

# Area model

These proposals support our Mission: improving the lives of vulnerable people by mobilising the power of humanity and enhancing community resilience.

They relate to how we can better support Members and those who volunteer and increase our local impact. This involves changes to the Area governance and support model, and how this could be changed to better enable community service delivery.

# Overview

## Why change?

If we are to be effective in the future, particularly to grow volunteering, we need to fundamentally change how we operate at a local level because:

- There are **vulnerable communities** we want to support, **with Area Councils that have limited capacity to connect with them** and some Branches are closing.
- **The roles of Members, those who volunteer their time and employees are unclear and they vary.**
  - Some Area Chairs and Councillors are struggling with workloads. For some it is nearly a full-time job.
  - There isn't a shared definition of what "local governance" means and it is confused with volunteering to deliver services or raise funds.
  - The employees, data and information we provide doesn't support Area governance.
- **The large number of Areas** makes it difficult to:
  - Attract enough people with the skills and backgrounds we need to fill Area Council roles.
  - Afford to support Areas in a way that helps them to be successful.
  - Have consistent processes and services across the country.
- **Our model does not align with the external organisations** we work which can be a barrier to working together effectively or with stronger trends toward individual volunteering.
- We have a "letterbox lottery" – so where people are based and what services/activities they are involved in changes the way our **people experience** the New Zealand Red Cross. All our people should have access to the training, tools, support and guidance they need.
- We don't take full advantage of **technology**.

## Overview of proposals

We are proposing a new Area model to help us realise Strategy 2030. This would create a new Area Council structure and support and a new proposal for how all New Zealand Red Cross activities would work together.

These proposals would clearly define the Governance role and responsibilities for Area Councils and strengthen how we run and support Areas.

Area Councils would be better supported by employees to do this governance role.

There would be a reduction in the local governance activity and fewer Area Councils.

### What this would look like:

- Defining the role of Area Councillors and Chairs to focus their time on a clearly understood governance function and promotion, with a workload of approximately 20 hours per month. Other ways to volunteer their time to the New Zealand Red Cross would be optional and separate.
- Having a place in each Area with employees from across different groups who work together to support delivery and governance at an Area level, including working with Branches and Groups.
- Having five Area Councils rather than 16.

# What would you notice is different?

## As an Area Councillor/Chair

- My role will be clearer with a stronger focus on Area-wide leadership, governance and promotion within my community.
- My workload will feel more manageable
- I will be looking across a broader Area, collaborating with people across this Area and using online tools to do so.
- I will feel better supported in my governance role with People Experience and Support staff having a stronger focus on this and less of a focus on community programme, fundraising delivery and administration.

## As a Branch or Group Official

- My role will be clearer, and will involve working more closely/in greater alignment with the Area Council so that we can have more of an impact together
- I feel better connected and aware of all the activities in the Area, and can work more as one team with people from across Red Cross.
- I feel I have, and can take, more responsibility for growing and supporting membership and volunteering in my local Area, especially as I feel more connected and aware and have better support tools at my fingertips.

## As a Member or person who volunteers

- My role will be clearer and I will get to take greater ownership of community engagement, fundraising and community programme delivery.
- I will be supported with toolkits where I can select fundraising activities or community programmes that are proven to work. These will come with easy-to-use guidance so I don't have to work out how to do things from scratch.
- I will have better access to the training and technology I need.
- There will be clear processes for me to share my ideas on how we can improve and better meet community needs.

## As an employee

- My role will be clearer to me and others, and I will have the capacity I need to do that role well.
- For People Experience and Support staff, I will be more focussed on supporting the Area Council and what people experience as a Member or person who volunteers their time, rather than getting involved in community programmes.

## As a person in the community

- I will have good visibility of NZRC leaders in my community (e.g. Area Councillors or Branch officials) and they will present a shared view of who Red Cross is and what it does in my Area.
- I know what the services New Zealand Red Cross offers in my Area and that they will be of the same quality and aligned with what I would receive in other Areas.

## As an external organisation that we work with

- I will have a clear go-to person and it will feel like a more co-ordinated New Zealand Red Cross.
- I won't have to talk to four different people to discuss related work.

# How we could make it work

Questions we've been thinking about to make the proposed shifts in the Area model.

