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Principles of Governance

Governance is the manner and style of how the elected Executive Committee exercises its authority, control and direction over the Society on behalf of the Membership. In doing so, the Committee must accept that they are jointly and severally accountable for four basic principles

- Understanding, protecting and promoting the Society's objects to maximise their achievement through a business strategy that is regularly reviewed
- Operating effectively as a team with a determination to make the best possible decisions by displaying the highest standards of trust, respect, and honesty, aligned with professionalism and commitment
- Complying with the requirements of the Incorporated Societies Act 1908
- Promoting the direction established by the National Executive of the RSA and harmonising the Devonport RSA's activities to ensure coherency between national and local objectives.

Trustees of trusts established by the Society under Rule 7(c) are separately accountable for the activities of their trust¹, but the trusts are administering assets given to them by the Members and the Trusts remain creatures of the Devonport RSA. Accordingly, they have a duty to the Members to act within the policy parameters established by the Executive Committee so that activities of the Committee and the Trusts are consistent and reinforce the Society's objects.

Governance principles apply to anyone acting as a Member of the Executive Committee or a Trustee of a Board of Trustees. Frequently, persons may be serving on the Executive Committee and on a Board of Trustees, and in such cases those persons must take great care that when acting in one capacity they do not:

- Compromise their position for the time being as a Member or a Trustee with any other capacity.
- Become involved in a conflict of interest, whether unintentional or not, because of their multiple Memberships.

Executive Committee Member's & Trustees Code of Conduct

Members/Trustees need to demonstrate ethical and professional conduct to maintain the confidence of the Membership. This commitment includes proper use of authority and appropriate action in both group and individual behaviour when acting as a Member or Trustee.

Members/Trustees must be loyal to the interests of the RSA and its Membership over and above:

- their loyalty to interest groups or Membership of other organisations
- their personal interest when acting as a consumer of the RSA's services

Members/Trustees must avoid actual or perceived conflicts of interest. Where a real or perceived conflict of interest arises, the conflicted Member/Trustee must not be involved with any decision relating to the relevant matter.

There must be no self-dealing or the conduct of private business or personal services between any Member and the Committee, or Trustee and their Board. Exceptions can occur only when there is openness, competitive opportunity and equal access to information.

¹ See Trustee Act 1956, Charitable Trusts Act 1957, and Charities Act 2005

Members/Trustees must not use their positions to obtain employment within the Devonport RSA for themselves or their family or their close associates.

Individual Members/Trustees do not have any authority to speak for the Committee, their Trust or the Devonport RSA when they interact with the public, the media or any other entities unless granted this authority by the Committee/Trust.

Members/Trustees deal with outside entities or individuals, and with each other using objective, ethical and direct communication.

Members and Trustees are well informed on the Rules of the Society and/or their Trust Deed respectively, the assets and liabilities involved, and ensure that all reporting, financial and otherwise, is accurate and not misleading.

Roles & Responsibilities in Governance

Executive Committee

The Committee has the ultimate responsibility for the Devonport RSA's:

Direction – establishing the direction of the Society to achieve the Objects

Continuity – maintaining stability in the management and implementation of the Society's Objects

Progress – setting the rate of progress in achievement of the Objects

Identity – securing community and stakeholder support and appreciation for the RSA's purpose and long-term direction

The Committee carries out its governance responsibility through the development and monitoring of policy. The four functions for which policies are developed are:

- Framework governance – determines organisational values and direction
- Self-governance – establishes how the Committee and Trusts will organise themselves and conduct business
- Operational governance:
 - Programme governance – establishes and monitors the results of service activities
 - Financial governance – sets policies for budgeting and financial reporting
- Advocacy governance – secures community and stakeholder support

The Committee meets its responsibility for:

- direction through its framework governance function;
- continuity through its self-governance function;
- progress through its operational governance function; and,
- identity through its advocacy governance function.

President

- Provides leadership to the Committee and ensures the Committee adheres to the Rules
- Chairs meetings of the Committee, keeps the discussion of each agenda item focussed, summarising issues when appropriate and keeps the meeting moving through the agenda, without stifling discussion, and ensures all motions are put and the decisions recorded correctly
- Evaluates the effectiveness of the Committee's decision-making process
- Orients new Members and recognises Members contributions to the Committee's work
- Acts as a signing officer for documents executed under Common Seal
- Leads the development and management of the Business Plan
- Plays a leading role in promoting the Devonport RSA in the community, among stakeholders and to the media as authorised
- Prepares a report for the Annual General Meeting of the Devonport RSA
- Orients the new President when succeeded in office

Vice President

- Acts in the absence of the President at all meetings and in executing other responsibilities
- Learns and observes the responsibilities of the President and keeps informed on key issues
- Supports the development and management of the Business Plan
- Orients the new Vice-President when succeeded in office

