

ROTARY ZONE 8 REGIONAL PILOT

Frequently Asked Questions

Here we provide a selection of frequently asked questions and responses. Additional content will be added as we gather more feedback and more information is available on the [Creating Tomorrow website](#).

Please note this is a pilot program and we are on a journey of consultation, continuous learning and exploration.

*>> This document was last updated on 17th May 2022. Updates in **red** are new questions posed a month earlier with appropriate responses.*

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How do we get more detail in regard to things like future appointments, processes and workloads in order to take a view?

Leadership roles seem to be diminishing rather than expanding. Will there be less opportunities to play a leadership role?

Is the transfer of workload of 23 Districts to one Regional Council realistic?

Are the terms of appointment unrealistic for future young leaders? Two years preparing and two doing makes 4 years which is long in a younger person's career.

Will regionalisation and SRF result in lack of socialisation, and International association opportunities diminishing the internationality of Rotary?

Is this about governance only, and nothing to do with membership and the club experience?

Can't we achieve our membership goals without a regional pilot and SRF?

DGsN have expressed the view that it seems like too much change - do we need this amount of change to make a difference?

Will Area Leaders have enough time to inspire, motivate and coach members and clubs, or will they get caught up in coalface requirements?

What does the model do for the "coal face" problems?

There is a perception among some that no one is saying they love the concept/model - is this the case?

The original petition out of the Hobart Institute (2018) does not mention getting rid of districts so why is this now on the agenda?

What's in it for clubs?

How does this affect finances for members and clubs?

What will the support model for clubs look like?

Given the 4 Way Test, is the project team committed to transparently providing clear factual logical answers to questions being asked freely and safely?

What is the new "streamlined governance" structure?

How is it streamlined and what costs models support that?

Is the governance structure a democratic layer and if so are ordinary Rotarians involved in choosing their representatives?

How will appointments be made?

Where is the claimed duplication of effort in our existing structure?

What are the inefficiencies in the current system?

What costs will be reduced and how?

What is the "better alignment" being sought and how will that be measured and reported?

How will we measure and report delivery of better diversity?

How will we measure and report delivery of better transparency?

How will we measure and report delivery of better support to Clubs?

How will “nurturing a culture of leadership and development” provide new opportunities for growth, (and) how will “helping a more diverse range of members develop and practise their leadership skills” increase impact and “clubs function more effectively with improved governance”?

How many leadership roles will be created and how will it make a difference?

How will leadership roles be filled?

How many old roles will disappear?

How will the current leadership options be replaced/enhanced for me/my club?

WHO - key stakeholders involved in the project

Who else is participating in a pilot?

Who are SRF and what is their role?

Who will have the ultimate decision-making responsibility - the regional council or the RI Board?

Districts and District Charitable Trusts are legal entities/incorporated societies. Is there a group looking at legal and financial implications of change?

What is the Zone 8 Regional Pilot Team, what is its role, who is involved and how did it come about?

What are the jobs available and how do the election processes work? Are the Regional Pilot Group creating roles for themselves?

How will NZ and PI maintain their identity avoiding being absorbed into the comparatively larger Australia and “taken over”?

Will key silent “big donors” of The Rotary Foundation and the support for grants be diminished?

ROTARACT AND INTERACT - their role in the project

Will Rotaract Australia be integrated with Rotary or sit outside of it?

Why don't we make Rotaractors members of Rotary rather than spend more on them?

When Rotaract representation in areas is significantly less than Rotary's, how will they get elected to roles?

How do Interactors fit into this new governance model?

For many Rotaractors they do their first major leadership role as a DRR and have much changing in their lives – Is it possible to take on a role leading Rotarians?

Is the voice of Rotaractors visible and being heard?

REDISTRICTING

What does this mean for current and upcoming redistricting directives?

FEEDBACK AND MORE INFORMATION

[Is feedback being listened to?](#)

[Where can I find more information?](#)

How can you get involved or submit a question or feedback?

Visit our website <https://creatingtomorrowrotary.org> or email the Regional Pilot Core Team at rotaryregionalpilot@gmail.com.

RATIONALE

How did this project come about? Why does Rotary need to change?

Falling membership and retention issues have been tracked, analysed, and spoken about for more than 20 years. We've taken a variety of approaches to address these challenges, but it hasn't been enough with our local membership numbers falling 23% in the last 10 years despite significant recruitment.

One of Rotary's strategic goals is to increase our ability to adapt. What current and future members need and want from Rotary changes quickly and, so far, we have not been able to keep up. Today, people want to be a part of an organisation that welcomes diverse perspectives and provides value. They want opportunities to serve, lead, and network, but not necessarily within a rigid hierarchy. Volunteering trends and expectations have clearly changed and we need to adapt to these. Our current governance structure is 70 years old and unfortunately it has not adapted to the needs of today or tomorrow.

In late 2018, District Governors in our region (Zone 8) petitioned Rotary International for support to develop a plan to adapt. Simultaneously the Board of Directors established the Shaping Rotary's Future (SRF) Committee to research and develop an innovative plan to enhance the current membership experience, improve our ability to adapt, and create an organisational structure that attracts and engages new participants for generations to come.

The SRF committee started with analysing club needs through focus groups and surveys with Rotary members and looking at what made successful clubs successful. With club and member experience foremost in mind, the SRF committee determined that a more streamlined governance structure could allow Rotary to adapt to the needs of our members, while enhancing the membership experience and provide more doable leadership opportunities to hopefully inspire a new generation of members to join and stay in Rotary. It envisaged a new structure would welcome more diverse voices into leadership roles, and most importantly, allow members and clubs to receive more direct support and access to resources without the layers of hierarchy. More targeted local approaches to community and member needs was a clear aim.

What is the Zone 8 Regional Pilot Team and how did it come about?

In early 2019 the RI Board approved a unanimous petition by Zone 8's 2018-19 district governors to address the significant challenges in our region, and since then around 80 Rotarians and Rotaractors from Australia, New Zealand and the Pacific Islands have been working in various teams on this challenge.

The petition sought approval to develop a coordinated regional approach to brand awareness, declining membership, community partnerships, fundraising, and change management in order to better support clubs.

