

Strengthening Community Governance: Exploring Peer-To-Peer Opportunities in the Not-For-Profit sector in Whakatū

Final Report: 17 June 2019

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1. Executive Summary & Recommendations

In order to build new peer-led governance support processes that would most effectively strengthen governance outcomes in Nelson Tasman, the Nelson Tasman governance community was invited to participate in a scoping exercise to identify what was most needed and how this should be delivered. A range of people active in community governance in Whakatū participated in exploratory 1-1 conversations in May-June, with a broad range of peer to peer governance support opportunities now identified for further discussion and prioritisation by the Community Governance Steering and Action Groups.

Key conversation themes included:

- Strong support for the development of peer-to-peer (P:P) opportunities
- Increasing risk and compliance responsibilities across the not-for-profit (NFP) sector
- A broad scope of potential P:P opportunities
- The importance of taking a systems approach, building on existing networks and models, and allowing for both formal and informal approaches when planning P:P opportunities
- How P:P opportunities can resolve challenges around accessing trustees and succession planning
- How P:P opportunities can generate more efficiency and effectiveness in governance practice.

While those interviewed indicated strong support for investment in peer to peer processes, there were many differences in how this should look and what form it might take. As a result, rather than a single model, a package of potential next steps involving a mix of shorter/longer term actions and activities is put forward for further consideration. These are outlined in Section 11 and highlighted as recommendations below:

1. Continue Governance Bites Training sessions but look to adapt the delivery model to include more local experts/expertise.
2. Trial new Governance networking opportunities that incorporate a mix of peer-based learning and sharing, relationship strengthening, and topic-focused interactions.
3. Align with the NCC Youth into Governance project to explore ideas such as youth secretarial support and other youth development opportunities.
4. In conjunction with the development of P:P opportunities, develop a local resource portal on the Volunteer Nelson website in order to provide practical 'go to' governance resources and tools that will also enhance skills development outcomes.
5. Explore the implementation of a formal mentoring programme for the NFP sector based on existing mentoring models and mentoring best practice.
6. Expand on Volunteer Nelson systems to enable more P:P support through a mentor / mentee register, skills matching, and curating, active brokering, communications to support NFP governance.

2. Background to the Strengthening Community Governance Project and this Report

A collaborative approach to strengthening community governance in Whakatū has been underway since March 2017. A loosely based Governance Project Action Group involving a wide range of community and funding agency stakeholders has been meeting since 2017 and comes together as needed. A funder comprised Steering Group also meets as required.

This project was launched with [initial research](#) to identify key areas of governance support required by the sector and delineated work streams based on themes identified through the research process. themes include people, resources, learning, and collaboration.

Workstreams undertaken during 2017 and 2018 have included:

- Governance Bites Series – regular 2 hour training workshops on relevant governance topics. Note: these sessions are scheduled to conclude in mid-2019
- Institute of Directors Governance Essentials courses for the not-for-profit sector
- Volunteer Nelson governance web page linking people interested in governance with board vacancies

Workstreams identified for 2019 include:

- Strengthening peer-to-peer connections: through the potential establishment of a community governance learning network process.
- Exploration of a Governance Resource portal – curated and specific to local regions. Note: this is a collaborative national project initiated by Rata Foundation.

One of the ideas raised during the initial research phase was to establish a process for peer networking and mentoring as part of the strengthening governance approach. It was hoped this process would:

- Further build relationships amongst those actively involved in community governance in Nelson Tasman
- Enable peer mentoring opportunities which in turn strengthen good governance practice
- Develop a local culture of sharing and support within the wider governance community, including identifying future needs.

Ahead of establishing a new peer to peer networking process, it was decided to invite and host a number of 1-1 conversations with people active in the Nelson Tasman governance community to:

- Identify options for building a local culture of sharing and support within the wider governance community
- Identify needs and interests in being part of a peer to peer community of practice (learning and sharing network), and
- Test out initial thinking on a 'straw man' for a facilitated governance peer based practice group.

