

## **Grey Power New Zealand Modernisation Working Party**

### **Purpose of Grey Power**

Grey Power, an apolitical organisation, will use positive advocacy to enhance and protect the sustainable wellbeing of NZ Residents

### **Our Dream**

For GREY POWER to be regarded as the UNIFIED voice of New Zealand's OLDER (50+) generation

### **Our Essence**

Universal Commitment and Concern for the future of New Zealand's older generation.

### **GBI's (Great Big Ideas)**

- Recognition of Older Generation volunteers
  - Nat Super up to 72.5% of weekly wage
  - Change to the Rating system
  - Affiliation with National Seniors Australia
  - Ownership of Retirement Villages
  - Grey Power; Power Company (50+ Power)
  - Grey Power Bank/ Insurance
- Agreement from Government that Minister for Senior Citizens will be in Top 10 & in Cabinet

### Hooks to Attract New Members

- Rates Equity and Relief
- Energy Savings
- Lead Debate and ACTION on topical issues – SOE's; Foreshore and Sea bed
- Gifting
- Travel, Telephone, other Benefits

## **MP1) Associations, Executive Board and Zone Representatives.**

**AIM:** To define and implement the roles and responsibilities of the Associations, Executive Board and Zone Representatives

### **Goals:**

Finalise Roles and Responsibilities

Associations are responsible for:

- Their Membership growth and retention
- The Financial Health of their Association
- Remitting Capitation fees to the Federation
- Communications with their Members
- Communications with the Federation on all pertinent issues which may become of National Interest and importance. Reply to all Federation correspondence.
- Local Advocacy e.g. Councils, Health, Utilities, Law and Order
- Holding regular meetings and communicating information from GP Federation to ALL members.
- Conducting dynamic Zone meetings and electing the best person to serve on the Federation Board
- Attending AGM's and SGM's
- Remits to above meetings
- Drawing up and upholding their constitution which conforms with the Federation's constitution
- Conducting regular membership meetings, outings etc.
- Choose venue for next AGM at the AGM

The Executive Board is responsible for:

- National Lobbying and Advocacy
- Communicating regularly and effectively with all members and Associations.
- AGM
  1. Venue in conjunction with Associations
  2. Agenda
  3. Remits
  4. Elections
- Board Meetings
- Reviewing method of Capitation fees schedules online
- Setting the Annual Budget
- Developing a Strategic and Business Plan yearly
- Developing a Marketing Plan

- Increasing the level of Non-capitation revenue
- Assisting, where possible, the Associations to achieve their goals
- Reviewing and recommending No. of Zones
- Implementing resolutions
- Stewardship of the Brand

Zones are responsible for:

- Electing their Chairs, Committees and Representative to the Board
- Zone Chairs are responsible for submitting their Annual report to the Annual General Meeting
- Zone Representatives must demonstrate an ability and capability to achieve positive outcomes for the whole of Grey Power

## **MP2) Membership and Other Revenue Streams**

**AIM:** To achieve a membership of 100,000 within 5 years.

### **Goals:**

- ~~1. Define Age range as 50 plus and relevant membership targets.~~  
Amendment = Define membership targets
2. Agree specific growth strategies, e.g. inducements, contact lapsed members, member get member and capitation fees.
3. Update Membership Benefits Brochure with specific sections devoted to each age range.
4. Review technological requirements to determine the optimum most affordable Data Base system for Grey Power.
5. Provide support and assist the Associations to meet their membership and revenue targets.
6. Amendment = addition = To work closely with the 50+ NAG

## **MP3) Communication and Technology**

**AIM:** Using appropriate Technology, develop communications protocols that are the envy of all non-profit organisations.

### **GOALS:**

1. Develop bottom up, top down communications protocols to ensure that complaints of poor communication are eliminated.
2. Develop specific protocols for Politicians and Government Bodies.
3. Develop a Marketing Strategy to include meaningful literature for existing and new members with emphasis on benefits of joining Grey Power.