To ensure required expertise and sponsorship, a wide range of respected and experienced [Rotary members](#) have been included in the local process. The Zone 8 Regional Pilot Team includes:

- A **Core Group** providing overall leadership and project coordination. These consist of nine AU/NZ Rotarians and Rotaractors. All have change-leadership credentials and meet weekly.
- A **Regionalisation Group** consisting of AU/NZ Rotarians and Rotaractors elected by past, present, and future governor cohorts, providing direct representation to the project.
- Five **Working Groups** consisting of AU/NZ Rotarians and Rotaractors. These are jointly chaired by AU/NZ leaders who were selected for their expertise in the following areas:
 - 1) Communication, Engagement, and Supporting Technologies
 - 2) Membership Experience
 - 3) New Organisation Models, Constitution, and Governance
 - 4) Public Image, Media, and Partnering
 - 5) Leadership and Development
- **Regionalisation District Representatives.** These are recent appointments by each AU/NZ district governor to be a direct conduit between the project team, the governor train, and clubs in their respective districts. This is an important linkage and feedback loop.
- Some 600 Rotarians and Rotaractors participated in the 2020 RDU survey on how Rotary could look in our region with most continuing involvement. They are called the project's **Reference Group**.

In addition, the Regional Pilot Team is partnering with senior Rotary advisors PRID Noel Trevaskis, PDG Juliet Riseley and PRID Stuart Heal. Juliet and Stuart were involved in the 2010-11 Regionalisation initiative.

In April 2020 when the local team became aware of the SRF framework, the emphasis changed to exploring this framework as both groups were seeking to assure Rotary's future in a contemporary environment.

In February 2022 the RI Board, being aware of the extensive work done in our Zone, considered us pre-qualified to be one of two regions in the world to develop and pilot a new governance solution. They endorsed us as a pilot subject to approval of the Council on Legislation (CoL) and agreement of clubs and districts by 1st October 2022. CoL approved us being a pilot on the **13th April 2022**.

The plan now is that with districts remaining in place, together with our Governor trains and club members, we will explore, test and develop the SRF "framework" to determine its suitability to our zone. We have a great opportunity to address our challenges in a regional and strategic way that suits us, with RI support. **To avail of this opportunity we need 67% of clubs in all districts to vote in favour before 1st October 2022.**

<p>How do we know the proposed changes will reverse the membership decline and improve gender balance?</p>	<p>There are no guarantees that a new governance structure will improve member engagement, increase membership, or welcome more women into our clubs, but we have to try. The pilot provides us with an opportunity to align the product we offer (a valuable club, program and membership experience) with a regionally-focused leadership supportive structure and strategy aimed at increasing our impact and reach in our fast changing world. It is a golden opportunity to adapt to our fast changing environment, ensuring our future whilst retaining what is best about Rotary.</p> <p>By participating in the pilot, and working together, we will see what works, what doesn't, and have a say in Rotary's future (also please see answer to next question about change management).</p>
<p>How will the new governance model drive change management and thinking at club level?</p>	<p>The aim is to support clubs with change whilst protecting and enhancing what is great about Rotary. Area Leaders working with 10-30 clubs as guides and coaches, will be trained in adaptive leadership skills to support clubs in new ways with innovation to improve their membership experience, retention, effectiveness and impact in their communities.</p> <p>Being more suited to a contemporary environment, it is expected this will help grow Rotary in <u>all</u> key areas and increase the satisfaction and pride that comes from being a Rotarian in a vibrant community club environment.</p>
<p>How will success be measured?</p>	<p>Success metrics are still being determined, but are expected to include:</p> <ul style="list-style-type: none"> ● The number of new clubs chartered ● The number of clubs that adopt an innovative club model ● Membership growth throughout the zone ● Both member retention and member engagement ● Club participation in Rotary Foundation grants ● Fundraising ● Public image ● Increased diversity, including gender balance and those taking on leadership roles at club level and beyond <p>Member satisfaction surveys could also be used to monitor progress and gather data.</p>
<p>Many clubs continue to exist hanging on whilst there is a district to support them. How might this model be more effective for them?</p>	<p>It is most important these clubs continue to be supported. By providing clubs with more direct support via better trained local leaders who offer motivation and guidance, their potential for survival and growth will be enhanced. Flexibility and support are key issues that we hope this new governance model will address.</p>

<p>What was the basis for developing the SRF model and is there any evidence it will make a difference in helping us meet the challenges before us?</p>	<p>In developing the model, the SRF committee considered the work of successful clubs and took on board research on what Rotarians valued most. In addition, changes in volunteering trends and new generation leaders are well documented. In our Zone 8, members were surveyed on their views as to what should be changed and what should remain the same. All of this has led to the establishment of clear, local club centric goals for this project and a proposed structure that seeks to help members, clubs and Rotary in our region be more sustainable now and into the future.</p> <p>There are also many examples in Zone 8 of successful clubs embracing change and it is a clear aim of the project to help Rotarians and clubs benefit from these. Other aims are specified in the Fact Sheet and, working together with G Trains and members, these will be explored to develop what is best for our Region.</p>
<p>The proposal seems reminiscent of and built on the “Club Leadership Structure” RI proposed years back now escalated to a Regional level. Is that the case?</p>	<p>As alluded to in the previous question, the main objective in developing the model has been to consider how a structure can best support clubs, members and rotary as a whole to increase our impact and reach in the new environment in which we now live. It is proposed that we embrace this challenge together adapting to what is best for our Region.</p>
<p>When redistricting people feel a loss of district culture, identity and artefacts and with Regionalisation these aspects are expected to be even greater. How will this be allowed for?</p>	<p>This is acknowledged and needs careful consideration. Existing districts will remain in place with District Governors and the Regional Council sharing management and leadership whilst the pilot proceeds. In addition District personnel will be crucial to ensure continuity and support for clubs and in developing the Regional Council and determining and resourcing the new roles. Existing G Trains will have a key leadership and advisory role to ensure culture and identity issues are allowed for as the pilot proceeds.</p> <p>This is an extensive transition and it is acknowledged that many PDGs and others currently serve important and valuable roles as advisors. Given both their vast experience, networks and local knowledge, their input will be sought as together we establish what is best in our region for the future and leave a legacy for the next generations. We must honour the past as we embrace the future.</p>
<p>Some perceptions are that this is top down change, moving decision-making further away from clubs which will result in less nuanced, less tailored outcomes. Is this the case?</p>	<p>The aim of the project is the opposite of these perceptions. The key motivation is to make things easier for our clubs by streamlining all back office functions enabling greater focus on delivering effective local and international service activities, and ultimately to deliver more enjoyable member experience.</p> <p>The aim of the proposed governance model will bring more focussed and supportive resourcing to the clubs, where it is needed, however this will be monitored carefully during implementation to ensure this is the case. Strong, growing and more effective club environments, more enjoyable to belong to is a key aim.</p> <p>It is also important to realise that the districts will remain in overall control of the direction of the pilot with Governors playing an important leadership and advisory role during the pilot period.</p>