This report brings together key themes and learning from these conversations.

3. Investigation Approach

Interviews

Interviews with ten members of the Nelson not for profit (NFP) governance community were determined to be the best way of gathering insights on needs and next steps.

The Community Governance contact list¹ was used to invite people to be part of a conversation process. Eleven people responded positively with ten interviews taking place over a two-week period between Tuesday 28th May 2019 and Tuesday 11th June 2019. Interviews generally took one hour and were based around three questions:

1. How do peer-to-peer opportunities strengthen good governance practice?
2. What does great peer-to-peer governance support look like?
3. How should peer-to-peer support be embedded to make it more sustainable?

Ethics

At the beginning of each interview, each participant was given background / context to the investigation and advised that:

- Their time was voluntary and that they could discontinue the conversation at any time
- They could choose to give anonymous feedback
- They could review the transcript of their conversation
- They could email the interviewer with additional thoughts
- The interviewer might seek additional clarification from them
- Permission would be sought from each individual interviewee before any quotes were used in the report.

At the end of each interview, each participant was asked whether there was any information disclosed during interview that they did not want to share.

About the Participants

Participants had a wide range of experience across the NFP sector. Most (7/10) had undertaken Governance Bites sessions. Most (9/10) participants were women, but this represents gender bias across the NFP sector more broadly. Some participants had governance experience with one board only, others represented many NFP and some for profit (FP) boards. Some represented very small community organisations or trusts, others had governance experience on large NFP organisations such as iwi boards, or national organisations. One participant's experience was in reporting to boards only. Participants were not asked their ethnic background, but a number (3/10) purposefully represented ethnic communities (migrants/refugees, Pacifika, Iwi).

The most significant gap in representation was an absence of youth. It also would have been preferable to have more than one person representing Iwi.

¹ This list was comprised of people that had attended Governance Bites sessions, been involved in the Action Group, or who were being updated as part of the wider Community Governance project.

4. Key Themes From Conversations

Conversations were wide ranging. Participants consistently raised high level issues facing the NFP sector in Nelson as these issues impacted on the delivery of good governance and the potential implementation of a P:P programme. These themes are outlined below.

Overwhelming support for Peer to Peer (P:P) opportunities

All participants supported the development of P:P opportunities in NFP governance, in particular, to:

- manage risk and vulnerabilities within the NFP sector
- expand governance expertise
- assist with succession planning, and
- build diversity on boards.

Increasing compliance / risk

Participants consistently raised the issue of increasing compliance and risk around:

- Fiduciary responsibilities
- Employment
- Health and Safety (H&S) compliance, including around child protection.

Participants noted additional risk due to:

- Inadequate skill sets on boards
- Difficulties around recruiting new board members
- Lack of diversity on boards
- Inefficiency of practice, and
- Reliance on time- and resource-poor volunteers.

Participants noted the potential for P:P opportunities to address these risks.

Participants also noted a profound lack of external support for the NFP sector, particularly when compared with support available for:

- FP boards through the Institute of Directors (IoD)
- Schools through the New Zealand School Trustees Association (STA)
- The FP sector generally through the NZ Business Mentors and Chambers of Commerce frameworks.

What is P:P

Participants took a wide view of what P:P opportunities might look like:

Model	Including
1:1	Mentoring
	Informal / relational support
1:Many	Training
	One person supporting full board
	Combined support ie one person supporting a range of organisations
Many:Many	Shared tools and resources e.g. online portals
	Networking opportunities e.g. events, regular hui and workshops
	Umbrellaing of smaller organisations
	Peer Practice Group eg. facilitated peer-based learning and sharing
	Multi-board / collaborative strategy and planning
Many:1	Development of Associate Trustee roles
	Youth roles on boards

Participants did not limit definitions of P:P opportunities to person:person interactions. When they did see P:P opportunities as person:person, they considered these interactions were more effective with other supporting resources in place. For example, some participants talked about needing support around inducting new trustees, and that a good induction process should be based around P:P mentoring (either 1:1 or 1:many) but that this needed to sit alongside essential tools like an induction manual, available as a shared resource that could be adapted to each individual organisation.

