**Governance**

**-**

**Mana**

**Whakahaere**

Contents

[Introduction 3](#_Toc144732738)

[Service Background 4](#_Toc144732739)

[Services provided 4](#_Toc144732740)

[Mission Statement 4](#_Toc144732741)

[Vision 4](#_Toc144732742)

[Values 4](#_Toc144732743)

[Organisational Chart 4](#_Toc144732744)

[Clinical governance structure 4](#_Toc144732745)

[Our governance standards 5](#_Toc144732746)

[The pillars of our governing body 5](#_Toc144732747)

[Board balance 6](#_Toc144732748)

[Our organisation’s structure 6](#_Toc144732749)

[Board/director roles and responsibilities 7](#_Toc144732750)

[Overview of our organisational and service roles and responsibilities 9](#_Toc144732751)

[Board Recruitment Processes 9](#_Toc144732752)

[Induction of a new Board member 11](#_Toc144732753)

[Board activities 12](#_Toc144732754)

[Board meetings 12](#_Toc144732755)

[Our Board’s work plan 13](#_Toc144732756)

[Board member evaluation 13](#_Toc144732757)

[Policies and Procedures 14](#_Toc144732758)

[Insurance 15](#_Toc144732759)

[Stakeholder Relationships 15](#_Toc144732760)

[Strategic Planning 16](#_Toc144732761)

[Phases of Strategic Planning 16](#_Toc144732762)

[Guidelines to Ensure Successful Planning and Implementation 17](#_Toc144732763)

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| Introduction | |
| **Purpose** | This document provides a guide for the governing body of our organisation. |
| **Scope** | This document applies to the governing body of our organisation. |
| **Policy** | Our governing body ensures that systems are in place to meet standards, legislative, contractual, and regulatory requirements. This includes international conventions ratified by the New Zealand government.  The way we govern is values-based. |
| **References** | |
| **Legislation** | [Charitable Trusts Act 1957](https://www.legislation.govt.nz/act/public/1957/0018/latest/whole.html)  [Charities Act 2005](https://www.legislation.govt.nz/act/public/2005/0039/latest/DLM344368.html)  [Companies Act 1993](https://www.legislation.govt.nz/act/public/1993/0105/latest/DLM319570.html)  [Financial Reporting Act 2013](https://www.legislation.govt.nz/act/public/2013/0101/latest/DLM4632829.html)  [Health and Disability (Safety) Act 2001](https://www.legislation.govt.nz/act/public/2001/0093/latest/whole.html)  [Health and Disability Commissioner Act 1994](https://www.legislation.govt.nz/act/public/1994/0088/latest/DLM333584.html)  [Health and Disability Commissioner ( Code of Health and Disability Services Consumers’ Rights) Regulations 1996](https://www.legislation.govt.nz/regulation/public/1996/0078/latest/whole.html)  [Protection of Personal and Property Rights Act 1988](https://www.legislation.govt.nz/act/public/1988/0004/latest/DLM126528.html) |
| **International conventions** | The following international conventions have been signed by New Zealand and are relevant to the services we provide:  [International Convention on the Elimination of All Forms of Racial Discrimination (CERD)](https://www.justice.govt.nz/justice-sector-policy/constitutional-issues-and-human-rights/human-rights/international-human-rights/cerd/)  [Convention on the Rights of the Child (CRC)](https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/monitoring/uncroc/)  [Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT)](https://www.justice.govt.nz/justice-sector-policy/constitutional-issues-and-human-rights/human-rights/international-human-rights/cat/)  [Convention on the Rights of Persons with Disabilities (CRPD).](https://www.justice.govt.nz/justice-sector-policy/constitutional-issues-and-human-rights/human-rights/international-human-rights/crpd/) |
| **Standards** | [Ngā paerewa. Health and Disability Services Standards 8134:2021.](https://www.health.govt.nz/our-work/regulation-health-and-disability-system/certification-health-care-services/services-standard)  [New reporting standards for Charities](https://www.charities.govt.nz/new-reporting-standards/)  [New statutory audit and review requirements](https://www.charities.govt.nz/new-reporting-standards/new-statutory-audit-and-review-requirements/)  [Rules and the Charities Act 2005](https://www.charities.govt.nz/ready-to-register/need-to-know-to-register/charitable-purpose-and-your-rules/) |
| **Guidelines** | The manual is based on guidelines published by [the CommunityNet Aotearoa resource kit](https://community.net.nz/resources/community-resource-kit/contents-of-the-community-resource-kit/), [Charities Commission](http://www.charities.govt.nz/), [Companies Office](https://www.companiesoffice.govt.nz/).  [A Directors Guide](https://www.iod.org.nz/resources-and-insights/guides-and-resources/the-essentials-of-being-a-director-ng-mea-waiwai-o-te-t-ranga-whakataka/)  [Charities Services Resources](https://www.charities.govt.nz/resources/)  [Global resources for not-for-profits](https://www.iod.org.nz/resources-and-insights/guides-and-resources/global-resources-for-not-for-profits/)  [Not for Profit best governance practices (Institute of Directors NZ)](https://www.iod.org.nz/Governance-Resources/Resource-library/Not-for-profits)  [What makes a good Board](https://www.iod.org.nz/FirstDirectors/What-makes-a-good-board)  [Best Practice Corporate Governance](http://www.applied-corporate-governance.com/best-corporate-governance-practice.html)  [Institute of Directors](https://www.iod.org.nz/)  [Ministry of Business and Innovation](https://www.business.govt.nz/) |
| **Māori governance** | [Māori Governance Video Toolkit](https://communitygovernance.org.nz/board-resources/maori-governance/)  [Te Puni Kōkiri - Governance](https://www.tpk.govt.nz/mi/nga-putea-me-nga-ratonga/governance/effective-governance/what-is-governance)  Tupu NZ – What is Governance |

