

# Tonic

## magazine

Looking after you and your organisation



### Fundraising During and After COVID-19

With so much change going on, many organisations feel vulnerable when it comes to their financial stability. We asked five fundraising experts what they thought organisations should do to weather the storm.

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### Learning As You Go

In this rapidly changing environment, organisations need to be constantly evaluating their response in order to improve and adapt. Check out this simple evaluation process to help you learn as you go.

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### Working From Home

With restrictions set to go up and down, working from home is likely to be a long-term requirement for many people in the sector. Check out our top tips for maintaining good mental health while you work from home.

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# Checklist



## Welcome...

Kia Ora Tonic whānau,

I hope you are all doing as well as can be during this unprecedented time. I know that some of you will be absolutely rushed off your feet at the moment. Some of you will be juggling working from home, with schooling from home, and everyone being at home all of the time. Some of you may have found your role has changed completely. I hope you have everything you need to support you in getting through this time.

Everything in this issue focuses on ideas and practical tips to move forward from Covid-19. How has Covid-19 impacted your organisation? How will you need to adapt to challenges and opportunities moving forward?

Here at Exult, we have definitely had to adapt. We have been piloting online workshops and our goal has been to have them as interactive as possible - with lots of opportunities for sharing and learning from each other. Feedback has been great and I love having no geographic barriers. Kaitia to Invercargill in one workshop!

We were hoping to get this issue delivered to you in the usual way, but as we moved through lockdown, we realised that was not possible. So, we came up with a new plan. While this issue is in digital format only, we hope that getting it to you now (rather than waiting for backlogs at the printers) will help you make your plan for moving forward. This is a great opportunity for us to get your feedback too. Would you still like to receive a published hard-copy in the future or do you like the online version? How would you like to get your Tonic Magazine?

We have also made the big decision to move Tonic Conference 2020. Sticking with November felt good for 'something to look forward to', but with so much uncertainty, and so much to organise, we had to make a call. So, Tonic Conference 2020 will now be 2021 - most likely in April, but we'll keep you updated.

I love Tonic Conference as an opportunity to connect, learn, inspire and motivate and we would still like to provide the opportunity to do that in November 2020 - but it's going to look a little different. We are in the planning stages of an online learning experience and we would love to hear from you. Check out page 6 and let us know your thoughts. What can we create that will make you think 'I want to be part of that!'?

I cannot tell you how awesome the Exult team is. We have all worked together to share ideas and support each other through all of this - and we have a new team member. Some of you may have met the awesome Gillian already. She is an administration and client service superstar! I'll leave Gillian to introduce herself. I just wanted to say welcome Gillian, it is so wonderful to have you join the Exult team.

Stay safe and well everyone.

Aroha nui from us all



*Megan  
& the team*

Hello from Gillian

Hi everyone, I'm the new kid on the block and joined the Exult whānau earlier this year.

I'm responsible for all things admin and I'm the person you'll speak to when you ring our office. Prior to joining Exult I worked for a social enterprise, so I know first-hand the steps (and missteps) involved when applying for funding, marketing on a shoestring, and crafting a sustainable business. I met Megan at an Exult workshop and was blown away by her passion and breadth of knowledge. In just a few months in my role, I've already learnt a lot.

Without a doubt, the best part of my role is hearing about the positive impact you're making within your communities, and the practical ways you're continuing to make a difference during these difficult times.

Outside of work, I'm on the board of a community-based organisation that supports people with their long-term mental health conditions or disabilities. I also enjoy getting outdoors with my husband and two very active boys.

I look forward to meeting you - either in person, or over the phone, soon.

Ngā mihi nui

*Gillian*





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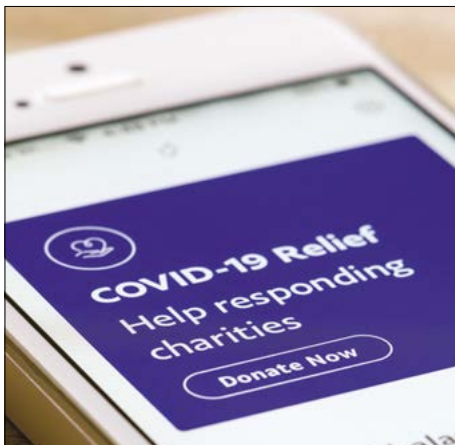
# Tonic

## magazine

Looking after you and your organisation



Front and Back Cover Photos:  
Just Zilch Food Rescue



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COVID-19 = CHANGE, and for Just Zilch, the first change required was to minimise the risk of transmission to their team, the groups they work with and the whanau they support. As the COVID situation unfolded, Just Zilch worked with the Palmerston North City Council (PNCC) to establish new operational guidelines. Then, as Alert Level 4: Lockdown began, they made enquiries as to community need and received over 500 responses from families requiring support. Home delivery wasn't in their budget, but they were determined not to give up. So, the Palmerston North Food Collaborative was born.

Just Zilch, Crossroads Church, Methodist Social Services and Palmerston North Salvation Army joined up to collect, pack and distribute food parcels all over the Manawatu. The PNCC helped the collaborative effort with a call centre, so whanau could access broader welfare support. Even amidst all this change, Just Zilch carries on ... rescuing food and helping those in need.

Email: [rebecca@justzilch.org.nz](mailto:rebecca@justzilch.org.nz)  
Web: [www.justzilch.org.nz](http://www.justzilch.org.nz)

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## Goal Setting

- S Specific
- M Measurable
- A Attainable
- R Realistic
- T Time-bound

CREATIVE  
EFFECTIVE  
INNOVATIVE  
COMMUNICATIVE

WHAT'S  
NEXT?

ACTION  
CHANGES  
THINGS

OUR JOURNEY SO FAR



# Tonic Conference is Moving to April

## Tonic Conference is on the move.

With restrictions on mass gatherings looking set to be in place for some time, we've decided to move Tonic Conference 2020 to early 2021. At this stage it's looking like April, but we're still waiting on confirmation of a few things before we set the date in stone.

However, we know how much people love Tonic Conference, and we don't want anyone to miss their November pick-me-up. So, we're working on a new-look opportunity for you to connect, learn, be inspired and get motivated in November. We are still in the planning stages and we would love you to help shape what this experience will look like.

## What are we thinking for November?

We are thinking about hosting an online series – something that will allow you to dip in and out as you want, over several weeks. We're thinking short sessions, that will provide a burst of inspiration and some key takeaways to keep you going for the week ahead. The idea is that you'll be able to build skills in bite-sized chunks over a whole month.

## We want your help in shaping this new experience!

Send us an email, letting us know your great ideas for this online learning experience. The ideas can be big, small, creative, logistical, content related, delivery related – anything that comes to mind. To help get the ideas flowing, you might like to consider some of the following questions:

- What do you love about the idea of an online experience?
- Who do you think is inspirational?
- If you could hear anyone in the world speak, who would it be? Going online breaks down all geographic boundaries!
- What does the perfect opportunity to connect online look like for you?
- What would make a great online connecting and learning experience for your team?
- If you could connect with anyone, anywhere in the world, who would it be?
- What topic areas would you want to see offered?
- What kind of experience would make you think, 'I want to be part of that'?
- How will we know that our online series has been a success for you?
- What could the experience be called?



## WIN A TICKET TO NOVEMBER'S EVENT

We would love to hear from you. Email your thoughts and ideas to [hello@exult.co.nz](mailto:hello@exult.co.nz) and go in the draw to win a ticket to this learning event – whatever it looks like!





# What's Happening in the Sector?

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## Kiwibank Saying Goodbye to Cheques

Kiwibank is saying goodbye to cheques, so if you receive payment via a Kiwibank cheque it will not be valid. If you're a Kiwibank customer, you are no longer able to use cheques.

To help their customers learn how to use payment alternatives, Kiwibank have a range of support options available around the country. The Stepping UP digital banking workshops are courses designed to teach people how to use online banking. They are free and will be offered at community centres and libraries around the country, once COVID restrictions allow. Kiwibank also has trained staff, that are available in certain branches to work with customers. You can find all this information, as well as resources and support on payment alternatives at [www.kiwibank.co.nz/contact-us/support-hub/branch-and-atms/face-to-face-support/](http://www.kiwibank.co.nz/contact-us/support-hub/branch-and-atms/face-to-face-support/)

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## Volunteering New Zealand – COVID-19 Impact Survey

The team at Volunteering New Zealand (VNZ) know that these are uncertain and unprecedented times for the community and voluntary sector, and that there will be an impact on volunteering. They also know that for many of the challenges faced by communities and organisations, community action will be a key part of the solution.

VNZ has developed a framework to collect feedback from Volunteer Involving Organisations and are interested in collating weekly insights into the impact of COVID-19 on the volunteering community. To contribute your feedback, visit [www.volunteeringnz.org.nz/vnz-surveys/](http://www.volunteeringnz.org.nz/vnz-surveys/) to take the survey.

To read the first report, summarising key points from organisations in the early days of the pandemic, visit <https://tinyurl.com/yb9h2p7m>.

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## Xero Assistant Programme (XAP)

As a country, New Zealand has critical mental health statistics to address. For many people their workplace can play a central role in building their resilience and positive mental wellbeing. To step up and help, Xero have established the Xero Assistant Programme (XAP).

As a Xero Starters, Standard or Premium subscriber, you, your employees and all your families can access face-to-face, telephone, live chat or online counselling sessions, as well as the BeneHub and Benestar app. XAP can help with all aspects of life – physical, mental, social and financial. This direct counselling support service is available at no cost to you and it is completely confidential.

This free programme has been available for some time, but it may be particularly useful to share with your staff during our current situation. For information on how to access XAP, email [xap@xero.com](mailto:xap@xero.com)

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## Mapping Generosity Around the World

The generosity movement, GivingTuesday, are building a map to highlight generosity worldwide. You can add to the map by sharing your story of giving back – whether it's through volunteering, financial donations or performing random acts of kindness. Let them know how you are doing good in your local community in response to the global pandemic. Whether it's being part of a mutual aid group, sewing masks for first responders, or bringing joy to neighbourhood kids by hanging a rainbow in your window – they are looking for all the acts of generosity, big and small, that have come out of the pandemic.

View the map at <https://tinyurl.com/yagpbjby>

Contribute to the map at <https://tinyurl.com/ycud53r3>

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## Community Research New Zealand - Webinar Expertise for Community Organisations

Community Research works in the digital space to share knowledge and learning with a special focus on the community and voluntary sector. With everyone having to stay at home in isolation, many people are looking to online platforms to communicate, to meet, and to keep the wheels of work turning.

With that in mind, Community Research has some capacity to work with groups from the community sector to help upskill their staff and volunteers on how to run webinars using Zoom. They have webinar technicians who can work alongside your team and they can do it all remotely and online. This support is not free, but it is being offered at an affordable rate for community organisations.

If you are interested in accessing this support,  
email: [janet.miller@communityresearch.org.nz](mailto:janet.miller@communityresearch.org.nz).

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## Register of Social Sector Organisations Providing Essential Services

Oranga Tamariki and MSD have developed a list of social service organisations providing essential services. This list has been created with a view to balancing the essential needs of vulnerable people, with the need to stop the spread of COVID-19.

They have deliberately kept the list of essential service providers tight, to help protect the well-being of all New Zealanders. This is an initial list only and they expect to update it over time. You can view the list at <https://tinyurl.com/ycvt5nst>.

If you're an iwi, Māori or social sector organisation that delivers an essential service and you have not yet been contacted by a government agency, please email [Community\\_information@msd.govt.nz](mailto:Community_information@msd.govt.nz). If you have already provided your information, MSD will be in contact with you as soon as they can.

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## Hui E! Community Funding Support

As part of the Government's response to COVID-19, new funding has been made available to support community efforts on the ground. Hui E! want to assist community groups to access this new funding by providing volunteer grant writers.

If you are looking for extra funding to support your delivery of essential services during the lockdown, send Hui E! your details and they will match you with a volunteer grant writer to assist with your grant application. You can fill in your details at [www.huie.org.nz/covid-19/for-community-groups/](http://www.huie.org.nz/covid-19/for-community-groups/)

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## Donation Tax Credits Claims

A recent improvement to myIR (Inland Revenue's secure online service) means your supporters can now claim their donation tax credits online. This removes the need for them to complete a paper form. This change also means:

- They'll receive their refund much sooner.
- Receipts can be electronic receipts or photos or scans of paper receipts.
- Receipts can be uploaded at any time during the year.

The best time to tell your supporters about these changes is when you issue a donation receipt. You can add this information to the letter or email you send with your receipts or on any physical receipts you issue for donations. You may also like to include this information on your website or in your donor newsletter.

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Do you have  
news that other  
non-profits should  
be aware of?

Email your information to  
[hello@exult.co.nz](mailto:hello@exult.co.nz)



# Five Good Ideas: Safeguarding Your Organisation

As we transition from old normal to new normal, the whole world is in this strange sense of flux. What makes it harder, is that this new normal is a moving target, with nobody quite sure what the other side of COVID-19 will look like, or how long it's going to take to get there. As you come to terms with what this pandemic means for you and your organisation, keep in mind these five good ideas for safeguarding your organisation in the process.

## 1. Meet Often

The situation is constantly changing, so you need to make sure that your Board are keeping pace with the associated risks and opportunities for your organisation. Having trustees meet each week, will help ensure they are keeping pace with what's going on, plus it will provide an opportunity to start thinking ahead.

These online meetings do not necessarily have to be formal Board meetings, but you will need to check your constitution or trust deed, to ensure that any meetings are held in line with your own rules. The important thing is that trustees have regular communication and are continually up-to-play with the current situation.

## 2. Get Excited About New Opportunities

Chances are, you're going to change your plan more than once over the coming months – and that's a good thing! Now is not the time to get stuck in your ways. In fact, it's the perfect opportunity to try new things and see if they work. Get excited about the opportunity to explore new ideas.

Think about any project or programme you implement as a pilot programme. That way, you're flagging upfront that it may not continue after it's first round. Pilot programmes are testing programmes, so if you work with that mind-set, you'll be far more comfortable with any unexpected outcomes.

## 3. Delay Decisions

Times like this can lead to a lot of costly knee-jerk decisions, so it's important that any decisions are made with a long-term, considered view. Where possible, try to postpone rather than cancel; take-a-break rather than wind-up. If you are needing to default on any financial commitments, communicate early and trust that most people will be reasonable and understanding during this time.

Avoid making rash decisions by asking, 'Is this a decision that needs to be made today?'. If it's not, communicate with relevant stakeholders about the issue, keep collecting relevant information, and explore all possible options. Remember, in most situations there are more options than immediately meet the eye.

## 4. Practice Creative Problem Solving

For most organisations, this pandemic will create challenges they have never had to address before and it's easy to feel overwhelmed. However, new challenges are a great opportunity to practice creative problem solving.