Taking a systems approach

All participants described P:P opportunities as being a component of a more substantial and better resourced governance infrastructure for the NFP and that this should be based around:

- A focus on long-term sector sustainability
- Skills support for both individuals and the collective
- Resourcing for NFP governance

- Opportunities for more professional governance careers
- Supported pathways into governance.

Building on existing models / tools

All participants emphasised the importance of developing P:P opportunities that build on existing models, resources, and frameworks. This included:

- Utilising and expanding existing networks such as Community and Whānau hui, Community Governance Action Group, funder networks etc.
- Supporting and using local governance experts
- Enabling more cross-over between the FP and NFP sectors
- Expanding local capability e.g. Volunteer Nelson support /focus around facilitating governance vacancies
- Mirroring frameworks such as those offered through the IoD, NZSTA, Chambers of Commerce
- Building partnerships with local stakeholders e.g. NMIT, schools.

Tight / loose – a combined approach

The tight/loose theme centred around building a system of P:P support that implemented formal systems and structures to manage risk, at the same time as enabling and expanding existing informal alliances and governance/NFP community-led development. Participants acknowledged a balance between building local capability from within (based on a sense of belonging and volunteer purpose) and overlaying frameworks that supported longevity of good practice, across a highly dynamic and transient sector. All participants saw informal networked relationships as central to the NFP sector, but acknowledged the need for enhanced opportunities for connection and skills sharing that requires more formal infrastructure and support. Participants highlighted that this tension needed to be managed carefully in the development of any P:P support.

Access to trustees: diversity and pathways

All participants discussed the challenges faced by the NFP sector around accessing and developing trustees, both in terms of skill set and representation. Participants noted those groups not represented well in the NFP sector: Māori, men, new New Zealanders, youth and the LGBT+ community. Across the board, participants noted the challenges faced by the NFP sector in terms of access to networks of influence and opportunities to develop governance skill sets, and that these challenges also applied to women, who are over-represented in the NFP sector.

All participants recognised P:P opportunities as central to addressing these imbalances, particularly around developing and supporting pathways into governance. P:P support was seen as critical to supporting new trustees and overcoming timidity and insecurities around new governance roles.

Efficiency

Most participants raised challenges for boards around:

- Working as volunteers
- Being time and resource poor
- Limited access to shared tools and networks

- Diseconomy due to numerous small organisations all doing the same thing rather than sharing resources (e.g. researching insurance cover)
- Constantly having to develop local resources such as policies and induction templates rather than having access to a bank of curated resources.

Participants saw P:P opportunities (in the wider sense) as resolving many of these challenges. Development of effective mechanisms to share expertise and resources would allow greater efficiency within a generally poorly resourced sector, but participants highlighted that the mechanisms for sharing needed to be carefully managed and curated, regardless of whether the mechanisms were people based (mentoring systems) or technical (shared online resources).

5. How Peer-to-Peer Support Strengthens Good Governance Practice

Participants highlighted many different ways in which P:P opportunities support good governance practice. These include building NFP sector credibility through:

- Developing pathways into governance
- Building governance skill sets, especially those of new Board members
- Support processes around inducting and supporting new trustees.

Clarifying and extending governance and operational responsibilities and skills through:

- Targeting learning around specific board roles: Chair, Secretary, Treasurer etc.
- Supporting governance leadership transition and succession planning
- Enhancing governance networking and collaboration opportunities
- Bringing in external, objective expertise and input (“fresh eyes”) through a range of relationships: supervision, mentoring, facilitation, training, brokering, and sounding board conversations
- More targeted and adaptable learning that caters to organisational culture, context and needs, individual personalities, audience needs eg. by topic, role or skill, or cover full board practice.