Secretary

- Organises the venue, date, and times for meetings, sends out notice of the meetings and prepares the agenda
- Advises the President when a quorum is not present for a meeting
- Collects and collates reports from sub-committees
- Calls for and receives nominations for positions for the AGM
- Takes the minutes of meetings and distribute minutes after meetings
- Receives, replies and files correspondence
- Maintains a database of financial Members in collaboration with the Treasurer
- Maintains files of legal documents such as rules, leases and titles
- Manages hall bookings, equipment loans and other miscellaneous activities
- Prepares and maintains the strategic plan
- Orients the new Secretary when succeeded in office

Treasurer

- Issues invoices, receives all monies due the Society and places the same to the credit of the Society's banking account
- Makes payments on behalf of the Society
- Keeps proper books of the accounts
- Prepares and submits to the Members at the AGM a duly audited statement of the financial affairs of the Society, and submits the approved accounts to the Registrar of Incorporated Societies
- Prepares a budget for the subsequent year by 1 November annually
- Renders the six-monthly GST return
- Maintains a database of financial Members in collaboration with the Secretary
- Orients the new Treasurer when succeeded in office

Welfare Support Advisor

- Assists Veterans, Ex-Service people, who may or may not be Members of the RSA, and Associate RSA Members and the spouses and partners of all these people with obtaining benefits, pensions, allowances and welfare assistance as required
- Maintains records of all Members seeking assistance on pensions and welfare matters and advocates on their behalf to the Poppy Day Trust for assistance as appropriate
- Remains familiar with the War Pensions Act 1954 and the War Pensions Regulations 1956, and any other legislation that might be useful to the Support Officer's tasks, e.g. the Social Security Acts and the Burial and Cremation Act 1964
- Assists Veterans and Ex-Service men and women with the completion of War Disablement Pension Application, Reassessments Applications and other forms
- Assists spouses who are potentially eligible for Surviving Spouse Pension with the completion of relevant forms and provision of supporting evidence
- Remains familiar with the workings of Veterans' Affairs New Zealand and the Case Management system
- Maintains a working knowledge of all relevant Work & Income Benefits, Allowances and Grants and RNZRSA Welfare application processes
- Provides all relevant information to the person undertaking the service section of a funeral for the RSA, including obituary information, and visits the bereaved spouse/partner to ascertain any needs
- Advocates to the Poppy Day Trust on behalf of Members seeking welfare-related financial support
- Provides input to the budget process of the Poppy Day Trust and advice on acquisition of equipment and material to meet welfare needs
- Orients the new Welfare Support Officer when succeeded in office

Each Executive Committee Member

- Attends all meetings of the Committee or makes timely apologies to the Secretary if an absence is unavoidable
- Prepares before any meeting by:
 - Reviewing the agenda, minutes of the previous meeting, and any agendum papers or reports
 - Preparing in advance questions on any agendum papers or reports, and the wording of any motions it is intended to put to the meeting
 - Arrives on time for the meeting and plays a full part in all discussions
 - Observes the Principles of Governance and the Code of Conduct
- Volunteers readily to serve on sub-committees and for other activities as appropriate

Sub-Committee Responsibilities

The established sub-committees and their roles are:

Strategy Sub-Committee

- Develops the components of effective framework and operational governance and the overarching direction of the Devonport RSA
- Liaises with the Boards of the Devonport RSA's trusts to promote unity and coherency in implementation of the strategic plan
- Audits the achievement of goals in the Business Plan and prepares the annual Statement of Service Performance

Membership Sub-Committee

- Reviews all joining and transfer applications for Membership and makes recommendations on their disposal
- Liaises with Members to ensure their service records and obituary details are kept current
- Makes recommendations on local, district and national awards and recognition
- Makes initial enquiries in relation to any disciplinary matters
- Initiates the Annual Evaluation

Functions Sub-Committee

- Initiates and manages social functions including their scheduling, catering and conduct, and arranges entertainment, raffles and other relevant activities as outlined in the Business Plan
- Recommends the cost to Members and any subsidy that should apply for a function
- Assists the Welfare Support Officer in arranging and conducting external trips and excursions for Members

Advocacy & Grants Sub-Committee

- Initiates and executes opportunities for enhancing the profile of the Devonport RSA and its place in the community as outlined in the Business Plan
- Leads the preparation and conduct of activities for Poppy Day and Anzac Day, including liaison with other stakeholders
- Seeks opportunities for Devonport RSA to participate in RNZRSA programmes that reimburse local involvement

The Devonport RSA Memorial Trust

The legitimate activities of the Trust are constrained by the stated charitable purposes of the Trust and the stated powers of the Trustees, and can be summarised as:

- a. To dispose or deal with any real or personal property.
- b. To borrow money on the security of any property.
- c. To pay all expenses and outgoings incurred.
- d. To let any property.
- e. To accept surrenders of leases.
- f. To manage the employment of persons providing services to the Trustees.
- g. To do other things which contribute to the stated charitable purposes.