When generating possible solutions, make sure you give your team time to explore every option, regardless

of how ridiculous it may sound at first. To begin with, assume every option has the possibility of success and tease out the benefits of going ahead. Only then can you address the potential hurdles and decide if they're worth it. Instead of saying 'It would never work because...', practice saying 'In order to make it work we would need to overcome XYZ. How will we do that?'

## 5. Look After Your People First

When all is said and done, it is your people that make up your organisation, so make sure that looking after your staff and volunteers is your key priority. Check in on them often and if necessary, organise relevant support through external providers. Your organisation will get through this, and when it does, you will need your people happy, healthy and prepared for the road ahead. Make sure they know that you are all in this together and keep communicating.



### Courtney Smith

Courtney is responsible for creating and collating all of Exult's Tonic Club resources and regularly talks with groups about what kind of support they need. If there is a topic you would like covered in the next 5 Good Ideas section, email [courtney@exult.co.nz](mailto:courtney@exult.co.nz)





# Stuff on the Net:

## COVID -19 Information and Resources

There is no lack of COVID-19 information online, but sifting through what's relevant can take time. Thankfully there are some great organisations collating information and resources, specifically as it relates to the charitable sector. Make sure these websites are on your 'to watch' list.

### Volunteering New Zealand

Volunteering New Zealand (VNZ) is working closely with regional Volunteer Centres and focusing on the needs of the volunteering community. They are also working closely with government to get answers for the sector's volunteer related questions. They have put together some great tools and resources, including some focussed on Volunteering During a Pandemic and Virtual Volunteering.

The team at VNZ are keen to hear from any organisations that involve volunteers, whether you need support or simply want to share ideas. You can contact their Chief Executive, Michelle Kitney via email: [michelle@volunteeringnz.org.nz](mailto:michelle@volunteeringnz.org.nz), or phone 027 681 4956.

**[www.volunteeringnz.org.nz](http://www.volunteeringnz.org.nz)**

### Charities Services

Charities Services are continually updating their website with information specific to New Zealand registered charities. This includes information on a range of possible issues, including what do to if you need to cancel or postpone your AGM or other key events and how to request an extension for filing your Annual Return, if necessary.

They have also collated links to useful tools, resources and blog articles specifically related to the charitable sector. This page is regularly updated, so you can be sure you're getting the most up-to-date information.

**[www.charities.govt.nz](http://www.charities.govt.nz)**

### Community Networks Aotearoa

Community Networks Aotearoa (CNA) have created a page dedicated specifically to COVID-19 updates, information and resources that are relevant to the non-profit sector. This page is updated daily, and in addition to information that is relevant to the running of your organisation, they are including links to information that you may like to share with clients and stakeholders. This information is not only from New Zealand, but from all over the world.

CAN are also posting links to online meetings or meet-ups that have an open invitation for people working in the non-profit sector. This is a great opportunity to connect with others so you can share challenges and ideas.

**[www.communitynetworksaotearoa.org.nz](http://www.communitynetworksaotearoa.org.nz)**

### Philanthropy New Zealand

Philanthropy New Zealand have collated a range of information and resources from various sources.

From webinars and articles, to the latest technology available to support working from home.

These resources and tools are squarely focussed to support the philanthropic community (ie. funders, major donors), rather than community organisations themselves. However, reading through these articles will give you a good sense of what funders are facing at this time, and what their current thinking may be around how they provide support. These are useful reads if you want to understand the COVID dilemma from your funders' perspective.

**[www.philanthropy.org.nz](http://www.philanthropy.org.nz)**

### Mental Health Foundation

It's no secret that COVID-19 is changing the way we do life on a daily basis, and even people with no experience of poor mental health are finding this time challenging. The Mental Health Foundation are committed to supporting all New Zealanders in having positive mental health and well-being, and they have produced some excellent resources in relation to COVID-19. In particular, they have some great advice regarding supporting staff and colleagues through this time.

**[www.mentalhealth.org.nz](http://www.mentalhealth.org.nz)**

Want to hear about other great stuff on the net?

Check out Tonic Club – your weekly email full of useful articles, checklists, resources and online tools.  
Email [hello@exult.co.nz](mailto:hello@exult.co.nz) for more details.





# COVID-19 Response Funding Available

In response to the COVID-19 situation, many funders have developed specific response funds to help organisations cope with the impacts of the crisis. Please be aware that many funders are still formulating a response, and there are likely to be more response funds available in time. Keep an eye on the Exult website and Facebook page for updates.

## Creative New Zealand Emergency Response Package

Creative New Zealand have developed three new grants in response to the COVID crisis as follows:

### Resilience Grants

These grants are for eligible artists, arts practitioners, arts groups and arts organisations (non-investment clients) who are suffering. The purpose of the grants is to help them recover, maintain and develop their practice in a completely changed environment. There are two opportunities:

- **Arts Continuity Grant (up to \$50k).** Supporting the creation of new work or the reframing of an existing project in light of COVID-19. This includes creative and professional development, promotion and distribution.
- **Emergency Relief Grant (up to \$10k per individual).** For eligible artists and arts practitioners, collectives and groups who are experiencing a devastating loss of income and opportunity, and who have applied for the announced government support.

Creative New Zealand is planning quick application turnarounds and rolling weekly decisions for both the Arts Continuity Grant and Emergency Relief Grant. However, they will monitor this commitment and the rapidly changing environment.

### Short-Term Relief for Investment Clients

This fund is open to existing investment clients and on top of existing funding. Priority will be given to those who are materially negatively impacted by COVID-19, to help them stabilise their businesses and remain viable. Application assessment will take up to 20 working days, beginning as soon as the application is received.

For more information, head to <https://tinyurl.com/uk6kcv7>

## Ministry of Social Development (MSD) COVID-19 Community Awareness and Preparedness Grant Fund

As part of the Government's response to COVID-19, new funding is being prioritised to support community efforts on the ground. MSD recognises that there are community groups and individuals doing critical work in the fight against COVID-19. This funding will allow them to continue to support their communities and help them through challenges they may face in the coming months.

This fund is available to community-based groups that are, or will be, providing essential community-led solutions to support local resilience and community wellbeing during any period of Covid-19 – Alert Level 4.

Grants allocated from the fund will be one-off with priority being given to requests that support Maori, Pacific, older people, people with disabilities, people with current significant health considerations, migrant communities and people who are rurally isolated.

The fund has an initial cap of \$5,000 per request. Requests that are more than the initial cap will be considered by exception and may require further documentation. A total budget of \$4.8M is available for allocation.

For more information, visit <https://tinyurl.com/stmzx4p>

## Northland COVID-19 Emergency Response Fund

Northland Community Foundation has created the Northland COVID-19 Emergency Response Fund (Northland COVID-19 Fund). Funding will go towards essential services supporting the most vulnerable Northland communities dealing with COVID-19.

Received funds will be allocated via recommendations from a select panel, including the Northland District Health Board, Civil Defence and others. Funding will be prioritised for, but not limited to, services that provide welfare support for the elderly, kuia, and kaumatua that live in rural, isolated communities. Funds will also be allocated for services that support vulnerable people that need to go into quarantine, but do not have appropriate accommodation or safe accommodation to do so.

For more information, head to <https://tinyurl.com/t6xgqju>

## Waikato Community Funders Group Response Package

Community funders in the Waikato region have combined efforts to directly support non-profit organisations who are well-placed to support the wellbeing of the most at-risk people, who may be affected by COVID-19.

For more information please contact:

Dennis Turton, Trust Waikato  
027 4821206 [dennis@trustwaikato.co.nz](mailto:dennis@trustwaikato.co.nz)

Raewyn Jones, WEL Energy Trust  
021 02961965 [raewyn@welenergytrust.co.nz](mailto:raewyn@welenergytrust.co.nz)



### Western Bay of Plenty Funders Collaboration Rapid Response COVID-19 Fund

Funders in the Western Bay of Plenty have come together to establish a new Rapid Response Fund to support community groups who are experiencing increased demand and/or funding shortfall as a result of COVID-19.

The funders involved have committed to pooling a total of \$600,000 in funding from their current granting reserves. The funders involved in this response include TECT, BayTrust, Acorn Foundation and Tauranga City Council.

For more information, visit <https://tinyurl.com/ubf7cb8>

### Whanganui Community Foundation COVID-19 Response Fund

Whanganui Community Foundation is concerned about the impact of COVID-19 on their community. The COVID-19 Response Fund is their response to support community organisations to cope through the crisis, and thereby to support the community itself.

Small grants of up to \$1000 are encouraged, but applications for up to \$5000 will be considered. For amounts greater than \$5,000, please phone the foundation to discuss how they may be able to help.

Grants will be made towards either or both of the following objectives:

- Costs incurred in providing goods, services, projects or activities for members of the community most in need due to COVID-19 - particularly the elderly, disadvantaged and other vulnerable people.
- Increased or unexpected operational costs related to COVID-19 e.g. IT costs, urgent staffing costs, additional cleaning costs and costs of personal protective equipment, vehicle/petrol costs where increased travel is required.

Whanganui Community Foundation will accept applications for grants from the COVID-19 Response Fund until 1 July 2020. This date may be extended upon review.

For more information, head to <https://tinyurl.com/w5njr2z>

### United Way NZ COVID-19 Quick Response Fund

Results from the United Way NZ survey of 200+ nationwide frontline charities, show that 95% of charities have been directly affected by the COVID-19 outbreak. Traditional funding streams for charities have been drastically affected.

This fund will provide support for frontline community charities around New Zealand who are providing additional services and resources for people affected by the COVID-19 Outbreak. To donate to the fund, head to <https://tinyurl.com/y98jxq4r>

To find out how your organisation can be supported, phone 09 377 2544 or use their online contact form at <https://tinyurl.com/yalfx2o>

### Philanthropy New Zealand Update

Philanthropy New Zealand (PNZ) is the peak body for the philanthropic and grantmaking sector and its purpose is to grow effective giving. PNZ has produced an open letter to the charitable sector for the purpose of:

- Outlining the situation of many philanthropists and grantmakers;
- Sharing principles that philanthropists and grantmakers are following; and
- Supporting those receiving philanthropic funds to have conversations with funders.

The response is a collective message from 19 different funders. You can read their letter here <https://tinyurl.com/wwqjs9c>

If you know of other response funds available or have funding information that would be useful to share with other organisations, please email [courtney@exult.co.nz](mailto:courtney@exult.co.nz).

For future updates, visit [www.exult.co.nz](http://www.exult.co.nz) or check out ExultNZ on Facebook.



# Fundraising During and After COVID-19: Ask the Experts

With so many things up in the air right now, it's not surprising that organisations are feeling a little vulnerable when it comes to their financial stability. With that in mind, we decided to ask five fundraising experts to weigh in on the conversation. Based in different countries, and specialising in different areas of fundraising, we wanted to know what they thought organisations should be doing to weather the storm.



## Marc Pitman, USA

**E:** *What immediate effect has COVID-19 had on fundraising and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their fundraising strategy moving forward?*

**MP:** It's caused fundraising to increase – to those organisations that are asking and asking in relevant ways. In crisis, people want something tangible to do. Something that feels good. Giving can be that something. Many organisations took the giving choice away from donors by not asking. Those organisations will not fare well in the future. At least in respect to fundraising.

This pandemic is new to us. It's the first time in living memory that the entire globe has been dealt a pandemic and global recession. So, there's no crystal ball. Experience from the past three recessions here in the United States, and experience with numerous disasters – natural or man-made – indicate that once the initial crisis is over, giving will go down. Quite a bit.

Experience also shows that non-profits often make exactly the wrong decision at this point. They choose to ask less and even fire fundraising staff. Past studies have shown that non-profits that ask more, and even add effective fundraising staff, do better through the recession and they get out of the recession much faster. Organisations that fire fundraising staff, and stop talking with donors, are basically starting all over again when the economy comes back.

**E:** *Many charities, especially small charities, have put a hold on all fundraising until after the lockdown restrictions have been lifted and life is 'back to normal'. What are your thoughts about putting fundraising on hold during this time?*

**MP:** This type of decision is well-meaning, but it's batshit crazy. I'm sure they had good intentions not asking donors, but it's absolutely crazy to stop. You see,

our job is not to decide for donors about their giving. Our job is to relevantly share opportunities with donors and give them the respect of making their own decisions!

Many of our clients have been saying that fundraising in March, and early April, is similar to year-end fundraising. Donors are amazingly generous people. It's our job to give them compelling options for their generosity.

Charities that stop fundraising now will have a rougher ride and it's their fault. The 'donors won't give right now' sentiment becomes a self-fulfilling prophecy. For them, donors do not give because there was no option to give.

If your charity can ride out the recession, congratulations. But you're still making it hard on yourself and your mission. Most charity communication is about the charity. Effective fundraising is actually about the donor. If you're not talking compellingly to donors now, in the crisis and aftermath, there's a real risk they won't talk to you when things are back to normal.

Worse, the economies are so negatively impacted in many countries that when you start up again after a break, you'll be completely out of touch with how giving decisions are now being made. So, your asks will be even less effective. Asking now, in the middle of the mess, will help you hear how donors' decision making is evolving. This will help you communicate much more clearly in the new normal.

**E:** *For organisations who are continuing to fundraise throughout lockdown, what messages should they be sending and what is the best way to engage supporters?*

**MP:** No one plans for a pandemic and we need your help. Shorter appeals that get directly to the point. How has the crisis impacted your ability to serve? Are you losing staff? Clients? Are you unable to provide services because of the lockdown? Those services will be needed in the future more than ever.

Focus on the impact donors will have with their giving. What specific, immediate need





will it solve? Will it keep people employed? Will it feed someone? Will it make it so your museum can open immediately when the lockdown is lifted?

Tell them and tell them again. As fundraising expert Steven Screen says, 'don't use emotions to tell you when to stop reusing an appeal, use data.' When donors stop responding, you know it's time to switch the messaging up.

Make sure you show them the impact their gift has made - specifically. As we move through this, fundraising will be showing less results. So, we need to continue to show the donor what a good decision they made when they chose to give.

**E: What one piece of advice can you give organisations wanting to safeguard their fundraising from the impacts of COVID-19?**

**MP:** Don't stop asking and even after you've asked, keep communicating. Calling to thank, or even calling just to check in, is powerful. Clients are having amazing conversations with donors right now. And don't just use an arbitrary 'major donor' level. Call as many as you can.

If your organisation needs funds raised to survive, you need to be doing fundraising. Unless you've decided it's time for your charity to close its doors. That is a fine and honourable decision, but if you're not ready to close up shop, you need to be fundraising. Respectfully, contextually and often.



### Marc A. Pitman

Marc is an international leadership coach and fundraising trainer. He helps Board members and staff get excited about asking for money. He is the founder of The Concord Leadership Group and FundraisingCoach.com – recognised by The Atlantic as '1 of 5 Philanthropic blogs fundraisers need to read.' He is also the author of Ask Without Fear, the executive director of The Nonprofit Academy, and an Advisory Panel member of Rogare, a prestigious international fundraising think tank.