What could we do to make this proposal better?

| Questions                                                                                                                         | What's in the proposal to address this                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Would the proposal make workload issues better or worse for Area Council members and Chairs, given they would cover a wider area? | <ul style="list-style-type: none"> <li>We would change the way the People Experience and Support and Emergency Management and International employees support Area Councils. They would be dedicated to governance support, as well as revenue generation (like retail shops, fundraising) and connecting to emergency management and migration services, providing better overall programme support for volunteering activities (such as Meals on Wheels).</li> <li>We would tighten the definition of Area Councillor and Chair roles, with a focus on governance and promotion, and with clear expectations around expected time commitment.</li> <li>Doing anything other than the role of an Area Councillor or Chair would be an optional add-on, rather than an expectation.</li> </ul> |
| Would fewer Areas make it harder to work together?                                                                                | <ul style="list-style-type: none"> <li>We would aim to have Area Councillors from a range of towns / communities within the Area, with each person responsible for encouraging and supporting members and those who volunteer their time near them.</li> <li>We would improve our technology and tools to help people get involved.</li> <li>Area Councils are not the way we connect with people. We would still have member Groups and Branches and employees in various towns throughout the area, who would also connect with people.</li> </ul>                                                                                                                                                                                                                                           |
| How would service delivery, fundraising and administration work in practice?                                                      | <ul style="list-style-type: none"> <li>The proposal has a mix of Members, those who volunteer their time and employees being involved in delivering services with clear roles and responsibilities to avoid duplication and gaps.</li> <li>Any changes (for example, to Meals on Wheels or Good and Ready) would be phased in over a time period like one to three years.</li> <li>Those who volunteer their time will receive better training, tools and support.</li> </ul>                                                                                                                                                                                                                                                                                                                  |
| Would fewer Areas make it harder to connect with local communities?                                                               | <ul style="list-style-type: none"> <li>Area Councillors would be spread across the local towns and communities, leading promotion activity and some relationships within their town/community.</li> <li>We would put in place a way to bring together information from across the Area e.g. how services are going, how well local needs are being met and what improvements might be needed. This could inform Area Plans and be available to the proposed service design team so they can try things out.</li> </ul>                                                                                                                                                                                                                                                                         |
| Would some Members who are not comfortable using computers feel left out?                                                         | <ul style="list-style-type: none"> <li>We would have a phased transition process, in which people would receive support to build their computer skills and gradually transition into new ways of doing things.</li> <li>We would improve our ways of bringing people into our organisation, how we train them and the toolkits to ensure everyone has the skills they need.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         |

# How we could make it work

## – the transition to the new model

**It is proposed that the existing Area Councils are combined to create five new Area Councils that come into force from 1 July 2023**

We are seeking your feedback on the phasing of proposed changes to the Area model and how we implement any changes.

As part of the transition to the new Area model, current Area Councils and Area Councillors would continue their current Area Council meetings and be invited to be involved in:

- Workshops together to help **plan the transition** including sharing information on Branch, Group and volunteering in each area, key activities provided to communities and understanding the unique aspects of the community that your existing Area Council serves.
- **Connection with the new Area Support Team** which would be up and running.
- Developing **information on revenue generating activity and service delivery**, and how any changes will be phased and shared across the governance structure.
- Any **special connections with Branches and Groups** about how they might connect together with the new Area.
- Development of **election processes** for the new Area Councils.
- **Training and guidance on how to operate** in the future, including governance roles and responsibilities.
- Processes to **strengthen Branches and Groups**.

### What it might look like in practice

#### Aria, a member of the Northland Area Council

Aria and her colleagues on the Northland Area Council spend time understanding what is different about the new clarified roles of an Area Council member. Her heart is in helping the vulnerable people in her community. She decides she's not keen on standing for the new Northern Area Council. Changing her focus from Area Council responsibilities, she puts her efforts into strengthening service delivery and fundraising in Northland. This involves working with the Northland community to build a network of active volunteers and being part of the Branch near where she lives.

#### Jonty, a member of the South Canterbury Area Council

Jonty wants to make sure South Canterbury is well represented on the new Upper South Island Area Council. His role as a rural banking specialist covering a similar geographic area means he has a good understanding of the wider communities Red Cross operates in.

Jonty spends time understanding what the new Area Model is all about, the specific role of Area Councils, what is expected of them and the impact they can have supporting Members, those who volunteer and vulnerable communities.

He has always been interested in the role governance has in organisations, and wants to build his knowledge and experience in this area.

He is actively involved in the transition to the new Area Model, and believes it's his responsibility to help make it successful and for local communities to be well served by it. He is committed to putting his name forward for election to the new Area Council structure and makes sure he puts his best foot forward.

