BAY OF PLENTY
NZ INSTITUTE OF DIRECTORS
ONLINE SURVEY RESULTS

FOR

BAY OF PLENTY BRANCH

PREPARED BY

APR CONSULTANTS LTD

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EXECUTIVE SUMMARY

- In December 2014, the Institute of Directors Bay of Plenty Branch commissioned APR Consultants Ltd to conduct an independent online survey to better understand the needs of its members and of the regional business and organisational community generally.

- The survey link was distributed through Branch Committee members' and other networks, culminating in 61 survey responses from individuals involved in the governance and management of businesses and organisations throughout the region.

- The 61 responses came from throughout a range of demographics, regional geographical locations, governance and management roles, professional expertise and industry sectors.

- The quantitative and qualitative results below provide valuable insights into the needs of the Branch's constituency. Branch Committee members are recommended to read the report in its entirety for insights around possible new directions, initiatives or opportunities.

'BY THE NUMBERS'

73.8%	were interested in governance of commercial entities
62.3%	were interested in management of commercial entities
90.2%	had heard of the Institute of Directors Bay of Plenty Branch
81.8%	were involved with the Institute through events and networking
88.6%	agreed or strongly agreed that the Institute is known for supporting governance and management
84.1%	agreed or strongly agreed that the Institute is a user friendly organisation to deal with
72.7%	agreed or strongly agreed that the Institute is actively engaged in working with individuals, businesses and organisations around good governance and management
73.8%	said that face-to-face was their preferred form of contact
72.1%	said they would be were interested in a free event over the next year to help them in their business management and governance

'WORDS TO THE WISE'

Note: The following 'wordle' diagrams are derived from frequency analysis of verbatim responses to two key open questions. Full verbatim responses are listed in the report. Branch Committee members are recommended to read the report in its entirety.

What activities of the Institute of Directors are most useful to you and why?

What areas of governance or management support are you looking for in your business?

KEY AREAS OF FOCUS AND OPPORTUNITY'

The BoP Branch of the New Zealand Institute of Directors has developed effective relationships through its Branch Manager reflected by its rating as a 'user friendly organisation to deal with' (84.1%) and that 'it is actively engaged in the region' (72.7%). Notably around a quarter of responses requested that the Branch Manager should contact them around a range of matters including governance pathways, encouraging younger members and workshops around real case studies.   Areas in which the Branch Committee should consider further included:

- Ensuring programmes and events have a high level of focus on governance and the governance management connections in commercial entities.

- Events and programmes with a strong focus on networking.

- Looking at the structure of events to ensure that people are engaged with the programme and aware of the activities of the branch and relevant national programmes and initiatives.

- Continuing to hold events throughout the region including in each of Western Bay of Plenty, Rotorua, Taupo and Eastern Bay of Plenty on an annual event calendar to reflect the geographical make-up of the Bay of Plenty and provide a focus in each of those communities around governance.

- Looking at a headline event for the year which could involve a high profile speaker and topical governance matters. Also high profile directors with a range of interests including collaborative approaches and governance of cooperatives should be considered.

- Considering a free event as an introduction to potential new members and an opportunity to showcase governance in the region to existing members. .

- Looking at opportunities where members cannot make events that the proceedings or a real time connection is available (eg, use of Skype) or the use of webinars in the future.

- Ensuring that the website is actively updated with local branch events.

- Continuing to send regular email updates around branch activities to members and also to key regional stakeholders (eg, chambers of commerce, economic development agencies, councils, MPs, industry sector organisations and professional groups).

CONTENTS

1.0 INTRODUCTION

APR Consultants Ltd (APR) undertook research in late 2014 to early 2015 to enable the Institute of Directors Bay of Plenty Branch Committee to identify opportunities to improve governance in the Bay of Plenty region. The purpose of the research was to understand members' needs as well as the wider needs of regional businesses/organisations around governance.

2.0 METHODOLOGY

An online survey questionnaire was developed by APR with input from the Bay of Plenty (BoP) Branch Committee and IoD BoP Manager. A draft survey was developed and tested in November/December 2014. Following changes, the finalised survey was distributed by emailing a link to people in the region involved in senior management and/or governance roles. This was undertaken through contacts at APR Consultants and BoP Branch Committee members. The accompanying email outlined the rationale behind the online survey and encouraged people's participation. Follow-up emails were sent in December 2014.

3.0 RESULTS

In total, 61 people responded to the survey.[1] The following sections highlight key insights gained from the 2014 Institute of Directors survey regarding how it could better meet the needs of the Bay of Plenty regional business and governance community. Results have been presented as frequency tables and verbatim comments with accompanying interpretation. Note that all percentages in this report have been rounded to one decimal place.

3.1 AREAS OF INTEREST

Many of the survey respondents were interested in the governance of commercial entities (73.8%), followed by a high level of interest in the management of commercial entities (62.3%). Governance of non-commercial entities was also highly rated at 57.4%.

Table 1: General areas of interest in governance and management

	Number	Percent
Management of commercial entities	38	62.3%
Management of non-commercial entities	20	32.8%
Governance of commercial entities	45	73.8%
Governance of non-commercial entities	35	57.4%
None of the above	1	1.6%
Not specified	0	0.0%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

The table below shows that director knowledge (65.0%) and governance training (63.3%) were the most frequently cites areas of interest in governance and management, followed by relationships between management and governance (51.7%). Note that there were eight specified areas which received 40% or more on this item, indicating that survey respondents had a wide variety of areas of interest in governance and management.

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[1] Due to the 'viral' nature of the survey distribution, it is not possible to assess the precise number of contacts who received the survey link or to make inferences to the wider population from the sample survey results.