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## Bianca Crocker, Australia

**E: What immediate effect has COVID-19 had on fundraising and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their fundraising strategy moving forward?**

**BC:** Some of the immediate effects that I've witnessed were obviously to fundraising events. So, charities that rely on income from events, have already seen a downturn in their revenue. A small organisation that I work with made the decision to cancel two fundraising dinners scheduled for early March, before the Government restrictions came into place. Although it was a tough decision, as those two events contribute to about 10% of the small, annual budget, it turned out to be the right one given the circumstances. In that instance, and I'm aware of others, some supporters generously offered to contribute the cost of their ticket as a donation, rather than asking for a refund, which helped.

Community and personal fundraising, and even face-to-face campaigns, will all be feeling the effects of the stay home directives now in place. Many charities are wondering if they should postpone events and campaigns or cancel them altogether.

Obviously, aside from health and wellbeing impacts, many people will be affected financially when the crisis is over, even with the Government stimulus efforts currently underway. Often when people start tightening their purse-strings, things like donations can be affected. I suggest charities start looking at ways they can redirect any fundraising event resources into donor engagement, and areas like digital and grant-writing, for when the philanthropic

world starts to make funding available for issues brought about by the pandemic.

**E: Many charities, especially small charities, have put a hold on all fundraising until after the lockdown restrictions have been lifted and life is 'back to normal'. What are your thoughts about putting fundraising on hold during this time?**

**BC:** Initially and immediately it made sense to put a hold on any fundraising campaigns as circumstances were changing rapidly. The challenge for us all is not knowing how long the current restrictions will need to be in place for community health, so putting things completely on hold until life is 'back to normal' may be risky. We don't know when this will be, and in all honesty, normal may look very different for a while.

While the pandemic has created serious health and economic issues in communities across the globe, it doesn't mean that the important work you were doing before COVID-19 is any less important now. Families whose lives are touched by cancer are still struggling and need support. The school you helped build overseas still has children that need books and an education. The animals you care for at your shelter will still need food and blankets through the winter. And, for the most part, your supporters will know and understand that, and want to help just as they always have.

**E: For organisations who are continuing to fundraise throughout lockdown, what messages should they be sending and what is the best way to engage supporters?**



**BC:** Your fundraising campaigns should always be relevant, but this is now more important. If the core work you do - your programmes and services - are affected by the current situation, be sure you share updates about this to your supporters. People who donate to your organisation do so because they have a level of concern for your beneficiaries, and the important work you do. They will be interested in knowing how your day-to-day operations have been affected and any additional challenges your beneficiaries are facing.

One thing we know about all our supporters at this time is that they are likely to be at home and connected online, so reaching them in a digital way is important. Use of email and social media should be high on your agenda.

**E: What one piece of advice can you give organisations wanting to safeguard their fundraising from the impacts of COVID-19?**

**BC:** Don't forget to care about the people who care about you. Even if you aren't fundraising, it is critical to maintain, if not increase, your donor engagement activities. This current pandemic situation affects everyone. We're all finding it challenging in different ways. It can be daunting facing the unknown; anxiety can increase and isolation can intensify. Reaching out to your supporters, just as you would your own family and friends, is important. As I've already mentioned, digital communication is a great tool, but where you can, picking up the phone may also be valuable. One of the most important rules of fundraising is to show value in the relationship with donors, and doing so now, will be your best bet at maintaining these relationships for the long term.



### Bianca Crocker

Bianca is the founder of Small Non-Profit Alliance and Fish Community Solutions, an Australian based social purpose business that supports small and emerging non-profits to improve their world. She is a Certified Fundraising Executive, and in 2012 was awarded the Fundraising Institute of Australia's Young Fundraiser of the Year. She has also been a finalist in the Resource Alliance's Global Fundraiser of the Year Awards.

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## Stephanie Maitland, New Zealand

**E: What immediate effect has COVID-19 had on fundraising and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their fundraising strategy moving forward?**

**SM:** The immediate effect for many has been with the gaming machine trusts who have put granting on hold. With pubs and clubs closed, their income has stopped. Funding applications to these trusts is the main source of income for many smaller charities, which has made things difficult.

Other charities who might have been in the middle of a capital or major gifts campaign have found that pledges have been cancelled or postponed - and the same goes for events. For many, corporate sponsorship is under review.

Moving forward, there's uncertainty as to when the gaming trust funders will open to accept applications and then provide funding. When planning your ongoing fundraising strategy, you need to allow for this. The level of funding available will be less in the short term.

Fundraisers from around the world have joined together to share knowledge and resources to help our colleagues. As a result, there are a wide range of free templates, articles, webinars and other resources available to help now and in the future. You might want to check out:

- Sofii (Showcase of Fundraising Innovation and Inspiration) - [www.sofii.org](http://www.sofii.org)
- Network for Good - [www.networkforgood.com/non-profit-fundraising-resources](http://www.networkforgood.com/non-profit-fundraising-resources)
- Every Action - [www.everyaction.com/resource-library](http://www.everyaction.com/resource-library)
- Bloomerang - [www.bloomerang.co/resources](http://www.bloomerang.co/resources)

**E: Many charities, especially small charities, have put a hold on all fundraising until after the lockdown restrictions have been lifted and life is 'back to normal'. What are your thoughts about putting fundraising on hold during this time?**

**SM:** Please don't. All indications are that charities who do stop fundraising, struggle to get back to where they were post such an event. Many never do. I appreciate it's an uncertain time, but there are some things you can do.

If your fundraising programme is solely based on funding applications, make sure you apply where you can. There are many funds still open, for example, Government funds like COGS and Private Family Trusts. In fact, some have even responded positively and made changes to their criteria and/or closing dates to actively support the charitable sector at this time.

Do your research - the information is out there. Exult is sending funder update emails, but you can also look at sites like Community Matters, Perpetual Guardian and the Public Trust.

If you have an events-based programme, have you considered having a 'non-event'? People buy a ticket, but don't actually attend. Put your auction items on Trade Me, the guest speaker's presentation as a YouTube clip or via Zoom, and then email the link to attendees. Get creative - there are many options to consider.

If you have individual donors, local businesses or service clubs who support you - pick up the phone and call them. Check in to see how they are, thank them for their support and let them know what your organisation is doing to continue to deliver programmes and services.

**E: For organisations who are continuing to fundraise throughout lockdown, what messages should**

*they be sending and what is the best way to engage supporters?*

**SM:** Acknowledge COVID-19, hope that your supporters are okay and let them know what your organisation is doing during the lockdown. Give examples and tell a story.

I'm aware of a charity who have staff phoning every member of their organisation to check in to see how they are and asking if they have concerns. Using that information to determine when to call back – next day, three days, next week. There is one who delivers bread and milk every couple of days to their vulnerable clients, while another hosts a weekly question and answer session via Facebook.

Given that your appeal letters or newsletters are unlikely to be deemed essential, use social media and send personalised emails. But the best way to engage your supporters? Pick up the phone and call them.

I've made many phone-calls over the past few weeks and the vast majority of people are happy to chat. They're at home, appreciate the contact, and genuinely want to know what's happening with the organisation they financially support.

**E:** *What one piece of advice can you give organisations wanting to safeguard their fundraising from the impacts of COVID-19?*

**SM:** Simple. Please keep in contact with your supporters.



### Stephanie Maitland

Stephanie has been a fundraising professional for over 25 years and has been a self-employed consultant/contractor since 2003. She works with charities from all sectors and sizes on projects such as trust applications, direct mail, special events, bequest programmes and staff training and mentoring. She is one of 15 Certified Fundraising Executives in New Zealand.

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## Clive Pedley, New Zealand

**E:** *What immediate effect has COVID-19 had on fundraising and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their fundraising strategy moving forward?*

**CP:** The main initial impact on fundraising is the differentiation between fundraising for organisations providing front line/essential services and fundraising for those organisations that are removed from that space, but no less reliant on donations. COVID-19 has certainly taken up a lot of oxygen in the room!

What is clear so far, is that like the aftermath of natural disasters, many donors are giving as part of their human response to the crisis. This is likely to be 'as well as' giving, not 'instead of' giving. For some of these donors, this is their first generous act of giving. It feels good, especially when they are cared for as donors, and they may go on to be more generous in general.

What we have also seen is that people who were active, engaged and looked after as donors, are still giving to organisations that they care about - provided a compelling, impactful and urgent request is presented to them. There has been plenty of successful fundraising in the past month, so that is encouraging.

Once the initial crisis is over, we will be out of a fundraising situation that can be likened to a natural disaster, and into an economic crisis that can be likened to fundraising during the Global Financial Crisis - although the indicators are for a much bigger economic impact. What this means is that some donors, funders and sponsors will be in very difficult situations and won't be able to provide the level of support they used to, whereas other donors,

funders and sponsors will be able to continue to provide support. The most important thing organisations can do is:

- Be crystal clear about their purpose and how they make a difference.
- Demonstrate, simply and powerfully, the positive impact they have on people and planet in their respective communities.
- Keep talking to their supporters (past, present and future) as partners in their mission.

Fundraising strategies will need to change and adapt to work with how our communities' function. For example, in the short term at least, traditional events and street appeals will not be possible. Similarly, business support for local causes will look different for many industries, but perhaps not all of them. Some funders who made sound adjustments to their investment portfolios following the Global Financial Crisis will have fared well, and will still be able to make grants as they used to, but others might have decided they need to change who they support and why.

What all of this means is that no single source of donations, grants or sponsorship can be taken for granted and each organisation will need to directly engage with all of their supporters. They will need to have a conversation about why their purpose and the positive impact it makes is still very important.

I hope that this crisis will force many organisations to adopt a strategy that is focussed on authentic high-quality relationships with supporters, rather than a volume of activity that hopes of enough positive responses to make it worthwhile.

**E:** *Many charities, especially small charities, have put a hold on all fundraising until after the lockdown restrictions have been lifted and life is 'back to normal'.*





**What are your thoughts about putting fundraising on hold during this time?**

**CP:** In the Global Financial Crisis, and immediately after the Christchurch earthquakes, there were similar initial responses that included generous giving. Historical evidence suggests that those who continued to fundraise, despite challenging circumstances, fared much better than those who stopped. If you have stopped because your method of fundraising doesn't work anymore, try a different method. If you have stopped because you are worried your donors will think it is not appropriate – don't stop unless you have spoken to a good number of them and they have confirmed that. It is very unlikely they feel that way. If they do, then you can thank them for their guidance and pause knowing why.

**E:** *For organisations who are continuing to fundraise throughout lockdown, what messages should they be sending and what is the best way to engage supporters?*

**CP:** You do need to be thoughtful, acknowledge the impact this is having on many people and be genuinely empathetic when you engage with supporters. If you can do that, while also genuinely presenting the compelling and urgent need for donations, grants and sponsorships to people who you know care, then you should do so often. You have an ethical obligation – not only to your donors, but also to those you exist to serve.

The importance of storytelling was recently presented during events in New Zealand and Australia, where UK fundraising legend Ken Burnett spoke. It was a very powerful reminder of the essential nature of giving and how important storytelling is. We should not be expressing our organisation's need or how we won't survive without support – that will not work. Instead,

we must effectively present how our donors can partner with us to meet a need that they care about, and how they will know (because you have told them) that they have made a positive impact.

**E:** *What one piece of advice can you give organisations wanting to safeguard their fundraising from the impacts of COVID-19?*

**CP:** If possible, do not reduce or let go of your fundraising staff or volunteers. With them you can maintain your communication and engagement with supporters, including presenting opportunities for giving, through all channels that are still available. If you are not well on your way towards having a digital presence and platform, get to work on that now. The relationships, knowledge and experience your fundraising team – or person – has, will be essential for you as we all recover from COVID-19. Allow time to adapt, pivot and press on with authentic supporter relationships, and fundraising that builds rewarding relationships and makes a positive change to people and planet.



**Clive Pedley**

Clive has been advising, coaching and training on growing giving in New Zealand and Australia since 2000. He was the first New Zealander appointed to the Board of CFRE International in 2014, and in 2015 was appointed to the International Advisory Panel of the Rogare Think Tank on international fundraising ethics. He is a former president of the Fundraising Institute of New Zealand (FINZ), a former member of the FINZ National Council, and was named a fellow of the Fundraising Institute in 2014.

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## Kerri Price, New Zealand

**E:** *What immediate effect has COVID-19 had on fundraising and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their fundraising strategy moving forward?*

**KP:** The immediate effect has been uncertainty – both for organisations and the people who support them. While we have lived – and fundraised – through other crisis, we have never lived through one quite like this. So, while we can take an educated guess at what might happen, it's very much a moving target.

Initially, the most obvious impact on fundraising was for organisations who rely on large events – especially those groups who already had an event in the pipeline prior to lockdown. Then there's the impact on gaming machine funds, which will be non-existent until restrictions on bars are lifted; and the philanthropic trusts who have lost some granting capacity due to loss in investments.

We have already seen many businesses, big and small, go into receivership, and it's likely there will be more to follow. The pressure on businesses will definitely have an impact in the sponsorship space, but not necessarily in a negative sense. If managed well, with measurable commercial benefits for the business involved, sponsorship could provide an effective solution for both the business and charity sector. Both parties will need to be creative in their approach, but I believe this is a good opportunity to do things differently. What that looks like exactly – I'm not sure. Watch this space!

In terms of moving forward, small organisations will no longer have the luxury of 'making it up as they go along'. Now, more than ever, they need to create a proper plan, that takes into account their internal strengths and assets, as well as the external environment. The organisations that survive this, will be the ones who are thinking ahead and looking for opportunities.

All organisations (but particularly small organisations) will need to get crystal clear on why their work matters and they'll have to get good at sharing their stories in a meaningful way. Engaging with individual donors and supporters has always been important, but it's set to be the critical cornerstone of any successful fundraising moving forward.

**E:** *Many charities, especially small charities, have put a hold on all fundraising until after the lockdown restrictions have been lifted and life is 'back to normal'. What are your thoughts about putting fundraising on hold during this time?*

**KP:** Five or six weeks ago, my advice would have been to phone your donors, but don't ask them for money. Instead, check in on them, hear their concerns about the crisis, and thank them for their support thus far. I would have told groups to focus on building the relationship by making it all about the donor. Five or six weeks ago there was nothing but fog – and neither the organisation nor the donor, really knew what was going on.

However, now – now is a different story! Now is the time to reach out and ask for money. Now, you understand the impact that COVID-19 is having and will continue to have. Now you have some stories to share about how your organisation is making an impact in this time. Now you have a relevant, compelling case for support – and you need to deliver it now – BEFORE people get back to normal.

Obviously, there are some kinds of fundraising that you simply can't do right now, so if they were your only form of fundraising, you've got a problem. Think creatively about how you can fundraise differently and perhaps take it as a learning for next time. This crisis is a good reminder of how important individual donors are to a sustainable funding plan. Growing a strong, loyal donor base is not just for the big boys.

For groups who rely solely on grants – don't wait until the lockdown is over. Funders are releasing updated information all the time, so make sure you apply where you can. Don't be afraid to pick up the phone and talk to the funding advisor directly.