# What it would look like - Stronger support: fewer Areas

## Context

Red Cross is divided into Areas to have a strong local presence and so that we can form good connections and shape services to meet the unique needs of different vulnerable communities. Area Councils are part of doing this well, providing leadership and governance for the Area, making decisions on what services and fundraising activities to deliver each year, managing key relationships, connecting with Members in the Area, and being the face of local promotion and engagement. Currently there are 16 Areas, each with an Area Council, except in Auckland where there are two Area Councils combined to operate as one.

## What and why

It is proposed to:

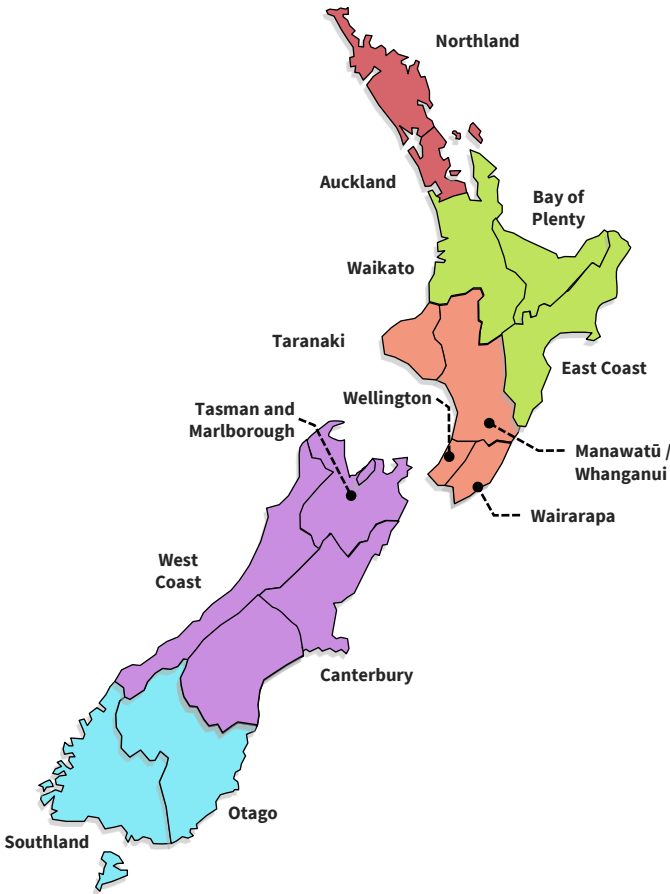
- **Provide more concentrated support for Area Councils**, equipping them with advice, training, development, tools and guidance to be effective in their roles.
- **Clearly define the role of Area Councils, reduce the number from 16 to five** and have employees, data and information to help support Areas, Branches and Groups operate.
- **Enable collaboration, connection across Areas and nationwide consistency** because:
  - It's easier to coordinate planning, delivery and relationships across five areas than it is across 16.
  - Technology would open up working together online rather than doing it all in person.
- **Enable us to deliver more impact for vulnerable communities** because:
  - Services would be more consistent.
  - Area Councils will be better equipped and supported to make decisions on what to deliver and what improvements are needed to better meet community needs.
  - The larger areas and better technology to enable collaboration across those areas, would better cover those vulnerable communities that are currently missed.
- **Could enable local governance to be more representative** as the use of technology:
  - May be more attractive to young people.
  - Would enable people based in communities where there currently aren't any area councils to be part of them in future.
- **It would cost less to run and support**, with less administration time, travel, resources etc.

## Why five?

We think five areas strike the right balance of achieving the benefits above, maintaining strong local presence and relationships and being visible across the country. Some of our delivery partners, such as Fire and Emergency New Zealand, have settled on five areas with similar boundaries. A similar local model would mean it is easier to collaborate with them when needed. Each additional Area needs local staff to support it, increases the demand on nationwide teams, and adds to technology and property costs.

# What it would look like - Fewer Areas with greater collaboration

How could our current presence map to the proposed future Areas?



