Community Resource Kit Overview

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Part one - Introduction

CommunityNet Aotearoa is an online hub where you can find resources designed to strengthen community organisations - https://community.net.nz/.

One of the most used resources on CommunityNet Aotearoa is the **Community Resource Kit**.

The Community Resource Kit is a guide to setting up and running community groups in New Zealand. It is for community, voluntary and iwi/Māori organisations, from small or emerging groups to more established organisations, and all the workers, volunteers and advisors working with these groups.

The current online edition of the Community Resource Kit builds upon the Community Development Resource Kit first published in 1993 by the Department of Internal Affairs and Ministry of Social Development, and further revised in 2006. **An extensive revision of the kit was undertaken in 2018**.

You can find a list of the contents of the Community Resource Kit at https://community.net.nz/resources/community-resource-kit/contents-of-the-community-resource-kit/.

Disclaimer

The NZ Navigator Trust, along with the Department of Internal Affairs and Ministry of Social Development (the original publishers), have endeavoured to ensure that the information in this Kit is correct and up-to-date.

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Readers are reminded that the contents of this Kit do not constitute legal advice and therefore should not be relied on for that purpose.

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Part two - Contents of the Resource Kit

Topics covered in the Community Resource Kit

The contents of the Community Resource Kit are divided into topics or sections - these are briefly explored in this overview document.

Each of these topics are further divided into sub-topics detailing various aspects of interest to organisations and suggesting other useful resources you can explore.

Contents of the Community Resource Kit

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In this overview document we have included a link to each section on CommunityNet - these are shown as link icons

We also have a brief description of the content you will find in each section.

Although we will do our best to keep this overview document current, the online content of the Community Resource Kit will always be the best place for you to investigate the latest resources.

Getting started

Community groups or NGOs (non-governmental organisations), not-for-profit or non-profit organisations can be sports clubs, social service organisations, social clubs, marae committees, environmental lobby groups and charitable trusts.

Community groups have five distinguishing features:

- they have some organisational structure
- they are non-profit
- they are independent of government, although they might get funds from government
- they are self-governing, and
- they are non-compulsory.

Community and voluntary groups in NZ ⬀

A introduction to community and voluntary groups in New Zealand, the words used, culture and values, historical background and the community-government relationships.

- Introduction
- Words used
- Culture and values
- Historical background
- Māori community organisations

Getting started ⬀

Things to think about when you first consider setting up a community organisation.

- You have an idea
- Do some research
- Do some planning

Stages of development ⬀

The stages of an organisation's life cycle, development and typical characteristics.

Planning

https://community.net.nz/resources/community-resource-kit/introduction-to-planning/

Good planning enables you to clearly describe to people inside and outside the group your intentions, goals and progress. A plan enables your group to:

- go forward as a cohesive organisation with one vision
- be clear about whether you are achieving your goals or not
- be credible to others outside the organisation
- identify difficulties that can then be avoided.

Introduction to planning ↗

An introduction to planning and the planning resources available in the Community Resource Kit.

- Why plan?
- Planning resources
- Types of plans

Strategic planning ↗

Information about the strategic planning process, analysis tools, and drawing up your strategy.

- The process
  - New groups
  - Established groups
  - Mission vs vision
- Strategic planning tools
  - Situational analysis
  - PESTLE analysis
  - SWOT analysis
  - Stakeholder analysis
  - Force field analysis
- Drawing up your strategy

Operational planning ↗

An operational plan is the yearly business plan for your group - it has a more immediate focus than the long-term outlook of the strategic plan and is very specific.

- How to develop an operational plan

Project management/planning ⬀

Project management/planning refers to separate, distinct projects, events or programmes. These will link to the actions or activities in your operational plan.

1. Project initiation (or start-up)
2. Project planning
3. Implementation phase
4. Project closure

Marketing plan ⬀

A marketing plan forms part of the wider operational planning. It identifies how you will find out more about your customers/clients/supporters needs, how you will develop services to match their needs, and how you will let them know about your services.

Feasibility studies ⬀

Many community projects and programmes are started by the imagination and passion of one person, or group of people, wanting to make a difference in the community. A feasibility study is a good reality check, giving you some information about your chances of success, and possible pitfalls.