## 

## Service Background

Summarise the background of the service.

## Services provided

Describe the services provided and who is funding them.

## Mission Statement

A mission statement answers the question: ‘Why do we exist?’

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| Our mission statement will be reviewed Click here to enter text. | | |
| Date of last review: | Context of the last review: | Review participants: |
| Click here to enter a date. |  |  |

## Vision

Your services/organisations vision focuses on the long-term goal and a vision statement answers the question: ‘What do we want to achieve?’

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| Our vision statement will be reviewed Click here to enter text. | | |
| Date of last review: | Context of the last review: | Review participants: |
| Click here to enter a date. |  |  |

## Values

Values are the operating philosophies or principles that guide your services/organisation's internal conduct as well as its relationship with your service users and other stakeholders.

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| Our values will be reviewed Click here to enter text. | | |
| Date of last review: | Context of the last review: | Review participants: |
| Click here to enter a date. |  |  |

## Organisational Chart

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## Clinical governance structure

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| Our governance standards *(Adopted from NZ Corporate Forum Guidelines 2015)* | |
| **Ethical standards** | We are setting high standards of ethical behaviour.  We model ethical behaviour.  We hold management accountable for delivering those standards throughout our organisation. |
| **Whanaungatanga me Māori** | We incorporate Te Ao Māori values into the way we govern. |
| **Board composition and performance** | We ensure having an effective and diverse Board.  Out Board will have a balance of:  Independence – skills – knowledge – experience  Representation of:   * Mana whenua * Tāngata whai ora/ tāngata whaikaha * Whānau. |
| **Board committees** | We use committees where this will enhance our effectiveness in key areas. |
| **Reporting and disclosure** | We demand integrity in financial reporting.  We demand timeliness and balance of organisational/corporate disclosures. |
| **Remuneration** | The remuneration of directors/Board members and executives will be:  Transparent – fair – reasonable. |
| **Risk management** | Our directors/Board members will have a sound understanding of the key risks faced by our organisation.  Our directors/Board members regularly verify that our organisation has appropriate processes to identify and manage potential and relevant risks. |
| **Auditors** | Our directors/Board members ensure the quality and independence of external financial audit processes. |
| **Stakeholder interests** | We will respect the interests of our stakeholders.  We take into account our fundamental purpose. |