Consequently it is important that the elected Executive Committee provides the over-arching policy direction for the Trustees, without in any way impinging on their joint and several duty as Trustees, so that the Trustees decisions can be kept consistent and coherent with the overall direction of the Devonport RSA.

In practice, the primary activities of the trust are centred on:

- Management and maintenance of the Devonia Building to protect the asset base of the trust and comply with the statutory requirements involved
- Management as a landlord of the leased areas
- Management of trust investments
- Management of charitable activities

It is only the last activity that has any direct and significant part to play in contributing to the achievement of goals in the Business Plan. This will be facilitated by liaison from the Executive Committee's Strategy Sub-Committee.

Board of Trustees

Chairman

- Provides leadership to the Board and ensures the Board adheres to the terms of the Trust Deed
- Chairs meetings of the Board, keeps the discussion of each agenda item focussed, summarising issues when appropriate and keeps the meeting moving through the agenda, without stifling discussion, and ensures all motions are put and the decisions recorded correctly
- Evaluates the effectiveness of the Board's decision-making process and the effectiveness of the contribution of sub-committees
- Orients new Trustees and recognises Trustee's contributions to the Trusts work
- Acts as a signing officer for documents executed under Common Seal
- Prepares a report for the Annual General Meeting of the Devonport RSA highlighting the achievements of the Trust over the year, and where appropriate, the contribution made to the Business Plan and the Statement of Service Performance.
- Orients the new Chairman when succeeded in office

Each Trustee

- Attends all meetings of the Trust or makes timely apologies through the Secretary if an absence is unavoidable
- Prepares before any meeting by:
 - Reviewing the agenda, minutes of the previous meeting, and any agenda papers or reports

- Preparing in advance questions on any agenda papers or reports, and the wording of any motions it is intended to put to the meeting
- Arrives on time for the meeting and plays a full part in all discussions
- Observes the Principles of Governance and the Code of Conduct
- Volunteers readily to serve on sub-committees and for other activities as appropriate

Supporting Officers

Normally the elected Secretary and Treasurer will serve the Trust in their respective capacities and perform similar duties to those listed for the Executive Committee, but this is an independent decision for the Board to take.

Sub-Committee Responsibilities

The established sub-committees of the trust and their roles are:

Finance Sub-Committee

- Prepares the annual budget
- Supervises the preparation of the annual accounts, their audit and approval by the Board, and their presentation at the AGM of the Devonport RSA
- Proposes new investments and the roll-over of existing investments

Building Sub-Committee

- Manages all aspects of repair and maintenance, cleaning, certification, compliance and appearance of the Devonia Building
- Initiates projects to maintain and improve the utility of the Devonia Building, including the leased spaces

Community Relationship Sub-Committee

- Manages the existing regime of scholarships, grants and donations
- Proposes new initiatives and provides recommendations on ad hoc requests for support from the Devonport Community or individuals

The Devonport RSA Poppy Day Trust

The legitimate activities of the Trust are constrained by the stated charitable purposes of the Trust and the stated powers of the Trustees, and can be summarised as:

- a. To pay the costs and expenses of the Trust.
- b. To deal with any land or personal property.
- c. To carry on any business.
- d. To invest surplus funds.
- e. To borrow money, with or without security.
- f. To resettle any part of the income or capital on trust
- g. To do other things which contribute to the stated charitable purposes.

Consequently it is important that the elected Executive Committee provides the over-arching policy direction for the Trustees, without in any way impinging on their joint and several duty as Trustees, so that the Trustees decisions can be kept consistent and coherent with the overall direction of the Devonport RSA.

In practice, the primary activities of the trust are centred on:

- Management of all aspects of the annual Poppy Day appeal
- Management of trust investments
- Distributing financial assistance to qualifying personnel seeking welfare-related support
- Management of other charitable activities

The third activity is the primary focus of the trust's existence and will contribute to the achievement of welfare-related goals in the Business Plan. The last activity may have a part to play in contributing to the achievement of goals in the Business Plan, but it is important that any actions do not duplicate or compromise similar activities undertaken by the Memorial Trust. This will be facilitated by liaison from the Executive Committee's Strategy Sub-Committee.

Board of Trustees

Chairman

- Provides leadership to the Board and ensures the Board adheres to the terms of the Trust Deed
- Chairs meetings of the Board, keeps the discussion of each agenda item focussed, summarising issues when appropriate and keeps the meeting moving through the agenda, without stifling discussion, and ensures all motions are put and the decisions recorded correctly
- Evaluates the effectiveness of the Board's decision-making process and the effectiveness of the contribution of sub-committees
- Orients new Trustees and recognises Trustee's contributions to the Trusts work
- Acts as a signing officer for documents executed under Common Seal
- Prepares a report for the Annual General Meeting of the Devonport RSA highlighting the achievements of the Trust over the year, and where appropriate, the contribution made to the Business Plan.
- Orients the new Chairman when succeeded in office

Each Trustee

- Attends all meetings of the Trust or makes timely apologies through the Secretary if an absence is unavoidable
- Prepares before any meeting by:

- Reviewing the agenda, minutes of the previous meeting, and any agendum papers or reports
- Preparing in advance questions on any agendum papers or reports, and the wording of any motions it is intended to put to the meeting
- Arrives on time for the meeting and plays a full part in all discussions
- Observes the Principles of Governance and the Code of Conduct
- Volunteers readily to serve on sub-committees and for other activities as appropriate

Supporting Officers

Normally the elected Secretary and Treasurer will serve the Trust in their respective capacities and perform similar duties to those listed for the Executive Committee, but this is an independent decision for the Board to take.

