



Themes around rangatahi programme design:

- Ata whakarongo
- Be that person that backs them
- Connect them to one another
- Design it with youth so they can make it fun
- Evaluate their growth - by comparing start and end to show progress
- Find real case studies and real pathways for them to bridge their learning, and expect them to find their own
- Gamify it
- Have mixed mode delivery - face to face, video conference, research, videos, practical tests
- Involve your networks - to weave them into a broader reality

Governance and succession:

- Who here sits on governance boards?
- Are youth a stakeholder in your organisation?
- Is there a way that youth voice is brought into the boardroom?
- Are there young people sitting on the board with you?
- Are there succession planning pathways?

Governance behaviours that are positively unhelpful to engaging youth:

- A focus on the 'here and now' and not the future, including succession
- Perception that there is no need to engage with youth
- Bias towards recruiting 'friends' to the board
- Strategy kept in the board members heads
- Use of technical terms and acronyms
- Time spent on irrelevant or low-impact topics
- Chair not creating space to draw out everyone's perspectives
- Personalities who argue or create a toxic or stressful environment

What is often lacking at board level that affects success:

- Not engaging with rangatahi at a governance level
- Lack of real succession planning
- Poor or no inductions with induction packs:
 - e.g. History, Trust Deed, Board Charter, Strategy, Risk Register, org chart, ToRs, role description, contact details, glossary of terms, board calendar
- No strategies cascading from:
 - Vision > Mission > Priorities > Outcomes > Goals > Measurements
- Few policies to provide guidance on process
- No focus on investing in upskilling
- Youth being a lone ranger on the board