Table 2: Specific areas of interest in governance and management

	Number	Percent
Director knowledge	39	65.0%
Governance training	38	63.3%
Relationships between management and governance	31	51.7%
Director vacancies	28	46.7%
Directorships	28	46.7%
Events/networking	27	45.0%
Advisory boards	26	43.3%
Management development	24	40.0%
Web based governance activities	14	23.3%
Career pathways	13	21.7%
Publications/information	12	20.0%
Other	1	1.7%
Not specified	1	1.7%
Sample	**60**	

Note: Not additive as respondents could identify more than one category

*Areas specified under **director knowledge**:*

- *Always looking to upskill.*
- *As a new entrant to governance, I am interested first in knowing where to draw the line in terms of what a director is concerned with and what is properly left to the managers of the entity.*
- *Board meeting procedure. Risk framework and assessing risk board "appetite" for risk.*
- *Continuing education/development and learning in general is not negotiable for me.*
- *Directors usually fill specific roles within a board in terms of the skills and knowledge they bring to the board table. Interested to understand the capability of Directors who are available to take up roles.*
- *Exposure to best practice Implications of any regulatory changes in governance practice.*
- *Finance for non-finance people.*
- *Gaining greater director knowledge in the non-financial part of directorships. I am a finance professional and am strong on that side of things, but would like to keep developing my non-financial aptitudes.*
- *General education Legal Procedural Topical updates.*
- *General knowledge in this ever changing regulatory landscape.*
- *General refreshment from time to time.*
- *How to be a good director.*
- *I have been over my management and then governance career a director or chair of public listed companies, large private companies, NFP entities be they trusts or charities, as well as director/chair of small private co's whether start up or established. Therefore I have a wide experience including time as a national councillor of IOD and a branch Chair of IOD.*
- *Increase knowledge in reading financial reports for directors.*
- *Inter relationship between Board and Management KPIs for performance and financial control Dash Board reporting to stakeholders.*
- *It's really just an experience thing. A bit more exposure to how good Boards structure and execute their meetings would be good, where the key Directorship skill gaps are at the moment so that I could target any training etc.*
- *Just involved... no formal training.*
- *Keeping up to date with director requirements.*
- *Learning from peers of real board work.*
- *Maintaining an overview of legislative requirements and best practice.*

- *SME companies, start-up companies, companies with a high degree of R&D, Managing "discoveries" obtaining funding.*
- *Understanding obligations.*
- *Understanding of changes happening in Director responsibility and liability. Best practice for Boards.*
- *War stories of success and crisis. Managing a dominant CEO. Managing inconsistent contributions from fellow board members.*
- *What is needed/required from directors.*

Areas specified under **governance training***:*

- *Again, I love to learn and I love to challenge myself. I also like to challenge others and in my professional life I mentor clinicians to help them do the best possible job. Teaching/mentoring on governance is something I would like to do in the future.*
- *As per director knowledge above.*
- *Best practice.*
- *Board Subcommittee - Audit and Risk committee in Non-commercial entity board. Setting of CEO KPI's Management of Annual Performance Review for CEO.*
- *Commercial entities need training and education to understand what they stand to gain from developing a formal Board so they see it as an essential part of future proofing their business rather than just as a compliance cost.*
- *Continue to increase knowledge and skills at governance level.*
- *Emerging directors training.*
- *Gaining an understanding of the skills required if taking on a role for a non-for-profit organisation.*
- *General awareness training.*
- *General topics, refreshers etc.*
- *Holding management to account, specifically translating the strategy to measurable outcomes.*
- *I think more people would benefit from training in the fundamentals of governance. The things that must be done as a "rinse and repeat" every time they carry-out their governance functions, but at the same time must be done right every time. This is so that people can do these things automatically and quickly without compromising the quality of the functions and their compliance with regulatory/legal requirements.*
- *I would like to see small group work on a real business problem a company or business has not generic stuff. Lots of small group work helping with real world problems either done virtually or as a tutorial meeting.*
- *Interpretation of financials is a key area but the current cost through the IOD is prohibitive.*
- *IOD courses.*
- *Keeping up to date.*
- *Learning more.*
- *Maintaining PD.*
- *New to it so need guidance.*
- *Nothing in particular.*
- *Separating governance from management. How to think strategically.*
- *Upskilling to become a director for those that also work in the business.*
- *Vs. management Control mechanisms key reports.*
- *What type of governance training is available, and how does one qualify to participate?*

*Areas specified under **relationships between management and governance***:

- *As above.*
- *Best practice etc.*
- *Best practice in managing the relationship between the two.*
- *Boundaries.*
- *Case studies Best practice Guest speakers.*
- *CEOs/ Managers serving boards in a proactive and constructive manner Risk management - no surprises Performance indicators and productivity.*
- *Chair - CEO roles.*
- *Defining the roles between the two particularly for those that are shareholders in the business.*
- *How to get the interface working to best advantage.*
- *How to progress from Management to Governance*
- *I'm sure this can be a tension area in many different organisations and reading info that is topical is useful. Best practice is always good to be able to refer to. Real life examples too.*
- *My experience covers a vast difference between relationships where the management is the owner or family to boards where there is independence. I have been a managing partner of a large services organisation 150 staff.*
- *Particularly from a compliance perspective - i.e. learning how Governance decides on which information is required from Management as evidence that they are meeting their responsibilities.*
- *Please specify any particular areas in "relationships between management and governance".*
- *SME businesses where governance and Management are by the same people.*
- *The particular issue is how do directors get managers to do what is needed. Processes and procedures is only half the answer, the other half is to continually inspire people to perform better. Not an easy task. I would like to know how others do this, what errors they have made that I can learn from, and so on.*
- *The tension between management and directors representing shareholders' interests.*
- *What constitutes a good relationship between CEO & Board - What does it look like when working well? Managing this relationship Management of CEO Annual Performance Review.*