<p>What are the jobs available and how do the election processes work?</p> <p>Are the Regional Pilot Group creating roles for themselves?</p>	<p>The Regional structure, election processes, and indeed everything else, is being worked out and will be communicated, fine-tuned and agreed. This will be done in consultation with G Trains and club Rotarians to ensure processes are workable and fair. For more detail see the Detailed Transition Plan on the website. To this point, any member of Rotary of Zone 8 including the Regional Pilot Group would be able to put their name forward for a position.</p> <p>No. The Regional Pilot Group are volunteers with a passion for the opportunity available to our Region. Many have worked tirelessly on this project for well over three years for what is best for Rotary, not themselves. This is on top of their club, District and Zone responsibilities which many undertake.</p>
<p>How will NZ and PI maintain their identity avoiding being absorbed into the comparatively larger Australia and “taken over”?</p>	<p>Representation and identity are key issues and from the very beginning our aim has been respecting all parts of the Zone 8 Region. To ensure this is the case all the Regional Pilot teams consist of Co-chairs from Australia and New Zealand, and each team's composition is resourced with representation in mind. Australia has much to learn from smaller more agile countries like New Zealand and the cultural aspects are an underpinning fundamental of the whole regionalisation concept which we are striving for. One size does not fit all and RI acknowledges this and that national and local cultural identities are extremely important. We are striving to ensure the new structure and processes take these aspects into account. Representation is also important within Australia and is a focus of project planning considerations.</p>
<p>Will key silent “big donors” of The Rotary Foundation and the support for grants be diminished?</p>	<p>It is essential we work with our most valued major donors as we embrace change and strengthen our relationship with them as new fundraising partnerships are sought to increase our impact and reach. This aspect and the need to ensure grant processes meet local needs and past contributions are a key focus of development plans.</p>
<p>TIMING OF PROJECT</p>	
<p>When will the pilot launch?</p>	<p>The ability to conduct a governance model pilot was approved by the Council on Legislation in April 2022. The next step is for clubs and districts in Australia, New Zealand and the Pacific Islands to vote on whether to be part of the pilot opportunity or not.</p> <p>If Zone 8 decides to move forward with the pilot, implementation will take place in six stages. The districts will remain in overall control of the direction of the pilot and will work together, within an interim multi-district structure, to gradually transition to areas, working out what works and what doesn't.</p> <p>If this pilot is successful, districts will continue to carry out essential functions until decisions are made as to the future structure. Broadly a transition of 6 stages is envisaged as follows:</p>

<p>What does stage one involve?</p>	<p>Stage one is the consultation and voting process (from July 2021 to voting in September 2022)</p> <ul style="list-style-type: none"> ● Conduct an extensive consultation process with all stakeholders to fully explain the rationale and benefits of the SRF model. ● Seek approval of the clubs and districts to proceed with the pilot (subject to COL approval).
<p>What does stage two involve?</p>	<p>Stage two is the development phase (August 2021 – June 2023)</p> <ul style="list-style-type: none"> ● Districts continue to function as they do now. ● Select and prepare some special functions (e.g. public image and communication) that can be rolled out regionally almost immediately within the interim structures. ● Implement the management of the special functions regionally. ● Identify at the regional and district level the 10-30 clubs that would form an area. ● Determine Regional Council structure and roles. ● Identify the initial Regional Support Committees. ● Determine role and nature of Regional Support Teams and Area Leaders. ● Develop selection procedures for all leadership positions.
<p>What does stage three involve?</p>	<p>Stage three is selection and training (January – June 2023)</p> <ul style="list-style-type: none"> ● Districts continue to function as they do now. ● Select Regional Council members, Area Leaders, and the start-up Regional Support Committees, with maximum stakeholder involvement in the processes. ● Train the new Regional Council, Area leaders, and Regional Support Committees.
<p>What does stage four involve?</p>	<p>Stage four is the partial regionalisation (July 2023 – June 2024)</p> <ul style="list-style-type: none"> ● Districts function in a condensed mode with some functions delivered by the region ● District Governors and Regional Council share management and leadership with district personnel crucial to ensure continuity and support for clubs. ● Establish and operationalize the Regional Council. ● Establish who will be Area Leaders. ● The start-up Regional Support Committees begin operation and work on regional initiatives; Area leaders begin to work with clubs. ● Select additional Regional Support Committees.
<p>What does stage five involve?</p>	<p>Stage five is the further developed regional model (July 2024 – June 2025)</p> <ul style="list-style-type: none"> ● Districts continue to exist with Governors and Regional Council sharing management and leadership with some district personnel to ensure continuity and support for clubs ● The Regional Council is fully operational.