| Current Area Councils                                                                         | Proposed Future Area Councils                                                                  | Branches and Groups                                                                                                                                                                                  | Local service and revenue activity                                                                                |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| 1. Northland<br>2. Auckland                                                                   | Northern Auckland, Northland (2)                                                               | East Coast Bays; Waiheke; Kaitaia; Kerikeri; Paihia; Whangarei (6)                                                                                                                                   | 7 x First Aid sites 2 x DWSTs; 13 x Retail Shops; Migration services, 5 x MoW locations; Service Centre/s         |
| 3. Waikato<br>4. Bay of Plenty<br>5. East Coast                                               | Central North Island Waikato, Bay of Plenty, East Coast (3)                                    | Cambridge; Huntly; Pūtāruru; Taupō; Te Aroha; Waitoa; Katikati; Tauranga; Central Hawke's Bay; Napier (10)                                                                                           | 12 x First Aid sites; 5 x DWSTs; 15 x Retail Shops; 1 x Migration location; 11 x MoW locations; Service Centre/s  |
| 6. Taranaki<br>7. Manawātū/ Whanganui<br>8. Wairarapa<br>9. Wellington                        | Lower North Island Taranaki, Manawātū/ Whanganui, Wellington, Wairarapa (4)                    | Inglewood; New Plymouth; Dannevirke; Levin; Palmerston North; Whanganui; Kapiti Coast; Upper Hutt; Wellington; (9) Groups: Wairarapa (5), Wellington (3), Taranaki (1)                               | 13 x First Aid sites; 4 x DWSTs; 5 x Retail Shops; 4 x Migration locations; 10 x MoW locations; Service Centre/s  |
| 10. Tasman/ Marlborough<br>11. West Coast<br>12. Canterbury North<br>13. Canterbury Mid-South | Upper South Island Tasman/ Marlborough, West Coast, Canterbury North, Canterbury Mid-South (4) | Buller; Hokitika; Nelson; Blenheim; Motueka; Kaiapoi, Geraldine; Methven; Rakaia; Timaru; Tinwald; Waimate; Kaikōura; Kaituna; Little Akaloa/ Chorlton; Loburn/ Rangiora (17) Groups: Canterbury (6) | 12 x First Aid sites; 5 x DWSTs; 10 x Retail Shops; 5 x Migration locations; 10 x MoW locations; Service Centre/s |
| 14. Otago<br>15. Southland                                                                    | Lower South Island Otago, Southland (2)                                                        | Balclutha; Dunedin; Waitahuna; Gore; Waikaia (5)                                                                                                                                                     | 5 x First Aid sites; 4 x DWSTs; 2 x Retail Shops; 2 x Migration locations; 3 x MoW locations; Service Centre/s    |

# What Area Councils would do

|                             | Area Councillors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Area Council Chair                                                                                                                        |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Governance                  | <ul style="list-style-type: none"> <li>Attend mostly online Area Council meetings, having read papers in advance. In person meetings will be held at least annually and more often where practicable for Area Councillors.</li> </ul> <p>Work together to:</p> <ul style="list-style-type: none"> <li>Take into account national documents, like Strategy 2030 and annual plans, build an annual Area plan to prioritise activities in the Area and report against the plan.</li> <li>Report to the National Board on local activities and management of local risks and budget.</li> <li>Take meeting minutes and do other Area Council administration.</li> <li>Monitor area funds and appoint an Area Council Treasurer.</li> <li>Receive induction, training, technology and support.</li> </ul> | In addition, set the agenda, sign off meeting papers, and chair the monthly Area Council meetings.                                        |
| People                      | <ul style="list-style-type: none"> <li>Where allocated to do so due to existing relationships or location, work with locals to the benefit of the New Zealand Red Cross.</li> <li>Celebrate and thank people for their involvement and contribution.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | In addition, hold key local relationships with mayors, iwi trusts, and chief executives of significant local organisations.               |
| Promotion                   | <ul style="list-style-type: none"> <li>Agree and carry out the local area fundraising plan.</li> <li>Raise the profile of the New Zealand Red Cross e.g. speak at local events.</li> <li>Encourage people to contribute to the New Zealand Red Cross, helping them to understand the different opportunities to get involved.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | In addition, work with other Area Council Chairs, the National Board and Secretary General on recognition initiatives (e.g. NZRC awards). |
| Service design and delivery | <ul style="list-style-type: none"> <li>Consider how any area specific activities will be done to make sure they are effective.</li> <li>Provide local ideas to the service design team.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | As per Area Council member responsibilities.                                                                                              |
| Time                        | Approx. 20 hours per month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Approx. 20-30 hours per month                                                                                                             |

## What it might look like in practice

### Hana from Gisborne

Hana became a Member after she visited our Gisborne store and had a great chat with the shop assistant about what New Zealand Red Cross does. Hana is a full-time business advisor at the local branch of the accounting and financial advisory firm BDO. She wants to use her free time to give back to her community.

Hana was nervous when elected to the Central North Island Area Council. The welcome and induction into NZRC changed that. She understood what Red Cross does, how we do it, what her role is and how to connect with the other Area Councillors online using Microsoft Teams.

