



Inspiring Communities

Our Vision: An Aotearoa where all communities flourish.
Ka ora ai te hapori ō Aotearoa.

Our Mission: Increasing the capacity of communities to thrive through community-led change.
Kia whakamana i ngā hapori, kia piki te raukaha ki te ora

Background

Inspiring Communities exists to increase the capacity of communities to thrive through community-led change. Since 2008 we have championed New Zealand's growing community-led development (CLD) movement. As a small, highly effective national backbone organisation, we operate across sectors and levels, currently engaging and supporting a network of 4500 people, groups, and organisations across Aotearoa.

Through our key strategic roles (learning, capability building, connecting and influencing), we have effectively built momentum for CLD in Aotearoa. Our work focuses on promoting and catalysing locally-led change efforts and enabling systems changes that will better support local communities.

In terms of organisational structure, Inspiring Communities is supported by a Board of CLD passionate people from across Aotearoa and a team of contracted CLD specialists based in different parts of the country. We undertake a broad range of grant funded and enterprise activities to support our strategic goals, with around 50% of income currently generated from non-grants funded sources.

Inspiring Communities Board

Inspiring Communities is governed by a Trust Deed which makes provision for up to 9 Trustees from across Aotearoa, New Zealand.

The Board provides a governance oversight to the organisation to ensure:

- setting of an effective strategic direction and budget for the organisation;
- activities undertaken align with our overall vision, mission and goals;
- our commitment to Te Tiriti is reflected conceptually, structurally and practically in what we do; and
- appropriate financial management practices are followed.

Board Member Role

As an Inspiring Communities Board member, there is an expectation that you will:

- actively participate in all meetings – share your perspective and expertise
- share information with networks and open doors – help expand the reach of Inspiring Communities and its consultancy arm Powerdigm, by sharing information through your networks, and where appropriate, make connections to help advance the work of Inspiring Communities
- be a good advocate – being a champion for CLD and Inspiring Communities in your networks and communities
- identify opportunities – be proactive in connecting the Inspiring Communities team to new opportunities or by sharing new information or ideas
- honour Te Tiriti o Waitangi – support Inspiring Communities' ongoing journey to be an effective Tāngata Tiriti organisation

Meeting Commitments

The Board generally meets in Wellington 3-4 times a year. Travel costs to attend meetings are covered by Inspiring Communities.

Quarterly kanohi ki te kanohi (face to face) strategic meetings are typically 2-2.5 hours towards the end of the day (eg. starting 4-5pm). Strategic meetings are preceded by a shorter (up to 1 hour) fiduciary conference call/zoom the week prior to consider financial and operational matters ahead of strategic meetings. This process provides a useful way to ensure that the Board's kanohi ki te kanohi time has



a generative and strategic focus. Participation by video link is an option when kanohi ki te kanohi is not possible.

Board members are expected to actively participate in discussion and decision-making processes. This means reviewing papers in advance, asking appropriate questions and thinking strategically about our goals, future opportunities and the changing environment around both the organisation and the national movement we're supporting.

From time to time there may also be matters the Board wishes to discuss and progress by email, but most of the Board's effort is focused around quarterly meetings.

Additional Information:

- IC Board Charter (including code of conduct and board member expectations); pages 4-8
- IC Strategic Statement; pages 8-10
- IC Audited Accounts – see the [Charities Register](#)
- [Inspiring Communities website](#)
- [Powerdigm website](#)



Inspiring Communities

Board Charter

Purpose

The purpose of this Board Charter is to codify Inspiring Communities Board policies, practices and expectations to provide stability for the organisation in times of strategic change and uncertainty. This includes formalising board appointments, tenure, selection and responsibilities of officers and an annual review process. Also attached as Appendix 1 is a code of conduct for board members, and Appendix 2 that sets out expectations for board members.

Inspiring Communities is committed to Te Tiriti o Waitangi, honouring principles of protection, participation and partnership with and for Māori as Tangata Whenua of Aotearoa. As a small organisation with a national focus on sustaining just and vibrant communities, we are committed to advancing our Te Tiriti o Waitangi journey. This commitment will be reflected through our board memberships and practice as well as in our team members and partners as they enact this principle and our values in their work.

Recruitment, appointment and expectation of board members

- 1) The number of board members can be between 3 and 9 members. It is the decision of the current board to determine appropriate number and recruit to fill vacancies.
- 2) Should vacancies exist, the board (or designated sub-group) will set criteria for vacancy in terms of skills, competency and diversity we seek in board members, also note necessary commitment to the principles of Inspiring Communities. They may decide to recruit for the position using informal methods (i.e. IC board and staff may encourage potential candidates to apply or share via existing networks) or formal methods (i.e. advertise through networks such as Do-Good Jobs or Institute of Directors). A principle to maintain is transparency of process and notice of vacancy should be shared on the Inspiring Communities website. Any interested person may apply.
- 3) Applications will be screened by the board or agreed sub-committee. Recruitment processes will reflect our commitment to honouring Te Tiriti o

Waitangi through creating culturally responsive environments which reflect Te Ao Māori and prioritising Māori representation on the board. Other considerations for screening potential board members include: skills and experience they bring, supporting diversity of perspective (geography, gender, age, other ethnicity, sector or skill base), and most importantly, understanding of and commitment to the kaupapa of Inspiring Communities.