Sub-Committee Responsibilities

The established sub-committees of the trust and their roles are:

Finance Sub-Committee

- Prepares the annual budget
- Supervises the preparation of the annual accounts, their audit and approval by the Board, and their presentation at the AGM of the Devonport RSA
- Proposes new investments and the roll-over of existing investments

Welfare Sub-Committee

- Considers and makes recommendations on applications for financial assistance. The Sub-Committee is delegated authority to approve urgent cases of assistance, seeking retrospective ratification at the next Trust Board meeting
- Maintains equipment and materials for loan to infirm or incapacitated Members

Framework Governance

Core Values

The following have been established by the Committee

Vision

An organisation that is focused on delivering support to its Members and its community.

Mission

To optimise the level of support offered to its Members and to participate in the community through programmes and practices that generate respect for the organisation and its Members among the community and across the generations.

Outcomes

- Devonport RSA provides the highest quality support to its Members
- Devonport RSA is recognised as a valued member of the Devonport community for its support and leadership
- Devonport RSA is recognised as an effective contributor to the RNZRSA Business Plan.
- Devonport RSA is an organisation that employs best business practices and good governance.

Self Governance – Executive Committee

Elections

The process for election of the Executive Committee is contained in the Rules².

Post-Election Evaluation

The Committee must examine itself following each election to confirm that those elected have the required breadth of skills and experience to execute the mission of the Devonport RSA. If not, the Committee must consider co-opting additional personnel on to the Committee to cover deficiencies. A general list of proficiencies that the Committee should collectively possess includes:

EXPERIENCE

- Strong corporate governance experience
- Understanding of and experience in the Not-for-Profit sector
- Community/stakeholder influence and connections
- Broad business experience

ATTRIBUTES

- Independence and inquisitiveness
- Ability to establish quality relationships
- Ability to work as a professional team
- Strong outcomes focus
- Strong stewardship orientation and customer focus

SKILLS

- Ability to think strategically
- Analytical, critical reasoning and problem solving skills
- Strong financial literacy and analytical ability
- Oral communication skills
- Ability to understand and relate to stakeholders

Additional personnel co-opted to the Committee should be selected on their ability to add value in a specific area that Committee consensus has determined requires strengthening. The number of co-opted Members should not exceed two at any one time. Co-opted Members should not be providers of trade or professional services that the Committee may use.

Induction

All Members, whether directly elected or co-opted, are expected to contribute to Committee meetings to the best of their ability. To facilitate this, the President will guarantee new Members a thorough orientation into the affairs of both the Committee and Devonport RSA as a whole, including any current concerns, the current financial position, and other existing issues.

Prior to attendance at their first Committee meeting, new Members will:

- receive a copy of the *Governance Manual*, a copy of the previous year's accounts, an up-to-date copy of year-to-date financial statements, and the Business Plan;
- meet with the Chairperson for a governance familiarisation; and,
- meet with the Secretary for an operational familiarisation.

² Rule 26 et seq

Conflicts of Interest

The Committee places great importance on making clear any existing or potential conflicts of interest for its Members. All such conflicts of interest shall be declared by the member concerned and officially documented in a Conflicts of Interest Register kept by the Secretary³. Accordingly:

- Any business or personal matter which is, or could be, a conflict of interest involving the individual and his/her role and relationship with Devonport RSA must be declared and registered in the Conflicts of Interest Register;
- All such entries in the Register shall be presented to the Committee and minuted at the first Committee meeting following entry in the record;
- Where a conflict of interest is identified and registered, the Committee Member concerned shall not vote on that issue. Only with the unanimous agreement of the Committee may the member concerned participate in any Committee discussion on that topic. Failing such agreement being reached, the individual shall leave the room;
- When the President is aware of a real or potential conflict of interest involving one or more Members, the President must take whatever steps are necessary to ensure that the conflict is managed in an appropriate manner according to this policy; and,
- When a conflict of interest concerns the President, the Vice-President shall be responsible for managing the conflict.

Individual Members, aware of a real or potential conflict of interest of another member, have a responsibility to bring this to the notice of the Board.