6. What Great Peer-to-Peer Support Looks Like

Participants highlighted that great P:P opportunities foster and build on networks and relationships, are based on mechanisms to build governance capability, and keep people safe. Participants also highlighted P:P support should build on existing models with a preference for training (1:many) and mentoring (1:1) as the priority.

Networks and relationships

Participants were clear that networks and relationships are the bedrock on which to build P:P opportunities. They saw that P:P opportunities should build on existing networks but also:

- Create new ideas and opportunities
- Provide pathways into governance
- Allow for collaboration and partnerships
- Allow for cross over between the FP and NFP sectors
- Develop meeting spaces e.g. events, workshops, regular hui, both virtual and real

Role clarity

Participants noted good P:P support (either training or mentoring) should:

- Develop breadth and depth of governance skill sets - with a focus on boards needing both context skills (deep community knowledge and diverse representation/perspectives) and content skills (professional expertise such as financial, strategy, marketing)
- Provide support tailored to specific roles: Board Chair (particularly around how to manage a Manager), Secretary and Treasurer
- Successfully navigate the boundary between governance and operational either through:
 - supporting board members to understand governance responsibility (P:P up) and/or
 - building governance knowledge around operational / management responsibility (P:P down).²

Governance skill sets

Many participants talked about the need for next step P:P opportunities to provide layered training and mentoring. This would include Governance 101 development of very basic governance skill sets for new trustees (with a particular focus on risk, legislation, constitutional responsibilities and basic roles and responsibilities), through to enhanced skill development such as governance careers training and mentoring and facilitation training.

Mentoring

All participants understood mentoring opportunities (either 1:1 or 1:many) as central to good P:P opportunities and many of the participants had been a mentor or mentee, either through their current governance or workplace roles.

Participants emphasised how important the front end of a mentoring process is, that “fit” between mentor and mentee (or mentor and group) is critical to the success of the process. Mentors described the following key components of a mentoring process:

- Having clear outcomes and being goal-driven
- Having processes in place around matching mentor and mentee (or group)
- Being clear about the type of mentoring relationships sought (eg. supervision, mentoring, facilitation, training, brokering, and sounding board conversations)
- Taking the time to set the scene and understand the organisation and context
- Time-limiting the relationship
- Being clear about the role of the mentor
- Having a code of conduct for mentors and mentees.

Participants were also clear about the type of relationship skills required in a mentor with an emphasis on being able to build trust, maintain confidentiality, have great observational and communication skills, and able to manage dependency.

Participants were clear that a mentoring system required backbone support through:

² One participant noted the risks in larger organisations where there is a disconnect between governance and operational functioning and that P:P support would help board members to better understand the “nature of the business”.

- A directory or profiling system (for mentors and mentees)
- Guidelines for good mentoring practice
- Vetting of mentors
- An evaluation system
- Administrative support through online systems and brokering support where needed.

Keeping people safe

Participants were very clear that good P:P support should also be based around soft skills such as being strengths and values-based, having/enabling reflective practice, robust conversations and a relational focus. Participants also identified that good P:P group support moves at the pace of the slowest person. Good P:P support also focuses on developing mentoring pathways through supervision, mediation and facilitation training.

Participants also highlighted issues of cultural safety, in particular that:

- There isn't a 'one-size fits all' model of governance
- Care should be taken around assuming a Western model of governance works for all groups
- Different ethnic groups are likely to prefer particular models of P:P support
- English-language acquisition affects the ability of new New Zealanders to engage in governance processes, and that
- Diverse ethnic groups are underrepresented in the NFP sector, with significant barriers to entry eg. language, time, confidence, connections, experience

Participants said these issues require P:P support that is adaptable and able to support diverse boards and trustees.

