

## **ROTARY SOUTH PACIFIC REGIONAL COUNCIL – ACTION PLAN, 15 August 2025**

Our Governance model is out of date and to be fit for purpose now and into the future, it's time to bring about bold and revolutionary change. Rotary International (RI) has given us the opportunity to be one of two pilot programs across the world to bring in a contemporary new approach.

### **One voice**

We highly value our Clubs and volunteers and the work they do in their communities. They will continue doing what they do best. However, due to a complicated and complex leadership structure, our Members and Clubs are without national influence, limiting their ability to deliver new projects of scale and attract and retain Members, and attract earn and retain public attention and support. Governments and large national and international Corporate entities seek easier and single points of senior level access to organisations that they wish to do business with and to support through grants and donations.

For the first time in our history, the Regional Council structure (at the core of the new Governance model) can give us a seat at the national table in each of our countries - the table that also seats, Governments, multinational corporates, large philanthropic trusts, and high net worth individuals, all of which could leverage outcomes for community resilience within our Zone.

In doing so, we have the opportunity to enhance our brand understanding and comprehension in this region using one unified voice that delivers projects of scale and impact, enhances club unity, improves member experience, gains more media exposure, and unlocks greater opportunity for fundraising growth to support our doing good in the Zone and in the world.

It's within this context of challenge and disruption, coupled with a deep look over the last 20 years or so at our Zone 8 organization, that leads us to the realization that evolutionary change is not enough. We need a bold change to how we are organized, function and operate.

### **A new Governance model**

This revised and rejuvenated Governance model puts Clubs and Members at the core but also seeks to arrest the rapid decline in membership, the systematic churn of members that do join, and the resulting ageing membership base that prevails. It ensures leadership is not only retained but enhanced, strengthened, and made more relevant at all levels. It tackles the current complexity and difficulty for partners to access and interact with us, offering up easier more accessible routes to collaboration.

The pilot model also considers external competitive pressures, the waning relevance and image of our brand in our Zone and addresses the negative impact of fixed costs against a diminishing membership base. Of key importance is the way in which the pilot program addresses the specific needs of the 16 very diverse countries that form our Zone

Glossary of Terms and Abbreviations used in this document

District Governor Elect	DGE
District Governor Nominee	DGN
Diversity Equity and Inclusion	DEI
Fit for Purpose (membership initiative)	FFP
Governor Elect Learning Seminar	GELS
Governor Nominee Learning Seminar	GNLS
Learning and Development	L&D
Multi District Information Organisation	MDIO
Multi District Organisation	MDO
Pilot Steering Group	SG
Position Description	PD
Regional Council	RC
Regional Council Corporate and Administration	Corp & Admin
Rotary Communities Nominee	RCN
Rotary Community Group	RCG
Rotary Community Leader	RCL
Rotary Down Under	RDU
Rotary International	RI
Rotary South Pacific	RSP
Rotary Youth Leadership Awards	RYLA
Rotary Youth Program of Enrichment	RYPEN

## SUMMARY of the PLAN FOR THE REGIONAL COUNCIL'S ROLE IN THE PILOT

THE WHY	<b>OUR PURPOSE</b>					
THE WHAT	<p><b>Objective 1 LEADERSHIP</b> Create attractive and diverse leadership and development opportunities</p>	<p><b>Objective 2: STRATEGY</b> Provide greater clarity, consistency and continuity of strategy across the zone</p>	<p><b>Objective 3: COLLABORATION</b> Encourage greater collaboration and partnerships including with Governments and large corporates and trusts via a single point of contact</p>	<p><b>OBJECTIVE 4: ONE VOICE</b> Build a stronger trusted and recognized regional Rotary image and Brand in our Zone</p>	<p><b>OBJECTIVE 5: REDUCE COST</b> Improve efficiency and effectiveness of operations through collaboration between Districts, Clubs and other Rotary organisations within our Zone to reduce duplication and ultimately costs to members and to RI</p>	<p><b>OBJECTIVE 6: SUPPORT CLUBS</b> Support clubs through resources to assist clubs to provide relevant and engaging experiences for members and their communities. Enable clubs to better serve and connect our communities and enable Rotary in Zone 8 to grow</p>

<p style="text-align: center;"><b>THE HOW</b></p>	<ul style="list-style-type: none"> <li>• Rotary Community Leaders</li> <li>• Regional Council</li> <li>• Rotary Portfolio Committees</li> <li>• Rotary Specialists</li> </ul>	<p>Regional Council Strategic Plan focus on communication and collaboration with all stakeholders while delivering membership &amp; public image initiatives and operational efficiency and effectiveness</p>	<p>Engage via Partnership Portfolio Lead and Committee with National and International corporates and trusts and via collaboration and key connections with Governments and other jurisdictionally based companies and trusts</p>	<ul style="list-style-type: none"> <li>• Showcase success stories throughout the zone including the power of partnering with Rotary.</li> <li>• Utilise traditional and social media to showcase success both within the Rotary world and to the wider audience.</li> <li>• Partnering with RDU and other mediums that already tell the Rotary stories to amplify the messaging and to build the brand as well as trust and respect in the Brand.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the drivers of costs for members and clubs</li> <li>• Develop strategies for minimising the cost of Rotary to members</li> <li>• Reference best practices in terms of Club and District functioning that can assist reduction in costs to members</li> <li>• Identify ways to reduce the cost and or enhance the value of Rotary to members</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities for sharing existing “best of best” resources and practices</li> <li>• Agree to develop resources required to better support Clubs and RCGs, Districts and our Zone</li> <li>• Publicise the availability of resources and prepare “How to Guides” to ensure best application and use of resources</li> </ul>
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## Action Plan For Objective 1: LEADERSHIP

