*insert your nation, community or organiSation name here*

**GOVERNANCE Development**

**AND ACTION Plan**

This governance development and action plan is based on a strategic planning template that was developed by Dr Ian Hughes at the [Yooroang Garang](http://www.fhs.usyd.edu.au/yooroang_garang/): School of Indigenous Health Studies at the University of Sydney.

The original template was developed and adapted with input from many Aboriginal and Torres Strait Islander community workers who used it in a guided community development process.

This current template has been further customised to suit evaluation and planning for Aboriginal and Torres Strait Islander governance rebuilding.

**THIS GOVERNANCE**

**DEVELOPMENT AND ACTION PLAN**

**has been**

**authorised by the governing body**:

*List the meeting and resolution when this plan was approved by the governing body.*

Date:

**prepared by:**

*List the names of all the people who prepared this plan.*

Date:

**reviewed by:**

*List the names of all the people who reviewed and/or monitored this plan.*

Date:

*Name of nation, community OR organisation*

**CONTENTS**

**1. Some tips for filling out this template**

**2. Getting ready to plan for governance**

**3. Our governance vision**

**4. Our governance purpose**

**5. Our culture scan**

**6. Our governance values scan**

**7. Monitoring our governance environment**

**8. Our governance stakeholder analysis**

**9. Our governance SWOT analysis**

**10. Our governance action plan**

1. SOME TIPS FOR FILLING OUT THIS TEMPLATE

* You can adapt and customise this template to suit your circumstances.
* Many of the sections are best completed as group activities with your leaders, governing body and staff.
* You can fill out the template progressively or use different parts of it as needed.
* Delete the features that you don’t want and add in any new features you think you need.
* Read the instructions (they are in *italics*), then select and replace the text with your own information.
* Include your members and stakeholders in the process. The best presented and laid-out plan is a waste of time if it doesn’t reflect the needs of the people who will be affected by it.

2. gETTING READY to plan for governance

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| **Our commitment** | *Write a statement here indicating that the leaders and organisation will provide time and resources to the people to complete the governance planning and development process.* |

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| **Our GOVERNANCE planning AND Development team** | *List the names and positions of the people who will coordinate and carry out the steps in your governance planning and development.* |

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| **The stakeholders** | *List the people, groups and organisations that may be affected by this plan.*  *Use the information you’ve obtained from doing your stakeholder analysis (see**Section 5 in this plan).* |

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| **Time AND PLACE for planning** | *When and where will the governance planning and development team meet to do their planning?* |

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| **DECISION MAKING for planning AND Development** | *How will the team make decisions about the governance plan and its implementation?* |

3. OUR GOVERNANCE VISION

**SOME TIPS**

* Write down the vision you have for your governance here.
* A ‘vision’ is a description of what you would like things to be like in the future—what kind of governance do you want to have to achieve your goals? A governance vision shows you the direction you’re going in but doesn’t necessarily tell you how you’re going to get there.
* Do this part after you’ve worked through the ‘What can we do? Mapping your governance history processes’ resource in the toolkit.
* Work out your shared governance visions as early as you can in your planning process.
* Be clear and straightforward in your vision statement so everyone understands it. You can translate it into a different language, make it into a video or draw it on posters.
* Consider the cultural foundations that want your vision statement to support and strengthen.

**Statement: Our governance vision for our future is …**

4. our governance Purpose

**SOME TIPS**

* ‘Purpose’ refers to the practical result that you want to achieve. It’s about your intention or determination.
* A ‘statement of purpose’ often includes statements about the best practices, values and standards that you will adopt to accomplish the desired result.
* Answer each of the following questions, and then combine your answers into one statement of purpose.

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| **What** |  | *What kind of governance purpose (the desired accomplishment or intended result) does your nation, community or organisation want to have?*  *What kind of governance commitment will your leaders or governing body make to your members when they provide their governance arrangements?* |

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| **Who** |  | *Who does your governance represent?*  *Who will have the authority to lead your governance?*  *Who will benefit from it within the organisation, wider community, and nation?* |

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| **How** |  | *What will you do to meet this governance need?*  *What standards and best practices will you set for yourself?* |

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| **Why** |  | *What are the reasons for your governance?*  *Why is your strong governance needed?* |

5. our Culture SCAN

**SOME TIPS**

* ‘Culture’ is the system of knowledge, beliefs, traditions, customs, ideas, values, powers, laws, rules and meanings shared by the members of a society, nation or group, and which are expressed in the way they live.
* Organisations also have an internal culture.
* Different groups and organisations may have different cultural ways of practising their governance.
* This section will help you identify important similarities and differences in different cultures that might influence your governance.