Once a month and a week before the scheduled meeting, Hana gets the Area Council meeting papers and reads them in about two hours when she has the time in between other work and home commitments. On a Wednesday evening she dials into a Teams call and shares how activities are going, insights from Gisborne Members about what's working and opportunities to do things better. They talk about budget and risks, like the impact of COVID-19, and how best to make sure the upcoming Area-wide fundraising event can go ahead.

Between meetings she enjoys spending a few hours each week out and about, seeing Gisborne-based NZRC people, attending fundraising activities, and popping into the store to chat with visitors about the great work Red Cross does. It reminds her of that first conversation that brought her to us. Hana has stepped back from some of the volunteering she did to focus on her governance role and is excited about the impact she has and how she can apply her work skills to New Zealand Red Cross.

# What Branches would do

|                             | Branch Officials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local leadership/management | <ul style="list-style-type: none"> <li>Contribute to annual Area planning, using online systems like the online area planning tool.</li> <li>Work with Members to develop a basic Branch plan covering Branch fundraising, recruitment and service activity, in line with the area plan.</li> <li>Manage a Branch budget, including sending the annual statement of accounts to Red Cross House.</li> <li>Hold regular Branch meetings.</li> <li>Ensure health and safety is discussed.</li> <li>Organise the annual AGM, where the President, Secretary and Treasurer (required) and the Membership Coordinator and Communications Coordinator (optional) are elected.</li> </ul> |
| People                      | <ul style="list-style-type: none"> <li>Work with the Area Council and Area services to connect with people in the town/community and encourage them to join, helping them understand the different opportunities to get involved.</li> <li>Celebrate and thank people for their involvement and contribution.</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| Promotion                   | <p>Work with Members in the Branch and any local revenue generation activities to:</p> <ul style="list-style-type: none"> <li>Develop ideas and initiatives for local fundraising to contribute to the area plan, drawing on the tools provided by the national fundraising team.</li> <li>Organise and manage the logistics of local fundraising initiatives</li> <li>Support profile raising locally, for example, by running initiatives aimed at raising awareness.</li> </ul>                                                                                                                                                                                                 |
| Service design and delivery | <p>Work with Members in the Branch and service activities to:</p> <ul style="list-style-type: none"> <li>Develop and test local initiatives identified in area plans</li> <li>Deliver the agreed local initiatives</li> <li>Provide local ideas to the service design team</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |
| Time                        | Approx. 20 hours per month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## What it might look like in practice

### William from Blenheim

William has been a long-time member and active participant in the Blenheim Branch. He hasn't been a Branch official before but was recently elected the Branch President.

William is very conscientious in fulfilling his Branch President responsibilities – he went above and beyond to ensure all Branch members had input into the Branch plan; he has scheduled monthly Branch meetings for the next six months; he checks in regularly with the Treasurer, Jo, to make sure the budget is in good shape; and, you will often find him out and about in his community, chatting with people about the work Red Cross does and encouraging them to come along to a meeting to hear what we're all about and potentially get involved.

William is retired and has quite a bit of spare time, so he likes to play a more hands-on role in local service delivery and fundraising activities. Recently he organised a raffle. A few of the members work at some of the vineyards and eateries in the area and he managed to get them to donate several high-quality items.

He also does a regular Meals on Wheels run and, while he doesn't knit himself, his grandkids are desperate to learn how to, so he goes along with them to the knitting group sessions. He also wants to ensure our knitters feel like they're part of the team and are recognised for the great mahi (work) they're doing.

# What Groups would do

Groups are becoming increasingly popular at New Zealand Red Cross, providing a great way for people to come together and do good in a slightly more informal setting. Group activities can vary and are driven by the interests of Group members, be that knitting or holding fundraising activities. They also vary in how they're run. Some are geographically-based and others run online (for example, through Zoom calls and/or through a private Facebook group page). Groups will continue to be a key part of how Red Cross operates in future and will be connected to, and supported by, either the relevant Area Council or a direct connection with Red Cross House.

| Group Leaders               |                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local leadership/management | <ul style="list-style-type: none"><li>Contribute to annual Area planning, using online systems like the online area planning tool.</li><li>Develop a basic plan setting out the key activities the Group will undertake each year, in line with the Area plan and Red Cross strategy.</li><li>Manage a Group budget.</li><li>Organise regular Group meetings, in person or online.</li></ul> |
| People                      | <ul style="list-style-type: none"><li>Work with the Area Council and nearest Branch (if relevant) to engage with people in the town/community and encourage them to join the Group.</li></ul>                                                                                                                                                                                                |
| Promotion                   | <ul style="list-style-type: none"><li>Can contribute to fundraising and promotion activities working with the Area Council or nearest Branch.</li></ul>                                                                                                                                                                                                                                      |
| Service design and delivery | <ul style="list-style-type: none"><li>Deliver activities and services in line with the Group's plan.</li><li>Feed insights about community needs back to the Area Council.</li><li>Provide local ideas to the service design team.</li></ul>                                                                                                                                                 |
| Time                        | Time determined by the Group                                                                                                                                                                                                                                                                                                                                                                 |

