

# **KAPITI COAST GREY POWER ASSOCIATION INCORPORATED**

**Reviewer Nigel Heard 07 April 2018**

**Findings from a review of the Kapiti Grey Power Association**

## **1.0 Project background**

When rejoining the Kapiti Grey Power Nigel Heard (the reviewer) was asked about ways he could assist. The President Kevin Burrows expressed interest in Nigel conducting a review of Grey Power services. Nigel agreed to meet with the full Committee to give them some background as to his skills and knowledge and to discuss how a review could be carried out. At the meeting Nigel posed two questions for the Committee to reflect on.

- What are you noticing in the functioning of Grey Power that leads you to think that a review may be necessary?
- What do you hope to achieve by conducting a review?

The meeting then discussed the proposal in Nigel's absence and agreed to proceed with the review after Christmas. Kevin Burrows met with Nigel to discuss the proposal further and draw up some terms of reference. (Appendix B)

## **2.0 Project objective**

To look at how Grey Power Kapiti is currently functioning and what changes or innovations may be needed in order to keep the organisation relevant over the next ten years.

## **3.0 Areas to be explored in the review**

3.1 The functioning of the Executive - is it carrying out its functions appropriately in terms of its mission and goals?

3.2 Planning and evaluation processes - is the organizations strategic direction clear?

3.3 Financial management systems - are they fit for purpose?

3.4 Membership - is membership recruitment and servicing being carried out appropriately and are members satisfied with the results being achieved?

3.5 Funding and financial maintenance - is enough revenue being generated from a variety of sources and is there adequate policy in place as how to best spend money to achieve the mission and goals?

3.6 Public and community stakeholder relationships - are the organisations stakeholders happy with the way the organisation functions and what it achieves for the wider Kapiti community?

3.7 Publications - are the publications and web site fit for purpose and achieving the desired result?

## **4.0 Process followed**

Nigel interviewed eighteen people sixteen in person and two by phone. The people interviewed included committee members, volunteers, members and people from other organisations. Nigel also reviewed the policies and procedures manual, the annual accounts and various Grey Power associations magazines and web sites. A number of reports, surveys and other material were also examined.

Nigel then called upon his own experience of running not for profit agencies to further expand on what had been said and read.

## **5.0 General introductory comments.**

The major issue facing any volunteer organisation is how to provide a high quality service without resorting to paying staff. Retaining an entirely volunteer work force, whilst undoubtedly a real strength, also places a unique strain on the capacity to recruit, train and support the volunteer base. In terms of risks being faced by Kapiti Grey Power is its ability to retain its core volunteers and placing too high an expectation on a small core of volunteers is the most significant one.

It is heartening that the majority of people interviewed had mostly positive things to say about the organisation. The reviewer also found the organisation in good heart and doing what it was set up to do although some deviations from core business are noted. Those interviewed enjoyed working for the Kapiti Grey Power and experienced a lift in their own well being from being involved. The reviewer was impressed that so much work could be done without a single paid staff member. Relations with other organisations are good and the Mayor and others spoke highly about the work being achieved.

A review by its very nature seeks to find areas that may not be working well and the following report attempts to capture the majority of concerns expressed to the reviewer by those interviewed. It then seeks potential solutions which are hopefully captured in the recommendations. Concerns expressed by interviewees need to be taken in the context of the positives expressed in the second paragraph.

## **6.0 Findings for the two questions in Section 1.0**

### **6.1 What are you noticing in the functioning of Grey Power that leads you to think that a review may be necessary?**

The answers to this question included declining membership, difficulty reaching a younger age group, a lack of income resulting in skimping on technology, the office being too small, a lack of a consistent approach to reimbursements and honorariums, conflict with the National body, too much being expected from some volunteers, a lack of gender balance on the committee, the committee being too large, lack of succession plans for key roles, slowness in making basic decisions, not enough research being done on issues the organisation is trying to have addressed, the Committee not seeming to understand all the work involved in the functioning of the office, a lack of communication both internally and to the wider public and a slowness at times in responding to important community issues.