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| **local group or community** | *Write a brief description of the important cultural groups and issues in your own nation or community that are likely to have an effect on your governance.*  *For example, are there several different cultural groups or are people all closely related? Are there different languages and land-owning groups who need to be accommodated in your communication strategies? Have other Aboriginal and Torres Strait Islander families or groups resettled in the community? Are there different cultural rules and governance values? Are there conflicts over governance in the community or group?* |

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| **Organisation** | *Write a brief description of the internal culture of your organisation.*  *An organisation’s culture has to do with its collective values, codes of behaviour, valued traditions, and shared views about its purpose, vision and accountability. People sometimes refer to it as the ‘personality’ of the organisation.*  *For example, is your internal culture strong and resilient? Is there a shared commitment to your goals and values? Do people work well together and value each other’s opinions and contributions? Is there internal tension or conflict?* |

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| **other organisations** | *Are there other Aboriginal and Torres Strait Islander organisations in your community or region? Write a brief description of the cultures of those other organisations.*    *Are they similar to your organisation’s culture or not?*  *What are the relationships between your organisation and others, and between your leaders and managers and theirs?* |

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| **public sector** | *Write some notes on the cultural values and rules of the key government organisations and agencies that you deal with in your community or region.*  *What are the main differences between your organisational culture and theirs?* |

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| **private sector** | *Write some notes on the cultural values and rules of the key private agencies that you deal with face to ace in your community or region.*  *What are the main differences between your organisational culture and theirs?* |

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| **governance implications** | *What are the implications of the cultural context that you’ve outlined above in terms of implementing your governance development plan?*  *Are there aspects that might affect, assist or pose a threat to your governance development initiatives?* |

6. our governance Values Scan

**SOME TIPS**

* A value is a principle, standard, priority or quality that people consider to be worthwhile or desirable. It also refers to the judgements we make about the worthiness, importance or usefulness of something. Value can be monetary, social, spiritual, natural, or moral and ethical.
* Values are the beliefs that people have an emotional investment in (either for or against). In different groups and societies some things are valued more highly than others.
* It is important to find out from your community and organisational members how they might judge the success and legitimacy of your governance arrangements.
* Your values regarding effectiveness and legitimacy may differ from those of your external stakeholders.
* This section will help you identify these differences and then consider how you can manage them.

### **our NATION, group or community VALUES**

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| --- | --- |
| **Name** | *What are the governance principles or values that your group or community has identified for its governance? List them here.* |
|  |  |
|  | *Copy or attach a written statement of values if one exists.* |
|  |  |
| **Source** | |

### **our organisational VALUES**

|  |  |
| --- | --- |
| **Name** | *What are the governance principles or values that your organisation has identified for its governance? List them here.* |
|  |  |
|  | *Copy or attach a written statement of values if one exists.* |
|  |  |
| **Source** | |

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| **other organisations** | *Are there other Aboriginal and Torres Strait Islander organisations in your community or region? Write a brief description of the values of those other organisations.*  *Are they similar to your organisation’s values or not?*  *What are the relationships between your organisation and others, and between your leaders and managers and theirs?* |

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| **public sector** | *Write some notes on the values and rules of the key government organisations and agencies that you deal with in your community or region.*  *What are the main differences between your organisational values and theirs?* |

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| **private sector** | *Write some notes on the values and rules of the key private agencies that you deal with face to face in your community or region.*  *What are the main differences between your organisational values and theirs?* |

|  |  |
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| **governance implications** | *What are the implications of the context that you’ve outlined above in terms of implementing your governance development plan?*  *Are there aspects that might affect, assist or pose a threat to your governance development initiatives?* |

7. MONITORING OUR GOVERNANCE Environment

**SOME TIPS**

* This will help you identify the important external stakeholders, trends and issues which influence your governance.
* Use the SWOT and stakeholder analyses to help you answer the questions here.

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| **Date** |  |

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| **our Global environment** | *Are there any new technologies, business practices, resources, information or international events that may affect, help or pose a threat to your governance development plan?* |

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| **National environment AND events** | *Are there any political events, Australian Government policies, economic, legislative or funding changes, or other elements that may affect, help or pose a threat to your governance development plan?* |
| **State environment AND events** | *Are there any political events, state or territory government policies, economic, legislative or funding changes, or other elements that may affect, help or pose a threat to your governance development plan?* |
| **REGIONAL environment AND events** | *Are there any political events, regional issues, local government programs, resource development negotiations or agreements, land rights or native title issues, or other elements that may affect, help or pose a threat to your governance development plan?* |

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| **Community OR local environment AND events** | *Considering social, family, political, community, external organisational and cultural influences, what expectations, roles and relationships, events and changes might affect, help or pose a threat to your governance development plan?* |

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| **Industry or service sector** | *Are there any trends, major changes, best-practice innovations and events in the industry or service sector you are working in (such as Aboriginal health, arts, education, local government, land management or housing) that might affect, help or pose a threat to your governance development plan?* |

