

# Proposed CAN Restructuring Plan 2009-10

One-page Summary of Key Proposals - for information



## Why this Change: A need to Refocus and Restructure

Confirming CAN's Vision: *Cycling is an everyday activity in Aotearoa/New Zealand*

Clarifying CAN's key reasons for being:

- To be a credible advocate for everyday cycling to central government and national bodies
- To support local groups to advocate to local government for improved cycling provision

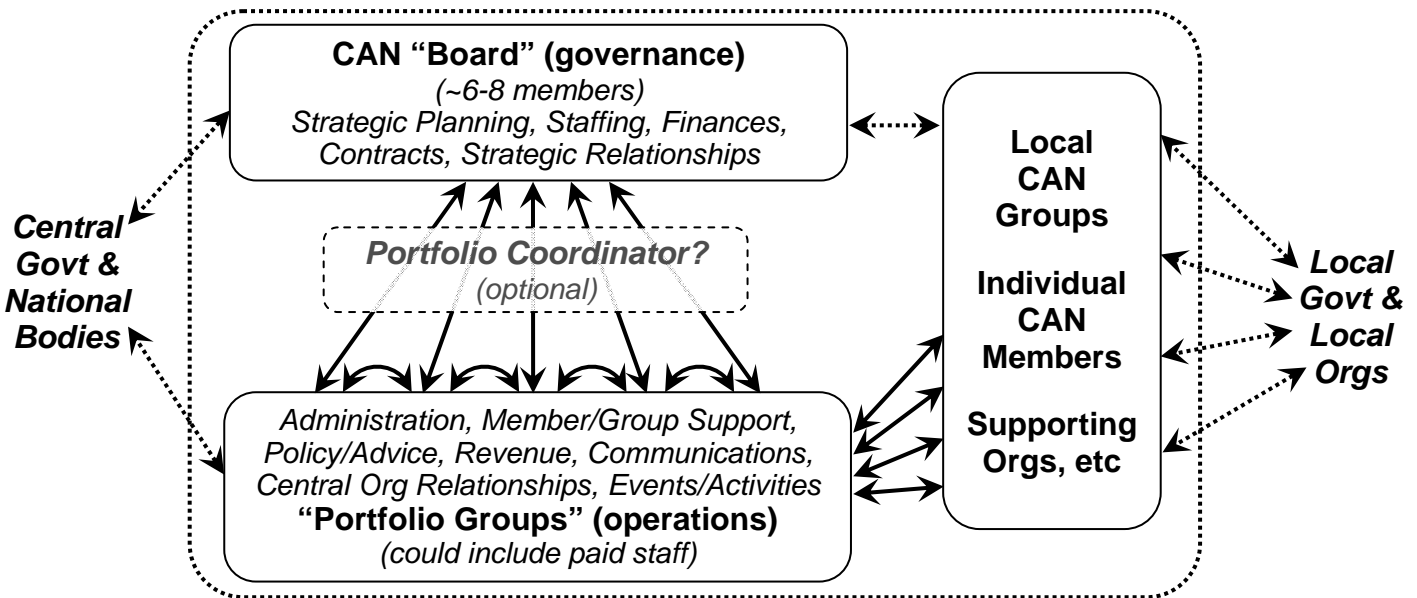
Emphasising CAN's desired way of operating:

- To provide a rewarding experience for all members and staff of CAN

*Implications: No strong push to promote CAN itself to the wider general public*

*Implications: Need to review CAN's Mission Statement and Aims*

## Proposed New Structure for CAN: Separating Governance from Operations



Under this new structure:

- CAN's governance responsibilities are separated from CAN's operational portfolios = reduced and/or focused workloads.
- CAN liaises directly with various relevant central government organisations, with regards to policies, funding, etc that impact on providing for cycling.
- CAN provides support to local groups such as training, document/promotion templates, expert advice, etc so that they can effectively engage with other relevant local organisations.
- Depending on funding available, Portfolio Groups could include both volunteers and paid staff (ongoing or project-based). A more complex organisation might also need a "coordinator" (volunteer or paid?) to oversee the various Portfolios.
- CAN Board probably includes some with non-advocate but good governance backgrounds.
- "Portfolio Leaders" would regularly report directly to the Board, or via a coordinator.