- 4) Due diligence on selection of new board members will include requesting declaration of any conflict of interest, any past bankruptcy, any past disqualification from company and charities directorship and police criminal records check (noting the police check alone is not a basis for rejecting applicants, but rather that full disclosure is made). Referee checks may be undertaken of candidate before appointment to the board.
- 5) A description of the position expectation for Inspiring Communities board members and officers will be agreed, and revised as required, by the board. A base set of expectations is included as Appendix 2.

Lengths of tenure for board members

- 6) Inspiring Communities board members will be asked to commit to an 18-month appointment. After 18 months, with mutual agreement of the member and the board chair, they will be confirmed for an additional 18-month term. This full 3 years will count as their first term.
- 7) Second and subsequent terms will be for a period of 3 years. Members may serve up to 3 sequential terms, with mutual agreement of the member and the board chair.
- 8) This process will be grandparented in so that there is board succession planning from 2020.

Board officers and their responsibilities

- 9) The board officers include the positions of chair, deputy chair and fiscal trustee(s).
- 10) The chair of the board is responsible for setting the agenda and running board meetings to ensure clear direction for the team to carry out. They should invite all possible views on an issue and strive for a consensus decision between board members. The chair is responsible to ensure all the statutory



requirements of the organisation are fulfilled and contractual commitments are honoured. They will work with the Inspiring Communities team to ensure strategic direction and decision of the board are implemented. They serve as the contact point for every board member on board issues and are responsible for any public statements on behalf of the board.

- 11) The deputy chair is responsible for acting as the chair should the need arise.
- 12) The fiscal trustee(s) is responsible for advising on financial matters and/or authorise monthly payments made by the organisation as required.
- 13) Election of officers will be part of the annual board review process.

Annual performance review process

- 14) Regular performance evaluation and appraisal of a board is a key feature of best practice governance. The board will undertake an annual performance review process at the end of each financial year (prior to the annual election of officers). Review questions for consideration cover areas of culture and capability of board, effectiveness of meetings, and whether the board providing leadership for the organisation. Questions could also canvas the members views on the performance of the officers.
- 15) Annual review process will also consider any board resignations/expirations and any recruitment for new members for the year planned.
- 16) Upon completion of the annual review, the board will hold an election from existing members for the positions of chair, deputy chair and fiscal trustee(s) at the end of each financial year.

Comply with the code of conduct

- 17) Inspiring Communities requests all board members to sign and comply with a code of conduct as an indication of their commitment to IC's wellbeing.
- 18) The purpose of the code is to define acceptable behaviours, clearly communicate ethical expectations and to promote high standards of practice.
- 19) Should any board member breach the code of conduct or in any way bring the organisation into disrepute, the member will be removed from the board at the decision of the chair. Should the board chair breach the code, the deputy chair and fiscal trustee together may act to remove the chair.



Appendix 1

Inspiring Communities Code of Conduct

Members of the Inspiring Communities Board shall:

- Avoid any activities, whether connected with board duties, personal relationships, private actions or otherwise which might bring the Inspiring Communities into disrepute or jeopardise its relationships.
- Carry out their duties in an efficient and competent manner, and to avoid behaviour, which may impair their effectiveness.
- Conduct their dealings with each other in ways that are open and honest, encourage board members to participate and share a point of view, and are respectful of the views and opinions of others.
- Contribute to the smooth functioning of the board and organisation by respecting their board colleagues and staff. This includes treating board and team members with courtesy and respect, and not publicly criticising any board or team members in any way.
- Perform their board duties honestly and impartially, and avoid situations, which might compromise their integrity or otherwise lead to conflicts of interest.
- Disclose any circumstances in which their personal interests' conflict with the interests of the Inspiring Communities, but also avoid those circumstances in which there could be the appearance of such conflict.
- Practice high standards of confidentiality at all times. Information gained as part of the board is confidential both during the period of appointment on the board and following the end of their term. Such information must not be discussed with any other person or organisation unless properly authorised.
- Abide by the principle of board collective responsibility and accountability.
- Value diversity and be committed to the Te Tiriti approach and intentions of Inspiring Communities.



Appendix 2

Expectations of Inspiring Communities Board Members

Board members set the strategic direction of Inspiring Communities. They are the fiduciaries who steer the organization towards a sustainable future. This requires the board to collectively have: sound, ethical, and legal governance; financial oversight, including ensuring there is adequate resources to advance its mission; and commitment to the kaupapa of community-led change.