Existing Models

Participants were very clear that any system developed in Nelson should adapt or build on existing models and frameworks, many of which are delivered locally (but may be local branches of national organisations). Participants made the following suggestions on existing models that could be more fully adapted to the NFP sector:

Model	Approaches
Institute of Directors model	<ul style="list-style-type: none"> ● Membership ● Standardised levels of expectation ● Training ● Accreditation ● Mentoring support ● Resources ● Support for associate trustees, youth ● Development of governance pathways ● Possibly a self-funding enterprise ● Equivalent IoD Mentoring for Diversity programme
LEAD Centre for Not For	<ul style="list-style-type: none"> ● NFP governance training and development

Profit Governance and Leadership	
Exult Helping Non-profits Grow	<ul style="list-style-type: none"> ● NFP mentoring and governance training ● Strategic planning
Office of Ethnic Affairs business mentors	<ul style="list-style-type: none"> ● Reduced cost mentoring programme
NZ Business Mentor Trust	<ul style="list-style-type: none"> ● Mentoring framework ● Matching ● Code of conduct ● List of mentors
NZ School Trustees Association	<ul style="list-style-type: none"> ● Training ● Governance framework ● Tools and resources
Volunteer Nelson support	<ul style="list-style-type: none"> ● Governance registry of available people and vacancies
Chamber of Commerce (CoC)	<ul style="list-style-type: none"> ● Private sector / NFP connectedness (through networking events or shared training) ● CoC members as resource for NFP sector ● Building blocks programme
Ministry of Women's Affairs register	<ul style="list-style-type: none"> ● Register for potential board members
Access to local experts as board members	<ul style="list-style-type: none"> ● Through e.g. Institute of Chartered Accountants
Access to local experts as shared backbone support	<ul style="list-style-type: none"> ● E.g. IT, payroll/finances, employment support

Useful tools and resources

Many participants talked about how they'd value a Nelson Tasman NFP governance hub made up of a central online portal and mechanism for governance connectivity and networking. They envisaged this hub as follows:

Feature	Possible Components
Board portal	<ul style="list-style-type: none"> ● Registry of community organisations ● List of key contacts ● Notice board to promote news and information sharing
Registry	<ul style="list-style-type: none"> ● List of governance / mentoring vacancies ● List of available board members / mentors
Resource portal	<ul style="list-style-type: none"> ● Access to Community Net and recommended governance resources

	<ul style="list-style-type: none"> ● Other local tools
Centralised events and training portal	<ul style="list-style-type: none"> ● Notice of local events ● Links to training opportunities

7. What Will Ensure Sustainability of Peer-to-Peer Support

Participants identified a number of factors that would embed a P:P system.

Enhanced communications

Participants noted the benefits of better communication through:

- Use of multiple comms platforms including face-to-face
- Comms via one portal but fed from multiple sources
- Build on what is working already e.g. Governance Bites facebook page, recordings of Governance Bites sessions, Volunteer Nelson online resources
- Broader targeting of messaging to the sector – including tailoring for those perceived as not participating/connected to current governance project activities
- Better use of technology e.g. through web-based systems, use of podcasts etc.

Constant opportunities

Participants called for a range of face-to-face (many:many) opportunities to connect:

- Once a year mini NFP governance conference
- Regular (bi-monthly or quarterly) formal training workshops and gatherings with reminders of upcoming events / opportunities
- Ongoing use of the Governance Bites delivery mechanism
- Leveraging of existing meetings to promote governance resources and learning/sharing opportunities

Utilise existing expertise

Participants argued there is considerable local governance expertise that could be utilised more effectively. Ideas raised included:

- Identifying local experts and skills/strengths
- Accessing newly retired business people
- Building on the capabilities developed through attendance at Governance Bites and other training
- Capitalising on opportunities to develop youth in governance
- Accessing local expertise through professional organisations.

Understand and manage risk

Participants identified risks through the increasing professionalisation of the NFP governance sector, which may in effect further limit community participation in NFP governance. Some participants emphasised the importance of balancing content / context skill mix on boards, with content focussing

on depth of specialist expertise, and context focusing on deep community knowledge, voice and diversity. Participants identified potential risk of attrition from governance roles where community representation is not recognised or valued through P:P and other skills enhancement opportunities.