Examples of conflicts of interest are:

- When a Committee Member or his/her immediate family or business interests stand to gain financially from any business dealings, programmes or services of the Devonport RSA.
- When a Committee Member offers a professional service to Devonport RSA.
- When a Committee Member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage or the knowledge is used to advantage any family member or acquaintance.

Meeting Procedure

Meetings of the Committee will occur more or less monthly. The Secretary will draft the agenda for the meeting and shall be sent to Members at least three days before the scheduled time. Normally the agenda will comprise:

Call to Order
Apologies
Confirmation of minutes of the previous meeting
Matters arising from the minutes
Correspondence
Financial report
Other reports
General business
Other business
Date of the next meeting
Close

The quorum for meetings of the Committee is five⁴, not including co-opted Members. The business of the meeting shall be conducted in accordance with the generally accepted procedure for meetings, commonly called Renton's Rules⁵.

³ See Delegations to the Secretary

Minutes of the meeting shall be recorded by the Secretary and sent to all committee Members, whether present or not, within seven days of the meeting date.

Submissions from Ordinary Members

Ordinary Members are encouraged to submit ideas, suggestions and comments about the Society, its Rules and its governance. In particular, suggestions for the Business Plan are particularly welcome. Suggestions that have implications for the Memorial Trust or the Poppy Day Trust will be considered by the Executive Committee in the first instance, before the trust is asked to consider any idea.

Suggestions may be submitted formally or informally, i.e. verbally or by email, to the Secretary who will raise an agenda item for the next Executive Committee meeting. Minutes of the meeting are posted on the hall noticeboard so that the outcome of any suggestion is available to all Members.

Annual Evaluation

The Committee will carry out a formal evaluation of its activities annually. This will be initiated by the Strategy Sub-Committee and done in three parts:

Internal evaluation:

This will look at how the Committee works together and will include:

- assessment of each Committee Member by all other Members; and
- self-assessment by each Committee Member.

External evaluation:

- assessment of the performance of the Auditor and any other adviser that has given significant service during the year such as the legal adviser.

Strategic evaluation:

- assessment of overall performance against the Business Plan and development of the Statement of Service Performance

The evaluations and recommendations of the Strategy Sub-Committee will be discussed at a subsequent Committee meeting and resolutions passed to recognise superior performance or correct any areas of unsatisfactory performance.

Following the review, the Committee may also consider any subsequent action thought fit including, but not limited to, any:

- changes to honoraria
- changes to job descriptions
- changes to delegations
- implementation of any monitoring regimes to correct unsatisfactory performance

⁴ Rule 36a

⁵ Renton, N.E., Guide for Meetings and Organisations

Delegations to the Secretary

The Secretary is delegated the power or responsibility for:

1. Attending to all routine correspondence except issues of policy for which direction from the Committee is appropriate
2. Providing all functional and administrative arrangements for meetings of the Committee
3. Committing expenditure for goods and services for activities that are within the approved budget up to 110% of the budgeted amount for:
 - a. individual items up to \$500;
 - b. individual items over \$500 approved by the Committee for which competitive quotations have been obtained;
 - c. executing contracts for activities and projects approved by the Committee
4. Managing the processes for the hire of the hall
5. Meeting all reporting requirements of the Registrar of Incorporated Societies and the Charities Commission
6. Maintaining the Conflict of Interest Register
7. Maintaining the Common Seal Register

Delegations to the Treasurer

The Treasurer is delegated the power or responsibility for:

1. Making payments for:
 - a. Goods and services verified as received for approved activities
 - b. Reimbursement of sundry expenditure
 - c. Taxation requirements
2. Completing and executing six-monthly GST returns
3. Providing all accounting material and other documentation required by the Auditor promptly and completing the Annual Accounts before mid-February each year
4. Investing surplus funds in term deposits with New Zealand banks in accordance with Committee decisions

Operational Governance

Programme Governance

Programme Governance disciplines provide the means by which the Committee executes their desired policy initiatives. Perhaps the over-riding arena where the Committee may be called upon to demonstrate their application of good governance practice is in the process for selecting and prioritising activities. A very large part of an organisation's investment will be made through programmes of work and it is therefore essential that the organisation is able to show that a logical and rational process for programme selection and prioritisation has been followed in all cases.

Planning Cycle

To achieve its governance outcomes in a manner consistent with its policies, the Committee will follow programmes that focus on issues in its Business Plan.

Fig 1 provides a diagrammatic representation of the major events in the annual planning cycle.

Planning Documents

Business Plan

The Business Plan is a spreadsheet of activity and forecasts that covers the current year and two out-years. The out-year forecasts of indicative activity allow early development of next year's budget and a clear indication of future intent. It shows the emphasis that will be placed on the achievement of outcomes in the strategic areas at a steady or greater or lesser delivery of their contributory elements each year. This allows the Committee to alter the emphasis over time of individual outcome achievement, which may be necessary because of factors such as:

- Increasing or decreasing requirements from the National Council
- Increasing or decreasing economic circumstances affecting financial forecasts
- Changes in emphasis by community stakeholders
- Domestic circumstances, including changes in Membership profiles

The Business Plan also provides the benchmark by which measurement for the construction of the Statement of Service Performance is conducted.