	<ul style="list-style-type: none"> ● Area leaders work directly with the region and support committees with support of District Governors ● COL decision on initial outcomes of regional pilot, if possible.
What does stage six involve?	<p>Stage six is the evaluation and assessment (July 2025 – June 2026)</p> <ul style="list-style-type: none"> ● Districts still exist under the stewardship of the district governor who shares management and leadership with the Regional Council. ● Regional model is in full operation. ● Conduct an extensive assessment of the regional model and report out to RI and all stakeholders. ● Decisions on any permanent change will be the subject of decisions taken by the RI Board in accordance with the RI Constitution and Bylaws, including the requisite consultation with Districts and members at that time.
Why does the start date keep changing, leaving the impression there is a lack of confidence in what is proposed?	<p>It is acknowledged delays have occurred as the SRF proposal has been challenged and clarified. Transparency is essential in order to bring all on the journey, which is the nature of an iterative, inclusive and authentic approach to change management.</p>
Will the SRF model be put in place and then details made up on the run as happened with “Elevate Rotaract”?.	<p>RI acknowledges the need to treat the SRF model as a framework which we will explore and develop to ensure it fits the needs of our part of the Rotary world. It is intended G Trains will play a key role in this extensive transition exploring and developing the framework to ensure it meets our needs. The aim is to ensure it enables us to increase our impact and reach and to grow and retain membership.</p>
STRUCTURE	
How is the focus on the Objects of Rotary maintained under the new structure?	<p>Rotary’s vision, mission, values, and objects don’t change. What is being explored is how we provide value to members, support clubs, and implement new strategies to enhance our ability to serve our communities, have fun, and make friends, while attracting a new generation of leaders and volunteers.</p>
What in our governance structure is changing?	<p>The roles of Rotary leaders are evolving to be more manageable and doable with a regional approach to the administrative, support and legal responsibilities normally done by districts and Governors.</p> <p>It is envisaged that district roles will transition into new, more focused leadership opportunities with two or three-year terms, depending on the role and the requirements of regional support committees.</p> <p>Rotary and Rotaract clubs will serve in areas together. All Rotary members can apply for and be elected to any leadership positions in the region.</p> <p>There will be fewer layers of hierarchy, allowing members to receive more direct support and communication.</p>

<p>What is staying the same?</p>	<p>Rotary’s vision, values and objects don’t change — but it is envisaged that our commitment to creating lasting change across the globe, in our communities, and in ourselves <u>will be enhanced by the pilot</u>. Opportunities to help others in need, have fun, and enjoy fellowship will be enhanced, as will leadership development opportunities for those interested in growing personally and professionally.</p> <p>Members will continue to have access to Rotary resources, such as the Learning Centre, Brand Centre, Grant Centre, My Rotary, online giving, convention registration, and Rotary Club Central, and will continue to apply for and receive global, regional, and disaster response grants.</p>
<p>Where will the administration support come from?</p>	<p>Support will come from the Regional Council and the Regional Support Committees, who will be supported by the Global Specialist Support Teams. Staff at Rotary International South Pacific & Philippines Office (RISPPPO) in Sydney will continue to provide support, as will RI.</p>
<p>Will the Rotary branding be impacted?</p>	<p>There is no intention to change Rotary’s brand. it is envisaged however that we will simply look and work better as one.</p>
<p>What happens to past district governors (PDGs)?</p>	<p>PDGs will serve an important and valuable role as advisors, as the custodians of knowledge and the history of each district. The respect Rotary members have for PDGs is important and their support is crucial to bring about change. PDG’s have much to offer, and it is hoped they will continue to provide their experience as we undertake this important journey to leave a legacy for next generations.</p>
<p>How will the role of district governor (DG) change?</p>	<p>DGs will continue to lead and serve their clubs, managing the district in partnership with the Regional Council. In addition, they will be assisted by a Regionalisation District Representative to ensure members and clubs understand the proposed pilot before voting in September 2022 and thereafter. Members of each district’s governor train will play an important and crucial role in leading positive change helping to explore and develop the model to suit our region.</p> <p>Throughout the pilot, DGs and maybe others, will be part of an advisory council that will provide advice, guidance, and communication pathways during the pilot, maintain the legalities and responsibilities related to the district and ensure district nuances are provided for.</p>
<p>Who else is participating in a pilot?</p>	<p>Many countries have expressed interest to be a part of this pilot, but at this time, the RI Board wants to limit the pilot to two zones due to cost and RI administration. Our Zone 8 and the Great Britain and Ireland Zone are the only approved pilots.</p> <p>The Ri Board has recognised that Zone 8 is more prepared than most to be a part of this pilot due to the preparatory work that has been occurring in our region since January 2019.</p>

<p>How does an area leader differ from a district governor?</p>	<p>In our current structure, a DG has the responsibility to attend up to 480 administrative tasks within the district, while simultaneously managing and supporting an average of 65 clubs. The amount of responsibility makes this position unattainable for some and can limit who can be a Rotary leader.</p> <p>In the proposed governance model, the current DG position is being divided into two separate and distinct roles: administrative responsibilities will fall under the Regional Council and its support committees, and the Area leader will provide guidance and support, inspiring and coaching clubs to enhance their reach, adapt, improve the membership experience, and increase their impact.</p>
<p>Will we be electing the next district governor-nominee?</p>	<p>Current appointment processes will continue until we know the pilot works and decisions are made to formalise the changes with the new governance model. Decisions on any permanent change will be the subject of decisions taken by the RI Board in accordance with the RI Constitution and Bylaws, including the requisite consultation with Districts and members at that time.</p>
<p>Are we selecting district governors for 2024 and beyond?</p>	<p>It is envisaged that selection processes will continue, and DGs appointed for 2024 and beyond will serve in a key advisory position to the Regional Council, not reporting to them, but playing an important role in ensuring district nuances are considered and allowed for.</p>
<p>Will Rotaract Australia and New Zealand/Pacific be integrated with Rotary or sit outside of it?</p>	<p>It is recommended they be integrated. There needs to be conversation about how this will work and the Rotaractors will be fully involved in that decision. At present, Rotaract has a representative on the Core Team and each of the working groups.</p>
<p>Why don't we make Rotaractors members of Rotary rather than spend more on them?</p>	<p>Rotaractors are Rotary members. Rotaract clubs have a distinct personality and provide young people with a unique way to participate in Rotary with people their age. It is critical that Rotarians welcome and treat Rotaractors as equals. We need to invest in and support Rotaract as they are our future.</p>
<p>When Rotaract representation in areas is significantly less than Rotary, how will Rotaractors have equal opportunities to be elected to leadership roles?</p>	<p>Endeavours will be made to ensure Rotaractors are proportionately represented as Regional Council members, Area leaders and support committee members. Consideration is being given to how this can be done with the voice of Rotaractors crucial in determining what is best.</p> <p>Similar thinking needs to apply to the representative needs of Pacific Island clubs and members .</p>
<p>How do Interactors fit into this new governance model?</p>	<p>Interact clubs will continue to be supported by their Rotary club via their area leader and, as important members of the Rotary family with potential to develop into our future Rotaract and Rotary leaders, they will be supported by the appropriate Regional Support Committee.</p>
<p>For many Rotaractors, their first major leadership role is as a District Rotaract Representative (DRR). Is it possible to take on a role leading Rotarians?</p>	<p>We get our experience through leading, both in Rotary or Rotaract. There is no reason a Rotaractor could not take on a leadership role that involves leading Rotarians particularly when their professional experience qualifies them to do so.</p>