**E:** *For organisations who are continuing to fundraise throughout lockdown, what messages should they be sending and what is the best way to engage supporters?*

**KP:** Put really simply, organisations need to tell supporters why their work matters right now and invite them to be a part of it. People are less interested in what you do – and more interested in why you do it. What is the impact your organisation is having in the community and for the people you serve?

Before people give you money, they want to know: What is the problem you are solving? Why is it critical that you solve this problem now? And how do you know that whatever you're doing is working?

Find a way to answer these questions in a meaningful way and keep a consistent message throughout this time. Make sure you share plenty of personal stories to back up your message and show supporters that their donation is making a difference. You want your donors to be the heroes in this scenario – not you.

Obviously, you are limited by how you can engage with donors during this time, but you still have a telephone and a huge array of online tools and

channels. If you don't have an online strategy already, you'd better get one quick – because that's what's working right now.

**E:** *What one piece of advice can you give organisations wanting to safeguard their fundraising from the impacts of COVID-19?*

**KP:** The same advice I've been giving for 20+ years. Know why you exist and why your work matters; diversify your funding streams; build meaningful relationships with your supporters; tell your stories; make the ask; think ahead and think creatively. And if you haven't done so already, ask every one of your trustees to make a donation. If they're not prepared to support your organisation financially during this time, it's pretty hard to expect anyone else to.



### Kerri Price

Kerri has been involved in the non-profit sector for over 20 years and has spent much of that time in the fundraising space, specifically working with small-medium sized non-profits. In 2008, she founded Exult and led the organisation for over ten years, before passing the baton to Megan Thorn. She is the author of 'The Seriously Good Guide to Fundraising' and is a regular contributor to panels, conferences, podcasts and papers in the fundraising world.

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# Digitally Speaking:

## Developing an Online Communication Plan

Most non-profits have been using online marketing and communication tools for some time. However, up until recently, any online communication is likely to have been part of a much wider strategy. With health and safety restrictions still set to rise and fall around the country, now more than ever, organisations need to focus on digital communication. Check out our top tips for staying digitally connected to your stakeholders in a meaningful way.

### 1. Know who you want to talk to.

Your organisation will have several groups of stakeholders that you need to engage with over the coming months, and each group is likely to be very different to the other. Before you can engage with them successfully online, you need to really understand their online behaviours. You will need to consider things such as:

- Where do they hang out online? What social media platforms are popular for their demographic?
- How do they like to communicate with peers? What messaging apps, if any, do they frequently use?
- How are they most likely to access the internet? Do they use a PC, laptop, phone or other device?
- How confident are they with technology? For example, they may be able to access your digital message, but they may not be confident to follow links or open attachments.
- How do they prefer to receive information and engage with your organisation? Do they prefer bite-sized updates or in-depth analysis? Do they want one-way or two-way communication?

If you don't know the answers to these questions already, it's probably too late to find out directly from your stakeholders. However, if you know the general demographic of your stakeholder groups, there is lots of data available to point you in the right direction. Don't assume that their online behaviour is the same as yours; do your research and respond accordingly.

### 2. Know what you want to achieve.

Whether it's your clients, volunteers, donors, funders, supporters or potential supporters, communicating with your stakeholders is an important aspect of an organisation's success. However, in order to measure the success of your communication, you need to know what you are trying to achieve.

Identifying the purpose of your communication comes at two levels. Firstly, in a general sense, what are you hoping to achieve by maintaining regular online communication with your stakeholders? Secondly, you need to identify the purpose of each piece of communication you send. If the communication doesn't help achieve your end goal, don't do it.

Your reasons for communicating with stakeholders will be wide and varied, and you may have more than one reason for staying in touch. You might want to:

- Keep clients informed of changes to your programmes and services.
- Support your clients by passing on relevant information related to COVID-19.

- Move donors and potential donors to action.
- Let volunteers and potential volunteers know about opportunities to help.
- Update funders and contract providers with relevant changes to your service.
- Thank supporters for their continued commitment to the organisation.

Remember, different stakeholder groups will be wanting different information, so make sure that you keep any communication relevant to the group you are talking to. Before sending an email or making a social media post, consider if this person or group of people, need to know this specific information. Will communicating this message help get you closer to what you are trying to achieve or are you simply sending information for information's sake?

### 3. Be clear and consistent in your messaging.

Regardless of your political persuasion, most people can agree that the recent messages from government have been clear and consistent: Stay home and save lives. When communicating with your stakeholders, you need to ensure clear, consistent messages also.

Spend some time thinking about each of your stakeholder groups and consider what your key messages should be over the coming weeks and months. Perhaps you want to reassure clients that while your programmes look different, your commitment to them remains the same. You may want to remind volunteers that while some roles may have changed or ceased altogether, there are still plenty of ways they can get involved. Maybe you want to let donors know that now, more than ever, you need their support.





Every piece of communication you send should back up the key message you have for your stakeholder groups. You might send the message through an email, a social media post, an online video or an infographic – but the message needs to remain consistent throughout. Make sure that your key messages are prominent on your website too.

#### 4. Have a plan.

With the situation changing regularly, you may not be able to plan out your communication like you normally would, but you should still have some sort of plan. Some things you might want to consider in developing your plan include:

- What platforms will you use for various stakeholder groups?
- How often will you share information or engage with specific stakeholders?
- How will you decide what information needs to be shared with which group?
- How will you link any communication back to your website, so that there is one home-base for information?
- How will you compensate for the lack of face-to-face connection that may normally be present in your communication strategy?
- Who is responsible for over-seeing the communication with stakeholders?
- Who is responsible for delivering each aspect of communication?

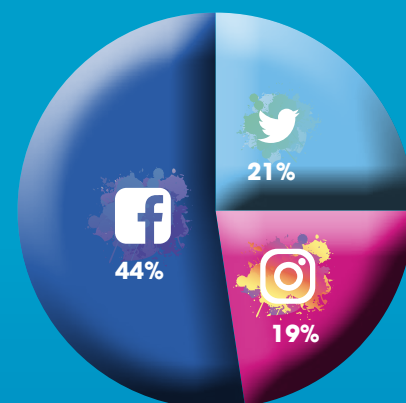
- Are there appropriate policies in place regarding crisis communication? If so, do the people who are delivering, and over-seeing, the communication know what those policies are? If there are no policies in place, how can you ensure that the Board develops them in a timely manner?

Your plan does not need to be complicated. In fact, the simpler you can make it the better. To make sure that all your stakeholders are being kept in the loop, and that consistent messages are being shared across all platforms, it is useful to create a mind-map of all your communication channels.

- Who are you specifically trying to reach through this channel?
- What are your key messages for this stakeholder group/s?
- When and how often will you communicate using this channel?
- If appropriate, how will you link this channel to your other online platforms?
- If you have multiple people working in your communication team, who is responsible for delivering communication through this specific platform?

Most importantly, make sure that any plan you develop is a team effort and is clearly understood by everyone involved.

# 2020 Social Media Statistics



- There are 3.5 billion social media users worldwide.
- Approximately 74% of New Zealand's population are active social media users.
- 84% of Baby Boomers have Facebook accounts.
- 90% of Instagram users are under 35.
- Facebook is the most popular social media platform worldwide. In New Zealand, Facebook has 44% market share, followed by Twitter at 21% and Instagram at 19%.
- 90.4% of Millennials, 77.5% of Generation X and 48.2% of Baby Boomers use Social Media every day.
- Social Media users spend an average of 3 hours per day on social media and message platforms.
- 91% of social media users access platforms via mobile devices and 80% of the total time spent on social media occurs on a mobile platform.

# Communicating, Collaborating & Managing Projects Remotely: Finding the Right Online Tools

Remote working can have many benefits for your organisation and the current situation provides an opportunity to explore possible outcomes. What worked well? Where did you have issues? What might you choose to change in the way you work and the tools you use moving forward? There is more than one way to work from home and it can be useful to explore your options.

Before you do anything else, check out [www.techsoup.net.nz](http://www.techsoup.net.nz). They will be able to help you with choosing the right tool for your remote working needs, and they can also help eligible organisations access free and heavily discounted remote working resources.

The three elements you are looking for are:

## Online Team Communication Tools

Your team can't collaborate or co-ordinate remotely, if they can't communicate. While email and phone are always an option, the idea behind online communication tools is that it widens communication from 1-to-1 and ensures communications, files and information are held in one place - easily accessible for everyone who needs it.

## Document Collaboration Tools

A collaborative document is a file that multiple people can edit or contribute to, with the goal of creating a single final version. Online document collaboration tools take information out of multiple documents, in multiple locations, combining and developing them in real-time, in one place.

## Project Management Tools

Project management software can help project managers and teams collaborate and meet goals on time, while managing resources and cost. Whether you're looking for some help at the simplest end of the project management scale, or you need to manage complex projects, there is a tool to fit.

Right now, tools like these have more urgency. However, it is also a great opportunity to trial different tools, with many free offers available during this crisis. If you have the luxury of time, test out different options to find what works best for your team or organisation.

When deciding what tools, or combination of tools, might work best, you will need to think about a range of issues. Some questions you might need to consider include:

- Why do you need these tools? What are you trying to achieve?
- What specific benefits are you looking for?
- How easy is the platform to use and how tech-savvy are your team?
- What are the options for upskilling, if required?
- Is cost a major factor?
- Are you looking for one platform that includes multiple features and allows your team to use it in a multitude of ways? Or do you need something more specialised, that does one thing perfectly, in a certain area?
- What levels of privacy options do you need? Can everyone see everything, or do you have some teams working on projects and documents that are sensitive?
- Does everyone use the same type of device? Is the option compatible with the different file types, apps or software you use?

There are a wide range of tools that enable your team to communicate and collaborate effectively. Many offer the upside of a free pricing option, but also come with the downside of restrictions on things like the number of users and features you can access. Those restrictions can often be by-passed by signing up for the basic paid plan, which depending on the size of your team, can be very well priced. Check out some of the following options for your team.

## Google G Suite for NonProfits

[www.google.co.nz/intl/en/nonprofits/products/apps-for-nonprofits](http://www.google.co.nz/intl/en/nonprofits/products/apps-for-nonprofits)

Communication Tools:	Advanced
Document Collaboration:	Advanced
Project Management:	Basic

G Suite for NonProfits is Google G Suite Basic Plan offered to non-profits free of charge. Communication tools include Gmail, Google Hangouts, a video conferencing solution for up to 100 participants and Chat for instant messaging. Also included is Google Drive for online document storage and Google Docs for document creation and collaboration. Google Currents, in BETA testing, provides a way to communicate ideas and get instant feedback and Google Keep offers a shared way to capture ideas and to-do lists, with the ability to set reminders to stay on track. Google also have great online resources for working from anywhere:  
<https://grow.google/remotework/>.

As a response to increased remote working due to Covid-19, G Suite customers can access advanced features such as meetings up to 250, and the ability to save recorded meetings to Google Drive as part of the package. These additional benefits are available until 1st July 2020.

## Wrike

[www.wrike.com](http://www.wrike.com)

Communication Tools:	Basic
Document Collaboration:	Advanced
Project Management:	Advanced

Wrike combines a work collaboration platform with project management tools of varying complexity, depending on the plan you choose. Wrike offers task management, file sharing and activity streams, where users can add comments and ideas and discuss in real-time, with up to a 2GB storage space limit. It also integrates with Google Drive and Microsoft 365.

Wrike is free for simple shared task lists, for small teams up to 5 users. You can upgrade to the Professional Plan for up to 15 users, which includes task and sub-task management, Gantt charts for scheduling and creating project plans, shareable dashboards and the ability to invite others to collaborate, both from internal teams and external invitees. It has 5GB storage and 15GB video uploads. The Professional Plan offers a 14-day free trial, then costs USD \$9.80 per user, per month.

## Microsoft 365

[www.microsoft.com/en-nz/microsoft-365/nonprofit](http://www.microsoft.com/en-nz/microsoft-365/nonprofit)

Communication Tools:	Advanced
Document Collaboration:	Advanced
Project Management:	Advanced

Microsoft 365 is the new name for Office 365. The products included depend on the plan you choose. Qualified charities receive many of the products for free, including Exchange for email hosting, Teams for communication, and online versions of Word, Excel and PowerPoint. It also includes Sharepoint for document collaboration and storage, and Planner for project management.

## Slack

[www.slack.com](http://www.slack.com)

Communication Tools:	Advanced
Document Collaboration:	Only through integration with other tools
Project Management:	Only through integration with other tools

Slack is a tool focussed on communication with either internal or external people via chat messages, voice and video. Slack provides integrations with other communication tools such as email, SMS and Twitter, making it easy for people to communicate on different platforms and to keep all the communication in a relevant place. Slack has a wide range of integrations with different systems such as Google Drive, Asana and Trello, which can be used to automate a range of processes.

Slack is free for small teams for an unlimited period. This enables access to 10,000 recent messages, 10 integrations with other apps, 5GB storage total and 1:1 voice and video calls between team members. The Standard Plan is USD \$8 per user, per month, which enables unlimited message history, unlimited integrations with other apps, 10GB storage per team member, and voice and video sharing - with screen sharing - for up to 15 participants.

## Atlassian

[www.atlassian.com](http://www.atlassian.com)

Communication Tools:	Basic
Document Collaboration:	Advanced
Project Management:	Advanced

Atlassian is a US based company that offers a suite of products for document collaboration and project management including Trello, Confluence and Jira.

### Trello

[www.trello.com](http://www.trello.com)

Trello is one of the most popular visual collaboration management apps and has embraced the post-it-note look and feel. It enables you to create projects and organise tasks (cards) in an easy to view board, that you can share with as many people as you like. You can assign people to the cards for each task, attach files, and start conversations about the tasks as well. Your team can reorder cards between project lists to track and show progress, which means you don't have to send emails or messages asking for an update.

Trello offers a Basic Plan for free, which enables unlimited personal boards, cards and lists, as well as a 10MB file attachment limit. For your team, you get 10 team boards and 1 power-up board - which includes calendars, custom fields and advanced reporting. The template feature in Trello is awesome, with templates for meetings, idea generation, planning and reviews.

The Business Class is available for USD \$9.99 per user, per month. This gives you unlimited team boards and power-ups, a wider range of features, and 250MB per file attachment. Trello integrates with a number of other platforms and apps.

### Confluence

[www.atlassian.com/software/confluence](http://www.atlassian.com/software/confluence)

Confluence is a content collaboration tool that can help teams collaborate and share knowledge efficiently. Content can be created from scratch, or you can use one of the huge number of templates that are readily available. Different to hierarchical content tools like Microsoft and Google, Confluence enables documents to be created and organised using spaces, pages or blogs much like a Wiki. Users can get work done together using a variety of content and file types, and can create content collaboratively using tags, likes and comments

to discuss specific parts of the content, agree on changes and finalise edits. Permissions ensure privacy and confidentiality where required.