### OBJECTIVE

Create attractive and diverse leadership and development opportunities

### STRATEGIC FOCUS

Strategic Actions for this objective should be oriented towards the key outcomes which include (indicatively):

- Members filling/over-filling available roles (this is a function of both attractiveness of roles and effectiveness of promotion)
- Diversity of appointments
- Quality and uptake of leadership development

### EVALUATION PLAN

Strategic Action Description	Portfolio Responsible	Start Date	Completion Date	Resources Required	Potential Issues	Desired Outcome	Implementation Steps
Ensure curriculum for Governor Nominee and Elect learning seminars effectively prepares them for undertaking their roles in the pilot environment including the uncertainty during post pilot transition	Learning & Development	1 Jul 2025	31 Oct 2025	Engagement with RI GELS and GNLS learning team	The RI structured L & D for GELS & GNLS does not account for Zone 8 Pilot Governance structure	DGsE and DGsN are supportive of the pilot, understand their roles.	RI Senior Leadership to mandate the required curriculum changes for GELS & GNLS The Learning teams to understand and deliver the varied program The Pilot via SG & RC to have input at the actual sessions
Appointment of representative for Rotaract to Regional Council Board Candidate recommendation from Rotaract Zone leadership team	Rotaract Australia/Oceania	1 Aug 2025	30 Sep 2025	Rotaract Australia and Rotaract Oceania Leadership	Rotaract Oceania not functioning Time availability of Rotaractors for RC	Rotaract representative selected and appointed to the RC	NP to meet with Leadership of Rotaract MIDOs Rotaract MIDOs to determine process for their recommendation for RC member from Rotaract NP to ensure process is addressed in the SG RC replacement selection Recommendation from Rotaract MIDOs to RC Chair together with alternate

							RC to confirm appointment with RI approval.
Appoint a volunteer support lead to develop policies and aid recruitment of volunteers to roles across Rotary South Pacific	Corp & Admin	1 Jul 2025	15 Aug 2025	Nicky Chung appointed by the RC 30 July 2025 as Volunteer Lead.		Professional recruitment, on-boarding, and support processes for candidates, appointees, and RC.	Completed: Nicky Chung appointed by the RC 30 July 2025 as Volunteer Lead.
Recruit and appoint assistants to the Regional Council Company Secretary	Corp & Admin	1 Aug 2025	31 Aug 2025	Tony Monley and Nicky Chung to lead  Communications to advertise the roles.	Inability to identify and encourage volunteers	Appointment of Assist Company Secretaries to work with and back-up Tony Monley.	Scope work required  Produce PDs  Interview applicants  Appoint successful applicants
Develop Regional Council policies and procedures to ensure robust processes to support strong governance & operation of the Regional Council	Corp & Admin	1 Aug 2025	31 Aug 2025 (Stage 1)	C&A group	Lack of Policies lead to inconsistent operation of RC members and lack of good governance practices		Stage 1 – scope and prioritise areas required. Develop draft Policies for presenting to RC for review and adoption RC governance is improved with Policies guiding operations and outcomes
Activate strategic collaboration in Service Projects & Programs across RSP	Service Projects & Programs	1 Jan 2026	1 Mar 2026	Portfolio Committee Research existing Projects and Programs	Lack of collaboration leads to duplication and lack of coordinated scalable efforts	Move from optional participation to focused collective action, driven by initiative leads.	<ul style="list-style-type: none"> <li>• Appoint initiative leads for each strategic focus area</li> <li>• Facilitate targeted collaboration across RSP</li> <li>• Embed into RCG Growth Plans ie. support RCGs/RCLs with implementation and access to additional resources or mentoring</li> </ul>

## Action Plan For Objective 2: STRATEGY

### OBJECTIVE

Provide greater consistency and continuity of strategy across the zone

### STRATEGIC FOCUS

Strategic Actions for this objective should be oriented towards the key outcomes which include (indicatively):

- high quality strategies, tools and resources, accessible by all
- club participation in Growth Plans
- uptake of RC strategies, tools and resources in Growth Plans