	<p>Generally, Rotaractors interested in serving in a leadership position would need some leadership experience. We need to find ways for Rotaractors to have an opportunity to develop their leadership skills in current district committee chair roles or as chairs of fundraising events to help them get that experience.</p>
<p>Can we migrate districts rather than closing them down? Can this be done using the title “Area Governors,” which has proved effective?</p>	<p>At this stage districts will not be closed down. However it is envisaged that governance and administration work will be progressively transferred to the Regional Council, and that area leaders will be freed of administration responsibilities to focus on supporting, inspiring, and motivating their clubs to meet their strategic objectives.</p> <p>It is important we remove the word “governor” from any titles so that it is clearly understood the area leader is not a governor. Nevertheless, we are open to a title for this role that better reflects the responsibilities, leadership and coaching aspects of this important position.</p>
<p>Are Regional Committee elections open to everyone?</p>	<p>Yes, any member within the region can apply to serve on the Regional Council.</p>
<p>Will this structure make one person in charge of Rotary in our Zone, enabling us to speak with one voice?</p>	<p>This is one of the key benefits of this pilot. The Regional Council will be able to communicate with national partners, governments, and the public in one local voice. Obviously country representation aspects will need to be considered and we hope speaking with one voice will enhance our fundraising effectiveness, as well as our image and attractiveness to potential participants and members.</p>
<p>There are TRF chairs in each district. How many will we have in the pilot?</p>	<p>The Foundation is a crucial part of who we are and the number of RF leaders within a region is still being worked through. A separate working group will ensure this crucial aspect is provided for.</p>
<p>Will clubs be distracted by the changes in governance?</p>	<p>Club structure and administration doesn’t change, but we hope they will continue to evolve and adapt in line with current flexibility guidelines resulting in greater satisfaction for members and clubs. The pilot focuses on providing members with a better support system to deliver their amazing product: the Rotary experience.</p>
<p>Does a Regional Council Committee coordinate and deliver the training needs for all areas?</p>	<p>The Regional Council and its support committees, plus the Global Support Specialists, are major resources to assist clubs and Area Leaders deliver the training needed. Getting the balance right between these roles will be worked through in the pilot along with RI who will conduct training of regional leaders.</p> <p>We have already developed working groups to examine how to best provide leadership, learning and development, communications, culture change, membership growth, and public image in this modern environment. Working groups are also looking at organisational design and optimal Rotary foundation processes and practices and this work will underpin the implementation of the pilot with training an essential success factor.</p> <p>By introducing regions, each Regional Council will have more flexibility to provide training that best meets their members’ needs rather than implementing a one size fits all approach.</p>
<p>Who are SRF and what is their role?</p>	<p>SRF is an acronym for Rotary International’s Shaping Rotary’s Future Committee, which reports to the RI</p>

	<p>Board. It commenced in the 2018-19 Rotary year under the chairmanship of Past RI President Ian Riseley and is currently chaired by Past RI President Barry Rassin. The committee, which works with RI staff, was formed to examine what is necessary to assist Rotary to deliver on its strategic goals, particularly our aim of increasing our ability to adapt to a changing world. It has developed a model which is a framework that we will explore, test and develop to suit our region.</p>
<p>Are club structures being reviewed as well?</p>	<p>The pilot only affects district governance, not club governance. Current flexibility and new type club options are expected to further evolve to enhance the club experience over time and the Area Leaders will encourage clubs to embrace these options, and other strategies, aimed at enhancing membership experience and growing Rotary.</p>
<p>If there is any confusion during the transition period, who should clubs turn to?</p>	<p>A spirit of cooperation and unity through the transition period will be required with appointed DGs working with Regional Council and Regional Support Committees to ensure clubs are supported. This will require a special effort by district and regional leaders, as well as new Area leaders. We must unite to take action to create lasting change.</p>
<p>Why can't the role of assistant governor (AG) and district governor (DG) be modified rather than creating new leadership positions?</p>	<p>The new structure transfers governance to the regional council. It would be misleading and inappropriate to maintain the existing titles. However, it's important to realise that during the pilot DGs will continue as officers of Rotary International for their year of appointment.</p>
<p>What is the Regional Council and what is its role?</p>	<p>The Regional Council supports and governs leaders and clubs in the region, managing the day-to-day activities of Rotary, including assessing regional dues and creating committees. There are a number of positions on the Regional Council that correspond to key Rotary activities. Each role will be elected by the Rotarians and Rotaractors within the region to serve a three-year term.</p>
<p>What is an area leader and what is its role?</p>	<p>An Area Leader supports and motivates clubs to set and deliver on their goals as they align with Rotary's strategic priorities. Area Leaders have a unique opportunity to localise their strategy to consider the strengths, weaknesses, and culture of their clubs in ways that are most meaningful to them and their members. Area Leaders will communicate and represent clubs' needs to the Regional Council, providing leadership and relaying concerns.</p> <p>It is envisaged an Area Leader will serve a two-year term and support between 10 and 30 Rotary and Rotaract clubs in a geographic area.</p> <p>It's important to note that an Area Leader is not replacing the district governor role. Instead, the best parts of the district governor position and divided it so the administrative responsibilities transition to the Regional Council, while the motivating and guiding clubs part of their role will become the Area leader's responsibility. This separation allows members to choose a leadership role that better aligns with their professional goals and interests, which is hopefully more doable.</p>