Risk management ⬀

A risk is a current or future factor or event that could negatively affect the project, service or programme you are planning. How can you identify and understand the risks so you can plan to deal with them?

Monitoring and evaluation ⬀

A plan is only useful if it works in practice. Monitoring and evaluation will help you assess this and give you information to improve the programme or service in the future.

- Monitoring
  - o Operational plan monitoring
  - o Monitoring services
- Evaluation
  - o What is it?
  - o Starting point for an evaluation
  - o Evaluation checklist
  - o Ensuring the evaluation is effective
- Reporting

Organisational Structures

https://community.net.nz/resources/community-resource-kit/introduction-to-organisational-structures/

This section of the Community Resource Kit provides some basic guidance and tips on a range of topics related to organisational structures for community groups.

It looks at everything from unincorporated groups to incorporated societies and charitable trust boards, as well as the less common formal structures, such as companies and Māori land trusts. Charities Services and related topics are discussed as well as how to dissolve your organisation and liquidation.

Introduction to Organisational Structures ↗

An introduction to organisational structures and the planning resources available in the Community Resource Kit.

Initial considerations for Organisational Structures ↗

Things to consider when deciding which organisational structure is right for you.

Characteristics of different legal structures ↗

A table to compare the different types of legal structures and their characteristics.

Unincorporated groups ↗

Information about unincorporated groups - the key features, rules and processes, advantages and limitations.

- Key features
- Rules and processes
- Advantages
- Limitations

Umbrella groups ↗

An umbrella group is usually a larger organisation that is an incorporated body and can provide resources and backing to smaller groups that work in similar areas and/or share similar goals. Information about umbrella groups and the advantages and disadvantages of this type of organisational structure.

- Advantages
- Limitations

Formal organisational structures ⤢

When a group chooses to formalise its organisational structure, it becomes a legal charitable (or not-for-profit) organisation. The two most common formal structures for New Zealand community groups are incorporated societies and charitable trusts. While the two formal set-ups have some differences, both of them establish a group as a legal entity that is separate from the people who formed or make up the group.

- Advantages
- Benefits of incorporation
- Separate legal identity
- Perpetual succession
- Limited liability
- Choosing the right structure

Incorporated societies ⤢

Information about incorporated societies, the key features and rules. The incorporated society is the second most popular organisational structure for New Zealand not-for-profit organisations, accounting for almost a quarter of all groups.

- Key features
- Rules
- Minimum requirements
    - Name
    - Objects
    - Membership
    - Meetings
    - General meetings
        - Annual general meetings (AGMs)
        - Special general meetings (SGMs)
    - Notice of meetings
    - Quorum
    - Running meetings
    - Decision-making
    - Committees
    - Officers of the society
        - Chairperson
        - Secretary
        - Treasurer
        - Other officers
    - The common seal
    - Finances
    - Powers
    - Surplus assets
- Final tips on rules

Process for setting up an incorporated society ⬀

An outline of the process for setting up an incorporated society.

Charitable trusts ⬀

A charitable trust is one of the main legal structures that community groups may consider as a way to operate. Find out about the three different types of charitable trusts and how to go about setting a trust up.

- Different types of charitable trusts
- Charitable purposes
- Key features
- Rules
- Rules checklist

Process for setting up a registered charitable trust ⬀

An outline of the steps for setting up a registered charitable trust.

Other organisational structures ⬀

Less common organisational structures that community groups may choose to use include companies, industrial and provident societies and Māori land trusts. For instance, companies are best suited to organisations that have a commercial aspect to them, such as a community-owned business.

- Companies
- Co-operative companies
- Industrial and provident societies
- Māori land trusts
    - Pūtea trusts / Whānau trusts / Ahu whenua trusts / Whenua tāpū trusts / Kai tiaki trusts

Charities Services and registration ⬀

Charities Services, which is part of the Department of Internal Affairs, promotes public trust and confidence in the charitable sector by registering and monitoring charities and processing annual returns. This section discusses the registration process.

