

# Summary of Strategic Plan review feedback



National Council of  
Women of New Zealand  
Te Kaunihera Wahine o Aotearoa

<b>Date:</b>	<b>27 August 2019</b>
<b>To:</b>	NCWNZ Board Strategy Committee (Pip Jamieson, Robyn Wong, Vanisa Dhiru)
<b>Author:</b>	NCWNZ Members
<b>Purpose:</b>	Provide a summary of feedback on the Strategic Plan
<b>Action:</b>	<b>Provide feedback to the questions outlined, by 30 September 2019</b>

## Overview

This report is a brief summary of the key messages received from members on the NCWNZ Strategic Priorities and to seek member's feedback on the recommended key actions in response to this feedback. Feedback from members will be sought on the Members Day at Conference. Feedback from branches, NOMs and NIMs is also welcomed and to be received by 30 September 2019.

## The Strategic Plan

This plan was last reviewed in February 2018 where the Board clarified the current status of program initiatives and discussed recommendations for the 12-18 month period. It was agreed that whilst the Vision, Mission and Values of NCWNZ remained the same it was timely to review the key Strategic Objectives for the next three years.

Through Action Item [see Appendix 1] process members were invited to feedback on the current progress against the Strategic Priorities and to recommend key areas of focus for the next three year period.

## Summary of feedback

There was a high level of interest and responses were received from: Tauranga, Whanganui, Hutt Valley, Southland, Hamilton, South Canterbury, Manukau and Nelson Branches, Parliamentary Watch Committee, Public Issues Convenor, Mona Townson, Catherine McNally and Patricia Woodley.

Key themes are summarised as being:

### 1. Finances

- Lack of transparency, visibility of accounts, budgets, expenditure
- Concern for sustainability
- Absence of fund raising/income
- National Office building ownership costs
- Cease international travel costs to attend forums, etc
- Centennial Fund [Current financial position, expenditure from the fund, repayment plan]
- Finances and membership numbers inter-related
- NOMS to fund raise
- Funds for convenors and office needed
- Funders and key relationships
  - Management of key relationships with funders
  - Lack of info to members on funding and corporate relationships and risks

2. Building
  - No plan to review building ownership options
  - Must not sell our one asset.
3. Brand/relevance and driving cultural change
  - Some members note lack of progress with GENZ projects [dashboard, attitudes survey], whilst others note good progress on these
  - Need to attract younger women
  - Over focus on Gender Equal to detriment of health and education and NCWNZ values
  - Has Gender Identity focus overtaken Gender Diversity?
  - Plan for 125 years.
4. Advocacy/media
  - Important role of submissions
  - Lack of visibility of submission/convenors work
  - No feedback to those who contribute to Action Items and submissions
  - Role of Convenors and PWC [not funded, excessive workloads]
  - Role of Standing Committees and Branch Contacts for input into Action Items and submissions
  - Lack of awareness of media profile and presence across all the membership [some recognise great profile and others note absence]
  - President and CE media profile but no other board members
  - Circular to continue - distribute more widely
  - No CEDAW, Beijing +25 report plans
  - Have not advocated for Climate Change appropriately
  - Glossary of GENZ terminology needed
  - Develop a Gender Equal 101 program
  - Importance of resource based information.
5. Members:
  - NIMs lack of engagement and communication
  - NOM relationships [Ministry for Women, Maori Women's Welfare League]
  - Branch engagement and strengthening
  - Relationship between Branches and Head Office is lost
  - Do NOMS attend zoom meetings?
  - NCWNZ and GENZ cultures not aligned with members
  - Back to Bi-annual conferences [one year NCWNZ Business, one year with partners].
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6. Governance:
  - Commitment [long term] of board members
  - Board understanding of NCWNZ history [too many new NCW members on board]
  - Past Board members to mentor new Board members
  - Overly Corporate focus
  - Too many "strategic priorities" [22 at present and recommend up to five]
  - Induction not transparent
  - Absence of Climate Change in our Strategic Priorities
  - Leadership capacity
  - Need Governance - Management board.
7. Management/HR
  - Loss of team members
  - Office team culture
  - Lack of HR policies and procedures
  - Too corporate
  - Structural change needed
  - Risk management - FAR work not conveyed to members; include branch presidents in risk identification and management
  - Need sound business plan.