<p>What is the Global Specialist or Cadre and what is its role and function?</p>	<p>The Global Specialists or Cadre are leaders with expertise on specific topics. Their expertise may come from their Rotary experience or their professional lives. A Global Specialist will support areas, clubs and members as requested by those entities.</p>
<p>How do we get more detail in regard to things like future appointments, processes and workloads in order to take a view?</p>	<p>We have an Organisation Design team working on this area and the outputs will be circulated for feedback. It is acknowledged there is so much detail to absorb in this FAQ document and that more work is yet to be done. Keep in mind that the SRF model is seen as a framework which we will use to explore and develop what is best for our Region and we need to ensure appointment processes, roles and workloads are workable.</p>
<p>Leadership roles seem to be diminishing rather than expanding and we need to keep in mind that when a member is unhappy in their club, often they only stay in Rotary because of enjoyable district activities. Will there be less opportunities to play a leadership role?</p>	<p>It is acknowledged leadership pathways need to be visible and sufficient and that the main work of Rotary is in clubs. It is also acknowledged that next generation volunteers are seeking different opportunities than the past.</p> <p>In the proposed model there will be a multitude of new roles for people, including experienced and qualified Rotarians, to aspire to. These include positions on the Regional Council, Regional Support Committees, Global Specialists and Area Leaders, the numbers of which are to be determined.</p> <p>Those enjoying existing district roles will have opportunities to volunteer their expertise, experience and passions, and every endeavour will be made to ensure they are accommodated. The main goals are enjoyable membership experiences for all, better support for clubs and greater achievement of our strategic goals to take us into the future.</p> <p>We have an Organisation Design team currently working on this key area.</p>
<p>Is the transfer of workload of 23 Districts to one Regional Council realistic?</p>	<p>The SRF model is a framework which needs to be tested and fine tuned to ensure it works in our region. The change represents a modernisation of a 70 year old structure by finding ways to do things smarter to achieve greater efficiencies and effectiveness. As with any pilot, we must determine what works and what doesn't, and it is great that we have the authority to modify and adapt the model to ensure the needs of Zone 8 are met. This process will be done in close consultation with G Trains and members.</p>
<p>Are the terms of appointment unrealistic for future young leaders? Two years preparing and two doing makes 4 years which is long in a younger person's career.</p>	<p>This is certainly an area that needs to be tested and the involvement of Rotaractors in developing and testing solutions is something the Regional Planning team is committed to. Rotaractors as young people who move around a bit for study, work and life reasons tell us it may be difficult, but the opportunity for all clubs to work closer with Rotaractors is a clear opportunity we must take for the future.</p>
<p>Will regionalisation result in lack of socialisation, and International association opportunities diminishing the internationality of Rotary and replacing it with a "surging wave of nationalism"</p>	<p>There is no intention to reduce socialisation and the internationality of Rotary. Rather, in a fast changing modern world, it is hoped this will be enhanced through greater connections.</p> <p>In their approach to organisational development and leadership, modern organisations recognise the importance of engaging and empowering local cultures to achieve greater outcomes. In addition, next and new generations young leaders see not only the world as their "oyster", but are seeking more contemporary ways to learn and develop, and apply their passions and skills.</p> <p>It is acknowledged this challenges Rotary's current structures and practices which were first developed some</p>

	<p>70 years ago and added to over the years. They need to be modernised and it's time for a clean sheet approach to regional governance, whilst retaining all the inspirational aspects that are the essence of Rotary across the globe.</p>
<p>Is this about governance only, and nothing to do with membership and the club experience? It is feared it will do nothing for the latter - particularly in the short term where it is believed it could increase membership loss.</p>	<p>Regionalisation is about a new governance model in order to provide a better support structure for the clubs and members in a fast changing world so that we maximise membership and grow Rotary. The aim is to build a stronger Rotary in clubs and in our region. See the Fact Sheet for the long list of aims and benefits. As with any change, including the current redistricting processes, there is a risk of membership loss and to avoid this we must work together to develop and agree on an effective path forward.</p>
<p>Can't we achieve our membership goals without a regional pilot and SRF?</p>	<p>The membership decline in our Region has been happening for at least 30 years with each DG hoping to address the decline over this period. By working together differently to achieve our membership aims and public image, partnership and fundraising goals, as well developing to suit new volunteer and leader expectations, we will have a greater chance of sustainable success for the future.</p>
<p>DGsN have expressed the view that it seems like too much change - do we need this amount of change to make a difference?</p>	<p>As above, history shows that despite our best efforts by many of us over the years, not much has changed and we continue to decline. It's time for a clean sheet approach with an eye to the future without losing what counts in Rotary.</p> <p>The Regional Pilot planning team has long held the view that change must be implemented over time and in consultation with Governor Trains, our members and our clubs. A full, authentic and comprehensive consultation period is only the first part of the journey and we need to work together to ensure changes work.</p>
<p>Will Area Leaders have enough time to inspire, motivate and coach members and clubs, or will they get caught up in coalface requirements (e.g. compliance monitoring, conflict management etc)?</p>	<p>These are important aspects the Organisational Design team is currently examining and we must explore, test and develop them to ensure they work as part of the consultation process.</p> <p>Changes must be workable and reflect the desire to allow area leaders to focus on assisting clubs enhance their member experience and grow Rotary in the community. Capacity and capability to do so will be carefully monitored.</p>
<p>What does the model do for the "coal face" problems?</p>	<p>A fundamental aim is to make the club environment and membership experience better.</p> <p>The area leader role with enhanced coaching and leadership skills and free of administrative tasks will be expected to galvanise clubs towards improving their local environments better, improving membership experience and making it more fun and satisfying to be in Rotary. This is at the heart of the model.</p>
<p>There is a perception among some that <u>no one</u> is saying they love the concept/model ...is this the case and would the book "Who Moved My Cheese" be relevant to assisting people embrace change and take a leap of faith?</p>	<p>It is important to help people "face their fears", look to the future, embrace and enjoy change. Yes, "Who Moved my Cheese" is very relevant. As we all know, life itself is a change journey and it's best if we embrace the challenge in a positive way. In surveys and presentations to date, many club members have expressed their support for change and say they are looking forward to participating in the pilot..</p>
<p>The original petition out of the Hobart Institute (2018) does not mention getting rid of districts so why is this now on the agenda?</p>	<p>The Regional Pilot's Team's thinking has evolved over time taking into consideration the work of the RI's Shaping Rotary's Future Committee whilst remaining committed to our original aims.</p>