There is a general concern about membership dropping and what this may mean for the long term future. The phrase "if you always do what you have always done you will always get what you always got" resonated with people interviewed and the consensus is that some changes are definitely needed.

When considering the sheer volume of work being undertaken by Kapiti Grey Power it is tempting to think that the obvious solution is to appoint a paid manager. This was put forward as an idea partly because a number of those interviewed felt stressed by the amount of work involved in their roles. In fact the most pressing risk faced by Kapiti Grey Power is its potential to burn out its core volunteers thereby putting the whole future of the organisation at risk.

Therefore the reviewer believes it is essential to have a stronger strategy to manage and support the volunteer base.

### **6.2 What do you hope to achieve by conducting a review?**

The consensus was that by making changes now the long term future of the organisation could be secured. However there was some concern expressed as to the Committees current willingness to action suggested changes.

## **6.0 Areas reviewed from Section 3.0**

**Recommendations are also summarised in Appendix A**

### **6.1 Functioning of the Management committee**

Many Committees focus on a governance role. However the Kapiti Grey Power committee, owing to the entirely voluntary nature of the organisation, is by necessity almost exclusively a management committee.

There was general praise for the current President and the quality of the submissions and letters he writes, however there was concern expressed as to his work load. He effectively does the job that a paid CEO would normally do. There is a danger that a President without a strong commitment to acting democratically could wield too much power and become a one person band. This is accentuated by the written job description being too simplistic. with the focus being on external relations while also suggesting he manages the internal management function. Its needs to be rewritten and checks and balances build in.

Some interviewees felt that the Committee is too big for an effective management role and that there are too many portfolios making the decision making process unwieldy and slow. There was concern that there is no succession plan for the key roles of Treasurer, Membership Secretary and President. This makes the organisation extremely vulnerable if key people have a change in their circumstances or are simply burnt out by their work load.

There was also concern about the gender imbalance. There is strong evidence based research that committees function more effectively with both a gender and ethnic balance.

Some felt that the key office holders are not always sharing what they are doing with the wider group.

A number of interviewees also felt that some Committee members may feel unable to retire from the role because there was no one suitable to replace them.

The reviewers experience is that committees operate more effectively with less members, six to eight is often more manageable. One way of addressing this would be to create several working subcommittees. They could consist of working groups based on skills and knowledge of the area covered. The chair of each subcommittee would be a committee member and be expected to present a short written report to the monthly committee meetings including recommendations for action. An ongoing action list should be published in the minutes and reviewed at the next meeting to ensure timely progress on issues is occurring.

The subcommittees would follow the core business flow and consist of four key areas. Two areas looking inwards, with the focus on running the organisation administratively. Two would looking outwards with the focus on achieving the core mission and goals namely "advancing supporting and protecting the welfare and well being of mature citizens on the Kapiti Coast"

While on this subject the reviewer had some concern about mission creep. It could be argued that additional services such as advice giving, telephone support and the Odd Job scheme and even the discount book are not really advocacy services and some of these functions may be better handled by the Citizens Advice Bureau.

Suggested subcommittees.

a) Office administration/membership and recruitment /marketing and technology

b) Finance including budgeting and planning

c) Advocacy and current issues namely transport, health, housing, transport as well as special projects

d) External relations this would include Age Concern, Older persons council, KCDC and the national organisation

The Committee would be made up of:

President/Vice President/Secretary/Treasurer and the four chairs of each subcommittee making a total of eight people. It would make sense that at least one committee member is a person being groomed for the President's role given that succession is vital for this key position.

It would also be helpful to develop an organisation chart (wiring diagram) which outlines all the various volunteer roles and which subcommittee they align with. This would also highlight the vacant roles as part of any recruitment strategy. This chart would be placed in the excellent Policies and Procedures manual and become a visual record of both the complexity of the organisation and the opportunities for service within it.