## What it might look like in practice

### Noor from Palmerston North

Noor is currently studying to become a veterinarian at Massey University in Palmerston North. She also works part-time and between this and all her assignments and exams, her schedule can change a lot week by week. She wants to volunteer but has been struggling to find flexible opportunities that she can fit around her other commitments.

Noor visited the New Zealand Red Cross website and saw a more flexible option – getting involved in an activity Group. She discovered that there is a National Group focused on improving awareness and support for migrant communities. They hold regular events to celebrate diversity (eg Food Fairs, traditional dance classes, cooking classes, and International Migrant Day events) and these are often used to raise Red Cross funds.

Noor decided to sign up and was promptly added to the Group's private social media space. There are members from all around New Zealand, including a few other people based in Palmerston North. Most of the Group activities are organised through their private social media space, which is great because it means she can just reply when she has a free moment. There's also no pressure to reply to everything – the Group members are very understanding, so she only gets involved when she doesn't have any assignments due. Noor loves how people are always posting ideas, photos and feedback from things they've tried in their community - it means that she and the other Palmerston North Group members don't have to start from scratch.

From time-to-time Noor and the other Palmerston North Group members will touch base with the Palmerston North Migration Team Leaders to see whether there's anything they can do to better welcome Pathways to Employment and Pathways to Settlement service users into the community. They recently worked with a former refugee, Bashiir, to run a community Somali dance class, where attendees could learn the dhaant, jaandheer and several other traditional dances. Noor loved that event and it was great because Bashiir decided to join the activity Group afterwards.

# Support from employees

## What and why?

Currently, Humanitarian Development staff provide support, However, this team's role is unclear and varies by area, with some doing administration/reception activities and others heavily involved in community engagement and community programme delivery.

The future support model would have a much tighter focus on supporting Area Council governance and the Member/volunteer experience in the Area and helping Red Cross to be more joined up through some coordination and planning support. This would allow Members and those who volunteer their time to focus on what they care about most – delivering services.

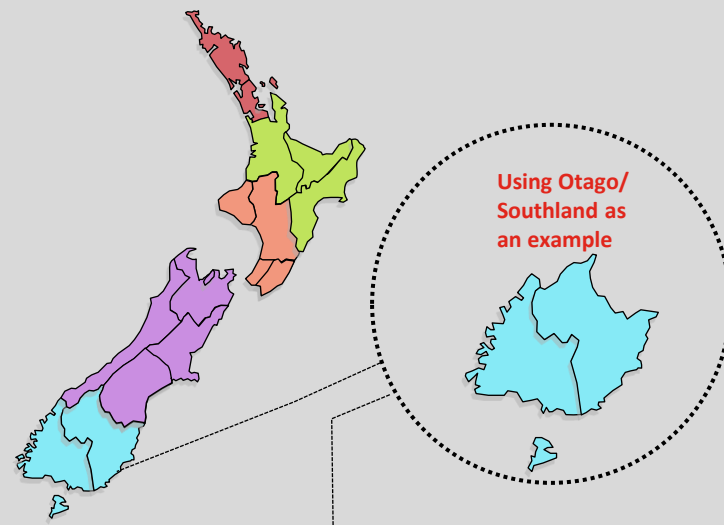
It is proposed that each of the five Areas would be supported by a small team comprising:

- **1 x Principal Advisor Area Operations** reporting to a **Director Operations Planning** in the Emergency Management and International group. This role would be the key advisor for local operations, including both Service Pillar delivery and fundraising activities. It would work closely with and coordinate across the Service Pillar, Retail and First Aid managers based in the area to support Red Cross presence and impact.
- **1 x Principal Area Partner** reporting to a **Director Membership and Volunteering** in the People Experience and Support group. This role would support and coach the Area Council and advise local people managers on support for people in the Area (e.g. recruitment, recognition).
- **2 - 3 Advisors Area Support and Administrators** would report to the **Senior Business Partner** in their Area. Their responsibilities would include maintaining the people database (of members and those who volunteer their time), helping to get new people started, making sure people know about the training available, and supporting facilities management.

This team would provide support across the Area, with the potential for roles to be based in different towns but working together virtually so good connections are formed.