Confluence is free for up to 10 users, with unlimited space and pages up to the 2GB file storage limit. The Standard Plan is USD \$5 per user, per month, for up to 5000 users with 250GB storage and support included. Confluence integrates with a number of other platforms and apps.

### Jira

[www.atlassian.com/software/jira](http://www.atlassian.com/software/jira)

Jira is an agile project management tool for more complex projects. If you're familiar with scrum and kanban boards, then Jira is the tool for you. Plan, track, and organise all your tasks and assign tasks to others.

Jira is free for up to 10 users, and gives access to scrum and kanban boards, customisable workflows and roadmaps, and 2GB storage. The Standard Plan is USD \$7 per user, per month, for up to 5,000 users and 250GB storage per month. Jira and Confluence can be integrated to use together, and Jira also integrates with a number of other platforms and apps.

## Asana

[www.asana.com](http://www.asana.com)

Communication Tools:	Basic
Document Collaboration:	Intermediate
Project Management	Advanced

Asana integrates communication, document collaboration and project management. You can create projects, create and assign tasks, set priorities and deadlines, invite team members to join a project, and track the project as it progresses. You can start a project from scratch or use templates as a starting point. Team members can comment directly below a task, which facilitates communication between team members in real-time. You can also upload documents into each project and Asana integrates with over 100 other platforms and apps.

Asana Basic is free for up to 15 people, allowing you to add tasks in a list or board view, include a calendar view, and assign tasks and due dates. The Premium Plan is AUD \$11.99 per user, per month, under annual billing for unlimited users. The Premium Plan includes more features, including timeline, administration console, custom fields and forms, and privacy settings for teams and projects. A free trial is available for the Premium Plan.



# Supporting Your People Through Change: 5 Leadership Practices to Focus On

Change brings both challenges and opportunities, and the need to support and lead your people well is critical during this time. As a leader, team manager or supervisor, your mindset, actions and communication will all play a key role in navigating this time successfully. Ensure your people feel supported by focusing on the five leadership practices of caring, connecting, communicating, celebrating and being at choice.

## Caring

Be mindful of the impact on employees, volunteers and clients during this time of change. Each person will move through the stages of change differently. To show you care, adjust your leadership style and 'manage to the one', depending on what each of your people need from you. The best way to find out how you can support them is to ask, 'How can I support you right now?' Actively listen and encourage team members to talk openly about their fears, concerns and emotions.

As different people transition through change differently, be mindful of their need for flexibility and focus on outcomes, not activity. Give your people the space to work in their own way. To support them through this process, put your focus on what outcomes you expect of them. They may not do their work in the same way or use the same method. Clarify what needs to be delivered, then give them the space to do it in their way.

*"Seek opportunities to show you care. The smallest gestures often make the biggest difference."*

**John Wooden**

## Connecting

Humans have a fundamental need to belong and feel a sense of connection. As a leader, you can foster these feelings

by intentionally connecting your people with each other, with yourself and with the journey the organisation is going on. Bring your team together regularly, ideally on zoom or skype, so they can support one another during this time of change. The support doesn't need to all land on your shoulders.

Invite your people to be part of the change and connect them to the challenges, issues and questions that are being raised. Ask them for ideas, opinions and solutions, and get them to be part of shaping what the new future looks like.

With many of your team working remotely, it's more important than ever to actively connect to your team individually, so make sure you schedule one-on-one conversations. It could be a short ten-minute phone conversation or a sixty-minute performance conversation. Sometimes people just need to hear your voice and hear that you're there for them. When you connect with each team member, ensure you ask them how they're doing and what they need from you. Make room for the human side of the relationship, not just the task side of the work.

*"In order for connection to happen, we have to allow ourselves to be seen, really seen."*

**Brene Brown**

## Communicating

In these times of uncertainty, how you communicate and what you share matters. Your people are looking to you for information and reassurance.

When going through change, a lack of communication creates fear and distrust, so be regular and frequent with your communication. Often people wait to send any type of communication until all the information is known and available. Don't make this mistake. It's more important to schedule in regular

communication, so your team can depend on hearing from you.

It is also important to choose the appropriate channel for your message and don't overly rely on email to communicate. Use various channels, as people will need to hear and see messages more than once to understand and hear them. You have many channels available; Facebook posts, newsletters, emails, phone calls, skype or zoom video calls, messages through apps including WhatsApp or messenger, Google Hangouts and Facebook Teams.

Ensure your communication is honest, transparent and compassionate. If you spin the truth or withhold information, you could create distrust or toxic feelings within your team. If you don't have all the information, then say that. You can communicate well with your team by:

- Expressing empathy - share genuine concern and compassion.
- Providing direction - tell people where the organisation is heading and what is expected of them individually.
- Creating meaning - explain why changes need to be made, and the positive impact the team are having.
- Asking for questions and feedback - provide regular opportunities to engage with your people in this way.

*"Communication leads to community, that is, to understanding, intimacy and mutual valuing."*

**Rollo May**

## Celebrating

Celebrating boosts wellbeing, and this is true for big milestones, as well as daily wins. Employees who are happier in their jobs are more productive, more engaged and contribute to delivering a higher level of service to clients.

[illegible]

...vid quia ut re pias ut dicit quid ut ut maioreque dera

[illegible]

Celebrating focuses your people on what they do have and what they're grateful for, rather than things that are negative, frustrating or out of their control. It also boosts confidence and increases motivation. Whatever you choose to celebrate, make sure it's appropriate for the team you're leading.

You can support your teams' sense of belonging by helping them share what they're grateful for. This positive focus on appreciating their day, their life, their work or the impact your organisation makes in the world, will create ripples of positive feelings while building team spirit. Celebrate with your team by:

- Sharing success stories – highlight work well done.
- Asking for lessons your people are learning during this time of change.
- At team meetings, asking your team to share, ‘What are you appreciating right now?’
- Expressing gratitude - show recognition to people who have gone above and beyond.

*"Let us be grateful to people who make us happy; they are the charming gardeners who make our souls blossom."*

## Being at Choice

In this time of uncertainty, how you lead matters. Your mindset, communication and behaviours have the biggest impact on how your team, volunteers and clients experience this change. You are always at choice as to what you're thinking, what you're saying and what you're doing.

Whether you see this time as an opportunity or a challenge is up to you – but your mindset impacts your team. You can choose how to view this changing time, and whichever way you do, will be how your people view it also. So, choose well.

The words you speak and write have an impact. Through your words you can empower and encourage your people, or you can disempower and disengage your people. Be mindful of the words you use, as they have a ripple effect across your organisation. Choose positive words and you'll make positive ripples. A useful reminder before you go into a conversation is to ask yourself the three gatekeeper questions from the Arab proverb: Is it true? Is it kind? Is it necessary?

Your behaviours also have a ripple effect across your organisation. As a leader, your job is harder during

times of change, but along with the responsibility of leadership, comes an opportunity to lead well. Good leadership will ensure your people navigate this change with hope and grace. Lead this change well by showing that you care, communicate and celebrate with your people, and choose positive thoughts, words and actions. How you lead matters.

*"Your team is a result of the choices you've made as a leader. If you want your team to change, you must first change."*

*Vanessa Davey*



As a catalyst, Vanessa partners with leadership teams to lead culture change through personal and leadership development. She loves facilitating conversations and learning experiences that spark insights, clarity and action.

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# Some Things Don't Change:

## 3 Key Volunteering Principles to Remember

While things are changing around us every day, and we need to bend and shift to meet the changing requirements, there are some key volunteering principles that remain the same. As you constantly adapt the way you involve and engage volunteers over the coming weeks and months, holding tight to these principles will help see you through.

### 1. Volunteers need to feel valued and appreciated.

Most volunteers will tell you that they don't volunteer for any reward and that they simply volunteer to give back or make a difference in their community. While this may be true, it doesn't mean that you can skimp on the appreciation factor. Even volunteers with pure motives, need to feel like their efforts are seen and are making a difference.

It's important to remember that people give and receive appreciation in different ways, so while your volunteers may not expect thank-you gifts or certificates of appreciation, that doesn't mean they don't want to be appreciated. They simply speak a different language of appreciation, or in other words, they look to feel valued in other ways.

There are four key languages of appreciation in the workplace: Words of Encouragement and Affirmation; Acts of Service; Quality Time; and Gift Giving. Each of your volunteers will respond to these languages differently, so it is important to understand, and act on, whatever language they speak.

As the social distancing restrictions go up and down, you will need to think creatively about how you demonstrate appreciation with your volunteers, but don't let that stop you! If you want

them to still be there on the other side of this crisis, make sure they feel appreciated for whatever ways they are supporting you during this time.

For more information about the Languages of Appreciation, as they apply to volunteers, email [courtney@exult.co.nz](mailto:courtney@exult.co.nz).

### 2. Volunteers need to be properly equipped.

As the way you involve and engage volunteers continues to change, you need to make sure that your volunteers are properly equipped for the changes. In a practical sense, this means making sure they have the necessary equipment to carry out their role safely, but it actually goes much deeper than that. In properly equipping your volunteers for the new normal, you may need to consider things such as:

- **Role Descriptions:** Do these need to be updated to ensure that volunteers properly understand how their role has changed?
- **Policies:** Are there new policies in place that need to be communicated with your volunteer team? Do new policies need to be developed for a new way of working?
- **Training:** Do your volunteers have the necessary skills or expertise to carry out their roles in a new way? What training needs to be provided and how can this be offered in the current environment?
- **Application and Induction Processes:** With unemployment set to rise, you may well find an increase in people looking for volunteer opportunities. How can you make sure that you are ready to accept volunteers in a way that leaves them feeling informed and equipped from the very beginning?

If you want your volunteers to succeed in their role, you need to give them the best chance of success. That means equipping them with the resources and information they need to do their job well.

### 3. Volunteers need to feel like part of a team.

Even volunteers who work solitary roles, need to feel like they are part of something bigger. That doesn't mean you need to have rah-rah team building calls every second day, but it does mean you need to communicate how they fit into the bigger picture. Simple things like creating a team directory or setting up a private Facebook group can help connect volunteers to each other. How much they engage in the conversation is up to them.

Another way to ensure volunteers feel linked in and a part of the team, is to ask them for feedback and ideas. With so many things up in the air, now is a great time to get their input about where to from here. How do they see things panning out? What opportunities do they see for their specific role? What challenges have they been thinking about and what, if any, are their ideas for working through them?

Allowing your volunteers to help shape the changes, will ultimately lead to an increased likelihood of implementation. In other words, if they are a part of developing the plan, you will have much better buy-in when it comes to putting the plan into action.

No matter what changes or challenges lie ahead, these key volunteer principles will remain the same throughout. When rethinking how you involve and engage volunteers in your organisation, make sure you keep these principles top of mind. Your people are the most important part of your organisation.



# Volunteering Through the Crisis and Beyond:

## Ask the Expert

The COVID-19 crisis has changed, and will continue to change, how your organisation goes about its business. As those changes unfold, they are likely to dramatically impact how you involve and engage volunteers. So, we decided to speak with one of our favourite Volunteer Experts – Andy Fryar, to see what he had to say about volunteering through the crisis and beyond.

**E:** *What immediate effect has COVID-19 had on volunteering and what impact do you think it will have once the initial crisis is over? In other words, what do you think organisations need to consider when planning their volunteer strategy moving forward?*

**AF:** It has been interesting to watch developments from the technology space in which I now work, and it's been unfathomable as to how quickly volunteer programmes have been shut and volunteer leaders asked to step aside.

Something I observed, especially early on in the C19 crisis, was just how many volunteer agencies appeared to have been caught with their pants down. For many, the move to a home-based office has left them languishing and their volunteers feeling isolated.

For years I have been speaking about the need for volunteer leaders and agencies to be more strategic in the management of their programmes, ensuring amongst other things, that they have robust cloud-based technology in place and communication channels that do not rely on hard copy newsletters or running a physical team meeting.

So, when we consider what this all looks like moving forward, I suggest

that one of the key lessons that agencies can learn from the pandemic, is to be more prepared for next time. Take the time to build the tools you need to move your leadership strategies to 21st century platforms – because these kinds of tools are not only valuable in a time of crisis, but in everyday leadership. It's my hope that the current situation might shine a light on this and be the catalyst to some real change.

More broadly, the question of what the impact on volunteering might be once this is all over is a fascinating one. Over the years, many of us have jokingly threatened that we would 'remove our volunteers to prove the impact that they really have on our agencies'. Well now that the unthinkable has happened, just what does that say to the decision makers? That our volunteers have been so critically missed and need to be better supported moving forward - or, in some situations, that some organisations can actually do without volunteers (or maybe not as many)?

I really don't know the answer to that question, but C19 will reveal many truths and I think we need to be prepared for all possibilities.

I believe that what is important, is that volunteer leaders need to be developing strategies now, for when their volunteers do eventually return. While many of us currently don't have the day-to-day responsibilities of leading and supporting our teams (at least not in a physical sense), it's a great opportunity to regroup and plan for what our volunteer programmes should look like once everyone is back on deck. In short, let's get on the front foot.

**E:** *Many charities, especially small charities, have put a hold on all volunteering until after the lockdown restrictions have been lifted and life is 'back to normal'. What are your thoughts about putting volunteering on hold during this time?*

**AF:** The impact of this really struck home to me while speaking to a former staff member of mine at the hospital where I led 1000 volunteers for nearly 20 years. I was informed that the volunteer programme had temporarily shut, and that this was the first time in the health service's 60+ year history, that volunteers were not on site.

C19 is changing the history of many organisations and their volunteer programmes, and I think that the fallout of this will be most interesting. I believe that this will change the face of volunteering in many organisations – exactly how, we will need to wait and see.

The first priority for any volunteer leader has to be the safety of their team, and so keeping volunteers away in many instances has been a necessary step. However, our responsibilities to our volunteer teams should not end there.

Over recent weeks, I have seen and heard some really great examples of how volunteer managers are continuing to engage with their volunteers; to forge virtual volunteering opportunities, to check in on their mental health and well-being, or simply for fun.

A friend of mine has been convening fortnightly international volunteer manager zoom meetings, to discuss these kinds of initiatives. We've had participants from Australia, New Zealand, United States, Canada, United



Kingdom and Ireland – and on one call, we even had former Australian Prime Minister Kevin Rudd join in! If you would like to learn more and join the conversation, visit Facebook and join the group called 'Volunteer Engagement Professionals - Connection & Camaraderie', or send me an email for details.

**E:** *For organisations who are continuing to involve volunteers throughout lockdown, what things do they need to consider in terms of engaging and supporting their volunteers?*

**AF:** Regardless of whether we are continuing to physically or virtually engage our volunteers during this time, it is important that we don't treat this time as a holiday. Our volunteers will still have expectations of our organisations, and of us as volunteer leaders. Quite frankly, for many volunteers, the fact that they can't volunteer also means that they can't mix with their social networks. For some, it also means that they are not feeling as validated as they do when contributing to their community.

