Tool, an enhanced information hub that will provide easily accessible, practical support for board members.*

Q. Succession planning is as critical in community governance as it is for any other board, especially for the Chair role. How does the plan address this under the outcome that 'All Boards are Well Chaired'?

A. *The Tuakana-teina mentoring for chairs programme will tackle this challenge as part of its wider remit to build capability and capacity for chairs. The programme aims to use 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). Additionally, succession planning is likely to be included as part of the good governance code, and linked to resources to support such planning in the **Wayfinder** app.*

Q. How will the development and implementation of the Action Plan be funded? Is there room for a co-development model between Councils, crown agencies and member organisations in the community sector?

A. *The National Strategy for Community Governance and its Action Plan work has been enabled by the support of five foundation funders: Auckland Council, Foundation North, Rata Foundation, the Ministerial Discretionary Fund administered by the Department of Internal Affairs and Grant Thornton. 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.*

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. 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.

Plans for the on-going sustainability of the work after this initial three years of funding are being developed, including revenue-generation (as an example, a small fee for mentoring), corporate sponsorships (both in-kind and cash) and working with government officials on a multi-year funding budget bid. Some of the programmes are also likely to become business-as-usual for the partners delivering them and with some new external funding will be incorporated into their operating costs.

Q. How will the proposed initiatives work alongside existing governance development tools for NFPs such as Community Net and those of for-profit organisations?

A. We set out to support and amplify the great work that is already happening rather than duplicate it. To this end, the actions were developed within the context of a landscape review of existing tools for NGOs and NFP boards. The implementation process will continue to recognise these initiatives by embedding sustainable best practice and encouraging increased investment by business.

Q. COVID 19 has had substantial economic, health and social impacts at the individual level as well as at the community level. How does the Action Plan propose to support community governance participants to make effective decisions while managing their own personal welfare?

A. The Action Plan was developed with an understanding that board and committee members of community organisations are often time-poor volunteers and whānau, and that the impact of COVID 19 has created unprecedented challenges for these groups and for individuals.

Content on self-management and care - post-COVID 19 and more generally - can be included within the toolkit of basic skills for new governors.

Q. Will a template be developed for the Good Governance Code to make it easy for organisations to demonstrate their participation to funders?

A. The aim of the Good Governance Code is to 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. Our measures of success are that the code is co-designed by funders and community organisations and that it is easy to access, understand and widely adopted.

Q. Recruiting new board members is a time-consuming commitment, especially when several board members retire at once. Does the plan have an action or suggested template to assist community organisations to recruit efficiently and with confidence?

*A. The **Wayfinder app** will include resources to guide community organisations in recruiting new trustees and the **Code of Good Practice** will outline measures for identifying and evaluating candidates for board roles.*

The Question and Answer section of the launch event is included in the Zoom recording that is available [here](#). Forward to the 1 hour:20-minute mark to hear attendees' questions answered by our National Action Plan for Community Governance Sprint Leads.