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| **Key network environment** | *Are there are events or changes that might affect, help or pose a threat to the networks that you rely on to support your organisation’s functions and your governance development plan?* |

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| **Internal environment** | *What is happening in the organisation that might affect, help or pose a threat to your governance development plan?* |

8. Our GOVERNANCE STAKEHOLDEr ANALYSIS

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| --- | --- | --- | --- |
| **High influence (positive)** | **Rank** | **High influence (negative)** | **Rank** |
|  |  |  |  |
| **Low influence (positive)** | **Rank** | **Low influence (negative)** | **Rank** |
|  |  |  |  |

**Ranking: H = High M = Medium L = Low**

Stakeholders are the people and groups that have an interest or ‘stake’ in the success and legitimacy of your governance. They include, for example, other communities, organisations, leaders, powerful members of your group, beneficiaries, members, clients, government departments and officers, partners and private sector companies.

**SOME TIPS**

* Identify the main stakeholders that will affect or be affected by your governance plan.
* Analyse their positions. Are they supportive, enabling, undermining, antagonistic or neutral? Use this as a risk assessment tool to develop strategies to manage any problems that might arise.
* Draw a diagram that connects each of the stakeholders you’ve identified as critical to the success of your governance development initiatives to your planning team, and attach it to the strategic plan at the end of this section.
* Each stakeholder should have someone from your group or organisation who will lobby, inform, update and/or negotiate with them about the work you’re doing to rebuild your governance.

9. our governance SWOT Analysis

Use the strengths and threats identified in the stakeholder analysis to help you complete this SWOT analysis.

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| --- | --- | --- | --- |
| **Strengths** | **Rank** | **Weaknesses** | **Rank** |
| **Internal**  **External** |  | **Internal**  **External** |  |
| **Opportunities** | **Rank** | **Threats** | **Rank** |
| **Internal**  **External** |  | **Internal**  **External** |  |

**Ranking: H = High M = Medium L = Low**

10. our governance action plan

* Use the various self-evaluation check-ups in the toolkit to start identifying areas of your governance that you may need to improve or rebuild.
* Read toolkit Topic 3 (Getting started) and Topic 9 (Nation rebuilding). They contain ideas and processes you might find useful.
* Hold discussions with your members and organisational staff to get their input about what is working and what is not working in your governance.
* Use the table below to set out your overall governance action plan or to identify specific actions. Adapt its format to suit your needs.
* As an alternative, if you have several major governance rebuilding initiatives that you want to work on, you can put all the headings below onto a spreadsheet so you can see them all together.

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| **OUR governance ROLE responsIbility****Activity** | *List the governance roles, responsibilities and activities that the organisation provides for its nation, community and members, and has identified as needing improvement, strengthening or changing.*   1. *First function, responsibility or activity* 2. *Second function, responsibility or activity* 3. *Third function, responsibility or activity* |
| **governance ROLE responsIbility Activity** | *List the indicators of success you’ll use to track the progress of each activity you listed above.*   1. *First indicator* 2. *Second indicator* 3. *Third indicator* |

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| **OUR GOVERNANCE SITUATION NOW** | *Briefly describe where you are now with each of the roles and activities.* |

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| **WHERE WE WOULD LIKE TO BE** | *Briefly describe where you would like to be with each of the roles and activities.* |

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| **OUR broad strategies** | *This is the heart of your governance development plan.*  *List your strategic moves. These are your tactics—the most important things you will do to achieve your governance vision and goals.*  *List a few broad strategies here. The detail comes below.* |

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| **OUR Action plan** | *What do you think should be done?*  *List the specific actions that will achieve the strategies you have listed above.* |

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| **OUR Committment** | *Does your action plan have the approval of the governing body, CEO, nation and community?* |

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| **OUR Responsibility** | *Who will be responsible for implementing the plan?*  *You might list the different people who have responsibility for different areas of your plan’s implementation and coordination.* |

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| **OUR timeframe** | *When does the action need to be implemented?*  *When should people report on the progress being made against particular milestones that need to be met?* |

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| **OUR resources** | *List the resources (human, knowledge, skills, technology, natural, cultural, money and capital) that you’ll need to support the implementation of your plan.* |

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| **OUR Action taken** | *Report what you actually did —the actions you took.*  *You can break this down into separate reports for each set of activities and milestones that make up your plan.* |

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| **OUR Outcomes** | *Report on what happened after your actions were implemented.*  *You can report the outcomes for each action or set of actions and milestones.* |

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| **OUR Ongoing monitoring** | *Report on whether the planned change was sustained, and if not, why? What needs to be done to get it back on track?*  *This might lead to another action plan to get back on track with a particular initiative.* |