So, it is critical that we continue to lead and support our teams. Connecting your team via zoom or other technology, even just for some virtual fun, is a great way for volunteers to engage with one another and feel they have not been forgotten. For those less tech savvy – call them! Check in. Their mental health is important. One thing I have been speaking about for many years, is the fact that we don't often have an opportunity to connect with our volunteer teams in a really personal and meaningful way. Well,

that opportunity is now! Connect and let them know you care.

Sadly, we should probably also have a contingency plan for how to react should one of our team fall victim to C19. I am sure this is the grim reality for many of our colleagues in the United States, the United Kingdom, and other parts of the world right now.

**E:** *What one piece of advice can you give organisations planning for the future of volunteering?*

**AF:** I want to offer two ideas – the first I already spoke about in my answer to question one. Make sure you start working on your technology and communication needs to ensure that moving forward, you can run your volunteer programme from anywhere, at any time.

My second piece of advice is to strategise now for how your volunteers may return.

It's unlikely that on day X, everything will suddenly return to a normal pre-COVID routine. It's far more likely that social isolation will be lifted gradually. For example, in week one you can have groups of five together, in week two you can have groups of ten, and then larger groups again after that.

What will this mean for how we reintroduce our volunteers back into our organisations? You will need to think about questions like:

- Who will we bring back first? Team leaders, those on the front line, decision makers?
- Will we require some sort of 'C19 clearances' before we can let our volunteers return?

- Will volunteers be required to undertake some additional hygiene training?
- Will volunteers need to agree to some new terms and conditions?
- Will we need to structurally change some of our physical layout to allow for social isolation or distancing?

Most importantly, how do we support volunteers and give the appropriate assurances that our agencies are a safe place to return to – especially those team members who may be a little more risk averse.

In short, have a plan and start developing that now. This is a great time to demonstrate sound leadership for our volunteers and on behalf of our volunteer involving organisations. I wish you luck!



## Andy Fryar

Andy Fryar has over 30 years experience in the volunteer management space and is passionate about driving the profession forward. He is the Operations Manager of Better Impact, the founder of OzVPM (Australasian Volunteer Program Management) and a former President of Volunteering Australia. He is the co-author of Volunteer Program Management: An Essential Guide, and has authored hundreds of volunteer related articles. In 2003, Andy was awarded the Centenary Medal, through the Australian Honours system, in recognition of his service to volunteerism in Australia.

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# National Volunteer Week - Te Wiki Tūao ā-Motu:

## 21 - 27 June 2020

The power and potential of volunteering, Mahi Aroha and social action shines through at times when our communities are stretched and challenged. New Zealand's COVID-19 response has demonstrated volunteers' extraordinary courage and kindness in uniting against COVID-19. This community collaboration helped inspire the theme for this year's National Volunteer Week: Te Hua o te Mahi Tahi - The Benefit of Working Together.

National Volunteer Week: Te Wiki Tūao ā-Motu (NVW2020) runs from 21-27 June 2020. It is an opportunity for our 1 million volunteers to be recognised and celebrated. To start your planning and to find everything you need to know about NVW2020, visit [www.nationalvolunteerweek.nz](http://www.nationalvolunteerweek.nz). There you can download all NVW copy and resources. Don't forget to use #NVW2020 in your promotion, and wherever possible, use the NVW2020 theme as the basis for all your activities and celebrations.

To help you recognise this important week, we've put together some ideas to help you start planning your NVW2020 activities. These ideas have been inspired by national and international National Volunteer Week campaigns, as well as some new ideas for this year. Pick and choose the ones that resonate with you.

### Collaborate

Connect with local community groups to create a combined NVW2020 campaign. A shared effort equals more impact!

### Host a Virtual Morning Tea

Share the same cupcake recipe with your team, so you can all share the same morning tea - even if you're not all in the same place. Encourage your team to ice the cupcakes in NVW2020 colours and then host a morning tea via Zoom or Skype.

### Thank You Cards

Send personalised thank you cards to each of your volunteers. Be sure to make the message specific and relevant to each individual. Generic, cut and paste messages don't have the same impact.

### Be the Chalk of the Town

Create NVW hearts and quotes all over the pavements in your community. You could ask volunteers for quotes about why they volunteer and who they volunteer for. Your hearts may help inspire others to consider volunteering.

### NVW Window Hearts

Print out NVW hearts and stick them over your windows at home, so people can see them from the street. You can download the hearts from [www.nationalvolunteerweek.nz](http://www.nationalvolunteerweek.nz).

### Certificate of Recognition

Use NVW as an opportunity to formally acknowledge your volunteers. You can download certificate templates from the NVW website or use the NVW branding online to create your own.

### Create Thank You Videos

Using technology, interview people in your community and ask them to share what your volunteers mean to them. Use an online tool like [www.animoto.com](http://www.animoto.com) to create a video you can share with your volunteers via email, website and social media.

### Poems for Volunteers

Write poems acknowledging your volunteers' impact and share them online. We were inspired by this whakataukī: He aroha whakatō, He aroha puta mai - If kindness is sown, then kindness you shall receive.

### Good News Stories

Contact local and national media with stories about your volunteers. They are even better when they're told from the perspective of your volunteers.

### Ask Your Volunteers

If you want to do something your volunteers will really appreciate, give volunteers options regarding how they would like to be acknowledged.

## A snapshot of New Zealand Volunteering Statistics

- The value of voluntary labour (or formal unpaid work) within New Zealand's Non-Profit Institutions was estimated to be \$4 billion in 2018.
- Volunteering hours have remained stable at 159 million per annum. The value of this volunteer labour is estimated at \$4 billion.
- Conversely, volunteer numbers were down from 1.2 million, to just over 1 million. So fewer people are doing more.
- In 2018, 89% of non-profits did not employ staff.

These statistics are from Statistics New Zealand's Non-Profit Institutions Satellite Account: 2018, relating to the value and contribution of volunteers operating within organisations. These figures do not include informal volunteering - volunteering that happens outside of an organisation.

You can view more volunteering statistics at [www.volunteeringnz.org.nz/research/volunteering-statistics-nz](http://www.volunteeringnz.org.nz/research/volunteering-statistics-nz)

## Did you know?

Volunteering New Zealand (VNZ) is the peak body for volunteering and volunteers in Aotearoa, New Zealand. Our mission is to support volunteers to enrich Aotearoa, New Zealand. We are kaitiaki of Mahi Aroha. VNZ works in a national advisory, sector leadership role and is part of the national volunteering response to COVID-19.

### Encourage Regular Interactions

Use NVW2020 to encourage regular interactions between your whole team. If you're a volunteer involving organisation, consider how regular team interactions between volunteers and paid staff help strengthen relationships. Create a team to enter online quiz nights or other community activities.

### Share your Volunteer Stories with VNZ

VNZ love receiving good news stories about volunteers and they can be shared on social media, VNZ's blog or the volunteering stories page. To see other volunteer stories, visit [www.volunteeringnz.org.nz/covid-19-actions/volunteering-stories/](http://www.volunteeringnz.org.nz/covid-19-actions/volunteering-stories/).

### Contact Your Local Volunteer Centre

Your local Volunteer Centre is the best place for learning about what online events and activities are happening in your region for NVW2020. You can find details for your local Volunteer Centre at [www.volunteeringnz.org.nz/finding-volunteer-roles/volunteer-centre-network/](http://www.volunteeringnz.org.nz/finding-volunteer-roles/volunteer-centre-network/).

As a volunteering community, now more than ever, we commit to manaakitanga and whakawhanaungatanga. National Volunteer Week 2020 is an opportunity for everyone to recognise all volunteers - whether volunteering for an essential service, virtual volunteering, people thinking about volunteering, or those that normally volunteer but have stayed home to save lives. Every volunteer is valued and

contributes to strengthening our communities.

Developing or building community capacity is one area that volunteers make a significant contribution to. New Zealand is the fourth most generous country in the world in terms of time spent volunteering. Research also shows that if you live in a community with high levels of volunteering, even if you do not volunteer, your subjective wellbeing will tend to be increased by all that goodwill and social capital building around you. That is worth celebrating!



### Sarah Macdonald

Sarah is Volunteering New Zealand's (VNZ) Marketing and Membership Manager. She leads the creation, organisation, and implementation of marketing and membership services at VNZ. Sarah has been with VNZ since early 2018, starting out as a communications volunteer. Sarah is passionate about recognising and valuing volunteers and managers of volunteers through VNZ's work.

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## Virtual Volunteering, Innovation and Collaboration

The COVID-19 response has seen a rapid shift to online and virtual volunteering, as more volunteer involving organisations innovate to deliver their services online, where they can. Volunteering New Zealand recognise volunteers' efforts in adapting and embracing technology, as well as more traditional forms of communication such as phone and email, and this has helped communities continue to work together.

There have been many webinars and online discussion groups, where volunteer involving organisations have come together to support and problem-solve about what the future of volunteering might look like.

Whether volunteering online or face-to-face, the essence of why people volunteer remains the same. Volunteering is all about being able to contribute some of your own time to help people or the planet. Volunteers are the heart of our communities!

He taonga rongonui te aroha ki te tangata - Goodwill towards others is a precious treasure.



# Learning As You Go:

## Constructively Evaluating your Response to COVID-19

Recently I was running an online workshop and we were talking about having policies in place to manage risk. One participant said, 'At the end of last year, if someone had said we should have a policy in place relating to a pandemic that would close us down for 4 weeks or longer, we would have all laughed'. It was a very valid statement and one, that I suspect, would be true for many organisations. However, I also had a conversation with an organisation that expects, and actively plans for, 10-year global shocks – specifically in relation to how a global shock will affect their finances. So, as a sector, we have all been prepared, or not so prepared, for Covid-19 in different ways.

As a Board, along with your Manager, you have an opportunity to learn from your response to Covid-19. What can you learn that might help you navigate through this ongoing, continuously changing, global shock? What can you learn that might help you prepare and respond differently to the next global shock - whatever that may be?

W Edwards Deming is quoted as saying, 'Learning is not compulsory; it's voluntary. Improvement is not compulsory; it's voluntary. But to survive, we must learn.'

This sums up the importance of ensuring we learn, adapt and improve as we navigate this crisis.

### How can you constructively evaluate your response?

Have you ever done something and then very quickly thought, 'I won't do that again'? Me too! Sometimes learning happens spontaneously, and the lesson learned - along with an appropriate solution - is obvious. However, that's not always the case.

In situations like we're in now, it's really helpful to have a structured process to help you review, learn and improve. There are many processes you can use to help you evaluate your response to this crisis, but the most important thing is to keep the process as simple as possible. Structure is helpful, but too much structure can be counter productive.

One simple, practical and effective process that I use a lot, is called Constructive Evaluation. The steps to this process are as follows:

#### 1. Write Down Your Area of Focus

Your area of focus is simply the area you are reviewing. You can be as specific or as broad as you like, provided that everyone is clear about what you are focusing on. Being specific will enable you to gather more detail about a narrow topic, whereas a broad area of focus will enable broader review. For example, you could focus on a narrow topic such as enabling the team to work from home, or a broad topic such as your overall response to the Covid-19 lockdown. It's usually a good idea to start broad and get more specific if you need to.

If you are starting broad, make a list of the major factors/categories/elements involved with your area of focus, so you can systematically focus on them all, without something getting missed. Get your team to help you generate a list.

#### 2. Identify What Worked Well

When reviewing your performance, it's easy to jump straight to the issues. However, to ensure the review is constructive, and that evaluation is carried out with an open mind, make sure that 'What Worked Well' is ring-fenced and celebrated. Always start with the positives and list as many positives as you possibly can. I often use the phrase 'Positive Until You Puke', or in other words, focus on the positives until you simply can't focus on them any longer.

#### 3. Identify Gaps, Issues and Concerns

Once you have listed all the positives, then – and only then – identify the gaps, issues or concerns you might have. However, it is important that you don't simply state the concern, but that you re-frame it as a 'How to...' or 'How could we...' statement.

For example, instead of saying, 'Not everybody's technology worked at home', you would re-frame it to be, 'How to ensure that everyone's at-home technology enables them to work from

home effectively'. This changes the statement into a task, as opposed to a barrier that de-motivates or overwhelms.

Framing statements as 'How to...' also breaks down larger issues into bite-sized tasks, that can be picked off one at a time for problem solving. Using the language of 'How to...' automatically kicks your brain into problem solving mode.

#### 4. Prioritise Gaps, Issues and Concerns for Problem Solving

Once all your gaps, issues and concerns have been identified, ask your team to vote for the five issues they think need to be problem solved first. From there, you can prioritise even further.

When it comes to problem solving, make sure you problem solve one concern at a time. When generating ideas, frame your thinking with, 'What you do is...' Using this language will help kick-start your brain into looking for specific and actionable ideas for solving the issue.

Once you have generated 6-8 ideas, check to see if there are any ideas that will solve the issue. If yes, write those ideas up into a solution. If no, keep generating 'What you do is...' ideas, then check back again.

### When could you use the Constructive Evaluation process?

Constructive Evaluation is a simple process, so in the thick of the crisis, it's a tool that your management team could use every day. What issues have come up and what ideas have been implemented? Those daily reviews would build into the final review and ensure that responses are continuously improving every day. It's also a great process for management to use before updating the Board at the end of each week.

At a governance level, it's a great process for the Board to use as the country moves between alert levels. What do you want to ensure continues? What has worked well and will continue to work well at the next level? What are the gaps, issues and concerns about moving levels – up or down?



Eventually, when a long-term new normal arrives, this process can be used to evaluate your total response to the crisis.

### How can you run a Constructive Evaluation session remotely?

While Constructive Evaluation sessions are most commonly facilitated face-to-face, the process can easily be navigated as an online meeting, using online collaboration tools.

Just last week, I ran a session using Zoom and populated a shared Word document that everyone could see. Listing pluses was easy, as was voting to prioritise the gaps, issues and concerns. Recording ideas to problem-solve the prioritised concerns all happened in one document.

This was a simple way to record the process, but if you are reasonably tech-savvy, you could also use specialised project management software such as Trello. Check that any specialised software will integrate with the collaboration tool you are using.

### Who should be involved in the evaluation process?

As this is a complex situation, it's a good idea to have a wide range of people involved in the evaluation process. At the very least, your Board and Manager should be working together, but you should be thinking much wider than that.

Ask yourself, in order to increase the likelihood of successfully implementing solutions, who needs to be involved in the process? Involving others from the start will ensure a higher level of commitment when it comes to implementing the way forward. Working through the process with others also gives you multiple perspectives when it comes to problem-solving gaps and concerns. Some people you may choose to include in the process are:

- People who are directly involved in the issue e.g. your team, department, cross-functional internal experts.
- Other Stakeholders e.g. people who use your services, volunteers, funders.

- People who are not directly involved with the issue, but who could contribute valuable thinking, experience and perspectives.
- People from an organisation that you believe dealt with the crisis well or in a way you could learn from.

When it comes to problem solving, don't be afraid to include people from outside of your organisation. They often bring solutions that are not hampered by internal assumptions or politics.