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| The pillars of our governing body *(Adapted from NZ Institute of Directors)* | | | |
| **Determining purpose** | **Effective governance culture** | **Accountability** | **Effective compliance** |
| Our directors/Board add value by leading our organisations purpose, goals and strategy. | Our directors/Board add value by action – as a team. | Our directors/Board add value by holding management to account through informed, accurate and independent oversight of performance and conformance matters. | Our directors/Board add value by ensuring our organisation remains solvent. |
| They take ownership of our organisation’s strategic direction | They have a high performance culture.  They are committed to engage in best practice governance. | They do not do the job of management. | They ensure probity of financial reports and processes. |
| Their focus is long- term business sustainability | They support open debate, diversity, thoughtful challenge and constructive dissent. | They ensure purpose and strategy are understood and implemented by management. | They ensure a high standard of compliance with regulatory environments. |

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| Board balance | |
| **Our Board will be evenly balanced in several respects:** | |
| **Size** | The optimum number of Board members/directors depends on the size of the organisation. The IoD (Institute of Directors) recommends that medium to large sized companies should have 6–8 directors.  Our organisation has Click here to enter text. Board members/directors. |
| **Skills and experience** | A diverse range of educational and vocational backgrounds will enrich the discussion of a Board and help better decisions be made. |
| **Types of directors** | [Executive vs non-executive roles](https://www.iod.org.nz/resources-and-insights/starting-a-board/types-of-directors/) |
| **Balance of independent and interested directors** | Ensure independent thinking, fresh perspectives and greater oversight and accountability, it is important to have a decent balance between [‘insider’ and ‘outsider’ directors](https://www.investopedia.com/terms/i/insidedirector.asp). |
| **Diversity** | A mix of ethnicity, age, and gender all contribute to better representing the community at large and will help a Board form insightful and representative decisions. |
| **Training** | Board members/directors will have core competencies in:   * Governance – including relevant legislation * Te Tiriti o Waitangi * Equity * Cultural safety * PCBU health and safety responsibilities |

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| Our organisation’s structure |
| **The characteristic of our legal structure is as follows:** Choose an item. |

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| **Minimum directors/ Board members** | Click here to enter text. |
| **Decision making** | Number of directors/Board members: |
| **Liability** | Limited personal liability exists provided decision makers act prudently and within the group’s purpose and – if a charity or trust – not for personal gain. Specific provisions apply to [Company Directors](https://companies-register.companiesoffice.govt.nz/help-centre/company-directors/what-it-means-to-be-a-director/), [Liability of Trust members](https://www.charities.govt.nz/im-a-registered-charity/officer-information/personal-liability/). |
| **Reporting requirements** | We notify and report to the Charities Commission as identified in this [link](https://www.charities.govt.nz/reporting-standards/) . We file an annual return (including financial statements) with the Choose an item. and notify changes to the name, address, balance date, rules, purposes and officers of our organisation.  [Financial reporting requirements for companies](https://www.ird.govt.nz/managing-my-tax/record-keeping/financial-reporting-for-companies/financial-reporting-requirements-for-companies). |
| **Disposal of assets on liquidation** | [Insolvency and involuntary closure](https://www.business.govt.nz/tax-and-accounting/closing-down/insolvency-and-involuntary-closure/)  [NZ insolvency and trustee service](https://www.insolvency.govt.nz/business-debt/) |
| **Deed of trust** | |
| Our Choose an item.is the most important document as it sets out our organisation’s purpose and sets the rules under which we must operate. | |