To deal with some of the frustrations about the time taken to make small purchasing decisions it is recommended that three roles have the delegated authority to spend small amounts of money without referring to the whole Committee. Receipts would need to be kept and the Committee informed as to the purchase and the reason for it at the next meeting. \$500 for the President, and \$200 each for the Membership secretary or office coordinator and the Treasurer are realistic spending limits

### **Recommendations:**

6.1.1. That the Committee is restructured into subcommittees.

6.1.2 That a succession plan is developed for each key role on the Committee.

6.1.3 That a comprehensive job description is developed for the President's position thereby clarifying the scope and complexity of the role as well as the limits to his or her authority.

6.1.4 That consideration be given to providing a person in a mentoring role to the President so he can debrief and better plan. This could apply to other core volunteer roles as well.

6.1.5 That the President receives an honorarium or koha commensurate with the role.

6.1.6 That committee minutes conclude with an action list to be reviewed under matters arising at each subsequent meeting.

6.1.7 That an organisation chart is developed by the President.

6.1.8 That care is taken when recruiting new Committee members to address the gender and ethnic balance where this is possible.

6.1.9 That three roles have the delegated authority to spend small amounts of money without referring to the whole Committee. \$500 for the President, and \$200 each for the Membership Secretary (office coordinator) and the Treasurer.

## **6.2 Planning and evaluation**

There is currently no operational or strategic plan for the organisation although the budget can be thought of as some sort of plan. It will be important to estimate the projected costs involved with implementing the recommendations of this report and factor them into the annual budget and annual plan to ensure progress can be measured. Woven into the plan could also be some marketing objectives and some longer term strategic goals.

**Recommendation:**

6.2.1 That the President works with the subcommittee chairs and ideally a planning expert to put together an annual plan to be presented back to the whole Committee.

**6.3 Financial management**

The current Treasurer is doing an excellent job however the role is clearly too big for one person. It is a priority that the treasurer receives immediate support with someone to do the banking. While it is recognised that magazine distribution is a separate task the reviewer believes it makes more sense given the work load that the focus is only on the finances. The current job description is a testament to just how large the role is for an unpaid person. It is understood that the idea of an honorarium for this position was rejected. The reviewer believes this needs to be urgently revisited as the position is clearly a vital one and deserves some sort of financial recognition.

Developing a finance subcommittee would provide support and hopefully succession as well. There are also financial packages available which will make the Treasurer task easier. Xero is recommended as it is powerful, yet simple to use, and it is relatively inexpensive for not for profit organisations. One way of addressing the work load of volunteers is to provide them with the latest and best technology tools.

It is noted that the move to Kiwi bank has brought its own challenges. This decision needs to be reevaluated by the proposed financial subcommittee as it seems less efficient than the previous arrangement with Westpac.

It is further noted that the current constitution says the financial year starts on 1 April when in practice it is now a calendar year.

**Recommendations:**

6.3.1 That an accountant be consulted as to how the Treasurer role can be better supported by a modern financial package and the current banking arrangements also be revisited.

6.3.2 That the Treasurer receives a suitable honorarium or koha in recognition of the vital nature of the role.

6.3.3 That a finance subcommittee be formed as soon as possible to provide support to the Treasurer.

6.3.4 That another volunteer is recruited to assist with the banking.

**6.4 Membership/office functioning**

The membership secretary is also doing an excellent job but is again expected to do too much. It is generally accepted in voluntary agencies that three to five hours a week is a realistic time commitment. Both the membership secretary, the treasurer and the president do far more hours than this particularly

at peak times. There is a good argument for having a paid office coordinator which would reduce the risks faced by volunteers moving on and would provide better coordination of the multiple tasks the office has to deal with. However given the amount of money currently going to the National organisation and the low membership fee such a move is not realistic immediately. Instead the wider use of honoraria or koha which could include petrol vouchers should be considered. The key vital roles could all be included in an honorarium policy. This avoids paying a staff member which could cause resentment among existing volunteers and will hopefully ensure the core volunteers feel valued and stay. Any such policy could clearly outline that honoraria or koha are only for those roles that regularly require additional hours above and beyond the usual three to five hours.