*Areas specified under **director vacancies***:

- *Available vacancies.*
- *For profit and not-for-profit vacancies with a clear business case. If it is a good company or charity that needs help, then I am keen to get involved.*
- *I believe I have a skill set that can benefit organisations and so am interested in any director vacancies. Also believe that can share initiatives and best practice back into my organisation.*
- *I like to know what roles are out there in case I know of someone that may suit a role that isn't an IOD member, or if one might suit me etc. etc.*
- *Identifying vacancies and effective ways of applying for them*
- *Interested for me and my colleagues development.*
- *Keen to know of vacancies as they arise.*
- *Local and regional vacancies.*
- *Not for profit small businesses.*

- *Notification of vacancies is a good service that IOD provides. I am sure that there are Directors appointed outside of the IOD notifications - What is the best way of getting in the know about these.*
- *Obtaining first step directors positions*
- *Opportunities both paid and unpaid.*
- *Paid positions.*
- *Tourism Economic Growth Aviation Community Trusts.*
- *Vacancies in region and what IOD is doing to raise awareness of Chartered Director qual.*
- *Vacancies of interest to me personally.*

*Areas specified under **directorships**:*

- *As a person with financial and legal backgrounds, I am interested in boards that need assistance from both these specialist areas.*
- *As above.*
- *As for the above 2 questions.*
- *Best Practice.*
- *General self-improvement and improvement of Board practice.*
- *I am looking for alternative Directorships and would like support and mentoring on how to do so.*
- *I love governance. I love strategy and business development and working on culture. But governance in general is really interesting.*
- *Keen to keep updated on research, communities of practice and think piece articles about the challenges of being a director.*
- *Managing "discoveries" obtaining funding as a new business, business exit strategies, growth and acquisition.*
- *Networking with other directors.*
- *None.*
- *Potential opportunities.*
- *Property development, construction, electrical wholesaling, telecommunications, IT investment holding companies and various local authorities LATES and CCO's and all the activities they invest in.*
- *Vacancies Remuneration.*

*Areas specified under **events/networking**:*

- *Ability to network with like-minded individuals and also to find potential business opportunities.*
- *As most branch events are in Tauranga it would be good to have more in Rotorua.*
- *Benefits of shared knowledge and networking for the good of development not the social side - building relationship are essential.*
- *Branch and committee events.*
- *Emerging directors training.*
- *General with local and national directors.*
- *I am always interested in building stronger professional networks, including learning how to do it better.*
- *I am interested in networking opportunities with like-minded individuals.*
- *Listening to and learning from, experienced directors; the opportunity to network with other directors.*

- *Local networking opportunities at varied times Varied times (I live in the Waikato and travel to these events).*
- *Meeting fellow 'one-man-band' Owner / Directors.*
- *Meeting people with insights and new ideas in governance Meeting people doing similar roles.*
- *Networking events need to be interesting, informative and cost effective.*
- *Networking.*
- *The more people you know the better. I like organising events and wherever possible implementing the mystery box approach to events to surprise people and make them smile.*
- *The opportunity to meet and discuss with established Directors topical issues, their journey and develop a network of Directors to interact with.*

*Areas specified under **advisory boards**:*

- *Application and risk around Advisors.*
- *Education Start-up companies.*
- *Education.*
- *Governance and financial controls.*
- *Health, community and social sectors Health sector ICT.*
- *Helping start-up or established companies with their needs on advisory boards.*
- *How skill sets are mixed to complement each other.*
- *I am interested in moving to other Board positions and would look at an Advisory Board as a stepping stone. Preference is not a very small business so I see limited scope for Advisory Board involvement.*
- *I have been a mentor/chair to various "structures" be they informal boards, one on one or just advisor to various boards.*
- *Improvement of processes and accountability Guidance on strategy.*
- *Interested to understand what services/resources are available to commercial entities if they are seeking to establish an advisory board from structure to identifying and appointing advisors.*
- *Legal implications Variation from a board of directors (Structural differences) Case studies / guest speakers.*
- *Local community boards.*
- *Natural Resource companies and the development of governance and management competency and strategy.*
- *NFP Organisations that help the community that I live in.*
- *Role of advisory board vs directors and relationship between executive directors and management.*
- *Start-ups.*
- *The setup, structure and monitoring of the Boards effectiveness.*
- *Tourism Economic Growth Aviation Community Trusts.*
- *What advice/guidance I can offer to others.*

*Areas specified under **management development**:*

- *Be great to learn more about developing staff to take over more mgt.*
- *Development of sound strategic decision making, and leadership.*
- *Governance management relationship Health & safety management Investment management.*
- *Helping the management team to understand what the board needs and why?*

- *How to be the best CEO and understand how to manage and work with the Board.*
- *How to reach beyond management into governance.*
- *Leadership Crisis management Media management.*
- *Leadership skills, HR, high performing teams, working with governance including reporting, quality and risk systems, prioritisation and budgeting.*
- *Management capability in NZ is recognised as being of low standard. The IOD is in a position to influence this offering training in management disciplines.*
- *Management education.*
- *Management skills and tools.*
- *Never too old to learn or develop.*
- *Ongoing interest ensuring that there is satisfaction for management and success for the company.*
- *Please specify any particular areas in "management development".*
- *Refresh and update my current Management qualifications and skills.*
- *Setting standards within your business, Recognising top performers, employee share schemes, virtual workplaces/distance work.*
- *The line between governance and management; moving from management to governance etc.*