Each board member is expected to:

1. Actively participate at all meetings.

Attend board meeting having and contribute meaningfully to the discussion. This means reading all board papers in advance, being prepared to bring new contextual knowledge from your perspective, and sharing your expertise.

2. Share networks and open doors.

Be willing to share Inspiring Communities information (newsletters, reports, resources, training schedules, etc.) through your own networks. This will help grow our reach to new contacts and identify new alliances for Inspiring Communities. You use your connections to support the strategic direction of IC. Part of IC's strategic direction is development of a commercial consulting service, Powerdigm. Board members should also support Powerdigm by identifying business leads and facilitating contact with potential network consultants.

3. Be a good advocate.

Be an advocate for Inspiring Communities and community-led development. You should be comfortable to share the IC mission and principles and provide examples of what we do. This means you are familiar with resources and keep up-to-date on examples and activities from the newsletter.

4. Identify opportunities.

Be proactive in connecting the Inspiring Communities team to new opportunities between board meetings, or by sharing relevant information or ideas.

5. Honour Te Tiriti o Waitangi.

Support Inspiring Communities' ongoing journey to be an effective Tāngata Tiriti organization.



Inspiring Communities Strategic Statement 2019-21



Our Vision: An Aotearoa where all communities flourish.

Matawhānui: **Ka ora ai te hapori o Aotearoa.**

Our Mission: Increasing the capacity of communities to thrive through community-led change.

Whakatakanga: **Kia whakamana i ngā hapori, kia piki te raukaha ki te ora.**

Strategic Outcomes:

1. New Zealand's community-led development (CLD) movement is supported and grown. *Ka tautoko, ka whakatipu te whakawhanake ā-hapori o Aotearoa.*
2. CLD practice and capability is strengthened. *Ka whakamāia, ka whakakaha te whakawhanake ā-hapori.*
3. CLD is embedded within and across sectors and world views. *Ka whakararau te whakawhanake ā-hapori ki rō, ki tāpae i ngā rāngai me ngā mātauranga whānui.*
4. Inspiring Communities' organisational capacity and sustainability is enhanced. *Ka whakangako te raukaha me te whakauka o Inspiring Communities.*

Our Roles:

1. **Ako: Learning**, capturing, creating and sharing CLD knowledge, wisdom and learning (Mātauranga CLD).
2. **Tautoko: Providing support and training** to enhance CLD understanding, skills, practice and policy to enable effective locally-led change.
3. **Tūhono: Connecting** people and places with ideas, evidence and action that works.
4. **Whakaaweawe: Influencing** using local wisdom and practice-based evidence to inform public policy and conditions for locally-led change.

Hei arahi i tō tātou mahi - our way of working:

- CLD principles underpin everything we do.
Ka arahina ngā tikanga whakawhanake ā-hapori i tō tātou mahi katoa.
- We are committed to a Treaty honouring Aotearoa. As a small tāngata Tiriti organisation, our Treaty commitment is reflected conceptually, structurally and practically in what we do.



Ka whai tātou i te ara e whakahōnoretia te Tiriti. Kua whakaata tēnei takohanga ā-whakaaro, ā-whakatakotoranga, ā-tinana i ō tātou mahi katoa.

- We build capacity, skills and knowledge to support both the national CLD movement and achievement of local aspirations.

Ka whakapikitia e mātou te raukaha, ngā pūkenga, me te mātauranga kia tautoko i te whakawhanake ā-hapori ki Aotearoa, ki te tutuki hoki i ngā whainga o te hapori.

- We work 'with' others, not on our own. We model active listening, collaboration and building trusting, respectful relationships.

Ka mahi takitini, tē mahi takitahi. Ka whakatinanahia e mātou i ngā tikanga o te āta whakarongo, te mahi tahi, me te whai i ngā whanaungatanga mā runga i te whakawhirinaki me te whakaute.

- We're responsive, adaptive, enterprising and committed to reflecting and learning from all we do.

Ka whai whakaaro, ka whai urutau, ka whai rawa tātou. Ka piri tātou ki te tikanga o te whakaaroaro, me te ako i ō tātou mahi katoa.

- We're prepared to take risks and creatively model innovative responses to complex challenges and opportunities ahead.

Ka āhei tātou ki te whakawhara, ka auaha tō tātou tukanga ki ngā wero matatini me ngā huarahi whai hua.

- We share what we know, using our connections, networks and knowledge for greater gain of the CLD movement and effective CLD practice.

Ka mahi tiritiri tātou. Ka whakamahia ō mātou tūhononga me tō matou mātauranga mō te hua o te rerenga whakawhanake ā-hapori kia whakatinanahia tika ai.