There also needs to be more consistency over who can claim expenses and mileage for the wider volunteer pool. No one playing a key role for the organisation should be out of pocket unless they choose to waive putting in an expense claim.

Volunteer recruitment is so vital to the future of Kapiti Grey Power that it should be a role in itself. It is recommended that a new position of volunteer recruitment and support coordinator be advertised. The current provision of a morning tea for volunteers is a good example of providing recognition to volunteers. Initiatives such as this could be expanded into providing coaching, training and regular follow up. The coordinator could work closely with Volunteer Kapiti to recruit suitable volunteers.

It is of great credit to the organisation that it has been possible to recruit enough volunteers to staff the office six hours a day but the space is very cramped which places stress on those working there. Some interviewees also questioned whether is not six hours was necessary or even sustainable long term. The current office is too small for the demands placed on it and consideration should be given to securing a larger space as a matter of priority. It is noted that the CAB space is coming available and whilst more expensive it would be a good option given it adjoins the current office. It would be worth considering sharing office space with another organisation such as Age Concern.

Membership is dropping, from a high point of over 6,000 to a total of 4,300 currently. However 4,300 members is still a lot of members. The Mayor pointed out this is far more than the Chamber of Commerce and is the key reason why Kapiti Grey Power has such political clout. Some of the membership drop can be put down to no longer having one unifying nationwide issue like the superannuation surcharge threat but it can also be traced back to the need for better publicity and marketing strategies.

It is recommended that the current membership database is reviewed to see if more information can be drawn out of it for example age bands and ethnicity statistics.

### **Recommendations:**

6.4.1 That the membership secretary role is renamed the office coordinator and receives a suitable honorarium or koha.

6.4.2 That a larger office is rented ideally in partnership with another organisation.

6.4.3 That the membership database be reviewed to establish if it is possible to draw more information from it.

6.4.4 That the current reimbursement policy be made clearer to volunteers so it is seen as equitable.

6.4.5 That a new role as volunteer coordinator be created.

## **6.5 Funding and financial maintenance**

Income is almost exclusively from membership fees and advertising revenue. Subscriptions brought in \$36,260 last year of which a staggering \$16,078 was paid in capitation fees to the national organisation. Although recognising that this issue is somewhat beyond the scope of this review the reviewer feels compelled to comment. He has never encountered a situation where almost half of a local membership fee goes to sustain a national structure. It is concerning that according to the federations annual report the sum of \$149,618 was recorded as a surplus in 2015 and \$134,515 in 2016. Equity stands Nationally at \$641,875 for the 2016 year. Most members the reviewer spoke to were not aware that almost half their membership fee went to the Federation. They have a right to know this and also what is being done on their behalf nationally especially while there is so little income to function locally. Questions also need to be asked as to the purpose of building reserves nationally at the expense of local associations one reason given is for an eventual office purchase. Buying offices in Auckland makes no sense given offices are much better rented to give flexibility to move. In this case any office should be in Wellington not Auckland given the national role is to lobby government. One option to address these concerns could be to put in a remit outlining the surpluses and reserves held nationally and questioning what they are for and proposing the capitation levy to be reduced.

This situation is compounded by Kapiti having one of the lowest membership fees in the country. Even raising fees minimally to \$15 and \$25 for couples would raise enough money to fund the honoraria or koha suggested or even a part time office coordinator position. There is also a question mark as to whether or not the discount book should be included in the fee. Several people mentioned that they find the discount book is not nearly as attractive as it once was because their Gold card carries many discounts as well. However lots of people still really like being able to purchase it. A lot of time and money goes into producing the discount book and one option is to drop it altogether given it is not core business. If it is retained it makes sense to keep it as an addition to the membership fee because it means the fee does not have to go up so much. Increasing the discount book price to \$5 would soon establish how many people really want it.