### EVALUATION PLAN

Strategic Action Description	Portfolio Responsible	Start Date	Completion Date	Resources Required	Potential Issues	Desired Outcome	Implementation Steps
Deliver DEI Club Framework Activation online workshops	Diversity, Equity & Inclusion	1 Jul 2025	31 Aug 2025	DEI Framework Target groups as identified in invitation sent 09/08/25 in All-Member update: Information sharing only: <ul style="list-style-type: none"> <li>• DG Train</li> </ul> Information and invitation to participate in workshops: <ul style="list-style-type: none"> <li>• DEI Leads</li> <li>• Club Presidents</li> </ul> Interested members		RSP clubs use the DEI Framework to support inclusive practices	Invitation for DEI Club Framework online workshops on 17 <sup>th</sup> , 24 <sup>th</sup> , 31 <sup>st</sup> August 2025 sent with All-Member Communication 09/08/25 Deliver workshops Follow up with support as required
Create and Implement RSP & DEI Public Image Graphic	Diversity, Equity & Inclusion	1 Jul 2025	31 Dec 2025	Investigating indigenous graphic designers to work with RC Public Image Team		Unique Bold RSP Graphic developed and used widely to promote Rotary in Zone	Collaborate with RC PI graphic team to identify& engage indigenous graphic designers  Collaborate with Public Image Portfolio First Quarter (July-Sept)

				Comms team		8 included on a revamped RSP website	on Website Revamp with the help of an agency (Indigenous designers)  Targeted RSP Communication to Clubs & Members, Potential Partners external
Develop and implement a membership goal and strategy encompassing all portfolio areas to increase the number of women in RSP Rotary Clubs	Diversity, Equity & Inclusion, Membership, RCN	1 Jul 2025	31 Dec 2025	Women considered quick identifiable win based on RI membership gender data ONLY  Potential future target as we reset could be identified by: <ul style="list-style-type: none"> <li>• DEI Leads</li> <li>• RCL RCG data – has not collated via the pilot I am aware?</li> </ul> RCG growth plans (new)	•	Female membership at 30 June 2026 has increased by more than 2% from the 1 July 2024 baseline of  July 2025 data improved to 31% female membership in RSP	All Portfolio areas to implement a strategy to increase the number of women in RSP Clubs
Develop a team of DEI champions across RSP including a WhatsApp group for communication	Diversity, Equity & Inclusion	1 Jul 2025	31 Dec 2025	Support of DGs to identify suitable candidates for these key pilot roles	Finding the Champions – Champions can be from all below not exclusively the Specialist Network as I have noted some of people show up in multiple	Twenty additional DEI champions ensuring DEI is embedded in the fabric of RSP	Identify the Champions Approach the potential champions identified and invite them to join the team to actively champion DEI in their area.

					specialist network groups. <ul style="list-style-type: none"> <li>• Rotary Specialist Network AND</li> <li>• DEI Leads</li> <li>• Club members</li> </ul>		
Recognise DEI through events and publications, including RSP 2025 conference, 2026 RI Convention breakout session, monthly RDU section, online celebration May 2026	Diversity, Equity & Inclusion	1 Jul 2025	30 Jun 2026	Articles for RDU (by end July 2025). Application for RI Convention (by Sep 2025)	Gaining support to recognise DEI at the preferred events	A range of DEI club, RCG & district initiatives are recognised for reach and impact	Develop DEI recognition criteria for awards eg: Increase in female %
Launch new zone-wide service projects	Service Projects & Programs	1 Sep 2025	30 Jun 2026	Existing DV programs, ARH for mental health, Falls Prevention alliance, Epic day of service RI group	Failure of some RCGs to adopt the project or projects	Two or more new zone-wide impactful projects for RCGs to engage with	Respectful Relationships (Q3 2025), Falls Prevention (Q4 2025), Mental Health (Q1 2026), Epic Day of Service (Q2 2026)
Increase the uptake and impact of Interact, RYPEN and RYLA across RSP	Service Projects & Programs	1 Oct 2025	30 Jun 2026	Support of existing District Committees  Integrated Communications  Standardised promotional material content	Lack of collaboration	Interact, RYLA & RYPEN Existing programs are supported to deliver programs with proven practice with participation increased in	<ul style="list-style-type: none"> <li>• Roll out tools and communications plan (31 Dec 2025)</li> <li>• Activate passive support models (31 Mar 2026)</li> <li>• Pilot and embed active support models (30 Jun 2026)</li> </ul>

				with ability to localise		each program by 10% from 1 Jul 2024 baseline	
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### Action Plan For Objective 3: COLLABORATION

#### OBJECTIVE

Encourage collaboration and partnerships (Enable a single point of contact for external parties seeking partnerships)

#### STRATEGIC FOCUS

Develop and promote fundraising opportunities to deliver significant 3<sup>rd</sup> part funding to RSP to support future major projects