## Recommendations

From this feedback the Board has already initialised some changes including:

- a. Each Circular summary of media, key meetings, advocacy and submission work
- b. Member updates through Mailchimp
- c. Financial reporting to members August 2019
- d. Day One program includes open discussion regarding finances.

Members are now invited to respond to the following three questions:

1. In light of this feedback what one key achievement does NCWNZ to have made in the next 12 months?
2. For that one key achievement what needs to happen/be done?
3. What barrier may inhibit this being achieved?  
How can that be mitigated?
4. What role will you play and what will you do to enable this to happen?
5. What key action does the Board need to take in light of this?

## Appendix 1



### NCWNZ Action Item Response Sheet

Please send your responses to Pip Jamieson copied to National Office  
Email To: [pip.jamieson@ncwnz.org.nz](mailto:pip.jamieson@ncwnz.org.nz) CC: [office@ncwnz.org.nz](mailto:office@ncwnz.org.nz)  
and put in the Subject: **NCWNZ Strategic Plan Priorities 2019-2022 Review**

<b>Document</b>	NCWNZ Strategic Plan Priorities 2019-2022 Review
<b>Committee Writer</b>	NCWNZ Strategy Committee Pip Jamieson
<b>Action Item due date</b>	Friday 19 July 2019
<b>Website where further information can be viewed</b>	<a href="https://www.ncwnz.org.nz/wp-content/uploads/2018/03/NCWNZ-Strategy-Map-Updated-24-FEB-2018.pdf">https://www.ncwnz.org.nz/wp-content/uploads/2018/03/NCWNZ-Strategy-Map-Updated-24-FEB-2018.pdf</a>
<b>Responder, e.g. Name of Branch, NOM, individual</b>	
<b>Number of people contributing to response</b>	

#### **The Strategic Plan [Map]:**

The NCWNZ Strategic Plan was last reviewed in February 2018 where the Board clarified the current status of program initiatives and discussed recommendations for the 12-18 month period.

Whilst the Vision, Mission and Values of NCWNZ remain the same it is timely to review the key Strategic Objectives for the next three years. These are outlined in the attached Strategic Map.

We are seeking feedback from members regarding which of the 22 Strategic Objectives you feel will ensure NCWNZ has a viable future, continues to achieve its Vision and Mission, and engages their active participation.

The feedback from this Action Item will be incorporated with feedback from workshops for NIMs, NOMS, and Convenors at the 2019 NCWNZ.

#### **Context**

The strategic external work programs are the five large boxes in blue in the strategic map.

1. Drive cultural change
2. Advocacy and structural change
3. Hold NZ accountable

4. Build effective partnerships
5. Strengthen our relevance and brand.

There are four other strategic internal work programs:

6. Build capability in specialist areas
7. Develop an aligned culture
8. Sustainable finances
9. Effective and efficient management.

Much progress and priority has purposely been focused on the first five programs and on external work and much less on internal work of the latter four program areas.

#### **Questions.**

- What ways has NCWNZ affectively addressed the following?
  - Driving cultural change [objectives 1, 2]
  - Advocacy and structural change [objectives 3, 4]
  - Holding NZ accountable [objectives 5 to 8]
  - Built effective partnerships [objectives 9, 10]
  - Strengthened our relevance and brand [objective 11]
  - Built capacity in specialist areas [objectives 12 to 14]
  - Developed an aligned culture [objectives 15 to 17]
  - Sustained our finances [objective 18, 19]
  - Effectively and efficiently managed [objectives 20 to 22]
- Which one key strategic objective area that is the most important for the next three years?
  - Internal Processes
  - People and Growth
  - Sustainable Finances
- What one key action is needed to be achieved in the next twelve months for each of the following?
  - Driving cultural change
  - Advocacy and structural change
  - Holding NZ accountable
  - Built effective partnerships
  - Strengthened our relevance and brand
  - Built capacity in specialist areas
  - Developed an aligned culture
  - Sustained our finances
  - Effectively and efficiently managed
- Any other comments members wish to add.