Participants also identified how time and resource poor the NFP sector is, emphasising that P:P opportunities need to build on existing frameworks, events, communications and add real value to the sector.

8. Future Possibilities For Governance Bites Sessions

All of the participants who had attended one or more Governance Bites sessions had high regard for these sessions. Most participants considered a Governance Bites model as part of a broader (1:many) P:P opportunity. All felt Governance Bites should continue in a rolling fashion, especially given the transient nature of board members, the number of boards or individual board members who weren't aware of Governance Bites, as well as ongoing need for refresher sessions and top-up training.

Participants had huge respect for the existing Governance Bites presenter: valuing their expertise, their delivery style and workshop content, however they also recommended using local experts to also contribute to Governance Bites. Participants suggested the following areas of focus of future workshops:

Area of focus	Detail
Support for Chair	<ul style="list-style-type: none"> ● Agenda setting ● Running board meetings ● Delegation, sub-committees, portfolios ● Board papers and reporting to the board
Support for Secretary	<ul style="list-style-type: none"> ● Minute-taking ● Constitutional matters ● Reporting to the Charities Commission
Support for Treasurer	<ul style="list-style-type: none"> ● Financial reporting ● Auditing of accounts ● Funding applications
Risk	<ul style="list-style-type: none"> ● Risk framework ● H&S ● Child protection
Legislation	<ul style="list-style-type: none"> ● Rules and constitutions ● Te Tiriti o Waitangi
Strategic planning	<ul style="list-style-type: none"> ● How to do a SWOT analysis ● Organisation purpose / vision / strategic planning
Community engagement	<ul style="list-style-type: none"> ● Cultural competencies ● Equity and diversity

Evaluation and monitoring	<ul style="list-style-type: none"> ● Reporting to a board ● Measuring organisational and governance effectiveness
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9. Issues affecting youth

Youth development through P:P opportunities was one of the most common issues identified by participants. Discussions centred around:

- An awareness that youth are vastly underrepresented in NFP governance
- The need to develop specific youth pathways into governance
- Concern around the difficulties of recruiting new board members (especially young people)
- Growing practical opportunities to strengthen civic engagement/community participation for young people.

Suggestions around P:P opportunities to support youth in governance included:

- A Volunteer Nelson agreement with NMIT around accessing students to support NFP governance
- Building on leadership and community engagement opportunities in colleges
- Developing a model similar to the [Volunteer Marlborough Youth on Boards pilot](#)³
- Youth providing IT / social media support
- Having youth provide secretarial support to boards
- Building more intentional links to the NCC youth governance project.

Two participants had already commenced programmes to support more youth onto boards they were involved with.

10. Where to start / quick wins

Participants were overwhelmingly supportive of the implementation of P:P opportunities but had a very broad understanding of what P:P support actually looked like. Participants lacked consistency about where to begin. A number of participants made statements like “don’t overthink things - just start!”. A number of ideas that came through conversations could however, be rolled out over the next 12-18 months to meet identified needs that are worthy of more further collective discussion and prioritisation. As ever, key issues of timing, funding, capacity and energy need to all be factored into decision making on what next.

More opportunities for regular governance meet-ups

Participants were clear that networking and connection opportunities were central to P:P support, but not consistent in what this might look like eg. an informal network gathering vs facilitated monthly practice group. They did specify however, that connecting needed to be face-to-face. There was a sense of urgency for next steps to focus on a speedy time-frame for implementing regular meet-up opportunities, and to allow the format and content to evolve and develop over time. In this respect, the

³ The aim of the Youth on Boards project is to increase the number of youth volunteers (aged 16 to 24) who are recruited, trained, matched, and effectively engaged in decision-making roles on non-profit boards.
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strawman proposal of a facilitated governance peer based practice group could be 'tweaked' to enable an initial governance focused networking session that:

- shared local expertise (local experts presenting short tips/tools/examples around dealing with identified governance issues)
- facilitated relationship building/speed networking among participants
- gathered information on skills/expertise offered and needed (to assist follow up matching/mentoring possibilities)
- scoped the framework/priorities for the next governance networking/learning event and any informal activities in between

A forward programme including a mix of Governance Bites training and networking events could be explored for 2019/20.