- Functions
- Registration
    - Name
    - Charitable purposes
    - Qualification of officers
- Tax Exemptions

Dissolution and winding up ↗

Dissolution is the act of ending an organisation's existence as a legal entity. The process of liquidation differs depending on whether the incorporated organisation is an incorporated society, a charitable trust board or a company.

- Incorporated societies
- Charitable trusts
- Companies

Governance

https://community.net.nz/resources/community-resource-kit/4-1-governance-introduction/

In this section of the Community Resource Kit we cover how an organisation is run. It explores all the strategies, systems, processes and controls that enable a group to decide what it will do and how to make sure it happens.

Introduction to governance 🔗

An introduction to governance, including the core roles and functions and the governance resources available in the Community Resource Kit.

- Introduction
- Governance resources on CommunityNet Aotearoa
- Words used

Governance and management 🔗

Information about governance and its critical role to ensure that your organisation's governing body works well and that there is a clear and understood difference between governance and management.

- Effective governance
- Difference between governance and management
- Governing body/management relations
- Extra dimensions to governing Māori organisations

Roles and functions of a governing group 🔗

The model of governance may vary for each organisation but there are common core roles and governance functions that need to be considered by every group.

- Core roles
- Core functions
- Setting strategic direction and strategies
- Stakeholder relations
- Recruiting and evaluating the chief executive
    - Recruitment
    - Performance evaluation
- Being accountable to stakeholders
- Risk management
- Policy development

Governing body officers ↗

Information about governing body officers and the key role they have in your organisation.

- Who are they?
- Powers, duties and liabilities
- General powers and duties
- General liabilities
- Specific duties of a chairperson
- Specific duties of a treasurer
- Specific duties of a secretary

Managing governing body meetings ↗

Tips for managing governing body meetings to make them stimulating, fun and productive.

- Focusing on important strategic matters
- Agendas
- Special agenda items
- Information provided by the chief executive
- Minutes

Governing body processes ↗

Find out how to establish the right governing body processes for the smooth operation of your organisation.

- Recruitment
- Size
- Process for appointment
- Retention
  - Retention checklist
- Induction
  - Induction checklist
- Succession planning
  - Succession planning checklist
- Self-evaluation
  - Self-evaluation checklist

Policies

https://community.net.nz/resources/community-resource-kit/introduction-to-policies/

Policies are the guiding principles by which an organisation is run. They set out a group's kaupapa and tikanga (the core values and principles), and the processes by which the group operates.

Introduction to policies ⤴

What are policies and procedures and why do we need them?

- What's in this section?
- Words used
- Why have policies?

Developing policies ⤴

A healthy, well-run organisation will develop key policies to cover strategic (long-term/high-level) and operational (practical, day-to-day) matters. Policies are created for a definite purpose and linked to the group's mission, culture and values.

- Tikanga framework for developing policies
- Policy and procedures development process
    1. Set overall policy objectives
    2. Develop detailed policies
    3. Develop/review procedures
- Checklist of policies and procedures
- Template for writing policies

Important policies ⤴

There are four important policies most organisations will need to consider: health and safety, complaints, volunteers and Te Tiriti o Waitangi Treaty of Waitangi.

- Health and safety
    o Sample health and safety policy and procedures
- Complaints
    o Sample complaints policy and procedures
- Volunteers
    o Sample volunteer policy and procedures
- Te Tiriti o Waitangi Treaty of Waitangi
    o Writing a Treaty policy - some focus questions
    o Understanding the principles of the Treaty

Meetings

https://community.net.nz/resources/community-resource-kit/6-1-meetings-introduction/

Learn more about the different types of meetings and find out how to run efficient and productive meetings.

Introduction to meetings ⬀

Meetings are essential for discussions, sharing information, making decisions, solving problems and developing relationships.

- Types of meetings
- Formal meetings
- Less formal meetings
- Checklists for well-run meetings
    - Before the meeting checklist
    - During the meeting checklist
    - Chairperson/facilitator
    - Minute-taker
    - Ground rules
    - After the meeting checklist

Formal meetings ⬀

Formal meetings are often required by a group's constitution or governing rules. They have established agendas (what's to be covered) and procedures (what will be done).