*Areas specified under **web based governance activities**:*

- *Access.*
- *How to access these, how to participate and have access to high quality governance at distance.*
- *I am interested in the impact of technology on every part of a business, and this includes how governance interacts with managers. With the world becoming smaller because of technology governors should be at the cutting edge of this developing world.*
- *Living rurally and working away from Rotorua, I need flexible training options I can complete at home in my own time.*
- *Moving training to the web and using webinars.*
- *Networking.*
- *Online IOD courses.*
- *Online tutorial / simulations.*
- *Potential online involvement in board membership.*
- *Training.*
- *Web-based training?*

*Areas specified under **career pathways**:*

- *Attracting youth and then retaining through career development and leadership training.*
- *For emerging directors.*
- *Guest speakers networking opportunities experiential opportunities Framework.*
- *How to convert not for profit governance experience into governance in different organisations.*
- *How to move from completely being focused on management to governance.*
- *I am interested in how new and upcoming directors can go about securing Board appointments / what assistance is available.*
- *Mainly continuing my career pathway but also partly how can I help others.*
- *My real area of interest is in career progression towards Directorships. More support / guidance/ mentoring in how to achieve this would be good.*

*Areas specified under **publications/information**:*

- *I read widely on local and overseas governance issues, have made submissions on many areas of governance to select committees and bodies.*
- *Latest governance thinking/white papers; international research on governance etc., women on boards info.*
- *Pithy articles covering the above.*
- *Research in management and leadership.*
- *What is happening legally and ethically.*

3.2 DEALINGS WITH THE INSTITUTE OF DIRECTORS

In total, 90.2% of survey participants had heard of the Institute of Directors Bay of Plenty Branch with only 6.6% percent not aware.

Table 3: Have you heard of the Institute of Directors Bay of Plenty Branch

	Number	Percent
Yes	55	90.2%
No	4	6.6%
Don't know	0	0.0%
Not specified	2	3.3%
Total	**61**	**100.0%**

Respondents who had heard of the Institute of Directors' Bay of Plenty Branch were asked a number of questions in regard to their dealings with the Institute. Of those 90.2% who had heard of the Institute of Directors Bay of Plenty Branch, 80.0% had dealt with and been involved with the Branch.

Table 4: Have you dealt with the Institute of Directors Bay of Plenty Branch

	Number	Percent
Yes	44	80.0%
No	11	20.0%
Don't know	0	0.0%
Not specified	0	0.0%
Total	**55**	**100.0%**

The table below provides a more in-depth look at the involvement of respondents with the Institute of Directors Bay of Plenty Branch. This shows that 81.8% of these respondents were involved with the Institute of Directors Bay of Plenty Branch through events and networking, which was by far the greater form of involvement.

Table 5: Capacity of involvement with Institute of Directors

	Number	Percent
Events/networking	36	81.8%
Governance training	17	38.6%
Website	14	31.8%
Director knowledge	13	29.5%
Publications/information	13	29.5%
Director vacancies	7	15.9%
Career pathways	2	4.5%
Directorships	2	4.5%
Advisory boards	1	2.3%
Other	10	22.7%
Not specified	16	36.4%
Sample	**44**	

Note: Not additive as respondents could identify more than one category

*Areas specified under **other**:*

- *As a member.*
- *Aspiring Director Award.*
- *Aspiring Director.*
- *Branch meetings and functions.*
- *Branch member*
- *I'm a new member.*
- *Member (x2).*
- *Mentoring.*
- *Phone to admin.*

When respondents were asked what activities of the Institute of Directors were most valuable to them and why, a large proportion indicated events and networking were the most valuable.

What activities of the Institute of Directors are most useful to you and why?

Areas specified:

- *Educational initiatives that make me a well-rounded advisor. Interesting to hear the issues on health and safety, but it is hard to do detailed training that has a generic application to the whole client base of the IOD.*
- *Email updates, legal changes, accountability and ongoing development.*
- *Events and networking - the more people you know the better. Jo and her network - been really useful putting you in touch with people that can assist or offer advice or whatever. Mentoring - helping secure a mentor with skills in an area I'm not strong in. Training/courses - extending governance knowledge esp. good when held locally. It is my belief that Jo does an exceptional job on a limited budget.*
- *Events and speakers in order to keep up with what's happening in this area and networking.*
- *Events because they offer an opportunity to meet and talk with people doing similar roles. Good speakers give insight into the role.*
- *Events/networking plus training.*
- *Great Lake Forum - regular contact with fellow Directors discussing topical issues and knowledge sharing.*
- *Have had a little to do with IOD - intended to join and go to events and training programmes, but started tertiary instead and did not have time. I have now finished study so can look at this again.*
- *I need more information on all aspects.*
- *I'm looking at doing the week long governance essentials course, however I'm finding it difficult to free up a whole week so I'd like to see an option where the course is spread over 2 or 3 weeks.*
- *Knowledge and teaching from current directors always pick up nuggets of information that are useful. Would like some of these events to be more active rather than passive and to actually work with them on a case study for 30 min then feeding back as a group.*
- *Local Meetings in Whakatane.*
- *Membership Training Networking support from training or workshops Publications like "Best Practice for Boards". Health & Safety for Governance.*
- *Networking - networks are vital to my role Guest speakers - learning / perspective / experience.*
- *Networking after attending an introduction to governance programme.*