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| Board/director roles and responsibilities | |
| **Not-for profit organisations** | |
| **Chair** | **The chair is expected to:** |
| Conduct efficient governing body meetings. |
| Set annual meeting time tables. |
| Prepare meeting agendas. |
| Manage the distribution of papers in advance of governing body meetings. |
| Ensure accurate recording of meeting decisions. |
| Liaise with the chief executive outside scheduled governing body meetings. |
| Instruct the auditor in the absence of a finance committee. |
| Establish governing body committees (sub-groups of the full Board) for specific tasks and define their terms of reference. |
| Attend committee meetings when appropriate. |
| Make sure our governing body’s resources are being well and appropriately used. |
| **Treasurer** | **The treasurer’s tasks include:** |
| Ensure our finances are managed appropriately. |
| Make recommendations to the governing body about income and expenditure, investments and debts. |
| Keep records of all incoming and outgoing payments. |
| Review the annual statement of financial performance (profit and loss) and statement of financial position (balance sheet). |
| Ensure that the annual audit process is undertaken in a timely fashion according to legal requirements. |
| Provide regular financial statements to the governing body and providing explanations where required. |
| Draw up the annual budget in consultation with management and staff and other governing body members. |
| Ensure that sufficient funds are available at all times to support the organisation’s liabilities. |
| **Secretary** | **The secretary’s tasks include:** |
| Convene meetings and book rooms. |
| Deal with correspondence. |
| Prepare agendas for meetings – in consultation with the chairperson. |
| Take the minutes of meetings. |
| Ensure back-up information is available at meetings when required. |

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| **Director(s)** | | | | |
| **Requirements under the Companies Act** | | | | |
| **Our directors are expected to:** | | | | |
| Act in good faith. | | | Declare conflicts of interests. | Avoid reckless trading. |
| Comply with a director’s duty of care. | | | Ensure our company/organisation remains solvent. | In all ways comply fully with the Companies Act. |
| **Acting in good faith** | The concept of good faith is covered by the legal principle of company law and is used to determine if our director has acted appropriately. | | | |
| While our directors can’t be expected to know everything and get everything right, they demonstrate that their intentions are good and any decision made, or action taken is reasonable in light of their knowledge and experience:   * If a director is in doubt they get professional advice to demonstrate they acted in good faith. * Getting this wrong can be severe, from hefty fines to imprisonment; ignorance is no defence in the eyes of the law. | | | |
| **Excluding factors for becoming a director** | Under 18 years of age. | | | |
| An un-discharged bankrupt | | | |
| Not allowed to direct, promote or participate in the management of a company for any reason under the law, including having been convicted of an offence involving dishonesty during the last five years. | | | |
| Subject to a property order made under sections 30 or 31 of the Protection of Personal and Property Rights Act 1988. | | | |
| Not qualified according to conditions laid out in our company’s constitution. | | | |
| **Our Director(s)/Board members have the following skills:** | | | | |
| **Experience** | | Bring with them years of experience that can be readily tapped into. | | |
| **Networks** | | Develop networks to promote our organisation further, and to gain knowledge for the business itself. | | |
| **Fresh perspective** | | Provide a new set of eyes on the current and future endeavours of our organisation. | | |
| **Long-term view** | | Commit themselves to our organisation for at least three years providing them with the ability to develop a strong knowledge of our business and provide continuity. | | |
| **Conformance** | | Monitor the performance of management in terms of running our organisation in the interest of our stakeholders, community, and government in accordance with the law. | | |
| **Performance** | | Set objectives and oversee the work of management to ensure it delivers against the vision laid out in the strategic plan. | | |
| **General skills** | | Encourage accountability and transparency.  Manage and reduce risk.  Contribute diverse views in order to make the best decision for the organisation. | | |

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| **The role of our director(s) is to:** | |
| Consider the strategic vision for our organisation. | Offer fresh thinking and additional skills and knowledge. |
| Have extensive networks to help us grow. | Act in good faith and in the best interests of the company. |
| Have no conflicts of interest with the company. | Ensure that we remain solvent. |
| Not take advantage of their position as a director for personal profit (e.g. insider trading). | |