#### EVALUATION PLAN

Strategic Action Description	Portfolio Responsible	Start Date	Completion Date	Resources Required	Potential Issues	Desired Outcome	Implementation Steps
Develop at least two new Major Projects – PNG Snakebite project and Timor Leste “Million Trees”	Major Fundraising & Partnerships	1 Jul 2025	31 Dec 2025	Commitment of DDF from District	Need to complete MOU with xband (Timor Leste), and host club arrangement with Dili	Successfully achieve Global Grant for \$300k	Seeking DG support for DDF by end August 2025. Submit Timor Leste GG application and Community Assessment by November 2025
Develop new Partner Relationships with Toyota, ANZ, Woodside and Santos to build on partnerships already established with UNICEF, WHO, banks and universities	Major Fundraising & Partnerships	1 Jul 2025	31 Dec 2025	Upgrading contacts with Woodside and Santos using university resources	CEO changes at ANZ Bank delaying approach. Have approached Toyota on environmental theme	Funding received from one major external sponsor	Currently in touch with ANZ September 2025. Discussions held with Japan Consul General and senior Toyota leading to October 2025 conference.
Successfully obtain \$1m of new funding through promotion of new sponsors such as Red Energy, Beyond Bank, FGX and Ord Minnett to clubs and members	Major Fundraising & Partnerships	1 Jul 2025	31 Dec 2025	DG 9815 assisting with RedEnergy Fund allocation procedure. Garry Browne assisting with Future Generation Fund arrangements		Enable delivery of large-scale club and zone projects utilising \$1m of external funding achieved through partnerships	

Design one zone initiated global grant for Timor Leste utilising a simpler strategy for TRF support in future major projects	Major Fundraising & Partnerships	1 Jul 2025	31 Dec 2025	Support from Regional Rotary Foundation Co-ordinator to develop a simple		Long term benefits will be for more impactful future projects from 2026 onwards	Liaison with RRFC by October 2025
Expand Indigenous Health undergraduate Scholarship program through engagement with Victorian Health minister	Major Fundraising & Partnerships	1 Jan 2026	30 Jun 2026	Support from ARH, Victorian Health Ministry, Commonwealth Government	Flexibility required in delivery of indigenous scholarships to Universities	Increased annual scholarships from 80-100	Application to Victorian government to participate in ARH indigenous scholarship program by December 2025
Reduce incidence of Trachoma in NT by expanding the End Trachoma Program	Major Fundraising & Partnerships			End Trachoma project team, NT Government	Construction of Interactive Trailer at Monash University		Completed Interactive Water Trailer arrives in Barkly Region, NT by December 2025
NZ based project Reducing cervical cancer in South Pacific (follows HPV Vaccination through RGECAF)	Major Fundraising & Partnerships	1 Aug 2025	June 2027	Working with Prof Bev Lawton (NZ Citizen of year 2025) and Minderoo Foundation, UNICEF	Early stages with some Minderoo funding	Reduce cervical cancer using self-testing – before HPV effects known	Currently in discussion with Bev Lawton August 2025. Consider also UNICEF priorities December 2025. Submit for Global Grant 2026 focused on one country eg Vanuatu (population 1/4m)
Establish Partnership Registration Procedure for South Pacific	Major Fundraising & Partnerships	1 Aug 2025	30 December 2025	Working with Andrew Best RISSPO	Various formats of MOU and Agreements.	Ensure agreements with Partners and Sponsors are recorded .	Meeting with RI Carrie Golden September. Need to ensure Rotary 7 areas of Focus covered.
Develop and maintain a single pilot-wide (zone and multi-districts) calendar of forward meetings and events available to	Corporate and Admin	1 Aug 2025	15 Aug 2025	IT development and implementation  Appointment of calendar administrator(s).		Opportunities for members delivered through the pilot are publicly available	

all members as a mechanism for advising of upcoming events						which will increase engagement and impact	
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### Action Plan For Objective 4: ONE VOICE

#### OBJECTIVE

Build a stronger, unified regional Rotary image and Brand

#### STRATEGIC FOCUS

Improve recognition of the Rotary Brand across Rotary South Pacific to enhance attractiveness of Rotary for current and potential members as the service club of choice for volunteers and external partners

#### EVALUATION PLAN

Strategic Action Description	Portfolio Responsible	Start Date	Completion Date	Resources Required	Potential Issues	Desired Outcome	Implementation Steps
Consolidation of social media campaign, testing in NSW and North Island NZ. and evaluation of impact	Public Image	1 Jul 2025	31 Dec 2025				
Continue managing VCLA Media with social management and content creation	Public Image	1 Jul 2025	30 Sep 2025				
Create more social media content that clubs can use for Facebook and Instagram through a program of filming selected projects. This will provide video, stills, social posts, stories for website etc	Public Image	1 Jul 2025	31 Mar 2026	Filming scheduled 16, 17, 18 July in New Zealand for: <ul style="list-style-type: none"> <li>• Conservation volunteers working in the Christchurch Peace Park.</li> <li>• Antenatal program</li> <li>• Action for freshwater group – testing river water.</li> </ul>			

				<ul style="list-style-type: none"> <li>• RC Bordertown – South Australia – dog park</li> <li>• RC Henley – South Australia, sandwich program</li> <li>• Receipt of RI film etc on PNG maternal health program.</li> </ul>			
Revamp the RSP website with additional links to information available on RI website/s	Public Image	1 Jul 2025	30 Sep 2025	Agency to assist	Need to work with RDU.ONE website to ensure there is not duplication of purpose and content	RSP website is effectively linked to RDU.One and MyRotary to be an efficient source of information about Rotary across RSP	
Deliver a series of mini webinars for Rotary members to increase skills in promoting Rotary	Public Image	1 Jul 2025	30 Sep 2025	Info and links to be added to website.	Consider encouraging RCGs to be able to book in for a webinar/workshop	Rotary members, clubs and RCGs have improved capability with tools to promote Rotary across RSP	Webinar topics to include things like as how to use Canva, Media Basics, marketing 101, social media, taking great photographs etc
Develop opportunities for key	Public Image	1 Jul 2025	30 Sep 2025			Recognition of Rotary as a	