- *Networking and catching up with friends and business colleagues.*
- *Networking and Presentations.*
- *Networking and sharing experiences.*
- *Networking and updates on key areas and legislative changes*
- *Networking Training Hearing from experienced directors.*
- *Networking. Challenging speakers.*
- *Not sure yet - education and networking.*
- *Seminars and networking events... Director development would benefit and more could be done in this area.*
- *Stories from real directors about their experiences.*
- *The Chartered director program is very worthwhile.*
- *The governance training, particularly the one day sessions are particularly useful as they are informative and easy to attend when only a one day commitment is required. The networking events with well-known speakers are also useful because they attract a good number of attendees and provide a good networking opportunity.*
- *The IOD directors Forum where there is a small group who shares their knowledge. I have also benefited from the support of mentors through the IOD.*
- *Training and development, followed by Director Vacancy, web based tools and networking.*
- *Training and development.*
- *Training and functions for networking.*
- *Training and Networking. Increases knowledge and creates future opportunities.*
- *Training opportunities and networking.*

3.3   REPUTATION

Respondents were next asked about their perceptions of the Institute of Directors' reputation. When asked to what extent they would agree or disagree that the Institute of Directors is known for supporting governance and management by individuals, organisations and businesses within the Bay of Plenty region, most (88.6%) respondents either agreed (56.8%) or strongly agreed (31.8%). Only 2.3% of respondents disagreed on this item.

Table 6: Institute of Directors is known for supporting governance and management

	Number	Percent
Agree	25	56.8%
Strongly Agree	14	31.8%
Neither Agree nor Disagree	4	9.1%
Strongly Disagree	1	2.3%
Disagree	0	0.0%
Don't know	0	0.0%
Not specified	0	0.0%
Total	**44**	**100.0%**

There was a similar response when asked to what extent respondents agreed or disagreed that the Institute of Directors is a user friendly organisation to deal with. The table below shows that 56.8% agreed the Institute is user friendly and a further 27.3% strongly agreed (total of 84.1% agreed or strongly agreed). Only 2.3% of respondents disagreed on this item.

Table 7: Institute of Directors is user-friendly

	Number	Percent
Agree	25	56.8%
Strongly Agree	12	27.3%
Neither Agree nor Disagree	5	11.4%
Disagree	1	2.3%
Don't know	1	2.3%
Strongly Disagree	0	0.0%
Not specified	0	0.0%
Total	**44**	**100.0%**

When asked whether they agreed or disagreed that the Institute of Directors is actively engaged in working with individuals, businesses and organisations around good governance and management, 54.5% of respondents agreed and a further 18.2% strongly agreed (total of 72.7% agreed or strongly agreed).

Table 8: IOD is actively engaged in working with individuals/businesses/organisations about good governance and management

	Number	Percent
Agree	24	54.5%
Neither Agree nor Disagree	9	20.5%
Strongly Agree	8	18.2%
Don't know	2	4.5%
Strongly Disagree	1	2.3%
Disagree	0	0.0%
Not specified	0	0.0%
Total	**44**	**100.0%**

Comments about what areas of governance or management support respondents looked for in their business mainly revolved around the area of governance training.

What areas of governance or management support are you looking for in your business (and any other businesses or organisations you are involved with)?

Areas specified:

- *Access to information and ideas for supporting business governance/management for SME sector.*
- *As above comment.*
- *At a high level we need to work harder to get SME's to adopt and have good Governance much earlier than they do now.*
- *Currently work for the Ministry of Justice - no specific needs at the moment.*
- *Ensuring best practice is occurring.*
- *Evidence based research and commentary on contemporary issues.*
- *Gaining positions.*
- *Governance and advisory for small business and start-up businesses.*
- *Governance protocol, CCO generic information, network.*
- *Governance training and how to pass on that knowledge to others.*
- *Governance training, succession planning.*
- *Health and Safety, Staff issues, etc.*
- *Health and Safety.*
- *I think I already make use of what is available support-wise from a personal perspective. I've not had a need YET to seek support from an organisational perspective.*
- *Knowledge of responsibilities and resources to maintain best practice.*
- *Leading edge Governance of large entities.*

- *Legislative requirements.*
- *NIL.*
- *None at the moment, but a company I have involvement with is undertaking director search activities based outside of BOP.*
- *None (x3).*
- *On-going relevant training H&S Risk Management.*
- *Ongoing training and education in management and leadership.*
- *Stated above.*
- *Strategic planning*
- *Strategy execution.*
- *The ability to improve my activities and performance as a Board director & Chair.*
- *Training on strategic planning would be useful.*
- *Transparent.*
- *Ways that others manage or govern, to broaden my style and approach.*
- *We are keen to appoint an independent director sometime in the New Year.*

Face to face contact such as presentations was the preferred option of contact (73.8%) when asked what method of contact survey participants would prefer regarding governance and management. The second most frequently preferred form of contact was emails (57.4%). Note that respondents could choose more than one preferred option.

Table 9: Forms of contact preferred around governance and management support

	Number	Percent
Face to face contact	45	73.8%
Emails	35	57.4%
Webinars	19	31.1%
Through social media	8	13.1%
Other	3	4.9%
Not specified	3	4.9%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

Areas specified under **other**:

- *Mentoring.*
- *Skype.*
- *Workshops.*

The survey asked participants whether there were any specific speakers that they would be interested to hear from regarding good governance and management. A relatively small sub-sample of 18.0% had someone in mind, while the majority (55.7%) didn't know. For the participants who answered yes, there was a variety of people requested. Evening would be the best time for them, and the majority would prefer the speaker to be set in Tauranga.

Table 10: Any particular speakers of interest around good governance and management

	Number	Percent
Don't know	34	55.7%
Yes	11	18.0%
No	11	18.0%
Not specified	5	8.2%
Total	**61**	**100.0%**

If yes, please provide details of a speaker you would most like to see, the time of day you would like to see it occur and a suggested location?