Youth secretarial support

Youth secretarial support was widely supported. The proposal provides a P:P (many:1) learning opportunity and a potential pathway for more youth into governance. The specific proposal involved the following components:

- Use students as minute-takers - either NMIT or college students
- Make it a time limited role e.g. a 12 month calendar year only
- Only a functional role - not a youth member of a board
- Tools and training around minute-taking
- Is an opportunity for governance learning by osmosis (many:1 P:P)
- Offer an incentive eg. per meeting payment
- Look for a group who could host a minute taking course for a number of youth – who would then service a number of boards

This proposal could align with the *Nelson City Council Youth Into Governance* project currently underway.

Resource portal

A governance resource portal has been mooted for development during 2019 as part of the broader community governance project. The critical feedback from participants is that they saw a resource portal as an integral component of a P:P framework, supporting skills development, succession planning and transition, and building understanding of roles and responsibilities.

Given participant responses, while national conversations around a larger governance portal continue, it would be valuable to develop and implement an interim local governance resource portal concurrently with the development of a P:P framework. In the first instance, this could involve an initial gathering and sharing of key 'go to' governance resources available - sometimes less is more.

Formal mentoring programme

A longer term project could focus on the development of a more formal mentoring programme for the local NFP sector, and based around the Business Mentors NZ model. Based on feedback from

participants, the model should include a formal framework around roles and responsibilities of mentors and mentees, good systems of matching, opportunities to develop mentoring expertise, as well as a system of support around a register of mentors and vacancies, guidelines for practice, a vetting and evaluation system, as well as administrative support.

Register of mentors and trustees

Communications and access to information were important components of P:P support. Participants lamented the lack of centralised tools and resources, but praised the Volunteer Nelson register of potential board members. Participants consistently emphasised building on frameworks and processes that were already working and recommended expanding the Volunteer Nelson framework to include:

- Governance - available trustees and vacancies
- Mentors - available trustees and vacancies

It is acknowledged that a governance register would require some curating and active brokering / communications to maximise its impact.

11. Summary and Recommendations

Participants identified significant gaps in support for governance in the NFP sector but were also able to articulate a range of solutions and opportunities to improve governance skill sets and bolster the health of the sector. Participants universally supported the development of local P:P opportunities that build on existing expertise, networks and systems of support. Participants had a very wide view of what might be included in P:P opportunities and the 1:1, through many:many framework clarifies a range of P:P support options that could be implemented locally over the coming years.

Recommendations

There are a number of smaller, discrete, P:P support opportunities that could be considered by the Community Governance Steering and Action Groups, as outlined in Section 10 and highlighted as recommendations below:

1. Continue Governance Bites Training sessions but look to adapt the delivery model to include more local experts/expertise.
2. Trial new Governance networking opportunities that incorporate a mix of peer-based learning and sharing, relationship strengthening, and topic-focused interactions.
3. Align with the NCC Youth into Governance project to explore ideas such as youth secretarial support and other youth development opportunities.
4. In conjunction with the development of P:P opportunities, develop a local resource portal on the Volunteer Nelson website in order to provide practical 'go to' governance resources and tools that will also enhance skills development outcomes.

5. Explore the implementation of a formal mentoring programme for the NFP sector based on existing mentoring models and mentoring best practice.
6. Expand on Volunteer Nelson systems to enable more P:P support through a mentor / mentee register, skills matching, and curating, active brokering, communications to support NFP governance.