Please see the [People Experience and Support group](#) and [Emergency Management and International group](#) packs for more detail on the proposed model and people impact.

## What it might look like in practice

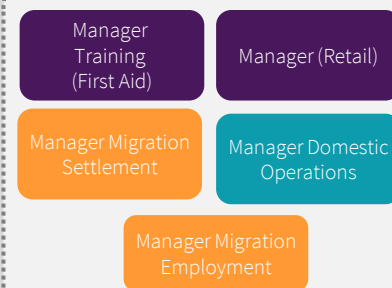


### Lower South Island Area Council Branches, Members & those who volunteer

#### Support team of employees in the area



#### Managers based in the area



NB: the number and combination of these roles would vary depending on which services are delivered in the area.

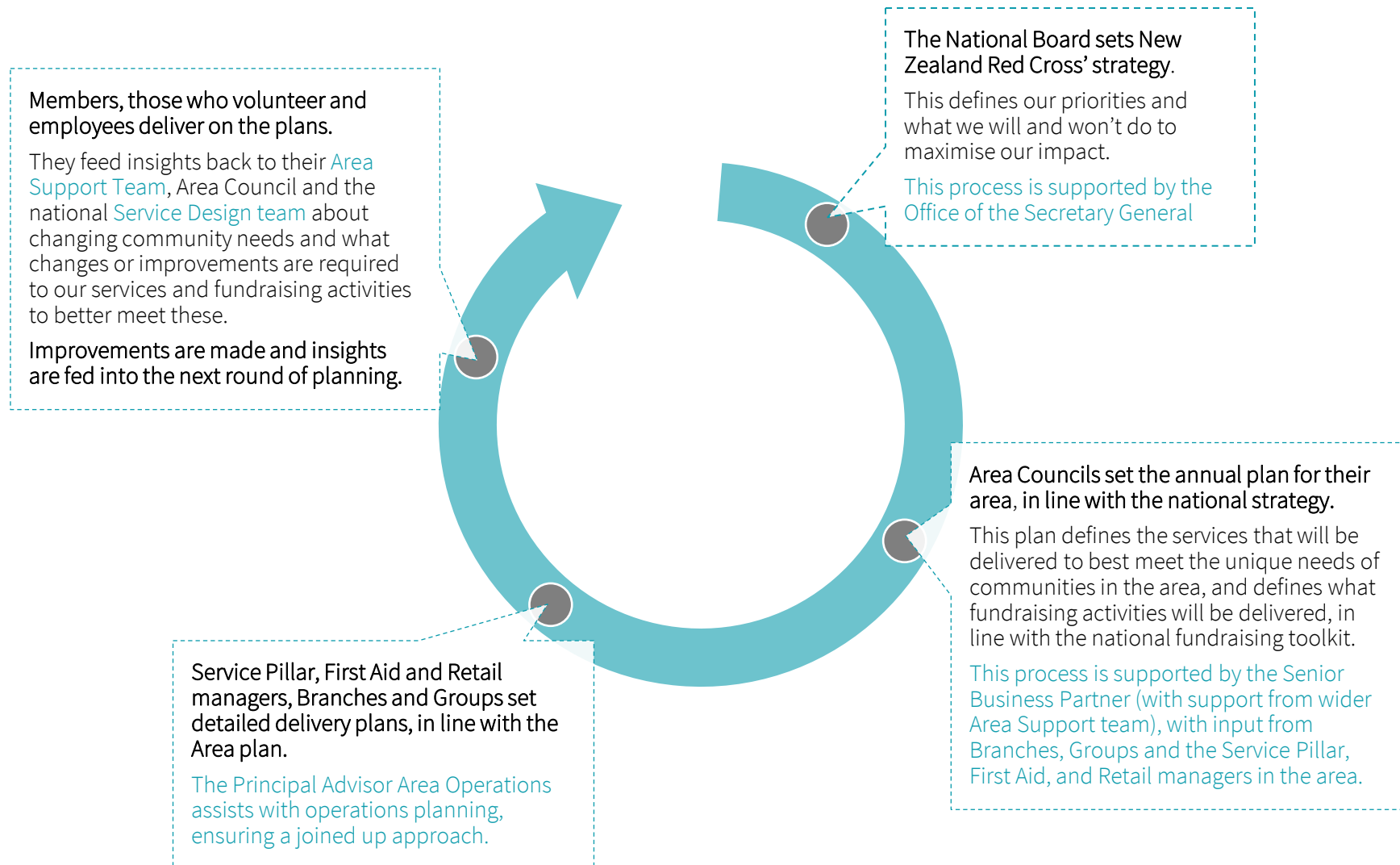
People Experience  
& Support

Emergency  
Management &  
International

Migration

Engagement &  
Enterprise

# How it comes together to deliver more impact for vulnerable communities



# Implications for national governance

## Election processes

We need to achieve greater diversity in our people involved in governance and ensure that our local governance is representative of our communities.