4. Provide personal contact lists of all local and national media

NB latest revision occurred during November 2016 Federation Board meeting.

#### **MP4) Effective Advocacy and Lobbying**

**AIM:** To advance, support and protect the welfare and well-being of all persons in New Zealand but with particular emphasis on persons over 65.

##### **GOALS:**

1. Take a leadership role in the public debate on significant issues facing all New Zealanders ( sale of SOE's)
2. Develop targeted strategies which demonstrate GP proactivity on SPECIFIC issues. These should be high profile, small in number and achievable. (Rates, Energy, Shareholders in SOE's)
3. Publicise past and future successes which enhance the reputation of Grey Power as the pre-eminent Advocacy organisation for All New Zealanders.
4. Bring to the attention of all politicians and agencies the problems of ageism, especially as it relates to 'Baby Boomers' - in particular issues around employment.
5. Utilise the knowledge and expertise of Grey Power members to develop specific policies for presentation to Politicians, their staff, Government agencies and similar organisations.
6. Encourage all political parties to embrace GP policies in their election manifestos
7. Determine the method and frequency of contacts with all individuals and groups who can give effect to Grey Power's Aims and Goals.
8. Develop specific strategies for single issue lobby units such as Energy, Rates, Retirement Villages, Housing, ACC, Superannuation and Health and Social Services.

#### **MP5) Research**

**AIM:** To utilise the expertise of members and external organisations to provide a Research resource for all activities of Grey Power.

Amendments =

##### **GOALS:**

- ~~1. Obtain funding for 2 University scholarships specialising in the field of 50+ research.~~
- ~~2. Identify a major Research organisation that will provide a pro-bono resource.~~

3. Develop
  - Member/Association satisfaction surveys
  - Members exit surveys
- ~~4. Develop relationships with relevant University research departments.~~
- ~~5. Compile a list of internal and external (National organisations) who can share research.~~
6. Establish close working relationships with other individuals and organisations to further research into areas of interest and concern to GPF
7. Establish an electronic repository for all GPF research papers

#### **MP6) Finance and Investments**

**AIM:** To develop a sustainable financial model that ensures the viability of the Associations and Federation.

#### **GOALS:**

1. To maximise Revenue from all sources.
  - ~~a) Increase capitation fees~~
  - b) Sponsorship
  - c) Amendment = to seek sponsorship and philanthropic donations
  - d) Partnerships
  - e) Membership Drives
  - f) Gifts and Bequests
2. To minimize cost of Federation in line with Strategic objectives
3. Review existing Business Plan and Budgets
4. Submit a draft budget with final draft Plan annually
5. Determine scope of Finance portfolio
6. Determine optimum level of Reserves
7. Increase number of Superannuitants/Kiwi Bank programme
8. Goal 9 has been achieved