Rotary members to speak in public, join think tanks and media interviews.						service club of choice is increased across RSP	
Work closely with Rotary Down Under to maximise stories being used in different ways.	Public Image	1 Jul 2025	30 Sep 2025	RDU Comms Committee Communications Lead	Need to ensure don't duplicate RDU one, but enhance the efforts of each  RISPPPO resistance Inability for RISPPPO to distribute coms to non-RDU subscribers in a timely manner	Regular comms to members via existing RDU One channels and RSP website and RSP socials	<ul style="list-style-type: none"> <li>Formalised agreement between RSP and RDU</li> <li>Agreed communication schedules</li> <li>Procedure for sign off of messaging via Comms Committee</li> </ul>
Engage media by pitching stories about Rotary	Public Image	1 Oct 2025	31 Dec 2025			General public has greater awareness of the work of Rotary and Rotary members can see themselves in the media	Participate in RSP Gold Coast Conference to gather stories and pitch them during the conference.
Creation of podcasts	Public Image	1 Oct 2025	30 June 2026	Skills of Rotary member with a rich history of podcast creation for BBC now resides in Australia		Rotary is known to a broader audience through podcasts, 6 created to 31 March 2026 + 6 more to 30 June 2025	Liaising with the head of Community Broadcasting Association of Australia to design a podcast series.

Retire Creating Tomorrow website after migration of relevant content	Public Image	1 Aug 2025	30 Sep 2025	Administrator access to website Communications Lead	Availability of administrator access Availability of time to transfer content required from old site	Creating tomorrow site closed and all content required for reference onto RSP or stored.	<ul style="list-style-type: none"> <li>Gain admin access to Creating tomorrow website</li> <li>Remove required content</li> <li>Populate RSP site with any relevant content</li> <li>Close Creating tomorrow site</li> </ul>
Focus on RYLA & Rotary Youth programs	Public Image	1 Jan 2026	31 Mar 2026	Communications students to assist with story creation			
Encourage development of Rotary Community Group Facebook pages in place of individual club pages	Public Image & Rotary Community Nominee	1 Jan 2026	31 Mar 2026		At the moment we have 100s of average sites. Most clubs don't have one effective person that can do this. (Some great sites as well!)  RSP Facebook is aimed at an external audience	Skilled people in each RCG who understand the benefits of social media are employed to have fewer, higher quality pages to cover hundreds of RCG and club events	
Audit and close defunct Facebook pages	Public Image	1 Jan 2026	31 Mar 2026				
Identify and shine a light on the most impactful and scalable Service Projects & Programs already in motion which could be expanded to enhance public image and increase impact	Service Projects & Programs	1 Jul 2025	31 Dec 2025	Input from District Governors about existing programs with potential to be expanded		Current programs are expanded to increase impact of these programs and Rotary in RSP	<ul style="list-style-type: none"> <li>Identify high-impact projects and programs</li> <li>Share initiatives on the Rotary South Pacific Members Portal</li> <li>Promotion of scalable work – in partnership with Communications and Public Image teams.</li> </ul>

<p>Develop process for providing regular (at least fortnightly) updates to all members effectively communicating achievements from all aspects of the pilot and other areas of operations within the zone</p>	<p>Comms Committee, Corp &amp; Admin</p>	<p>1 Aug 2025</p>	<p>30 Jun 2026</p>	<p>Input from Portfolio committee leads co-ordinated by communications committee with support by RISPPO Communications Lead. Oversight by Steering Group Chair, Regional Council Chair &amp; Pilot comms committee</p>	<p>This will likely require formation of a Communications Committee spanning the pilot structure. That Comms Cee is currently being created by the Steering Group</p>	<p>Coordinated communication to all members utilising the opportunity provided through RDU One and our RSP website and our social media</p>	
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**Action Plan For Objective 5: REDUCE COST**

**OBJECTIVE**

Improve efficiencies to reduce duplication and costs to members and to RI

**STRATEGIC FOCUS**

Reducing cost of membership to current and future Rotary members is a key focus for clubs and members and is considered important to attracting diverse future members

**EVALUATION PLAN**

<b>Strategic Action Description</b>	<b>Portfolio Responsible</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Resources Required</b>	<b>Potential Issues</b>	<b>Desired Outcome</b>	<b>Implementation Steps</b>
Develop a one stop shop “Club Assist Hub” for clubs to locate resources, consistently formatted & with links to existing RI or other material – do not duplicate	Corp & Admin	1 Sept 2025	31 Oct 2025 Stage 1.	IT support – system design & knowledge/document management  Governance knowledge  Specialist input – legal, insurance  RISPPO district and club support	Breadth and depth of the subject matter  Need to balance ideal with practical  Maintenance and control processes and resource.	A one-stop shop accessible through the RSP website	A multi-dimensional focus group required to scope requirements and develop structure  . Prioritise  Appoint teams to assemble material.
Document and communicate to clubs and members the benefits delivered by the Regional Council Corporate and Admin team	Corp & Admin	1 Feb 2026	28 Feb 2026	Deliverables developed that support cost efficiency, reduced costs and or increased value for clubs and members	Jurisdictional differences may impact ability to apply in some areas	Examples of best practice efficiency measures, cost reductions or value enhancements provided for consideration all clubs	Capturing the examples from across the zone Documenting such and recognising any jurisdictional matters for consideration.
Provide wide support for Conflict	Corp & Admin	15 Aug 25	30 Jun 26	Existing experts to be identified	This task has components of		