### What else do you need to consider?

When working through the evaluation, it is useful to consider external impacts such as political, economic, social/ demographic, technological, legal and environmental. What were the opportunities brought about by the external impacts? What were the threats from the external impacts? If you haven't included other stakeholders at different reviews, or as part of the review team, ensure you get their input here. How can you ensure that all the necessary voices are heard?

In the words of Roger Wilkins, 'We have no hope of solving our problems without harnessing the diversity, the energy, and the creativity of all our people.'



#### Megan Thorn

Megan is the Managing Director of Exult and has been using the Constructive Evaluation process with organisations for over a decade. She is passionate about supporting groups to learn as they go and is skilled at facilitating Constructive Evaluation sessions. If you would like to organise a session for your Board, get in touch for more information.

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## Why use the Constructive Evaluation process?

- It breaks down big issues into bite-size chunks.
- It helps create prioritised, focused problem solving and continuous improvement.
- It looks for positives first, enabling open minded evaluation.
- It ensures you capture and celebrate what has worked well – a very important step to gain perspective.
- When things feel hard going on a daily and weekly basis, identifying the wins can keep everyone motivated and moving forward.
- The process ensures the review is constructive and practical.



# Now What?

## Simple Steps to Reviewing Your Strategic Plan

Once the dust settles on the COVID crisis and you've made your way through the emergency phase, you will need to take some time to review your strategic plan. In my experience, a strategic plan review is best facilitated by an outside facilitator, as they are in the best position to manage discussions, challenge assumptions and ask tough questions. However, if you are unable to engage an experienced facilitator, there are some simple steps you can follow to carry out your own review.

### 1. Review Your Vision Statement

Your vision statement is what underpins your whole strategic plan and describes what your organisation is ultimately trying to achieve. It should be future focussed and describe not what you're delivering, but the outcomes of those deliverables. In other words, if your organisation was doing everything 100% right – and all your projects, programmes and services were being delivered impeccably – what would your community look like as a result? What would that mean for the people you serve?

When reviewing their strategic plan, many organisations jump directly to a SWOT analysis or similar process, but it is essential that you take time to review your vision statement and make sure that it is still relevant for your organisation. Is this still your overarching reason for being? Is this still the end-goal you are working towards? Does it need to be re-written to more clearly articulate what you are working towards?

A good vision statement is concise and uses everyday language to describe what you are trying to achieve. Powerful vision statements are ambitious and should describe what it would take for

you to feel like your work was complete. Some of our favourite vision statements include:

- A world free of breast cancer.
- Nobody is lonely in Lakewood.
- Every young person has someone who supports, and advocates for, their well-being.

When reviewing your vision statement, it is useful to keep in mind the words of Albert Einstein: 'If you can't explain it simply, you don't understand it well enough yet.' Keep unpacking what your organisation is really about.

### 2. Review Your Mission Statement

Once you have a clear, concise vision statement that is well understood, then you can review your mission statement. Your mission statement is a big picture statement that describes how you will make your vision a reality. In a general sense, what is it that your organisation does – or more accurately – will do, to create the desired outcome?

Your mission statement is not about listing every project, programme or service that your organisation is involved with, but it is a chance to look at those things collectively, and consider what business you are in. This helps ensure that your organisation stays committed to your core business and doesn't chase every good idea that crosses its path.

For example, Exult's vision is: 'Every non-profit in New Zealand working at their full potential.' That is our ultimate vision of success and if that vision was realised, our work would be complete.

There are lots of things we could do to help achieve that vision, but our mission statement – the statement that describes how we plan to make that vision a reality – is this: 'To provide practical training and support to the non-profit sector.' That means that our core business is training and support, so that is where we keep our focus.

Whenever we are given the opportunity to work with non-profits around the country, we always run it through this filter. If it doesn't fall into the realms of practical training and support, then it might be a good idea, just not a good idea for us.

When reviewing your mission statement think carefully about what you do or plan to do. Do you provide the programmes and services, or do you create/coordinate opportunities for others to do so? Is there a specific type of programme or service you provide? For example, advocacy, therapy or education? When reviewing your mission statement, it can be useful to think of it as, 'We are in the business of...' or 'We are on a mission to...'

### 3. Review Your Key Programmes and Services

Once you are clear on your vision and mission, you can start to review your key programmes and services. How well do they align with your vision and mission? Are there any you are delivering simply because of funding, when in reality, they do not align with your overall purpose?

When reviewing each of your programmes, you should be thinking about which of the programmes you want to grow, which of the programmes you want to cease or pull back on, and which of the programmes you want to continue at their current capacity. One way to consider these questions is to use a simple quad analysis, like the one pictured. This helps put your programmes in perspective and helps you identify where you may be experiencing mission drift.

Once you have reviewed your current programmes and services, spend some time exploring any new opportunities. Are there new programmes or services that you would like to focus on in the coming 12-24 months? Are there changes in the community that require you to deliver things in new ways? What might those new programmes look like?

## REVIEWING KEY PROGRAMMES AND SERVICES



You should end up with a list of key programmes and services you hope to deliver in the coming 12-24 months, and at what level. At this point it can be useful to use a traffic light system: Green programmes are ones you want to start or grow; Orange programmes are ones you want to continue as usual; and Red programmes are ones you want to stop or pull back on. This helps guide where you invest your time, energy and resources.

### 4. Review Your Critical Success Factors

In order to successfully deliver the programmes and services you have identified, you will need to have specific things in place. For example, you will need well trained staff or volunteers, you'll probably need some form of funding, you might need good connections with other organisations, a high profile in the community, or a certain level of trust and credibility with a government organisation.

Some success factors will be the same for all organisations, but you may also have things that are unique to your organisation or planned programme. For

example, you may need a permanent venue, specialised technology, or reliable transport.

When reviewing your success factors, start by writing a list of everything you need to make your programmes run successfully – including things that you may already have in place. Then, group those things into common themes and start ranking the success factors in order of importance. One way to do this is to use post-notes and move them up and down a virtual ladder by asking, 'Is this factor more or less important than this?'

Once you have prioritised your success factors, you can easily identify the most critical ones to focus on. Remember, you will have many important success factors and you will need to work on them all. However, this exercise helps you determine where you need to put most of your focus and resource over the next 12-24 months.

### 5. Set Your Strategic Goals

Now that you are clear on your vision, how you plan to make that vision a reality, and what you need to have in

place in order to be a success – you're in a good place to start thinking about your strategic goals. What specific, measurable goals do you need to work towards over the next 12 months? How will achieving these goals ensure your critical success factors are met? What is the logical impact on your programmes and services by focusing on these things?

Make sure any goals are specific and measurable, with progress expectations to deliver on. When your Manager is reporting to the Board, progress on these strategic goals should be a part of their report.

Remember, a strategic plan is not a 20-page document which outlines every aspect of your organisation. It is simply a big picture view of your ultimate destination, and outlines which paths and vehicles you plan to use in getting there. For a strategic plan to be effective, you need to trust your Manager on the ground to make the necessary day-to-day calls as they go along.





# Working from Home:

## Top Tips for Maintaining Good Mental Health

While many people experienced Level 4 without the ability, or opportunity, to carry on with work from home, most people in the non-profit sector will have been working remotely to some degree. You've probably established some initial routines and have some good practices in place to ensure productivity, as well as good mental health. However, it's one thing to work from home for a few weeks, it's another thing to think about it from a long-term perspective.

With restrictions set to go up and down, depending on the situation, working from home is likely to be a long-term requirement for many people in the sector. Check out our top tips for maintaining good mental health while you work from home.

### 1. Create a Designated Workspace

While you may have successfully worked from the dining room table over the last few weeks, setting aside a specific workspace is important. This helps create a physical cue which triggers your brain in and out of work mode. The key is staying out of your workspace once work is over, so if you want to use your laptop for fun, sit with it in a 'fun' part of the house.

If you don't have spare space to set-up a permanent office, you can still create a physical barrier between work and home, even at the dining room table. Simply get in the habit of packing up all your work material at the end of the day and put it somewhere out of sight. Move away from your temporary workspace, before using your laptop for recreation.

### 2. Organise a Second Screen and Keyboard

Most people are so used to working from their laptop that they don't see the need to connect to a second, larger screen – and for the longest time, I was one of those people! However, while a second screen may not be a necessity, it definitely makes your work easier and is far better for your overall health in the long-term. If you choose not to use a second screen, at least invest in a wireless keyboard so that you can set up your laptop ergonomically.

This kind of office set-up will also help with the brain trigger from work to home. Work time has a screen and keyboard, whereas during home time, computer use is on the laptop with no accessories.

### 3. Set a Ready for Work Routine

I am definitely guilty of working from bed, in my pyjamas, but it's not a good long-term strategy. If you've fallen into the routine of pyjama days, now is a great time to re-set your morning habits. Start re-setting your alarm and consider what you would be doing if you were heading out for work – exercise, meditation, breakfast, shower, work clothes.

Remember, you don't necessarily need to re-establish your old routine – it's about establishing a healthy long-term routine which is appropriate for the situation. Who knows, your new routine may end up healthier than the one you had prior to lockdown!

### 4. Stick to a Schedule

While it's tempting, and sometimes necessary, to work flexi-hours all over the day, sticking to a schedule will mean you are more productive and maintain

better mental health. This is particularly true during times like this, when there is a large degree of uncertainty everywhere else.

If you have the option to work your hours at any time, choose a time when you know you are at your best and can have some uninterrupted space. This may not necessarily be first thing in the morning, although studies show that for most people, it is. Get down to business before the rest of life distracts you.

### 5. Create a To-Do List

For some people, creating a to-do list is simply business-as-usual. However, if you're not usually a list-maker, this tip will make working from home so much easier.

Because the boundaries between work and home are blurred, it's easy to find yourself flitting between home jobs and work jobs – and every time you change focus, it takes time to get back to what you were doing. When working from home it's important to create a list with two columns; one for work and one for home. Consciously occupy yourself with only one list at a time.

### 6. Plan Your Eating

This may sound like a strange thing to consider, but it is something that long-term work-from-homers know is important. Without some sort of eating plan, it's tempting to head to the fridge every time you're stuck on something or want to procrastinate. Just as tempting, at the other end of the scale, is to keep working until the point of desperate hunger. With no normal break times to keep you in check, it's an easy habit to fall into.

An eating plan doesn't have to be super-strict or complicated, but by thinking ahead you can ensure you get good brain food at regular intervals, without using food as a distraction.

## 7. Share Your Work Plan with Family

If you have children at home, or your partner is also working from home, you need to share your work plan and set some realistic boundaries ahead of time. It's unfair, and largely impractical, to simply say, 'I'm working for the next few hours, so don't interrupt me'. This is hard enough for my husband to follow, let alone children!

One system that can work well is using coloured flags to indicate your availability. A green flag indicates that you're free to chat if they need something; an orange flag means you're busy but can be interrupted for a quick question; a red flag means you don't want any interruptions unless there's an emergency. (For children, especially, you might need to define what an emergency is.)

The key to making this system work is to change the flags regularly. If you're sitting on red or orange for an entire morning, every morning, it will soon lose its effectiveness. For more tips on managing interruptions, check out the sidebar.

## 8. Spend Time Outside

When working from home, it's easy to get caught up in your four walls and before you know it, you haven't been outside for days. At least when you're working from an office, you get a change of scenery.

While you have undoubtedly become accustomed to the joys of your backyard during Level 4, it's important that you keep up the outside habit – especially if restrictions on movement are still in place. An easy way to ensure you're getting outside is to change where you eat. Simply make sure that any coffee breaks are taken on the deck and not at your desk.

### Kerri Price

In the early days of Exult, Kerri worked from home with school-aged children and a work-from-home husband. Nowadays, she continues working on different projects from the comfort of her boat, where she has been living and working for 2 years.

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## Tips for Minimising Interruptions at Home

One of the hardest things to manage in a work from home environment is interruptions, especially if you have family at home at the same time. Check out our top tips for minimising interruptions at home.

- Share your workplan with family and set some realistic boundaries ahead of time.
- Create a workspace away from where others are working or playing. If you are working in a shared area, consider using a screen as a barrier.
- Wear noise cancelling headphones so you can't hear what's going on elsewhere in the house.
- Before heading to your workspace, check in with family members (especially children) about their immediate plans. Do they need to ask you anything before you head to your desk? Do they have everything they might need for the next little while? Anticipate any issues that might come up and give them the answers in advance.
- Use your breaks to check in with family members and have some connection time. If they know you will be checking in regularly, they will have less need to interrupt you between times.









# Food for the Soul:

## 5 Foods to Boost Your Feel-Good Factor

For many people, being stuck at home - with all this uncertainty - has led to a bit of a feeding frenzy. The Facebook memes, the sharing of new lockdown recipes, the photos of endless baking - they all give us a clue as to how central food has become to our daily life in lockdown. I don't know about you, but lately I've been constantly at the fridge, and I'm never sure whether I'm bored, anxious or actually hungry!

If you're in the same boat as me, (metaphorically of course - I actually live on a boat), then check out these five super-foods that will help boost your immunity and increase your feel-good factor. If we're going to be eating a lot, it makes sense to be eating well.

### Dark Chocolate

Let's start with the good stuff. Dark chocolate contains an antioxidant called theobromine, which is thought to boost the immune system by protecting the body's cells from free radicals. It also contains a decent amount of soluble fibre and is loaded with minerals such as iron, magnesium, potassium, zinc and selenium.

Magnesium plays a critical role in brain function and mood, and low levels of magnesium have been linked with depression and anxiety. So, if you're feeling a bit anxious with everything going on, you now have a good reason to have the occasional binge on chocolate.

A 100g bar of dark chocolate (70-85% cocoa) will give you 33% of your recommended daily intake of magnesium. Of course, you can get the same level of magnesium from a

cup of spinach, but where's the fun in that?

### Almonds

Without a doubt, almonds are on the good-to-snack list. Like dark chocolate, they are high in magnesium and antioxidants, but they are also high in vitamin E - a fat soluble vitamin that is essential for a healthy immune system. Half a cup of almonds provides 100% of the recommended daily intake of vitamin E, and about 50% of the recommended intake of magnesium. So, if you coat almonds in dark chocolate - just saying!

One way to increase your intake of almonds is to make homemade almond butter. There are loads of easy recipes online, but be aware that roasting almonds can lessen the value of important nutrients. Try out some raw recipes first.

### Avocado

Officially we're right at the end of avocado season, but if you're lucky enough to still get your hands on some, make the most of it. Avocados are full of the healthy fats you need for brain function and they are also packed with a bunch of vitamins, including vitamin C, B9, B6 and B5.

If you want to try something a little different, crush up some almonds and mix them into a mashed avocado. (It's kind of like crunchy peanut butter, but without the gooey, sticky texture and, of course, not so nutty.) Spread it on carrot or celery sticks and prepare to be in food heaven.

### Turmeric

Turmeric is a relatively new kid on the block when it comes to recognised health benefits, but the science is definitely showing good things associated with this spice.