- Annual general meeting (AGM)
- Agendas
- Procedures
- Voting rights
- Quorums
- Motions and resolutions
- Motions and amendments chart

Decision rules ⬀

We explore the process of deciding about something important in a group of people or in an organisation. Groups can have different decision rules - the ways the group reaches a decision.

- Difficulties in decision-making
- Why do difficulties arise?
- Managing conflict in a group
- Hui Māori
- Example of a hui held on a marae
- Flexibility of Hui Māori

Financial management

https://community.net.nz/resources/community-resource-kit/introduction-to-financial-management/

Financial management is managing money received or spent. Doing it well is essential to any community group's survival.

Introduction to financial management ⬈

An introduction to financial management and other financial management resources in the Community Resource Kit.

- Policies and procedures
- Key financial terms
- Uses of financial information
- Acknowledgements

Financial planning ⬈

Information about financial plans, budgets and cash flow forecasts.

- Financial plan
    - Budget
    - Cash flow forecast

Financial record keeping ⬈

More about the Treasurer's role and responsibilities, and record keeping.

- Treasurer's roles and responsibilities
    - Checklist of treasurer's overall duties
- Financial records
    - Receipt book
    - Filing income invoices and paid accounts
    - Petty cash book
    - Petty cash checklist
    - Sample petty cash book

Computerised accounting systems ⬈

A computerised accounting system allows organisations to manage their finances accurately and efficiently.

- Checklist for a computerised accounting system
- Chart of accounts
    - Sample chart of accounts
- Opening balances
- Names file
- Processing transactions

- GST processing
  - Sample GST invoice
- Bank reconciliation
  - Sample monthly bank reconciliation
- Cash book accounting system
  - Cash book checklist
  - Sample cash book

Financial reporting ⤢

This section covers monthly reporting, keeping track of grants, year-end financial statements and auditing.

- Monthly reporting
  - Financial reports
  - Sample monthly financial report
  - Other reports
- Keeping track of grants
  - Sample grants register
  - Sample schedule of expenditure against grants
- Year-end financial statements
  - The year-end process
  - Year-end checklist
  - Annual financial accounts
  - Auditing

Annual returns and financial statements ⤢

Information about annual returns and financial statements.

- Registered with Charities Services
- Not registered with Charities Services
- Incorporated societies
- Charitable trusts

Tax matters ⤢

Managing tax matters can be complicated and will be quite specific to different types of organisations. This section provides some basic tips on managing your tax responsibilities.

- Checklist of tax responsibilities
- Getting an Inland Revenue IRD number
- Income tax obligations
- Exemptions from income tax
- Resident withholding tax (RWT)
- Employment-related tax obligations
  - Registering as an employer
  - Deductions
  - PAYE

- - Monthly PAYE reconciliation
    - Student loan and child support deductions
    - Fringe benefit tax (FBT)
    - KiwiSaver
    - Payroll giving
- Goods and services tax (GST)
    - Taxable activities
    - Who must register?
    - Registering for GST
    - GST obligations
    - Checklist of GST obligations
    - Completing your GST return
- Accident Compensation Corporation (ACC)
    - ACC employers levy
    - ACC earners levy

Record-keeping

https://community.net.nz/resources/community-resource-kit/introduction-to-record-keeping/

A record is any information that's written or entered on paper, computer or other media. It includes information that you either must by law keep, or want to keep for a period. Deciding how to keep and maintain records, and who has access to them, is important if an organisation is to function well.

Introduction to record-keeping 🔗

Keeping good records helps you manage your organisation effectively and efficiently, and helps you make sound decisions - an introduction to record-keeping and the resources in the Community Resource Kit.

Organising your records 🔗

Information about how to keep and manage effective records for your organisation.

- What is a record?
- Start at the start
- Classifications of records
- Records to keep
    - Checklist of records to keep
- Records you must keep by law
- Historical records/archives
- Keeping records on computer

Organising your filing system 🔗

For your organisation to function well, it's essential to have an effective and efficient filing system. Whether records are filed in a computer, in the cloud, on a physical shelf or filed using all of these methods, they have to be readily accessible.

- Good filing systems
- Filing location
- Checklist for establishing a filing system
- Checklist for maintaining your systems

Keeping information safe and private ⬀

A computerised accounting system allows organisations to manage their finances accurately and efficiently.