It would also be helpful if members have the easy option of paying their subscription using Paypal. This is the preferred payment method for many people and is safe and secure.

### **Recommendations:**

6.5.1 That the membership fee be raised in the new financial year to \$15 for singles and \$25 for couples.

6.5.2 That the need for the discount book is reassessed and the option of no longer having it or putting up its price be considered.

6.5.3 That PayPal becomes a membership payment option.

## **6.6 Public and community stakeholder relationships**

Relationships with other organisations are very positive. Age Concern saw considerable merit in having a memorandum of understanding with Grey Power Kapiti in order to work more closely on mutual issues such as age friendly towns. Any such memorandum would simply describe the ways in which the two

organisations seek to complement each other's services. Another way this link could be strengthened would be to share office space.

The Mayor felt more work should be done to link to issues which affect families and young people, not just older persons, however returning to the core business point, this could prove to be another distraction.

### **Recommendations:**

6.6.1 That a memorandum of understanding be considered with Kapiti Age Concern in order to maximise the natural synergies between the two organisations and could include sharing office space.

### **6.7 Publications/ marketing and technology**

Several people interviewed felt that the magazine is somewhat dominated by advertising and this is distracting from its appeal. They feel it needed a face lift with a cover in colour and better layout with more interesting articles. The current magazine editor seems open for such changes to happen. The decision to purchase the latest version of Publisher will help with layout issues as well. Trying to find a sponsor would be an alternative to needing so much advertising.

There was also concern about the national magazine. It is one of the only tangible benefits from the capitation fee so far as members are concerned (alongside cheaper power). It was seen as totally overwhelmed by advertising and containing little of interest. This perception is concerning given the huge cost of producing and distributing the magazine. One person felt that doing away with this publication would mean the capitation levy could drop considerably. The same person felt there was an ethical issue advertising so many vitamins and Magtec type products which are often of unproven benefit or questionable quality.

Almost everyone spoken to felt Kapiti Grey Power could do more to attract younger members nor was it marketing itself effectively especially as to the benefits of membership. While there is a Facebook page there was general consensus that it needed more regular updating to be effective. It was also felt that more email communication with members would be helpful for example an update bulletin on a regular basis. One option to save money could be to drop one edition of the magazine in favour of a regular update email news bulletin simply outlining what the organisation is up to. This would provide the flexibility to advertise volunteer roles or seek support for various issues. The reason given for doing this could be the cost of revamping the current magazine.

The current website had general approval and is a positive resource which seems relatively well maintained.

If Grey Power Kapiti is to hold its current membership and attract new and younger members greater attention needs to be paid to marketing the organisation. Some marketing objectives could be woven into the new annual plan. Strategies such as providing articles and press releases for the local papers, as well as regular advertising in such papers would help. It would be very helpful to find someone with a strong marketing background to assist and another volunteer role could be created with a marketing and public relations focus.

## **Recommendations:**

6.7.1 That the magazine is modernised and given a fresh look with assistance from someone with a marketing and publishing background. A greater range of human interest stories and other articles of interest be included.

6.7.2 That thought be given to whether or not regular update bulletins could reduce the need for four magazines a year thereby saving time and money.

6.7.2 That more attention is given to developing and regularly updating the organisations social media profile.

6.7.3 That a simple marketing strategy is developed as part of an annual plan and part of the strategy is to target the fifty plus group.

6.7.4 That a dedicated marketing and public relations volunteer role be established to raise the organisations profile.

## **7.0 Concluding thoughts**

Once again it should be stressed that the reviewer is reassured that the organisation in good heart locally. There is a wonderful base of high quality volunteers and Kapiti Grey Power has a positive profile in the community it serves. However there is considerable disquiet about the functioning of the national organisation and with good reason.