Details specified:

- *Experienced directors and those involved in collaboratives.*
- *Joan Withers, Elizabeth Coutts, Traci Houpapa.*
- *Neil Richardson.*
- *Norah Barlow.*
- *Prof Jens Muller.*
- *Range of business leaders, occasional politician, economist and international/Australian speakers.*

Times specified:

- *A mixture is good.*
- *Any time but evenings ok best.*
- *Early evening.*
- *Evening (x2).*
- *Lunch or evening.*

Areas specified:

- *Rotorua & Tauranga.*
- *Rotorua.*
- *Tauranga (x5).*

When asked, the majority (72.1%) of respondents said they would be were interested in a free event over the next year to help them in regard to their business management and governance. These people were then asked to provide details of the type of event they would wish to see. A substantial proportion of these replies were governance related.

Table 11: Interest in attending a free event to help business governance and management

	Number	Percent
Yes	44	72.1%
Don't know	10	16.4%
No	4	6.6%
Not specified	3	4.9%
Total	**61**	**100.0%**

If yes, please provide details of the type of free event you would like to see?

Areas specified:

- *A Rotorua based presentation.*
- *A speaker or education around trends in governance or best practice thinking etc.*
- *Any learning is useful. There are many topics you could list here.*
- *Any.*
- *Could have a workshop with range of local leaders and facilitation by say R Westlake. Need to define clearly the level. As I am only back in Tauranga rarely until September 2015 it would have to be after 31/8.*
- *Current regulation impacts.*
- *Depends on topic - either business management or governance.*
- *Developing a tactical plan from strategy that is useful to both the owners of the SME and the staff.*

- *Event that covers what key structures to keep in mind with business growth, ensuring management and governance is not compromised. An event that helps potential directors gaining the confidence to take on a directorship role - more assistance or offering around CV writing - perhaps a workshop that could be used to get this done?*
- *Focus on new H&S legislation requirements Governance in NGO sector focus.*
- *Focusing on SME's.*
- *Governance and social media board makeup - agenda/age/experience.*
- *Governance based. At a reasonable level (i.e. not governance.101). Perhaps a career pathway / governance opportunities, governance as a career or something that builds on existing skills.*
- *Governance for Dummies! :-)*
- *Governance of collaborative/alliances.*
- *Guest speaker - presentation.*
- *Guest speaker on governance war stories.*
- *Guidance on controls required to safely delegate business management. Directors requirement for awareness of liability and how to protect ourselves.*
- *How do you get started?*
- *Information about the responsibilities and resources to maintain best practice.*
- *Latest legislation and updates on best practice.*
- *Legal obligations.*
- *Practical guidance on governance basics/fundamentals.*
- *Real Directors from different sectors talking about their experiences.*
- *Sharing of best practice from managers and presentations of differing styles of leadership.*
- *Some live experience in an established Board would be good.*
- *Something similar to Ted-x for business managers, with a specific focus on managing and leading organisations into the future.*
- *Strategic planning seminar, specifically addressing 'what needs to be covered' in a strategic plan.*
- *Succession planning, managing the transition process from working in the business to sitting on the board.*
- *Talk from experienced director followed by workshop.*
- *Workshop for emerging directors and career path.*
- *Workshop or interactive session to discuss leadership and governance and include secondments between directors to provide better exposure and strengthen networks.*

When asked about the prospect of being contacted further, 47.5% of respondents said they were not interested in being contacted to further discuss matters while 27.9% said yes to the opportunity. People who answered yes to this question were then asked what matters they would wish to discuss. This identified a variety of interests and concerns.

Table 12: Interest in being contacted by the Institute's BOP Branch Manager to further discuss matters further

	Number	Percent
No	29	47.5%
Yes	17	27.9%
Don't know	11	18.0%
Not specified	4	6.6%
Total	**61**	**100.0%**

What matters would you like to discuss?

Areas specified:

- *All of the above.*
- *As the General Manager of a non-for-profit organisation I would love to attend more IOD training events as I have found them very helpful. I would also love to encourage my trustees to attend. However, most of the courses are too expensive for our limited budget and I think there should be a non-for-profit rate.*
- *Attracting younger members with relevant information for small businesses. Governance for small business sector (the majority of NZ businesses) providing workshops using real and case studies from local businesses, or real problems which can be worked through Governance and Management cross over for small businesses.*
- *Career path/advisory services for emerging directors.*
- *Commencing Directorships.*
- *Engaging more women, pathways for women in governance/advisory boards etc.*
- *Events.*
- *My above comments and forthcoming events and membership details.*
- *Possible ways I can support or contribute to the above.*
- *Potentially joining in the Institute of Directors.*
- *The above and any Directorship training / accreditation courses.*

3.4 DEMOGRAPHICS

The following section represents the demographics of the survey sample.

Almost two thirds (60.7%) of participants of the survey were male and 34.4% were female.

Table 13: Gender

	Number	Percent
Male	37	60.7%
Female	21	34.4%
Not specified	3	4.9%
Total	**61**	**100.0%**

Over half (50.8%) of respondents said they were members of the Institute of Directors, whereas 41.0% of those surveyed were not members.

Table 14: Member of the Institute of Directors

	Number	Percent
Yes	31	50.8%
No	25	41.0%
Don't know	1	1.6%
Not specified	4	6.6%
Total	**61**	**100.0%**

Almost two-thirds (64.0%) of the respondents were aged between 40 and 59 years, including one-third (36.1%) aged between 40 and 49 years.