	<p>On the 23rd February 2022 the RI Board endorsed Zone 8 as a potential regional to see what works best in our region. This endorsement was subject to our clubs and districts agreeing to participate in the pilot opportunity by 1st October 2022 and the Council on Legislation (CoL) agreeing to enable it to proceed. CoL voted in favour in April 2022 and now club and Districts will vote on the matter in September 2022.</p> <p>It is important to realise that we have been given RI Board's approval to utilise the SRF model simply as a framework, The Board has not approved the SRF model per se, rather asked us to explore, test and develop it to see what works best in our region.</p>
What's in it for clubs?	<p>This is a great question and at the heart of proposed change. Better public image and marketing of Rotary is expected to assist clubs, as is a more cost effective governance structure more directly focussed on supporting them to enhance their environments and membership experience. Development of leadership coaching skills and new approaches to learning and development plus better use of technology more suited to our changed modern world are also expected to deliver benefits for clubs and members.</p>
How does this affect Finances for members and clubs?	<p>The financial savings are yet to be determined but are expected to be favourable to members and clubs as a result of one administrative structure compared to 23 current districts. Declining membership trends puts extra pressure on fewer to meet the costs of governance and as stewards of our members' money we must responsibly and wisely explore new and more efficient ways to operate and grow.</p>
What will the support model for clubs look like?	<p>The area leaders role is central to better support for clubs together with the concept of providing the best of the best resources to support them as they seek to help their clubs and participants grow Rotary. Area Leaders will be trained to coach and galvanise club leaders to maximise their circumstances by sourcing what's required to increase their impact, reach and engagement of participants and ultimately maximising the satisfaction of members. It is envisaged Area Leaders will have the opportunity to "pull down" appropriate specialist regional and global specialist support as needed.</p> <p>It is acknowledged this is a new paradigm requiring faith and a willingness to act and it will take time to explore, test and develop then bed down. Leadership and Learning & Development practices will be enhanced to better meet club needs in this regard.</p>
Is the voice of Rotaractors visible and being heard?	<p>There is Rotaract representation on all the Regional Pilot Team committees and working groups and we are striving to involve them in structural changes. The Chairs of Rotaract Australia (Laura Telford) and Rotaract NZ (Becky Giblin) are involved in the Communication Working Group and Laura Telford is a member of the Core Planning Team. Several Rotaractors are members of our Reference Group and we will continue engagement with Rotaractors to seek their views and opinions.</p>
IMPLICATIONS	
How does this impact grants and DDF?	<p>The Rotary Foundation (TRF) tracks where all money comes from and it is envisaged it will be possible to apply it to an area for future use. Work will need to be done in this area and the aim will be to ensure clubs</p>

	<p>are supported to enhance their use of grants in projects and to grow the impact of Rotary in their chosen areas of need and indeed to grow fundraising.</p> <p>A working group has been formed to look at all aspects of SRF including how we work with major and general donors as well as processes. This is a critical part of Rotary which must only be enhanced.</p>
Will our membership dues structure change? Will funding be needed to make this change?	<p>Over time it is envisaged there will be a transition of membership dues from the district to the region. Currently we don't believe it will be more, rather less, but that will be a decision for the Regional Council along with DGs. We recognise we will be running two models and if that causes extra costs, we expect RI will assist with those costs.</p>
Is a financial model being developed?	<p>As expected changes of this nature will incur costs and the RI Board has asked us to submit costing to undertake the pilot by 1st October with a view to supporting us. In addition, RI has many subcommittees looking at related issues and finance is one of these. We understand that running two systems in parallel will incur costs and put extra pressure on regional RI staff at our South Pacific Regional Office in Sydney. RI Evanston staff are looking at how they can provide additional assistance in this regard seeing it as an investment in the future.</p>
What are the cost-savings for clubs?	<p>A Finance Committee has been established and is currently analysing costs. We believe that long term, this will be less costly for the organisation because we will have more certified volunteers and less staff to pay for.</p>
Will district conferences still exist?	<p>District conferences provide a lot of knowledge, inspiration and fellowship value. We need to find ways to continue to provide for these needs in a contemporary environment in a more effective way. In some case there may be less frequent events with regular on-line training between major events.</p>
How can Rotary/Rotaract members assist?	<p>Rotarians and Rotaractors can provide valuable insight by sending ideas and contact details via our website https://creatingtomorrowrotary.org/</p> <p>We need everyone's input and support to make this a success.</p>
What does this mean for current and upcoming redistricting directives?	<p>A request has been made via the RI Board and its Redistricting Committee for affected districts to have the option of pausing the need to redistrict should the pilot proceed.</p>
What are the feedback loops for the pilot? How will we know it is working or what needs to change?	<p>Key performance indicators and measures to determine success have yet to be developed but will form an important part of the transition and the monitoring process by the Regional Council in conjunction with DGs in their advisory role. These indicators will be used to confirm the efficacy of changes and prompt further adaptation as needed in alignment with RI and SRF as the pilot progresses.</p>
Who will have the ultimate decision-making responsibility: the Regional Council or the RI Board?	<p>Similar to a current district as an incorporated body, the Regional Council will make local decisions in line with an established constitution and bylaws in accordance with local laws, and approved by Rotary</p>