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| Overview of our organisational and service roles and responsibilities | | | |
| [Governance](https://www.iod.org.nz/Governance-Resources/Resource-library/Governance)– [Board of Trustees (BOT)](https://www.iod.org.nz/FirstDirectors/How-a-not-for-profit-board-works) or [Board of Directors (BOD)](https://www.iod.org.nz/FirstDirectors/What-do-directors-do) | | | |
| **Roles and Functions:** | | | |
| **Direction** | **Leadership** | **Control** | **Recruiting/Managing** |
| Key stakeholder relationships | Lead the development of our mission | [Strategic planning](https://www.iod.org.nz/FirstDirectors/Focus-on-strategy) | Manager/CEO |
| Stakeholder accountability | Risk management | Specific policy approval | Performance appraise and manage manager/CEO |
| **Manager/CEO** | | | |
| **Roles and Functions:** | | | |
| Operational management | Employment and performance management of staff | Organisation’s system development and management (includes policies and procedures) | Operational planning |
| Output and outcome reports to funding agencies | Reports to the Board/director(s) | Funding applications | Networking |
| Participation in service development and strategic planning. | | | |
| **Health care workers and administrative staff** | | | |
| **Roles and Functions:** | | | |
| Direct service delivery | Implement best practice | Report to the manager/CEO | Implement policies and procedures |
| Participation in service development and strategic planning. | | | |

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| Board Recruitment Processes | | |
| **The following processes will be employed if a Board member position is vacant:** | | |
| **Step No** | | **Actions** |
| 1 | The Board of Trustees/Directors will meet to discuss and identify what skills/expertise will be required at this point in time. | |
| 2 | An agreement on the requirements is reached. | |
| 3 | The Board Members may identify a person who may fit the requirements via their networks or business and employment on-line service. | |
| 4 | Information about the possible Board member will be collated by approaching the person, by using existing networks or by obtaining information from on-line services:   * their present activities * their background * their expertise * their interests | |
| 5 | The information will be presented to the Board Members. | |
| 6 | The Board will decide which member will approach the person selected and explore if the person has an interest becoming a Board Member. | |
| 7 | If the person is not interested – go back to step 3.  If the person is interested – provide the person with the governance manual and any other relevant information. | |
| 8 | The Board Chairperson will invite the prospective Board member to meet with the Board of Trustees by sending an invitation letter stating the purpose of the meeting. | |
| 9 | At the meeting we will discuss what we need and what we offer with the prospective Board member. | |
| 10 | If both parties are still interested in pursuing the appointment as a Board member, Police vetting is initiated (offer of an appointment to the Board will be dependent on the results of the Police vetting). | |
| 11 | The Chairperson will send a letter of invitation/acceptance from the Board to the person interested. | |
| **Consider:** | | |
| Good Board members and/or directors:   * Want to build our skills, not take control. * Are experts in our field. * Have walked in our shoes. * Are proven problem solvers. * Are skilled in an area we need support in. * Hold themselves accountable. * Proactively work to see our organisation succeed. | | |
| **We:** | | |
| * Don’t rely on reputation and experience alone. * Interview any potential directors or Board members. * Validate the future Board member’s/director’s expertise and get a feel for their working style, motivations and expectations. * Strive to be objective in our appointment process. | | |
| 12 | If the person accepts, an appointment as a Board member is made. | |
| 13 | The trust deed or company registration is adjusted to include the new member. | |
| 14 | The new Board member has an induction. | |

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| Induction of a new Board member | |
| **Induction** | New Board members receives a formal induction into their governance role and into our organisations operations as a whole. |
| **Purpose** | New Board members can contribute to the governing body’s work as soon as possible. |
| **Processes and Content** | * Meeting selected staff for a presentation of the work they do. * Meeting the chairperson of the Board to familiarise themselves with the governance structure and processes. * Meeting the manager/CEO.   Providing the new Board member with:   * The governance manual. * Our strategic plan. * Board meeting details. * Audited accounts for the last five years. * Information about the role of the Board’s officers. * Relevant policies, procedures and other documents. * Conflict of interest declaration. |