Management, Club Governance, Insurance, Risk Management, Youth Protection utilising the Rotary Specialist Network, one stop resource hub and transferring committees to the Regional Council. Prioritise action depending on urgency of items				and to join the Rotary Specialist Network, Transfer of Functions framework to be completed. Involvement by RISPPPO required	others on the Corp & Admin list, but also new items not yet transferred. Some are significant tasks in their own right. Time and wider input is going to be required to scope and plan for these activities. Some should probably remain post pilot.		
Form a working group to fully understand efficiencies of the pilot model and potential cost savings. Consider the influence Districts and clubs have on this aspect of being a Rotary Member	Corp & Admin	15 Aug 2025	31 Oct 2025 (Stage 1)	Representative working group  Examples of cost savings	Lack of preparedness to change the status quo  Failing to have all stakeholders recognise that they have a role to play in reducing costs	Lower costs of membership will remove potential barriers to a diverse range of potential members	Stage one is an evaluation methodology for consideration by the RC Council Board at the August meeting

### Action Plan For Objective 6: SUPPORT CLUBS

#### OBJECTIVE

Support clubs to provide relevant and engaging experiences that serve and connect our communities and enable us to grow

#### STRATEGIC FOCUS

The pilot model is intended to be club centric. Strategies to support clubs should wrap around them and be designed for clubs to pull the support towards them in their RCGs to set targets, engage members, and arrest inevitable decline of aging clubs.

A strategic approach is needed to development of the RCGs/Club leaders through the Growth Plans, focussing on membership growth, community engagement/relevance, marketing, integration of RC resources.

#### EVALUATION PLAN

Strategic Action Description	Portfolio Responsible	Start Date	Completion Date	Resources Required	Potential Issues	Desired Outcome	Implementation Steps
Deliver 2025/26 President Elect Learning seminar curriculum in collaboration with district L&D leads	Learning & Development	1 Jul 2025	30 Jun 2026	Support of District Governors and L&D Leads to deliver content	Curriculum does not meet jurisdictional requirements of the specific District	A well-structured curriculum that provides for the jurisdictional requirements e.g. Youth Protection, Governance including Insurance	Ensure Districts L & D Leads are engaged and work in developing program
Survey Districts about the content and attendees at club officer learning seminar (formerly District Assembly) to assess what is currently happening and determine action to ensure	Learning & Development	1 Jul 2025	30 Jun 2026	Support of District Governors and L&D Leads to provide information	Curriculum does not meet jurisdictional requirements of the specific District	A well-structured curriculum that provides for the jurisdictional requirements e.g. Youth Protection, Governance	Ensure Districts L & D Leads are engaged and work in developing program  Program benefits from collaboration and consistency of content in areas where appropriate and provides for jurisdictional and District specific requirements

consistency across RSP						including Insurance  Has the support of the District	
Implement Adepton program via two face to face and two online seminars to deliver learning and development re adaptive leadership for Rotary Community Leaders	RCN with support from Learning & Development, Membership	1 Jul 2025	17 Aug 2025	RCLs  Adepton specialists  Portfolio Leads and Committee experts as required	Failure of RCLs to utilise the follow up mentoring  The desire for face to face	Rotary community leaders have the skills to support clubs by completion of growth plans and club strengthening	On ramp program delivery  Follow up mentoring on individual basis for RCLs  Support from RCN and RCN Portfolio Committee members
Deliver monthly online mentoring sessions for the RCLs to support them to continue to develop their adaptive leadership skills	Rotary Community Nominee with Adepton team and support as required from Learning & Development	1 Jul 2025	30 Jun 2026	RCLs  RCN  Adepton specialists  RCN Portfolio Cee members	Failure of RCLs to utilise the follow up mentoring  The desire for face to face	Rotary community leaders have the skills to support clubs by completion of growth plans and club strengthening	Follow up mentoring on individual basis for RCLs  Support from RCN and RCN Portfolio Committee members
Conduct regular Rotary Community Leader onboarding sessions	Rotary Community Nominee with Adepton team and support as required from Learning & Development	1 Jul 2025	30 Jun 2026	New RCLs  RCN  Adepton specialists  RCN Portfolio Cee members	Timing of delivery  Commitment to onboarding process	All Rotary Community Leaders are familiar with their role and can effectively support clubs	Planned orientation and onboarding program  Regular delivery as required for new RCLs  Seek feedback from participants  Action feedback and enhance program