#### **MP7) Legal and Regulations**

**AIM:** To update the constitution in line with the changes proposed by draft strategic and structure plans

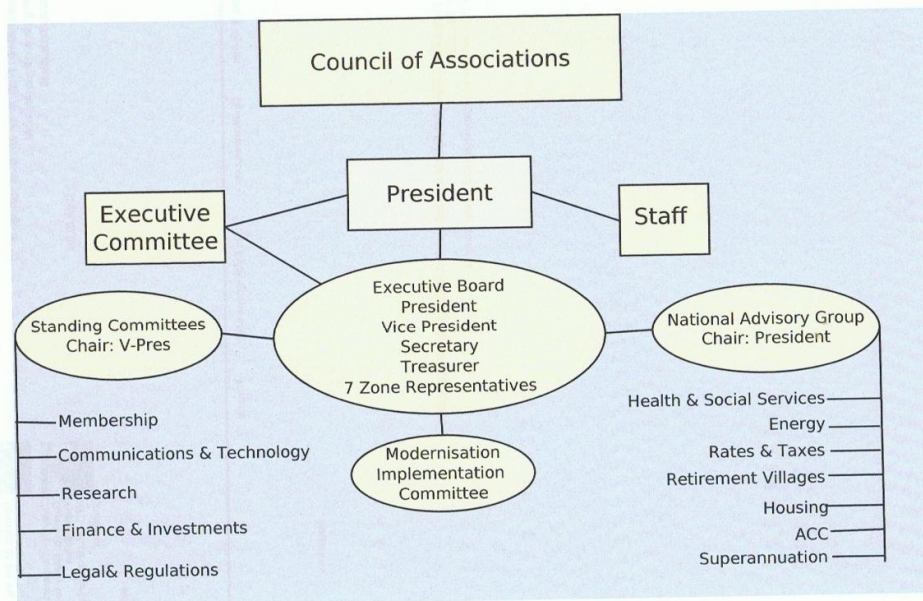
#### **GOALS:**

Amendments =

1. ~~Recommend changes to~~ Re-write the Constitution
2. ~~Embargo changes for 5 years~~ Embargo the constitutional changes for 3 years after the constitution has been approved by the AGM.

3. Scrutinise and reject any proposed constitutional remit that would conflict with the current constitution.

## 1. RECOMMENDED STRUCTURE



### Rationale for Draft Recommendation:

In making this recommendation the Modernisation Committee has considered many factors and sources of information:

1. The original Brief from the Board
2. Various Board Meetings and discussions
3. Individual comments sent to the committee
4. Result of Questionnaire to all Members and Associations
5. Zone Road Trips
6. Numerous meetings held by the Modernisation Committee.

It became abundantly clear at the outset that the major inhibiting factor affecting the deliberations of the committee was the scarcity of funds.

Notwithstanding those constraints the committee believe they have made real progress and present to the AGM strategies and structures to take Grey Power forward as an exciting and relevant organisation.

As a result of the lack of funds there are some issues that remain unresolved in the committee's quest for the optimum outcome. These are:

1. Location of office and staff ( Lease and staff contracts)
2. Increase in the number of zones

Other issues that can be dealt with by the Implementation Committee are:

1. Permanent or Tendered location of the AGM
2. Equalisation of Costs
3. Location and No. of Board meetings. (Cost/Benefit analysis required)

In coming to their recommendation on the structure, the Modernisation Committee considered and answered some key questions.

- Where ultimate Power should lay?  
Answer: With the Council of Associations through the AGM.
- Does Grey Power want to be Flexible and Fast moving or Rigorously Analysed or somewhere in between?  
Answer: Somewhere in between, taking the best from both options.
- Should GP have a Vertical or Horizontal Structure?  
Answer: A vertical structure to reflect the Power centre.
- What expertise is required to achieve each Strategy? Will Leaders be Elected or Appointed to Standing Committees?  
Answer: Standing Committee Chairs to be elected by the Executive Committee and Summary of Expertise developed.
- How will each role be defined?
  - Title and Description
  - Preferred skill sets
  - Reporting To
  - Term
  - Function to be performed
  - Time Requirement
  - Outcome focused and measured

The Modernisation Committee then turned its attention to the issue of the Roles of the Board and Council of Members Association.

The definition of these roles is vital to the understanding of how Grey Power will work in the future.

ROLES OF BOARD & COUNCIL	
ROLE OF BOARD	ROLE OF COUNCIL
Compliance with legal and fiduciary duties	Attend AGM's and SGM's
Establishing and Implementing Policies	Elect members of Executive Board
Employing Full and Part Time Staff	Agree Standing Committee Plans
Identifying and Nurturing future leaders	Vote on Remits
Guidelines for Leaders of Standing Committees	Acquisition of skills designed to keep abreast of changes affecting Grey Power
Set Budgets and Business Plans	
Monitor progress of Modernisation Plan	
Set & Monitor Outcomes for Standing Committees	
Set location and Conduct AGM's & SGM's	

Unlike many NFP organisations Grey Power is limited in its choice of organisation structure. Whilst it may be the case that the optimum structure may include more paid staff, Grey Power simply cannot afford that option at the moment. Should the financial situation improve to a sufficient extent to employ more staff the Modernisation Committee would support a cost/benefit analysis to determine the best outcome.