In future, we would like to promote governance vacancies to people beyond just our current membership. This might involve:

- Advertising through organisations like the Institute of Directors.
- Working with our migration teams to identify potential candidates who have received refugee support.
- Working with our other service teams, Branches and Groups to connect with young people or talented leaders in their networks.

## Youth Panel

While we have done work to encourage younger people to become involved in the work of New Zealand Red Cross, there is still a way to go.

We wonder if now is the time to move away from a stand-alone Youth Panel and towards having youth representatives in our governance groups. For example, we could have a Youth representative on each of the proposed five Area Councils.

We would continue to have the Youth representative on the National Board, with this elected separately to ensure we are attracting as wide a pool of people as possible for the role.

We think that approach might be the next step in making it “just how it is” to have the voice of younger people in our governance groups across New Zealand Red Cross.

The Youth Representative from each Area Council could then connect regularly with the National Board Youth as well as their Area Council responsibilities.

## National Council

Under the current model of two Area delegates from each Area Council at the National Council, the size of the National Council would reduce.

However, we want to ensure that our National Council is representative of the many communities we support across the country. If the proposal to reduce to five Areas was confirmed, the number of delegates per Area Council is proposed to increase from the current two per Area Council to four per Area Council, representing a total of 20 Area Council delegates joining National Council (as compared with 32 currently).

Area Councils would be encouraged to ensure these delegates come from different towns/communities, so there is better representation of different needs and contexts across the area.

One of the four Area Council delegates is proposed to be a youth representative.

We would like to hear your further ideas on how we can improve our election processes with these issues and goals in mind.

# The Timeframe – when will this be implemented?

These changes will be phased and staged over 3-5 years

New Zealand Red Cross and our people do not have the capacity to absorb or manage all of these changes at once. We want to deliver on our Mission, on Strategy 2030 and what is uniquely New Zealand Red Cross, in a way that is achievable and sustainable over time.

## Phasing

Phasing is bringing in new positions or functions as our income grows or we reach a new milestone. It could also involve removing positions that are no longer needed as we mature. Phasing also relates to when new structures like Area Councils may be in place, or when we stop (or phase out) some activity, or when better technology is in place.

## Staging

Staging is when an organisation increases employees' remuneration by set amounts each year to bring them up to an appropriate level over time.

## What is the plan?

Only the most critical new changes would be implemented immediately after decisions in September. Other changes will need to be implemented in 'phases' over time. We are working on this now and your feedback will help.

One priority is implementing the new support system in the People Experience and Support group for Members and those who volunteer their time.

**Tell us what you think is most urgent and should be prioritised**

## What does this mean for you?

### Members/ Volunteers

You have told us you need more clarity about your role, more and clearer options for how you volunteer your time and that you need better support. These are priorities for immediate implementation. Other changes, (e.g. governance-related) may take longer to implement.

### Employees

We know that certainty in your role and employment is important to you and we want to give you certainty as soon as we can. We will also use these changes to confirm how your pay is determined and how pay parity is addressed.

# How we might introduce the proposed changes

## Oct 2022 – June 2023

Existing Area Councils could be combined into larger Area Councils based on the new area lines (e.g. Northland and Auckland would combine into one Northern Area Council).

Councils would be provided with training on how to hold online meetings, and guidance on ways to operate when people are more spread around the area (i.e. with Councillors based in different towns).

The new Area support would be up and running from 1 February 2023

## March - May 2023

Election nomination and voting processes would be held as per the Constitution and Handbook.

There would not be any roll-over positions.

Current representatives would be re-elected into a reduced number of positions. Each Area Council would have 8 positions to fill, including a youth representative.

The People Experience and Support group would prepare new governance role descriptions. A new induction process would reflect the new role expectations and include training to enable virtual, dispersed ways of working.

## June 2023

The Secretary General would publish the results.

The National President would organise the induction of new Area Councillors, as per the new induction process and training, with support from People Experience and Support.

Area Councils would elect their:

- Chair
- Deputy Chair
- Treasurer
- Secretary
- Previous Area Councils would be formally disestablished on 30 June 2023.

## July 2023

New Area Councillors, including Youth Representatives, would take office for a defined term – for example three years.