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| Board activities | |
| [Board meetings](https://community.net.nz/resources/community-resource-kit/6-1-meetings-introduction/) | |
| **Purpose of the Board Meetings** | * To ensure the strategic direction is followed. * Risk and financial management occurs. * Administrative and legislative related tasks are attended to. |
| **Confidentiality and security** | Board papers often contain sensitive information about an organisation and members should therefore take care to ensure they are kept secure. |
| **Frequency/time of meetings** | Choose an item. |
| **Chaired** | * By the chairperson of the Board. |
| **Agenda** | |
| **Routine Agenda** | * Minutes of previous meeting. * Update disclosure of interest. * Health and safety. * Significant HR issues. * Quality and organisational risks. * Financial report. * CEO/manager’s report:   + Complaints, accidents, adverse events, reportable events, statuary notifications.   + Data on service provision outcomes for tāngata whai ora, tāngata whaikaha. * Data on access and service provision outcomes for Māori. * Board ‘work plan’ updates. |
| **Periodic Items** | * Organisational evaluations and outcome data. * Funder reports (Performance Monitoring Reports). * Policy/procedures review and updates. * Third party audit results. * Infection surveillance data (yearly). * Review of the restraint-free status of our services. * Status and outcomes of our equity plan. Identify barriers to achieving targets. |
| **Documentation** | * All Board meetings are minuted. |
| **Committee Meetings** | |
| **Purpose** | * Committee meetings are held when discussion on specific issues for the purpose of resolving issues or putting actions into place that are of a private or sensitive nature. * All Staff related issues are discussed in committee. |
| **Frequency** | As required. |
| **Documentation** | * Committee meetings are recorded separately from the Board minutes and the records are kept by the Board’s secretary. |
| **Annual General Meeting (AGM)** [**for companies**](https://companies-register.companiesoffice.govt.nz/help-centre/complying-with-the-law/company-meetings/) **for** [**charitable trusts**](http://www.community.net.nz/resources/community-resource-kit/6-2-meetings-formal-meetings/) | |
| **Frequency** | yearly |

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| Our Board’s work plan |
| **The Board’s work plan includes:** |
| * Meeting dates for the year, including their locations. * Matters to be considered at each meeting. * Approval of periodic, quarterly and half yearly accounts. * Reviews of actual vs planned performance. * Receipt of certificates or reports of compliance from management. * CEO/manager performance and remuneration review. * Full review of operating environment. * Review of the strategic plan, business plan and mission statement. * Review of Māori, tāngata whai ora/tāngata whaikaha and whānau participation in governance. * Approval of the annual budget and annual report. * Review of audit requirements. * Review of Board committee terms of reference. * Board and individual member’s evaluations. * Review of Board members’ remuneration. * Review of risk assessment and controls and compliance. * Review of stakeholder relations. * Particulars of guests invited to meetings during the year. * Contact details of staff who distribute Board papers, arrange travel, deal with Board members’ fees and expenses, and are secretarial staff for senior management.   *(Adapted from the* [*Governance Essentials' course*](https://www.iod.org.nz/governance-courses/all-courses/governance-essentials/) *resource kit.)* |