Develop additional support (including online learning and development) for geographically remote clubs to address challenges with them participating in development of growth plans	Rotary Community Nominee with Adeption team and support as required from Learning & Development	1 Jul 2025	30 Sep 2025	RCN  Adeption specialists  RCN Portfolio Cee members  L & D Portfolio Committee	The Growth Plan methodology intended to cover this.	Growth Plan addresses the challenge of engagement of remote clubs within RCG  The Growth Plans deliver stronger connected Clubs within the RCG	Support the RCL with specific tools to assist in development Growth Plan for geographically remote Clubs within an RCG  Develop the agreed connectors for collaboration and successful RCGH projects and programs  Support virtual connection and collaboration  Focus on addressing the challenges of remoteness and through the RCG bring a sense of belonging and connection and success
Prepare and upload to RSP website an onboarding kit for clubs to use as a resource when onboarding new members	Membership Learning & Development	15 Aug 2025	31 Oct 25	Best Practice examples  Membership Portfolio Committee Leads examples  RI resources and tools  IT support	Failure of Clubs to implement Lack of continuous improvement by reference to feedback from new members and also researching best practice in delivery and ongoing development	A structured standard approach to onboarding using best practice examples  Retention of new members is improved as clubs understand what their needs are	Collate the best practice examples eg RC Port Macquarie Sunrise “Star Program”  Develop an agreed onboarding program including the linking of the RI onboarding tools and process  Prepare the “How To” Guide and resources  Provide a webinar and recording of the resource kit  Make available to all Clubs via the RCL and the RCG  Showcase examples of successful delivery

Deliver monthly "Members Are Us" online sessions to RCLs and club presidents	Membership	1 Aug 2025	30 Nov 2025	Membership Portfolio RI membership staff and resources Showcase success	Failure to have engagement	Grow Rotary by attracting 600 new members in 2025/26	Upskill RCLs and club leaders to recruit new members. First session to be "Capitalising on new member leads to grow your club"
Accelerate and promote starting new clubs	Membership	1 Jul 2025	31 Dec 2025	Work in partnership with RCLs and District Governors and RISPPPO Club Support team Census data		25 new clubs are started in RSP in 2025/26	Review the resource material and have a "How to" Guide with supporting information and tools Identify the target areas and engage with stakeholders Follow through with the plan and support the team tasked with the actual new Club development and chartering Celebrate the success and communicate to all members and the public
Implement face to face "Membership Summits" across the most productive regions	Membership	1 Jul 2025	31 Dec 2025	Self-funded by attendees		Grow Rotary by attracting 600 new members in 2025/26	Target regions where efforts will yield highest returns based on past experience of the team and from analysis of census data
Provide ongoing support to 83 clubs participating in the Fit for Purpose program	Membership	1 Jul 2025	30 Jun 2026	Fit for Purpose Membership team	Loss of focus because of changed Club leadership	FFP clubs indicate net 5% growth end 2026	Regular check ins and provision of guidance and support Celebrate success and initiatives Share experiences and success with all members via the formal all member comms

Build close relationships and support membership specialists who are members of the Rotary specialist network and or members of the membership Portfolio Committee	Membership	1 Jul 2025	30 Jun 2026	Membership specialists Prior membership coordinators and assistant coordinators Prior skilled district membership chairs	Working in silos Individuals owning their programs/ resources Lack of engaging expertise within each district region Inequity in availability and access	The skill and talent of membership experienced members is shared with all Clubs and members throughout the zone in a way that is understood and implemented at each Club. Every membership initiative is created in a ready to use "How to Guide" that is available in a resource library together with a list of members that can assist and support the delivery of the learnings.	Review and categorise and document all existing "best practice" membership resources Make those resources available in a central repository with the experts that are available to support such clearly identified and ensuring that there is at least one expert resident within each District Where resources do not exist in a usable reference guide then develop such, test and then promote. Identify examples of best practice and showcase to all members and if need be, develop the "How to Guide" that supports that membership initiative.
Ensure all Rotary Community Groups have leaders	Rotary Community Nominee	1 Jul 2025	30 Jun 2026	experienced Rotary members across each District and within the RCG areas.	Inability to identify a willing skilled RCL The Position of the RCL and the responsibilities not clearly	Successful filling of all vacant RCL roles by competent and skilled members	Review the RCG structure to ensure alignment of common interests and comprised of Clubs that identify with the alignment and purpose