Fig 1 – Annual Planning Cycle: Major Events

Planning Cycle			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			Administrative											
1-Apr	AGM			↓										
Var	Public holidays		↓↓↓	↓		↓		↓				↓		↓
Operational														
20-Apr	Poppy Day				↓									
25-Apr	ANZAC Day				↓									
11-Nov	Remembrance Day												↓	
Financial														
15-Jan	Previous year's accounts closed and given to the Auditor		↓											
15-Feb	Audit completed. Society accounts accepted by the Executive Committee for presentation to the AGM for approval. Trust accounts approved for tabling at the AGM			↓										
4-Mar	AGM			↓										
1-Nov	Approve the budget for the following year												↓	
31-Dec	End of Financial Year													↓
Strategic														
1-Feb	Conduct evaluations of last year's performance			↓										
15-Feb	Complete Statement of Service Performance for AGM			↓										
1-Nov	Complete Business Plan for the following year												↓	

Reporting Documents

Statement of Service Performance

The Statement of Service Performance (SSP) is a companion document to the annual financial statements. Together they provide a powerful way to promote better understanding and debate about how resources were used, what was achieved in comparison to what was planned, and how to improve future performance. By doing so, they have the potential to create greater trust and confidence in the work of Devonport RSA.

Financial Statements

The following statements will be prepared and audited

- Statement of Financial Performance
- Statement of Movements in Equity
- Statement of Financial Position
- Statement of Accounting Policies

Financial Governance

Introduction

Not every member of the Committee is required to be an accountant or to be fully versed in accounting rules, techniques, standards, and practices. However, every member does have equal legal liability and responsibility for the financial success and sustainability of the organisation. Every member therefore needs:

- a general understanding of financial management;
- an understanding of how the organisation is meeting its goals; and,
- information about the organisation's performance.

Budgeting

A budget will be prepared by the Treasurer, in consultation with the Secretary, for Committee consideration at its November meeting. The budget will support the workplan for the subsequent year contained in the Business Plan.

Reports

The Treasurer will provide two types of reports to the Committee – management reports and annual financial statements.

Management reports will be presented to every scheduled meeting of the Committee and consist of:

- Year-to-date reports of income and expenditure against budget, noting significant items of variance and proposals for correction of under-resourcing and over-expenditure if they are caused by a volume deviation rather than a timing variation.
- Accounts payable for approval above a de minimus level of \$50 other than routine payments.

Annual financial statements, audited as required, will be presented to the Committee by 15 March for endorsement. They are then presented to the Annual General Meeting of the RSA in early April, accompanied by the Statement of Service Performance, and consist of:

- A Statement of Financial Performance
- Statement of Movements in Equity
- Statement of Financial Position
- Statement of Accounting Policies

Following adoption at the Annual General Meeting, the Secretary will forward the annual financial statements to the Charities Commission by 1 May.

Authorisation of Expenditure

The Secretary is authorised to commit expenditure against budgeted items, up to 110% of the planned expenditure of a line item for:

- a. individual items up to \$500;
- b. individual items over \$500 approved by the Committee for which competitive quotations have been obtained;

- c. executing contracts for activities and projects approved by the Committee

Committal of urgent expenditure over 110% of a budgeted item may be approved jointly by the President and one other Committee member (other than the Secretary or Treasurer), but must be reported to the Committee for endorsement at its next meeting.

Payments

The Treasurer is the normal sole signatory for payments made from the organisation's bank account. Alternative signatories are registered to cover for periods when the Treasurer is absent. Payments may be made for:

- GST-compliant invoices for goods and services that have been certified as received by the Secretary
- properly receipted reimbursements for sundry expenditure
- taxation requirements such as GST, and PAYE , FBT and Scheduling payments if any

Any irregularities in the bank account or invoices presented for payment are to be brought to the Committee's attention by the Treasurer at the earliest opportunity.

Advocacy Governance

Public comment

Only the President is authorised to comment publicly on the affairs and policies of the Devonport RSA.

Immediately following any public statement, whether reported by the media or another entity or not, a verbatim record of the statement made shall be sent to all Committee Members.

Relationship Management

Devonport RSA must maintain an active and successful relationship with other organisations and entities throughout the Devonport community. Any organisation with which a relationship is appropriate is a partner to the Devonport RSA achieving its Vision and Mission.

The focus of relationship management is the Secretary as the co-ordinator of all Devonport RSA administrative activity. Any queries on relationship management should be directed to the Secretary in the first instance.

Various Devonport RSA projects and activities will have the opportunity to establish and develop relationships and it is important that those interactions are advised to the Secretary so that knowledge of relationships can be kept current.