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| Board member evaluation | |
| **Purpose** | Systematic review of the performance of individual Board members (including the Chair) and of the Board as a whole helps address weaknesses, increases skill levels and demonstrates a commitment to accountability. |
| **Frequency** | Yearly |
| **Principles that underpin the evaluation:** | |
| **Embrace the objective** | Our Board wants to learn how it can perform better. It gets the most from evaluation when Board members share its aim of continuous improvement. |
| **Leadership is crucial** | The Chair can show that evaluation needs honest feedback by volunteering to have their own performance evaluated. Board members are likely to follow their example. |
| **Allow enough time** | Board members need to respond to evaluation questions with thought and care. Board evaluations appraise the performance of people at the head of our organisation. They should not be rushed. |
| **Follow the whole process** | An evaluation looks at the Board from different perspectives and stimulates thinking about how it can work better. Answer every question so it can play its part in the process. |
| **Comment constructively** | The process inspires thinking that we can capture in comments. These are often the most valuable evaluation response. A poor rating with suggestions for improvement can improve performance. |
| **Take care of people** | Individual Board member evaluation reports are best handled in one-on-one discussions, usually with the Chair. We don’t share or table individual Board member evaluations at a Board meeting. |
| **Discuss team issues openly** | Board performance can be affected by issues like the level and mix of skills, and whether the Board spends time on the right business. Every Board member should come prepared with a copy of the whole-Board report. |
| **Plan the discussion** | The Board needs to discuss the evaluation results fully and frankly. This happens in a dedicated session. We consider using an external adviser to lead the session. |
| **Use the 80 20 rule** | An engaged Board may provide many suggestions for improvement. Focusing on a few will have the greatest effect. We plan actions that will make a difference. |
| **Chart progress** | We allocate responsibilities and include progress reports in our Board’s agenda for planning. When our Board is satisfied that planned tasks have been completed, we consider a further evaluation to show progress. |
| **Collective self-evaluation checklist** | * How is our relationship with our stakeholders? * How well the strategic is plan linking to the work of our organisation? * Do we agree on what things we need to be doing and are we doing them well? * Did we allocate enough time to the right tasks throughout the year? * Have we met all legal requirements? * Contractual and funder requirements? * Are our staff satisfied? * Are our meetings well run and is the information we have sufficient? * Do our Board members feel that their skills are being utilized and their contributions are valued? * How is the chairperson performing? * Do we have a good relationship with our management team? |

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| Policies and Procedures | |
| **Purpose** | The governing body is fully responsible for selected policies and procedures in order to provide:   * A framework for processes and actions. * Consistent responses. * An understanding of legal and contractual requirements. * A way of setting and communicating the values of our organisation both internally and externally. |
| **[Policies/](https://community.net.nz/resources/community-resource-kit/checklist-of-policies-and-procedures/)**  **[Procedures](https://community.net.nz/resources/community-resource-kit/checklist-of-policies-and-procedures/)** | The Board of Trustees are responsible for the development, implementation and review of the following policies/procedures:   * Maori Health Policy and Plan * Pacific Health Policy and Pan * Governance * Financial policies and procedures * Health and Safety * Identifying and Managing Conflict of Interest * Complaints Management * Whistle-blower/Protected Disclosure * Organisational Risk Management * Business Continuity |

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| Insurance | | |
| **We ensure that the following Insurances are current:** | | |
| Statutory Liability Insurance | Employers Liability Insurance | Professional Indemnity |
| Employment Disputes | Loss of Profits – Business Interruption | Material Damage |
| Contents | Commercial Motor Vehicle | Board members Liability |

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| Stakeholder Relationships | | |
| **Purpose** | Stakeholders are people/organisations who have an interest in our organisation. Good governance demands that stakeholder interests are identified and appropriate relationships established and maintained. | |
| **Our stakeholders** | **Stakeholder** | **Relationship** |
| Mana Whenua |  |
| Tāngata whai ora/tāngata whaikaha |  |
| Whānau |  |
| Manatū Hauora (MOH) |  |
| Te Whatu Ora |  |
| Primary Health Organisations |  |
| Te Aka Whai Ora |  |
| Te Manatū Whakahiato Ora (MSD) |  |
| Oranga Tamariki |  |
| NZ Police |  |
| Social housing providers |  |
| Kāinga Ora |  |
| Ara Poutama Aotearoa |  |
| NGO’s |  |
| Platform |  |
| Pacific community |  |
| Churches |  |
| Ethnic and Cultural groups |  |
| **Stakeholder involvement** | Communication and Involvement with our stakeholders will occur as follows:   * Yearly stakeholder survey. * Stakeholder attendance at the strategic planning meeting. * Stakeholder attendance at the annual general meeting. * Stakeholder review of specific policies and procedures. * Development of service agreements with:   + Click here to enter text.   + Click here to enter text.   + Click here to enter text. * Representatives of our organisation attend at the following stakeholder meetings:   + Click here to enter text.   + Click here to enter text.   + Click here to enter text.   + Click here to enter text. | |