In the meantime it is clear that the bulk of the work will continue to be performed by the Board with outside expertise enlisted for their skill sets and availability. It is for that reason that the Board is referred to as the Executive Board.

It was also important to determine the function of the Council and Board. Having agreed that Ultimate Power rests with the Council, it was important to ensure that the Members, Council and Board understand their relative functions. The following diagram picks out the major functions.



FUNCTION OF BOARD AND COUNCIL		
FUNCTION	BOARD	COUNCIL
Policy making Authority for Grey Power	Y	
Fiduciary Responsibility for Grey Power	Y	
Appoints and oversees Standing Committees	Y	
Recommends Courses of Action for Grey Power	Y	Y
President responsible for executing all approved recommendations	Y	
Election of Officers and terms of office as established by the constitution		Y
Advocates for Grey Power and its members	Y	Y
Represents Grey Power and its programmes in the community	Y	Y
Establishes and maintains corporate policies for Grey Power	Y	
Legal responsibility to ensure that Grey Power complies to all standards	Y	

In recommending the structure, the committee carefully considered the following on the basis that the Board will continue to carry out the bulk of day to day functions:

- The Board Structure should reflect the Power base of Grey Power.
- The Board size should be the minimum needed to fulfil the functions and strategic imperatives of the Board.
- The Board should be concerned with giving effect to the desire to be fast moving and rigorous.
- There is no need for the Advocacy sub group chairs to be on the Board.
- Whilst it is imperative that Associations have a direct voice on the Board, it was felt that the 7 Zones should each have a representative on the Board – but not necessarily the Zone Directors.( Zones to elect)
- The Board size should be such that it is not an undue strain on cash and reserves.
- There is no point in designing a Modernisation Plan and new Structure if it is not backed up by a robust implementation plan to deliver it. The new structure makes an allowance for an Implementation Committee to oversee the changes to Grey Power.

The recommendation to achieve the above is that the Executive Board be constituted as follows:

- President
- Vice President
- Treasurer
- Secretary
- 7 Members nominated by the 7 Regions

The first 4 are elected members by the Council. Their roles are self-explanatory with the exception that the President will chair the National Advocacy Group and the Vice President the Standing Committees. **The board decide this wasn't workable**

The 7 members from the Regions would preferably, but not necessarily, be elected from persons other than the Regional Chairs. The Regional Representatives will each chair a Standing Committee and/or an Advocacy Group Committee. These positions will be allocated by the Executive Committee (currently they are allocated by the President). They will be selected on the basis of expertise, interest and time availability. The Executive Committee will include the 4 elected members plus 2 Regional Representatives, voted on by the Executive Board. The role of the Executive Committee remains to be determined and should be finalised by the Implementation Committee.

The balance of Advocacy Group Chairs, who will necessarily come from outside the Board, will similarly be appointed by the Executive Committee on the same basis.

(Note: The committee is strongly of the view that this model makes the issue of a voting restructure redundant. This Board structure gives the members, through their Regional Representatives, the balance of power. It is up to the Regions to select their Representative on the basis of their ability and capability to achieve positive outcomes for the whole of Grey Power.)

The committee strongly believes in the principle of succession planning. The committee therefore recommends that the term for each Board member should be 2 years with the maximum term being 4 years consecutively. In the first instance a ballot will be held to determine which Board members will serve an initial term of 1 year so that Board positions do not all end at the same time. It is envisaged that 2 of the elected members will serve 1 year (cannot be both President and Vice president) and 3 of the Zone representatives will also serve 1 year.