As already stated the main risk faced is in being so reliant on some key volunteers, some with multiple roles. The choice is clear, either pay an office coordinator to manage all the loose ends or ensure current volunteers are better supported both financially and in their work. There is cost in doing this but by increasing the membership fee it can be done. Unless support, succession planning and recruitment of volunteers is given a higher priority there is a real risk of the organisation rapidly losing its way.

The Committee needs to be leaner and be willing to make bold decisions, for example finding a new office, reducing the size of the Committee and paying honoraria or koha to key people.

The organisation also would be wise to stick to its knitting, advocacy for older persons, and use its precious resources only where they align with this core focus.

The German philosopher Goethe once said:

“Whatever you can do, or dream you can, begin it. Boldness has genius, power and magic in it.”

The challenge now for Kapiti Grey Power is whether or not it will continue to do what it has always done, or will it move forward with boldness, thereby securing its long term future.

## **Appendix A A summary of the recommendations contained in the report.**

It is never easy to digest a report such as this in one go. There are over twenty eight recommendations but many are straight forward and easy to action. It is suggested that the recommendations are prioritised into short, medium and long terms goals and implementation outworked over the next twelve months. It would be useful to show the report to potential Executive members so they are more aware of some of the potential changes coming up.

The functioning of the Executive - is it carrying out its functions appropriately in terms of its mission and goals?

6.1.1. That the Committee is restructured into four sub committees along the lines of the ones suggested.

6.1.2 That a succession plan is developed for each key role on the Committee.

6.1.3 That a comprehensive job description is developed for the President's position thereby clarifying the scope and complexity of the role as well as the limits to his or her authority.

6.1.4 That consideration be given to providing someone in a mentoring role to the President so he can debrief and bounce ideas of an independent person. This could apply to other core volunteer roles as well.

6.1.5 That the President receives an honorarium or koha commensurate with the role.

6.1.6 That committee minutes conclude with an action list to reviewed under matters arising at the following meeting.

6.1.7 That an organisation chart is developed by the President.

6.1.8 That care is taken when recruiting new Committee members to address the gender and ethnic balance where this is possible.

6.1.9 That three roles have the delegated authority to spend small amounts of money without referring to the whole Committee. \$500 for the President, and \$200 each for the Membership Secretary (office coordinator) and the Treasurer.

Planning and evaluation processes - is the organizations strategic direction clear?

6.2.1 That the President works with the subcommittee chairs and ideally a planning expert to put together an annual plan to be presented back to the whole Committee.

Financial management systems - are they fit for purpose?

6.3.1 That an accountant be consulted as to how the Treasurer role can be better supported by a modern financial package and the current banking arrangements be revisited.

6.3.2 That the Treasurer receives a suitable honorarium or koha in recognition of the vital nature of the role.

6.3.3 That a finance subcommittee be formed as soon as possible to provide support to the Treasurer

6.3.4 That another volunteer is recruited to assist with the banking.

Membership - is membership recruitment and servicing being carried out appropriately and are members satisfied with the results being achieved?

6.4.1 That the membership secretary role is renamed the office coordinator and receives a suitable honorarium or koha.

6.4.2 That a larger office is rented ideally in partnership with another organisation..

6.4.3 That the current reimbursement policy be made clearer to volunteers so it is seen as equitable.

6.4.4 That the membership database be reviewed to establish if it is possible to draw more information from it.

6.4.5 That a new role as volunteer coordinator be created.

Funding and financial maintenance - is enough revenue being generated from a variety of sources and is there adequate policy in place as how to best spend money to achieve the mission and goals?

6.5.1 That the membership fee be raised in the new financial year to \$15 for singles and \$25 for couples.

6.5.2 That the need for the discount book is reassessed and the options of no longer having it or putting up its price be considered.