- Information safety
- Avoiding gradual destruction
- Protecting against disaster
    - Disaster protection checklist
- Information privacy
- Privacy Act 1993
    - Information privacy principles
- Technology and digital guidance
- App development
    - Data safety toolkit
    - Using the cloud
    - Privacy statement development
    - Guidance on the use of portable storage devices
    - Use of data and analytics
- Information privacy checklist

Raising funds

https://community.net.nz/resources/community-resource-kit/introduction-to-raising-funds/

At some point, nearly every community organisation will need to raise money to be able to continue its work in the community or to carry out a special project. Raising funds is easier if you have a clear idea of what you need to do and how you'll do it.

Introduction to raising funds ⬀

An introduction to the steps involved in raising funds and the resources in the Community Resource Kit.

Fundraising plan ⬀

The most important step in successful fundraising is planning. Draw up a fundraising plan with strategies to achieve your goals.

1. First Steps
2. Once you've decided to raise funds
3. Now you're ready to ask for the money

Funding options ⬀

Funding can come and go, so it's important not to rely on a limited number of sources.

- Local fundraising activities
- Raising money through membership
- Donations
- Donor-Donee relationship
- Business sponsorships
- Professional fundraising consultants

Online fundraising ⬀

Your organisation needs to have an digital presence as people spend an increasing amount of time online.

- Starting out
- Fundraising ideas

Applying for funds ⬀

A guide and checklist to consider when applying for funding.

- Funding application checklist
- Application contents checklist
- Funding timeline
    - o Public funding information

Employment

https://community.net.nz/resources/community-resource-kit/introduction-to-employment/

Having a team that works well together is vital to any group's success in achieving its goals. Being a good employer can be complex - we look at the steps towards being a good employer.

Introduction to employment ↗

An introduction to good employment practice in the community sector and the resources in the Community Resource Kit.

Workplace wellbeing ↗

This project was a collaboration that explored ways to support the development and maintenance of good employment practice and relationships in the community sector. The project produced a series of best practice guides and sample resources to promote good employment practice.

Involving volunteers ↗

Volunteers, including governance members, often play a significant role and make a big contribution to the work and/or direction of an organisation.

- Reasons for volunteering
- Contributions of volunteers
- Planning for volunteer participation
- Volunteer policy checklist

Further employment information ↗

A list of more places to explore for employment-related information.

- Other employment resources

Communications

https://community.net.nz/resources/community-resource-kit/introduction-to-communications/

Communication is sharing ideas and information. An effective community group communicates with a variety of audiences including their own staff and volunteers, the local community, stakeholders and the public.

Introduction to Communications ⤤

An introduction to communications and the communication resources in the Community Resource Kit.

- Communication resources in the Community Resource Kit
- Communication tools

Your communications plan ⤤

Information about communications plans, the process, and a communications plan template.

- Communication planning process
- Your communications plan
- Communications plan template

Communicating via the media ⤤

The media (newspaper, online, TV or radio) is probably the most effective channel for voluntary and community organisations to communicate a message to the outside world - how do we best work with the media to tell the story of your organisation?

- Good relationships with the media
- What's newsworthy?
  - Checklist for approaching the media
- When the media comes to you
  - Media kits
  - Media kits for events
  - Photographs
- Media releases
  - Notice of event
  - How to write a media release
  - Media release checklist
  - Sample media release
  - Distribution
- Doing media interviews
  - General media interview checklist
  - TV and radio interview checklist
- Corrections and complaints procedures

Communicating with central government ⬈

One of the roles of community groups is to bring issues to the attention of government so they can be addressed at a national or local level through legislation. Community participation is a vital part of democracy, and community organisations represent people and opinions that might not otherwise be heard.

- Government policy development
- Lobbying
- Making a submission to a select committee
- The submission process
- Parliamentary inquiries
- Working parties / advisory groups
- Petitions to parliament
- Official information requests
- Writing to politicians

Communicating with local government ⬈

Local government has a responsibility for community well-being, which covers social, economic, cultural and environmental aspects. We look at the different ways to communicate with local government.

- Local government relationships
- Ways of having your say
- Local authority planning