Table 15: Age group

	Number	Percent
Under 30	2	3.3%
30 to 39	9	14.8%
40 to 49	22	36.1%
50 to 59	17	27.9%
60 to 69	8	13.1%
70 to 79	0	0.0%
80 plus	0	0.0%
Not specified	3	4.9%
Total	**61**	**100.0%**

Frequently cited positions held by respondents within their businesses/organisations included Director (44.3%), owner (34.4%) and senior manager (31.1%).

Table 16: Positions held within your businesses/organisations

	Number	Percent
Director	27	44.3%
Owner	21	34.4%
Senior Manager	19	31.1%
Chief Executive	12	19.7%
Professional/Technical	9	14.8%
Trustee	9	14.8%
Administration/sales/financial/production	5	8.2%
Other	5	8.2%
Supervisor/Manager	2	3.3%
Not specified	3	4.9%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

Mirroring the results from a similar, earlier survey item, responses indicated that governance is the most popular (65.6%) area of interest/expertise followed by management (54.1%) and then finance (45.9%).

Table 17: Areas of interest/expertise

	Number	Percent
Governance	40	65.6%
Management	33	54.1%
Finance	28	45.9%
Legal	19	31.1%
Marketing	17	27.9%
Human resources	16	26.2%
Sales	13	21.3%
Professional	12	19.7%
Technical	7	11.5%
Support/administration	6	9.8%
Other	6	9.8%
Trades/production	1	1.6%
Not specified	3	4.9%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

The majority of respondents were located in the Rotorua District (37.7%) or Western Bay of Plenty District (37.7%). Responses showed that a few of the people surveyed operate their organisation at a national or international level.

Table 18: Geographical area of organisation's primary operation

	Number	Percent
Rotorua District	23	37.7%
Western Bay of Plenty District	23	37.7%
Eastern Bay of Plenty (eg, Whakatane)	11	18.0%
Other	10	16.4%
Taupo District	6	9.8%
Not specified	3	4.9%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

*Areas specified under **other**:*

- *Auckland.*
- *BOP wide.*
- *Global business headquartered in Rotorua.*
- *International.*
- *National (x2).*
- *Nationwide business.*
- *NZ & Global.*
- *NZ Wide.*
- *Tauranga.*

Of the sample of 61 organisations, 31.1% were involved in the 'services' sector, 21.3% in primary industries and 16.4% in education. The remainder were involved in a wide variety of other sectors.

Table 19: Sectors that organisations are involved in

	Number	Percent
Services	19	31.1%
Other	14	23.0%
Primary industry	13	21.3%
Education	10	16.4%
Health	8	13.1%
Manufacturing	8	13.1%
Tourism/hospitality	6	9.8%
Iwi	4	6.6%
Retail/wholesale	4	6.6%
Central Government	3	4.9%
Local government	3	4.9%
Construction	2	3.3%
Electricity/gas	2	3.3%
Not specified	3	4.9%
Sample	**61**	

Note: Not additive as respondents could identify more than one category

*Areas specified under **other**:*

- *Accounting.*
- *Airport.*
- *Community.*
- *Consulting.*
- *Engineering.*
- *Financial Services.*
- *Investment Advisory.*
- *IT.*
- *Legal (x2).*

- *Management services & IT.*
- *Not for profit.*
- *Professional consulting.*
- *Sport/Community Service.*

APPENDIX ONE: SURVEY QUESTIONNAIRE

INSTITUTE OF DIRECTORS – BAY OF PLENTY BRANCH

2014 SURVEY

This survey is about the Institute of Directors in New Zealand (Inc). The results will be used by the Institute's Bay of Plenty Branch to support improved business governance and management in the region.

- *All the information you provide will be held confidential within the provisions of the Privacy Act 1993 and the Market Research Association of New Zealand Code of Ethics.*

- *Your responses will be grouped with others' before being released to the Institute of Directors – Bay of Plenty Branch.*

- *The purpose of this research is to determine whether the Institute could improve how it meets the needs of the Bay of Plenty regional business and governance community.*

- *Your responses will be used only for the purpose of this research.*

- *You are welcome to ring research supervisor Elvis Bowring or Deryck Shaw at APR Consultants during working hours on 0800 277 937. They will be happy to confirm the purpose of the research and discuss any other matters with you.*

YOUR AREAS OF INTEREST

The first set of questions relate to your areas of interest.

1. **Please outline your general areas of interest in governance and management?** (tick all applicable)

O_1 Management of commercial entities

O_2 Management of non-commercial entities

O_3 Governance of commercial entities

O_4 Governance of non-commercial entities

O_5 None of the above (go to Q3)

2. **Please outline your specific areas of interest in relation to management and governance? (**tick all applicable**)**

O_1 Advisory boards (specify any particular areas……………………………………………)

O_2 Career pathways (specify any particular areas…………………………………………..)

O_3 Director knowledge (specify any particular areas……………………………………..…..)

O_4 Director vacancies (specify any particular areas…………………………………..…....)

O_5 Directorships (specify any particular areas………………………………………..)

O_6 Events/networking (specify any particular areas…………………………………)

O_7 Governance training (specify any particular areas……………………………….)