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| Strategic Planning | |
| **Setting the long term direction for our organisation is the governing body’s most important role.** | |
| [Strategic Planning](https://online.hbs.edu/blog/post/why-is-strategic-planning-important) | * Is a method for positioning our organization to take advantage of our future. * The strategic planning process incorporates an in-depth planning model that takes place over time with stakeholder involvement. |

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| Phases of Strategic Planning | |
| **Reference overall singular purpose ("mission")** | During planning, planners have in mind (consciously or unconsciously) some overall purpose or result that the plan is to achieve. For example, during strategic planning, it's critical to reference the mission, or overall purpose, of the organization. |
| **Take Stock – Internally and Externally** | This "taking stock" is always done to some extent, whether consciously or unconsciously. For example, during strategic planning, it's important to conduct an environmental scan. This scan usually involves considering various driving forces, or major influences, that might affect the organisation. |
| **Analyse the situation** | For example, during strategic planning, planners often conduct a "SWOT analysis". (SWOT is an acronym for considering the organization's strengths and weaknesses, and the opportunities and threats faced by the organization.) During this analysis, planners also can use a variety of assessments, or methods to "measure" the health of systems. |
| **Establish goals** | Based on the analysis and alignment to the overall mission of the system, planners establish a set of goals that build on strengths to take advantage of opportunities, while building up weaknesses and warding off threats. |
| **Establish strategies to reach goals** | The particular strategies (or methods to reach the goals) chosen depend on matters of affordability, practicality and efficiency. |
| **Establish objectives along the way to achieving goals** | Objectives are selected to be timely and indicative of progress toward goals. |
| **Associate responsibilities and time lines with each objective** | Responsibilities are assigned, including for implementation of the plan, and for achieving various goals and objectives. Ideally, deadlines are set for meeting each responsibility. |
| **Document and communicate a plan** | The above information is organized and written in a document which is distributed to identified stakeholders. |
| **Acknowledge completion and celebrate success** | This critical step is often ignored which can eventually undermine the success of many of our future planning efforts. The purpose of a plan is to address a current problem or pursue a development goal. It seems simplistic to assert that we should acknowledge if the problem was solved or the goal met. |

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| [Guidelines](https://community.net.nz/resources/community-resource-kit/strategic-planning/) to Ensure Successful Planning and Implementation | |
| A common failure in many kinds of planning is that the plan is never really implemented. Instead, all focus is on writing a plan document. Too often, the plan sits collecting dust on a shelf. Therefore, most of the following guidelines help to ensure that the planning process is carried out completely and is implemented completely -- or, deviations from the intended plan are recognised and managed accordingly. | |
| **Involve the Right People in the Planning Process** | It is critical that all parts of the system continue to exchange feedback in order to function effectively. When planning, we will get input from everyone who will responsible to carry out parts of the plan, along with representative from groups who will be affected by the plan. For example people who engage with our service and their whānau. |
| Write down the planning information and communicate it widely | Key stakeholders may request copies of the strategic plan. Therefore, it's critical to write plans down and communicate them widely.  We will have our strategic plan on our website. |
| **Goals and Objectives Should Be ‘SMARTER’** | |
| **Specific** | Be specific in what goals our organisation wants to achieve. |
| **Measurable** | Ensure the goals can be objectively measured. |
| **Acceptable** | The goals need to be acceptable to the major stakeholders. |
| **Realistic** | The goals need to be able to be achieved. |
| **Time frame** | Define the times when each step of the goal needs to be achieved. |
| **Extending** | Our organisation needs to be capable to achieve the goals set. |
| **Rewarding** | The chance that our organisation will implement the plan successfully is greater if the service is rewarded for its effort. |