	International. The Governor Trains will be closely involved in exploring and developing this with the District Governors continuing their roles as the officers of RI whilst the pilot proceeds.
Districts and District Charitable Trusts are legal entities/ incorporated societies. Is there a group looking at legal and financial implications of change?	Districts, as legal entities, will continue along with established District Charitable Trusts. A Governance Group is part of the pilot and will examine this aspect and provide recommendations for the longer term.
OTHER	
Is feedback being listened to?	<p>Yes, as evidenced by this extraordinarily long FAQ document which has had many changes made to it as the project plan has evolved. The Regionalisation Team continues to work hard to address feedback adapting as appropriate.</p> <p>The fact the model is seen as a framework to be explored and developed in consultation with G Trains and club members is testament to the desire to listen, work with and adapt it to what is best for our region. The model is not being force-fitted.</p>
Where can I find more information?	Click on www.creatingrotarytomorrow.org , and read the Fact Sheet and the FAQ document in their entirety.
Given the 4 Way Test, is the project team committed to transparently providing clear factual logical answers to questions being asked freely and safely?	Yes it is. The Regional Pilot Team has always been committed to open dialogue and providing answers in the context of the 4 Way Test. People should feel free to ask any question and provide comments because we see the SRF model is a framework which we will explore, test and develop together.
What is the new "streamlined governance" structure?	This is currently being developed prior to sharing with G Trains and then Rotarians for comment.
How is it streamlined and what costs models support that?	Streamlining will be self-evident once the new model is viewed as will the potential for reduced costs with one Regional Council compared to 23 districts. Estimated cost savings will be assessed and communicated.
Is the governance structure a democratic layer and if so are ordinary Rotarians involved in choosing their representatives?	Yes, the intention is that the structure be more democratic. The concept which is being further developed is introduced in the Fact Sheet. The structure and processes in this regard are currently being worked out by the Organisational Design team and will be presented for consultation as developed.
How will appointments be made?	Should the new governance structure proceed, Rotarians and Rotaractors within each region will be invited to apply for a position on the Regional Council, Regional Committees, Specialist Support leaders, or as an Area Leader. Once the slate of candidates has been determined, members within each region will elect who would serve on the Regional Council and as their area leader. Those elected would then receive appropriate training from Rotary InternationalProcesses in this regard are being worked out by the Organisational Design team and consultation will occur as developed.

<p>Where is the claimed duplication of effort in our existing structure?</p>	<p>Currently there are 23 districts in our Region endeavouring to do the same thing often in 23 different ways. It is believed there are considerable efficiencies to be achieved if best practices are adopted by the regional committees which will be staffed with the best of the best volunteer resources. This would provide for efficient, sustainable processes and knowledge bases, avoiding duplication and variation of effort and be underpinned by succession planning. Better use of technology and communication processes are expected to make it easier for clubs and members to focus on service, development and fellowship.</p>
<p>What are the inefficiencies in the current system?</p>	<p>The Organisational Design team is currently examining processes to identify these and is seeking to automate wherever possible to save Rotarians time. With 23 districts all doing their best to carry out the same administrative tasks it is believed the better use of technology and resources lends itself to significant efficiency gain. The intent is to have our volunteer leaders able to focus their valuable time on humanitarian service and leading rather than managing; whilst important, too much administration and management tends to put the brakes on our ability to adapt and improve impact and reach. Time spent on leadership on the other hand, is expected to put an engine on our endeavours to address these challenges.</p>
<p>What costs will be reduced and how?</p>	<p>This is being worked through once the structures become clearer and communicated. The RISPPPO office will be assisting.</p>
<p>What is the “better alignment” being sought and how will that be measured and reported?</p>	<p>Research clearly shows that volunteering trends are changing and the best professional advice is organisations need to change rather than expect volunteers to do so. Our structure was developed 70 years ago when joining a service club and doing service work was different to modern volunteer expectations. We need to align ourselves to modern trends if we are to survive and grow. Some success metrics are listed in the FAQ under the heading "Rationale" and more will also be developed and reported upon regularly to G Trains and clubs so that we can ensure we are making progress.</p>
<p>How will we measure and report delivery of better diversity?</p>	<p>See the last sentence above. It is also expected that clubs themselves will also be acutely aware of the progress they have made in improved engagement, retention, impact and satisfaction levels.</p>
<p>How will we measure and report delivery of better transparency?</p>	<p>That is a good question and the Planning Team is committed to developing processes that ensure progress against success metrics focused on club and members interests are paramount.</p>
<p>How will we measure and report delivery of better support to Clubs?</p>	<p>The success metrics chosen and regular surveys will as above be crucial to ensuring clubs can convey whether they are receiving better support. Outcomes like engagement, retention impact and reach usually, but not always, reflect club and member satisfaction - together, we must ensure this is the case.</p>
<p>How will “nurturing a culture of leadership and development”</p>	<p>The current and next generation are seeking cultures that offer opportunities to develop and it is now well</p>

<p>provide new opportunities for growth, (and) how will “helping a more diverse range of members develop and practise their leadership skills” increase impact and “clubs function more effectively with improved governance”?</p>	<p>accepted in society and industry that inclusiveness, diversity and collective impact are keys to greater impact and greater satisfaction.</p> <p>Volunteers are quick to sense environments where this is not the case and seek alternative opportunities. The new structure and area leader roles seek to ensure clubs are supported in creating and maintaining such environments and it is important that Leadership Learning & Development practices are enhanced to underpin these critical aims.</p>
<p>How many leadership roles will be created and how will it make a difference?</p>	<p>The Organisational Design team is currently assessing this challenge which will be worked out in conjunction with G Trains.</p> <p>The importance of volunteers having time for leadership rather than management is well known to most of us as volunteers wanting to make a difference without being burdened by administrative work. Such leadership opportunities are a key aim of the new structure .</p>
<p>How will leadership roles be filled?</p>	<p>Processes to fill the new roles are currently being developed and will be part of the consultation process. It is acknowledged leadership pathways need to be visible and sufficient. We also need to acknowledge that the main work of Rotary is in clubs and that next generation volunteers are seeking different opportunities than in the past.</p> <p>In the proposed model there will be a multitude of new roles for people to aspire to, including experienced and qualified Rotarians. These include positions on the Regional Council, Regional Support Committees, Global Specialists and Area Leaders, the number of which is yet to be determined.</p> <p>Those enjoying existing district roles will have opportunities to volunteer their expertise, experience and passions, and every endeavour will be made to ensure they are accommodated. Enjoyable membership experiences, better support for clubs and greater achievement of our strategic goals are worthy aims.</p>
<p>How many old roles will disappear?</p>	<p>This is to be determined as the details are fleshed out. It is important to focus on the benefits and objectives of the new structure when considering this question.</p>
<p>How will the current leadership options be replaced/enhanced for me/my club?</p>	<p>Current club structures are not being changed. However, in line with flexibility guidelines, new club types and the benefits of clubs collaborating, it is hoped we can evolve club environments to be more satisfying and attractive to belong to.</p>