O_8 Management development (specify any particular areas…………………..………)

O_9 Publications/information (specify any particular areas…………………………………)

O_{10} Relationships between management and governance (specify any particular areas…)

O_{11} Web based governance activities (specify any particular areas…………………..……)

O_{12} Other (please specify) _____

DEALINGS WITH THE INSTITUTE OF DIRECTORS
This next questions relate to your dealings with the Bay of Plenty
Branch of the Institute of Directors

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3.   **Have you heard of the Institute of Directors' Bay of Plenty Branch?**

O_1 Yes (go to Q4)

O_2 No (go to Q10)

O_3 Don't know (go to Q10)

4.   **Have you dealt with the Institute of Directors' Bay of Plenty Branch?**

O_1 Yes (go to Q5)

O_2 No (go to Q10)

O_3 Don't know (go to Q10)

5.   **In what capacity have you dealt with Institute of Directors (tick all applicable)?**

O_1 Advisory boards

O_2 Career pathways

O_3 Director knowledge

O_4 Director vacancies

O_5 Directorships

O_6 Events/networking

O_7 Governance training

O_8 Publications/information

O_9 Website

O_{10} Other (please specify) _____

6.   What activities of the Institute of Directors are most useful to you and why?

> # REPUTATION
> # The next questions relate to your perceptions of the Institute of Directors' reputation

7.   To what extent do you agree or disagree that: 'The Institute of Directors is known for supporting governance and management by individuals, organisations and businesses within the Bay of Plenty region'? *(tick one only)*

O_1 Strongly Agree

O_2 Agree

O_3 Neither Agree nor Disagree

O_4 Disagree

O_5 Strongly Disagree

O_6 Don't Know

8.   To what extent do you agree or disagree that: 'The Institute of Directors is a 'user-friendly' organisation to deal with'? *(tick one only)*

O_1 Strongly Agree

O_2 Agree

O_3 Neither Agree nor Disagree

O_4 Disagree

O_5 Strongly Disagree

O_6 Don't Know

9.   To what extent do you agree or disagree that: 'The Institute of Directors is actively engaged in working with individuals, businesses and organisations around good governance and management'? *(tick one only)*

O_1 Strongly Agree

O_2 Agree

O_3 Neither Agree nor Disagree

O_4 Disagree

O_5 Strongly Disagree

O_6 Don't Know

10. **What areas of governance or management support are you looking for in your business (and any other businesses or organisations you are involved with)?**

10a. **What forms of contact do you prefer around governance and management support?**
(tick all mentions that are of interest to you)

O_1 Face to face contact (eg, presentations) O_2 Emails

O_3 Through social media (eg, Facebook) O_4 Webinars

O_5 Other (please specify) _____

10b **The Institute of Directors brings in speakers to the region to talk about areas of importance to good governance and management. Are there particular speakers that would be of interest to you?**

O_1 Yes *(continue to Q10c)*

O_2 No *(go to Q11a)*

O_3 Don't know *(go to Q11a)*

10c. **If yes, please provide details of a speaker you would most like to see, the time of day you would like to see it occur and a suggested location?**

Details of speaker _____

Time of day _____

Location (city/town/district) _____

11a. **Would you be interested in attending a free event over the next year to help improve your business management and governance?**

O_1 Yes *(continue to Q11b)*

O_2 No *(go to Q12a)*

O_3 Don't know *(go to Q12a)*

11b.   If yes, please provide details of the type of free event you would like to see?

12a.   Would you be interested in being contacted by the Institute's Bay of Plenty Branch Manager to discuss any matters further? *(note: there is no obligation around any aspects of the Institute's services)*

O₁   Yes *(continue to Q12b)*

O₂   No *(go to Q13)*

O₃   Don't know *(go to Q13)*

12b   What matters would you like to discuss?

12c   Please provide your contact details *(note, this will only be used so the Branch Manager can contact you and will not be passed on to any third party or be used for any other purpose)*

Name:

Organisation:

Phone number:

DEMOGRAPHICS

Lastly, some questions to ensure that we survey a cross-section of respondents

13.   Are you?

O_1 Male O_2 Female

14.   Are you a member of Institute of Directors?

O_1 Yes O_2 No O_3 Don't know

15.   What is your age group?

O_1 Under 30 O_2 30 to 39

O_3 40 to 49 O_4 50 to 59

O_5 60 to 69 O_6 70 to 79

O_7 80 plus

16.   Please highlight your position in your organisation (or other organisations/businesses you are involved in)? *(tick as many positions as you hold)*

O_1 Administration/sales/financial/production O_2 Chief Executive

O_3 Director O_4 Owner

O_5 Professional/Technical O_6 Senior Manager

O_7 Supervisor/Manager O_8 Trustee

O_9 Other (specify)_____

17.   Please highlight your areas of interest/expertise? *(tick as many as appropriate)*

O_1 Finance O_2 Governance

O_3 Human resources O_4 Legal

O_5 Management O_6 Marketing

O_7 Professional O_8 Sales

O_9 Support/administration O_{10} Technical

O_{11} Trades/production

O_{12} Other (specify)_____

18. In which geographical areas does your organisation primarily operate? *(tick as many as appropriate)*

O$_1$ Western Bay of Plenty District   O$_2$ Eastern Bay of Plenty (eg, Whakatane)

O$_3$ Rotorua District   O$_4$ Taupo District

O$_5$ Other (specify)_____

19. Which sectors is your organisation involved in? *(tick as many as appropriate)*

O$_1$ Primary industry (eg fishing, forestry, horticulture and agriculture)

O$_2$ Manufacturing

O$_3$ Electricity/gas

O$_4$ Construction (residential and non-residential)

O$_5$ Retail/wholesale

O$_6$ Tourism/hospitality

O$_7$ Services

O$_8$ Education

O$_9$ Health

O$_{10}$ Local government

O$_{11}$ Central Government

O$_{12}$ Iwi

O$_{13}$ Other *(please specify)*:_____

Thank you for taking the time to do this survey If you have any questions about this, or any other research, please call Deryck or Elvis on 0800 277 937.