Relationship Monitoring

A key issue in relationship management is the monitoring of the frequency of association. While the intensity of the connection is also an issue, the number of interactions provides an early indication of whether a relationship is waxing or waning and thus can alert the Secretary to any requirement for remedial action.

Frequency monitoring is achieved via the relationship management database that records when interactions have occurred. For example it records participation in conferences, meetings, discussion groups and other informal exchanges. This enables the identification, in particular, of participants that are not apparently involved or being engaged and the need for the relationship to be rejuvenated. However, it requires assiduous action by all Committee Members in providing data to the Secretary for incorporation in the database to be effective.

Relationship Reporting

The Secretary will provide six-monthly reports on relationships. This will provide, from the evidence available in the database, an analysis of relationships that appear to be failing and the recommended means of correction. Specifically, it will identify who is responsible for instituting corrective action or reinforcement of relationships. This action will form part of the annual relationship management workplan.

Business Plan and Budget

When completed and approved each year on 1 December, the Business Plan and the Budget become part of the Governance Manual and are attached to this final section.

Business Plan

Strategic Area	High Level Action	2012 Actions Completed	2013 Action Plan	2014 Indicative Action
Branding	1. Follow and develop the initiatives established by the National Office	1. New stationery in a standard format for the Society and the Trusts	1. Maximise use of new merchandise where appropriate 2. Renew the building façade naming to more effectively promote Devonport RSA in the new brand style	1. Maximise use of new merchandise where appropriate
Membership	1. Future benefits		1. Follow national initiatives	
	2. Grow local membership	1. Membership Sub-Committee established to actively pursue development of new strategies and concepts 2. Updated membership form	1. Initiate small scale but regular advertising in local media 2. Membership drive initiated	
Welfare	1. Formally protect Poppy Day funds	1. Poppy Day Trust established		1. Review the working of the Trust and make changes if necessary
	2. Improve Poppy Day modalities	1. A more structured approach to the collection regime developed in consultation with Navy to optimise opportunities	1. Review the collections regime	1. Review the collections regime
	3. Improve members awareness of the support available	1. Flyer explaining operation of the Poppy Day Trust sent out with new membership cards	1.	
	4. Improve welfare support delivery	1. Operation of the Welfare vehicle reviewed and sent for sale	1. Conduct quarterly show and tell sessions for members to update them on the latest issues around welfare and pensions	1. Support the training and development of additional Support Officers to expand delivery and provide cover during absences
	5. Improve interaction and caring relationships between members		1. Initiate a buddy-calling system among members to ensure regular contact with everyone so that the Support Officer is advised early of	

			potential issues.	
Advocacy	1. Develop awareness of the Devonport RSA, what it does, what it represents and what it offers		1. Make more use of the media when donations are made, scholarships presented, etc.	1. Make more use of local events to establish a Devonport RSA booth with historical interest items that tell the RSA story and promote the ANZAC spirit
			2. Establish a cadre of storytellers to go to local schools and youth groups in late March-early April and explain the background and meaning of ANZAC Day	
	2. Encourage more community groups to use the premises for meetings		1. Contact groups, particularly those to whom we make donations, to offer the premises for their use	1. Advertise the availability of the premises for community activities
	3. Ensure Devonport RSA is seen as an active member of the community	1. Local tradesmen and professional services used wherever possible	1. Establish Devon Hall as a Civil Defence Emergency Centre	1. Conduct and promote CD Emergency exercises involving the community
	4. Establish more active relationships with Naval Base personnel			
5. Establish a Relationship Management Plan that monitors our community involvement with key community stakeholders and influencers	1. Liaison initiated with Devonport Rotary and Devonport Business Association for monthly exchange of plans and collaboration opportunities			
Remembrance Projects	1, Develop awareness in the community	1. Remembrance Day ceremony initiated 2. Memorial Drive project reviewed	1. Investigate floodlighting the War Memorial as a WW1 centennial project	
Major Building Projects		1. Tenders called for installation of a. AV system b. Heat pump c. Smoke/Heat detectors	2. Review Bar area for upgrading to modern hygiene standards	

Budget – Devonport RSA Incorporated

	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Totals
Income													
Function Payments (4600)					\$500	\$500					\$500	\$500	\$2,000
Donations & Bequests (4200)	\$200					\$700			\$3,200			\$300	\$4,400
Interest Received (4300)													
Miscellaneous payments (4800)													
Subscriptions (4100)	\$800											\$800	\$1,600
Total Income	\$1,000				\$500	\$1,200			\$3,200		\$500	\$1,600	\$8,000
Less Cost of Sales													
Honoraria (6200)													
Total Cost of Sales													
Gross Profit	\$1,000				\$500	\$1,200			\$3,200		\$500	\$1,600	\$8,000
Less Operating Expenses													
Advertising & Merchandise (5400)													
Audit & Accountancy Fees (6300)				\$500									\$500
Bank Fees (5200)	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$24
Capitation (5100)	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$900
Catering & Comestibles (6650)	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
Function Expenses (6600)						\$1,700						\$1,700	\$3,400
Legal Fees (6400)													
Miscellaneous Expenses (6900)	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
Reimbursement of Expenses (6210)													
Travel & Accommodation (5500)													
Total Operating Expenses	\$252	\$252	\$252	\$752	\$252	\$1,952	\$252	\$252	\$252	\$252	\$252	\$1,952	\$6,924
Total Expenses	\$252	\$252	\$252	\$752	\$252	\$1,952	\$252	\$252	\$252	\$252	\$252	\$1,952	\$6,924
Net Profit	\$748	-\$252	-\$252	-\$752	\$248	-\$752	-\$252	-\$252	\$2,948	-\$252	\$248	-\$352	\$1,076