6.5.3 That PayPal becomes a membership payment option.

Public and community stakeholder relationships - are the organisations stakeholders happy with the way the organisation functions and what it achieves for the wider Kapiti community?

6.6.1 That a memorandum of understanding be considered with Kapiti Age Concern in order to maximise the natural synergies between the two organisations and could include sharing office space.

Publications - are the publications and web site fit for purpose and achieving the desired result?

6.7.1 That the magazine is modernised and given a fresh look with assistance from someone with a marketing and publishing background. A greater range of human interest stories and other articles of interest be included.

6.7.2 That thought be given to whether or not regular update bulletins could reduce the need for four magazines a year thereby saving time and money.

6.7.3 That more attention is given to developing and regularly updating the organisation's social media profile.

6.7.4 That a simple marketing strategy is developed as part of an annual plan and part of the strategy is to target the fifty plus group.

6.7.5 That a dedicated marketing and public relations volunteer role be established to raise the organisations profile

## **Appendix B Terms of reference for a review of Kapiti Coast Grey Power Association**

### **1.0 Project background**

Nigel Heard when rejoining Grey Power was asked about ways he could assist in a voluntary capacity. The President Kevin Burrows expressed interest in a review of Grey Power services and strategic direction being conducted given Nigel's expertise in this area. Nigel agreed to meet with the full Board to give them some background as to his skills and knowledge and to discuss how a review could be carried out. Nigel posed two questions for the Board to reflect on.

- What are you noticing in the functioning of Grey Power that leads you to think that a review may be necessary?

- What do you hope to achieve by conducting a review?

The meeting then discussed the proposal in Nigel's absence and expressed interest in proceeding but perhaps after Christmas. Kevin Burrows was asked to meet with Nigel to discuss the proposal further and draw up a draft terms of reference (TOR) for the board to consider at their next meeting. Nigel and Kevin met and reviewed Nigel's draft TOR and after making minor changes Nigel sent him an electronic copy for distribution to the Board.

## **2.0 Project objectives**

To look at how Grey Power Kapiti is currently functioning and what changes or innovations may be needed in order to keep the organisation relevant over the next 10 years.

## **3.0 Areas to be explored**

- The functioning of the Board - is the Board carrying out its functions appropriately in terms of carrying its mission and goals
- Planning and evaluation processes - is the organizations strategic direction clear
- Financial management systems - are they fit for purpose
- Membership - is membership recruitment and servicing being carried out appropriately and are members satisfied with the results being achieved
- Funding and financial maintenance - is enough revenue being generated from a variety of sources and is there adequate policy in place as how to best spend money to achieve the mission and goals
- Public and community stakeholder relationships - are the organizations stakeholders happy with the way the organisation functions and what it achieves for the wider Kapiti community
- Publications - are the publications and web site fit for purpose and achieving the desired result

## **4.0 Review process**

- Conduct interviews with a cross section of members and stake holders for example several members of the Board, current general members and community stakeholders such as the Council, Age Concern, CAB, and Grey Power NZ. The number of interviews to be conducted is yet to be determined
- Reviewing the organizations policies, practices and procedures
- Review the results of the membership survey

## **5.0. Expertise required**

Experience in conducting reviews of non government organizations with an understanding of their unique culture.

## **6.0 Work plan**

- Develop draft TOR
- Meet with Kevin to discuss draft
- Make changes as required
- Draft TOR circulated to Board for comment
- Final version completed including timeframes and number of interviews
- Review conducted
- Draft review report circulated to the Board and discussed at a meeting
- Feedback incorporated into a final report including recommendations for action
- Board discusses the recommendations and decides on appropriate action

## **7.0 Costs**

Nigel has agreed to waive his fees on the understanding that if his work is satisfactory to the Executive they will publicize in their magazine some information about Nigel's consultancy work.

A record of travel to and from meetings and interviews will be kept and claimed at the current Grey Power mileage rate. Payment for other associated costs will be discussed with the Board if they occur.

30 October 2017