## Proposed new CAN Structure is considered "scalable"

- With major funding and staff (e.g. as per current NZTA Networking project)
- OR Without major funding (e.g. volunteer-only or minor one-off projects)

## Implementation Tasks needed

- Restructure CAN (org structure, Constitution changes?)
- Develop business case for further funding (generic then customise to suit funding body)
- Develop communications strategy for CAN (website, media, email, etc)
- Develop central government lobbying/relationships plan (meetings, personnel, etc)

## Background Details for Key Stakeholders:

- The nature of CAN has changed considerably in the past few years, from a purely volunteer-driven organisation to one that now has a number of staff and is responsible for key outputs for Government sponsors. This has required a steep learning curve and led to some “burnout” of CAN Executive (“Exec”) members. Our existing NZTA funding is nearing an end (June 2010), and there is a need to consider what form CAN should take in the future.
- Under this proposal, essentially the Exec gets split into two distinct groups:

CAN Board (governance)	CAN Portfolio Groups (operational)	
CAN Chair	<i>Note: subject to finalisation</i>	Revenue
Secretary	Administration	• Fundraising
Treasurer	• Membership Admin	• Merchandising?
Staffing/Employment	• Finance/Accounts	• Research/Consulting?
Contracts	• Staff Payroll/Leave/etc	Communications
Strategic Planning	Member Support	• Website
Strategic Relationships	• Volunteer Development	• ChainLinks / e.CAN
<i>Portfolio Coordination?</i>	• Local Group Support	• Media Releases
	• CAN Do	Central Org Relationships
	Policy/Advice	• CAN Representation
	• CAN Policies	• Submissions
	• Technical Advice	• Meetings Coordination
	• Legal Advice	Activities / Events
	• Urban Design?	• Cycle-Friendly Awards
		• NZ Cycling Conference

- With a simpler mandate for the Portfolio Groups, it is hoped that more CAN members will be encouraged to become involved in a Portfolio Group that interests them. The workload should be a lot simpler than that currently involved in being on the Exec.
- It is likely that some activities that CAN is currently doing nationally (or considering doing) may not be continued, e.g. developing cycle training, major media campaigns, merchandising. However, it may be that CAN will still provide support (e.g. advice, templates) to enable local groups to undertake these activities at a local level or other agencies like BikeNZ or BikeWise.
- While it is not essential that there are staff to achieve the core aims, it does appear that there are significant benefits to the effectiveness of CAN at a local level with the addition of staff focused on local networks. There may also be considerable benefits to the operation and aims of CAN if other continuing or fixed-term paid positions were also provided, e.g. fundraising coordinator, webmaster, relationships manager, event coordinators, resource developers.
- At present all existing staff are focused on networking and local groups; it may be that, under a new structure, these staff are focused on different activities where their talents can be utilised, including more advocacy roles and working within various Portfolio Groups.
- The key to providing for future staffing and enhanced volunteer support is by attracting sufficient revenue from external funders such as government agencies, charitable trust grants or private sponsors. Therefore, a need still exists to develop a comprehensive business case for CAN’s significant activities to be able to take to prospective external funders.
- CAN should also encourage local cycling groups and BikeNZ to achieve larger memberships from “ordinary” cyclists, and base our advocacy role on representing that wider constituency.
- The aim is to make some key decisions at the 2009 “CAN Do” Workshop and identify some personnel to initiate proceedings. It is likely that a “transition Exec/Board” will be needed to make any necessary changes to CAN’s structure.
- It is expected that most of the necessary transition/implementation tasks would be completed by March 2010, with all tasks completed by the next CAN Do (late 2010).
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