Budget – Devonport RSA Memorial Trust

	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Totals
Income													
Donations & Bequests (4200)													
Hall hire (4530)			\$800			\$800				\$800			\$2,400
Interest Received (4300)		\$50					\$50						\$100
Miscellaneous Payments (4800)													
Outgoings payments (4510)		\$6,300			\$6,300			\$6,300			\$6,300		\$25,200
Parking payments (4520)	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
Rental payment (4500)	\$9,500	\$9,500	\$9,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$123,000
Total Income	\$9,900	\$16,250	\$10,700	\$10,900	\$17,200	\$11,700	\$10,950	\$17,200	\$10,900	\$11,700	\$17,200	\$10,900	\$155,500
Less Cost of Sales													
Grants, Payments & Donations (5110)	\$2,000								\$13,750				\$15,750
Total Cost of Sales	\$2,000								\$13,750				\$15,750
Gross Profit	\$7,900	\$16,250	\$10,700	\$10,900	\$17,200	\$11,700	\$10,950	\$17,200	-\$2,850	\$11,700	\$17,200	\$10,900	\$139,750
Less Operating Expenses													
Audit & Accountancy Fees (6300)	\$90	\$90	\$90	\$90	\$3,090	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$4,080
Honoraria (6200)	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$390	\$4,680
Insurance (6100)		\$4,000	\$4,000	\$4,000									\$12,000
Legal Fees (6400)				\$1,000									\$1,000
Miscellaneous Expenses (6900)	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
Reimbursement of expenses (6210)	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$720
Total Operating Expenses	\$940	\$4,940	\$4,940	\$5,940	\$3,940	\$940	\$940	\$940	\$940	\$940	\$940	\$940	\$27,280
Less Overheads													
Bank Charges (5200)	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$120
Cleaning (5300)	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
Electricity (5320)	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,500
Postage, Printing & Stationery (5350)	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Rates (5330)		\$6,500			\$6,500			\$6,500			\$6,500		\$26,000
Water (5335)	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600

Repairs & Maintenance (5310)						\$5,000						\$5,000	\$10,000
Telephone & Internet (5340)	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Travel & Accommodation (5500)									\$2,000				\$2,000
Total Overheads	\$935	\$7,435	\$935	\$935	\$7,435	\$5,935	\$935	\$7,435	\$2,935	\$935	\$7,435	\$5,935	\$49,220
Total Expenses	\$1,875	\$12,375	\$5,875	\$6,875	\$11,375	\$6,875	\$1,875	\$8,375	\$3,875	\$1,875	\$8,375	\$6,875	\$76,500
Net Profit	\$6,025	\$3,875	\$4,825	\$4,025	\$5,825	\$4,825	\$9,075	\$8,825	-\$6,725	\$9,825	\$8,825	\$4,025	\$63,250
Major Variations from 2012	10% anticipated rental increase from April from rent review												
	Increased insurance estimate because of expected EQC Levy increase												
	Water charges (by Watercare) identified as they are now billed separately from Auckland Council rates which are adjusted accordingly												

Budget – Devonport RSA Poppy Day Trust

Budget													
Devonport RSA Poppy Day Trust													
January 2013 to December 2013													
Account	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Totals
Income													
Poppy Day Collection				12000									\$12,000.00
Total Income				12000									\$12,000.00
Less Cost of Sales													
Grants, Payments & Donations											7000		\$7,000.00
Total Cost of Sales											7000		\$7,000.00
Gross Profit				12000							-7000		\$5,000.00
Less Operating Expenses													
Audit & Accountancy Fees			300										\$300.00
Miscellaneous Expenses	50	50	50	50	50	50	50	50	50	50	50	50	\$600.00
Reimbursement of Expenses	300	300	300	300	300	300	300	300	300	300	300	300	\$3,600.00
Total Operating Expenses	350	650	350	350	350	350	350	350	350	350	350	350	\$4,500.00
Total Expenses	350	650	350	350	350	350	350	350	350	350	350	350	\$4,500.00
Net Profit	-350	-650	-350	11650	-350	-350	-350	-350	-350	-350	-7350	-350	\$500.00