The main active ingredient in turmeric is curcumin - which is a strong antioxidant with powerful anti-inflammatory properties.

Obviously, you're not going to be snacking on spoonfuls of turmeric each time you head to the fridge, but you might consider swapping one of your coffees for a turmeric tea or turmeric latte. Simply heat up some milk, spiced with turmeric, cinnamon and a dash of black pepper. If you need a bit of sweetening, try adding maple syrup or vanilla essence. It sounds a bit weird, but you may be pleasantly surprised.

### Seeds

All kinds of seeds - big, small, round, flat - whatever you can find. Not only are they high in the healthy fats needed for good brain function, they each have their own combination of super-powers in terms of vitamins and minerals. They make an excellent alternative to snacks like potato chips, and they add some extra texture to your morning yoghurt or smoothie.

If you want something super yummy to munch on, try making some dark chocolate bark with sunflower and pumpkin seeds. Simply melt some dark chocolate, stir in some sunflower and pumpkin seeds, then pour it all out onto a flat tray. Once it's completely re-set, break it into pieces and keep in the fridge.

Working through this new normal is a great opportunity to re-look at how you feed your body. But remember, everything is good in moderation - including moderation.



The following funding information has been gathered from various sources and to the best of our knowledge was correct at the time of printing. However, as funding dates change regularly, we recommend that you visit the funder's website directly to confirm dates.

For regular updates about potential funding sources, make sure you subscribe to Tonic Magazine. You'll get weekly updates right to your inbox. Check out page 44 or email [hello@exult.co.nz](mailto:hello@exult.co.nz) for details.

ORGANISATION	FUNDING ROUND	FOCUS AREA
<b>Harcourts Foundation</b> <a href="http://www.harcourtsfoundation.org">www.harcourtsfoundation.org</a>	Applications close <b>4 May 2020</b>	General Community National – where there are Harcourts offices
<b>Environmental Legal Assistance Fund</b> <a href="http://www.mfe.govt.nz">www.mfe.govt.nz</a>	Applications close <b>8 May 2020</b>	Help prepare, mediate and/or present Resource Management Act cases to the Environment Court National
<b>The Trusts Community Foundation</b> <a href="http://www.ttcftd.org.nz">www.ttcftd.org.nz</a> Limited funds available due to restrictions on bars and restaurants	Applications close <b>10 May 2020</b>	Arts, Heritage, Environment, Community Wellbeing, Education, Sport and Recreation National - where gaming venues are present
<b>D V Bryant Trust</b> <a href="http://www.bryanttrust.co.nz">www.bryanttrust.co.nz</a>	Applications close <b>15 May 2020</b>	Social Welfare Waikato
<b>Alexander McMillan Trust</b> <a href="http://www.gallowaycookallan.co.nz">www.gallowaycookallan.co.nz</a>	Applications close <b>15 May 2020</b>	General Community Otago
<b>Community Organisation Grants Scheme (COGS)</b> <a href="http://www.communitymatters.govt.nz">www.communitymatters.govt.nz</a>	Applications close <b>20 May 2020</b>	Social Services – includes operational costs National
<b>Acorn Foundation</b> <a href="http://www.acornfoundation.org.nz">www.acornfoundation.org.nz</a>	Applications close <b>25 May 2020</b>	General Community Bay of Plenty
<b>Trust House</b> <a href="http://www.trusthouse.co.nz">www.trusthouse.co.nz</a>	Applications close <b>25 May 2020</b>	General Community Flaxmere, Pahiatua, Masterton, Greytown, Porirua, Martinborough, Upper Hutt, Tawa
<b>Community Development Match Fund</b> <a href="http://www.tauranga.govt.nz">www.tauranga.govt.nz</a>	Applications close <b>31 May 2020</b>	General Community Tauranga
<b>Neurological Foundation Travel Grants</b> <a href="http://www.neurological.org.nz">www.neurological.org.nz</a>	Applications close <b>1 June 2020</b>	Assistance to attend conferences, meetings or seminars related to neurological research and education National
<b>TECT</b> <a href="http://www.tect.org.nz">www.tect.org.nz</a>	Applications close <b>1 June 2020</b>	Community Development and Community Events Grants Tauranga, Western Bay of Plenty
<b>Dragon Community Trust</b> <a href="http://www.dragon.org.nz">www.dragon.org.nz</a>	Applications close <b>10 June 2020</b>	Asian Communities Auckland, Hamilton, Tauranga, Rotorua
<b>Trust Waikato – Community Response &amp; Significant Capital Fund</b> <a href="http://www.trustwaikato.co.nz">www.trustwaikato.co.nz</a>	Applications close <b>12 June 2020</b>	General Community Waikato

ORGANISATION	FUNDING ROUND	FOCUS AREA
<b>Betty Campbell Accommodation Assistance Fund</b> www.wellington.govt.nz	Applications close <b>16 June 2020</b>	Social Wellbeing Wellington City
<b>National Heritage Preservation Incentive Fund</b> www.heritage.org.nz	Applications close <b>26 June 2020</b>	Heritage Preservation and Conservation National
<b>Jetstar Flying Start</b> www.jetstar.com/nz/	Applications close <b>30 June 2020</b>	General Community National
<b>Mazda Foundation</b> www.mazdafoundation.org.nz	Applications close <b>30 June 2020</b>	Environment, Arts, Education and Employment National
<b>The Thomas George McCarthy Trust</b> www.publictrust.co.nz	Applications close <b>30 June 2020</b>	Children, Young People, Elderly, Disadvantaged, Emergency Services Wellington, Wairarapa, Horowhenua, Manawatu
<b>Thankyou Charitable Trust Grant</b> www.thankyoucharitabletrust.org	Applications close <b>30 June 2020</b>	Local Community Projects Dunedin 9012
<b>The Thomas George McCarthy Trust</b> www.publictrust.co.nz	Applications close <b>30 June 2020</b>	Children, Young People, Elderly, Disadvantaged, Emergency Services Wellington, Wairarapa, Horowhenua, Manawatu
<b>WEL Energy Trust - Community Support Grants</b> www.welenergytrust.co.nz	Applications close <b>30 June 2020</b>	Community, Economic, Energy Hamilton City, Waikato District Council area and a small part of Waipa District Council area
<b>Waipa District Council Heritage Fund</b> www.waipa.govt.nz	Applications close <b>30 June 2020</b>	Heritage Protection and Restoration Waipa
<b>TECT</b> www.tect.org.nz	Applications close <b>1 July 2020</b>	Community Development and Community Events Grants Tauranga, Western Bay of Plenty
<b>J R McKenzie Trust</b> www.jrmckenzie.org.nz	Applications close <b>1 July 2020</b>	Disadvantaged, Maori Development, Social Justice National
<b>Mt Wellington Foundation</b> www.mwfl.org.nz	Applications close <b>1 July 2020</b>	Art and Culture, Children, Education, Elderly, Health, Poverty, Sport and Recreation, Youth, Local Communities Auckland
<b>Working Together More Fund</b> www.workingtogether.org.nz	Applications close <b>3 July 2020</b>	Collaborative Projects and Initiatives National
<b>Community Leadership Fund</b> www.communitymatters.govt.nz	Applications close <b>8 July 2020</b>	Strengthen Leadership in the Community Sector National
<b>Rehabilitation Trust</b> www.rwt.org.nz/How-to-Apply/	Applications close <b>15 July 2020</b>	People with Disabilities National
<b>D V Bryant Trust</b> www.bryanttrust.co.nz	Applications close <b>17 July 2020</b>	Social Welfare Waikato
<b>Community Trust of Mid and South Canterbury</b> www.comtrust.org.nz	Applications close <b>17 July 2020</b>	General Community (up to \$10,000) Mid and South Canterbury
<b>Lottery Outdoor Safety</b> www.communitymatters.govt.nz	Applications close <b>22 July 2020</b>	Outdoor and Water Safety National



ORGANISATION	FUNDING ROUND	FOCUS AREA
<b>Trust Aoraki</b> www.trustaoraki.co.nz	Applications close <b>31 July 2020</b>	General Community South Canterbury
<b>Page Trust</b> www.publictrust.co.nz	Applications close <b>31 July 2020</b>	General Community excluding Sport Palmerston North, Hamilton
<p>The following funders would usually be accepting applications as detailed below. However, due to restrictions associated with bars and restaurants, funding availability is uncertain and will be confirmed closer to closing dates. Continue to watch the Exult website and Facebook page for updates or check out the funders' website directly.</p>		
<b>Mt Wellington Foundation</b> www.mwfl.org.nz	Usually 6 May 2020 <b>Currently not accepting applications</b>	Art and Culture, Children, Education, Elderly, Health, Poverty, Sport and Recreation, Youth, Local Communities Auckland
<b>North and South Trust</b> www.nstl.co.nz	Usually 6 May 2020 <b>Currently not accepting applications</b>	General Community Tauranga, Auckland
<b>Blue Sky Community Trust</b> www.bluesky.org.nz	Usually 10 May 2020 10 June 2020 10 July 2020 <b>Funding rounds to be confirmed</b>	Art and Culture, Education, Safety, Sport and Recreation Auckland, Far North District, North Shore, Waikato
<b>Grassroots Trust</b> www.grassrootstrust.co.nz	Usually 29 May 2020 <b>Currently not accepting applications</b>	General Community National - where gaming venues are present
<b>Infinity Foundation</b> www.infinityfoundation.co.nz	Usually 2 June 2020 29 June 2020 <b>Funding rounds to be confirmed</b>	General Community National - where gaming venues are present
<b>Mt Wellington Foundation</b> www.mwfl.org.nz	Usually 3 June 2020 1 July 2020 <b>Funding rounds to be confirmed</b>	Art and Culture, Children, Education, Elderly, Health, Poverty, Sport and Recreation, Youth, Local Communities Auckland
<b>North and South Trust</b> www.nstl.co.nz	Usually 6 June 2020 6 July 2020 <b>Funding rounds to be confirmed</b>	General Community Tauranga, Auckland
<b>The Trusts Community Foundation</b> www.ttcftd.org.nz	Usually 10 June 2020 10 July 2020 <b>Funding rounds to be confirmed</b>	Arts, Heritage, Environment, Community Wellbeing, Education, Sport and Recreation National - where gaming venues are present
<b>Trillian Trust</b> www.trillian.co.nz	Usually 10 June 2020 10 July 2020 <b>Funding rounds to be confirmed</b>	Arts & Culture, Sports & Recreation, Health, Education Auckland, Bay of Plenty, Far North District, Manawatu, Marlborough, Nelson, Tararua, Rotorua, Tasman, Waikato
<b>Grassroots Trust</b> www.grassroots.co.nz	Usually 30 June 2020 31 July 2020 <b>Funding rounds to be confirmed</b>	General Community National - where gaming venues are present

**COVID-19 Funders' Response** For information about specific COVID-19 response funds, or for more details as to how specific funders are responding to the crisis, check out page 12.

While every effort has been made to ensure information given is correct at the time of printing, closing dates, funding availability and other details may change frequently. Always check with the funder before planning your applications.



# The Camel

A mother and baby camel were lying side by side, at the base of a tree.

The baby camel asked, "Mama, why do camels have humps?"

The mother camel considered the question and replied, "We are desert animals. We use our humps to store water, so we can survive when there is little water to be had."

The baby camel thought for a moment, then said,

"Why are our legs so long and our feet so round?"

The mama replied, "They are specially designed for walking in the desert."

The baby paused and pondered some more. Then, after a beat asked,

"Why are our eyelashes so long? Sometimes they get in my way."

The mother camel responded, "Those long thick eyelashes protect your eyes from the desert sand when it blows in the wind."

The baby camel thought and thought, then after a short while he replied.

"I see", he said. "So, our hump is used to store water in the dry desert. Our legs are made for walking through the desert dunes and our eyelashes protect our eyes from the desert sand. So, with all those things going for us, why do we live in the zoo?"

Just like camels, your staff and volunteers have a unique set of skills and attributes. However, for any of those skills or attributes to be of use, you need to make sure they are in the right place within your organisation. Otherwise, all those things go to waste.







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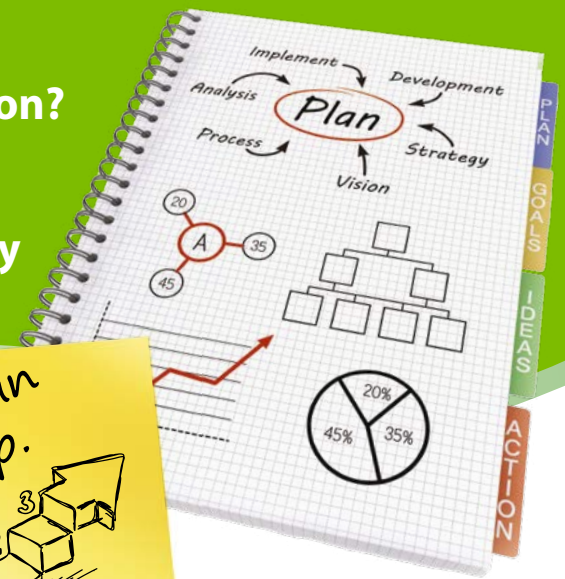
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Would you like a Strategic Plan that people actively refer to because it's written in everyday language without all the fluff and jargon?



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*In our one-day Strategic Planning Workshops, we work with your Board to clearly identify:*

### Your Vision:

If your organisation was doing everything 100% right, what would your community look like as a result?

### Your Mission:

If that's the Vision – how are you going to make it a reality? What's the big picture mission you are on?

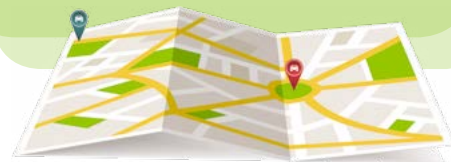
### Your Key Programmes, Products and Services:

What aspects of these activities should you be developing further?  
What aspects of these activities should you be continuing with as is?  
Are there any activities you should be stopping altogether?  
Are there any new activities you should be starting in the future?

### Your Critical Success Factors:

In order to successfully deliver the services you have identified, what critical things do you need to have in place?  
How will you make sure these factors are met?

*Completing this one-day session will give your Board a simple road map that they can easily refer to when moving your organisation forward. No fluff and jargon, just a clear direction that will keep everyone on the same track.*



What others say:

"Can I say a sincere thanks for making time available to work through this project with us. The value of a document like this is hard for me to put into words."

Trish Holdaway, Marlborough Community Development Trust

"Thank you for working with us yesterday. We came away feeling empowered and inspired about Mockingbird's future, with a realistic plan going forward. All still buzzing!!"

Robyn McLeod, Mockingbird BOP

"It was such a valuable opportunity for us all to get together and plan for the year ahead....the discussions that were started on the day were one of the most valuable things about the workshop. I feel confident that HF will be stronger and more sustainable going forward, thanks to the work that was begun at this workshop."

Tess Clarke, Healthy Futures



# Checklist



*"The secret of change is to focus all your energy  
not on fighting the old, but on building the new."*

*Socrates*