				G Tains and PDGs Skilled former District or Zone members within each RCG area “emerging leaders via prior emerging leader programs	specified and or understood by the members in the RCG. RCG grouping may be misaligned for common purpose and impact of member Clubs		Seek advice from the District as to the best candidates for RCL from within the clubs in that RCG Identify the best candidate for the role at the time and ensure that they are held in good standing by the clubs in the RCG Appoint the member as the RCL after gaining confidence of Clubs supporting and respecting that person.
Review and update the job description for the Rotary Community Leader role accounting for re-alignment of priorities from the pilot re-set	Rotary Community Nominee	1 Jul 2025	31 Aug 2025	Current Job Description The initial Business Case information re RCLs The SG work group work re RCGs and RCLs RCN’s own experience as an RCL as well as the workings of other successful RCLs with successful RCGs.	Some existing RCLs that have been operating not under the desired structure may resist the revised Job Description e.g. those that have continued to operate as Assistant or Area Governors more so than RCLs	Job Description universally agreed and applied in operations by RCLs	Reference the initial Business Case information Reference the SG work group work re RCGs and RCLs RCN to prepare the revised Job Description referencing the above and his own experience as an RCL.
Review current Rotary Community Groups considering operation to date.	Rotary Community Nominee	1 Jul 2025	31 Aug 2025	G train PDGs RCLs / RCGs Prior RCN reviews of RCG effectiveness	‘Operation to date’ needs to reference design of the model and gaps in RCL support to date and development – is it an implementation or a design issue?	All RCGs have alignment of all member clubs with purpose and Growth plan initiatives	Review current RCG structure Review deliverables to date Research best alignment for clubs with purpose and goals Make any required changes

					Need to consider possible negative impacts by changing this far into the pilot is worth the gains  Vested interests RCL and RCG not operating as intended by Pilot Timing		
Recruit a team of six volunteers to assist the RCN to effectively support the Rotary Community Leaders with RCL onboarding and growth plan assistance RCLs to be grouped into three. zones (Pacific Islands/NZ, East Coast, Central & West incl Timor Leste)	Corp & Admin, Rotary Community Nominee	1 Aug 2025	31 Aug 2025	Recruitment team  Communication team	Timing risk, however, it was intended that the RCN have a sub-team around the role	RCN requires help in being able to assist those RCL's who require specific assistance with growth plan elements.	RCN produce PD  Recruitment process  Onboarding  Integration into RCN/RCL structure.
Recruit a lead for the Rotary Specialist network with the aim of further developing the network including more specialists for the Rotary Specialist network and	Corp & Admin	1 May 2025	15 Dec 2025	Across C&A input  Communications  RC and SG support and promotion of the SH facility.	This is a significant process initiative working off an established base. Don't underestimate the work required by a coalition of volunteers.	Grow the number of Rotary Specialists registering on the database and improve awareness and use of the database as a	Update project manager PD  Recruitment for PD and subsequently add to SH existing team  Optimise administration and reporting processes working off Boylan Point portal

promote use of specialists					<p>Culture change within Districts and clubs to build confidence and use the facility.</p> <p>The Project Lead appointment is the key to moving this forward.</p>	<p>tool to obtain specialist advice, support and assistance when required.</p> <p>Members across the Rotary South Pacific have access to the best expert support available</p>	<p>Build processes and protocols including service standards, verification of Specialist qualifications, disclaimer statements, etc.</p> <p>Recruitment and onboarding of specialists.</p> <p>On-going review and support mechanisms</p>
Collaborate on membership growth initiatives with District Membership teams	Membership	1 Jul 2025	30 Jun 2026	<p>Zone wide membership strategies, tools and resources</p> <p>Membership Portfolio</p> <p>RCLs/RCGs</p> <p>RI membership resources</p> <p>DG &amp; District membership expertise</p>	<p>The best membership talent within each district is not engaged</p> <p>Lack of collaboration and engagement</p>	<p>Membership initiatives are delivered in each RCG and available to every Club to support the growth and retention of members</p>	<p>Identify and engage the best membership talent available throughout Zone 8</p> <p>Identify and document best practice membership initiatives</p> <p>Make available to all Clubs via the membership expertise in the Membership Portfolio and through each District</p> <p>Showcase best practice initiatives and success</p>
Distribute a guide for RCLs to use to support clubs at risk of closing, outlining strategies that could be considered to avoid club closure	Learning & Development, Membership	1 Jul 2025	31 Aug 2025	The guide has been produced	<p>Failure to make available</p> <p>Failure to regularly review and improve from</p>	<p>Avoid Clubs closing through early engagement and support</p>	<p>Distribute the Guide</p> <p>Develop a support team to work with at risk clubs</p> <p>Ensure the team is inclusive of Membership team and DG and District team members</p>

					feedback and experience		Share the success stories through regular all member comms
Implement secondary cause-based community groups	Rotary Community Nominee	TBC	TBC	<p>Prior survey information</p> <p>Awareness of causes already the focus of specific clubs</p> <p>Leadership of the clubs to be potentially grouped by cause</p>	<p>Clubs not interested in working together</p> <p>Lack of appointed coordinator</p>	Clubs will collaborate more resulting in delivery of more effective and impactful projects and programmes	Identification of top ten groups based on survey responses from clubs has been done, plus suggest putting individual clubs in contact with each other for specialised interest groups
Enable passive support to clubs for Service Projects & Programs by connecting and equipping them for greater collaboration	Service Projects & Programs	1 Oct 2025	31 Dec 2025	<p>Portfolio Committee</p> <p>Club leaders</p>		Lay the groundwork for voluntary collaboration and self-organised scale and increased impact of programs and projects	<ul style="list-style-type: none"> <li>• Create toolkits and Resource Hubs</li> <li>• Build communities of practice</li> <li>• Use internal comms to connect members and promote case studies</li> </ul>