

**District 1080 Club Visioning
Review Study
August 2018**



“Rotary is not an organization for retrospection. It is rather one whose worth and purpose lie in future activity rather than past performance.”

- Paul Harris



District 1080

Visioning Team



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Summary

Club Visioning was introduced by Rotary international more than a decade ago. It started in District 1080 in 2013 and has grown and developed since then. This review gives an insight into club visioning sessions completed and feedback from the clubs regarding their experiences that underwent the process in the three years between 2015 and 2017.

Pages 1 – 6 comprise the review and 7 – 29 the accompanying evidence.

Questions are welcome and should be directed to christopherwhipp@aol.com

Introduction

Visioning started life as a licensed process with clearly defined format for a visioning event.

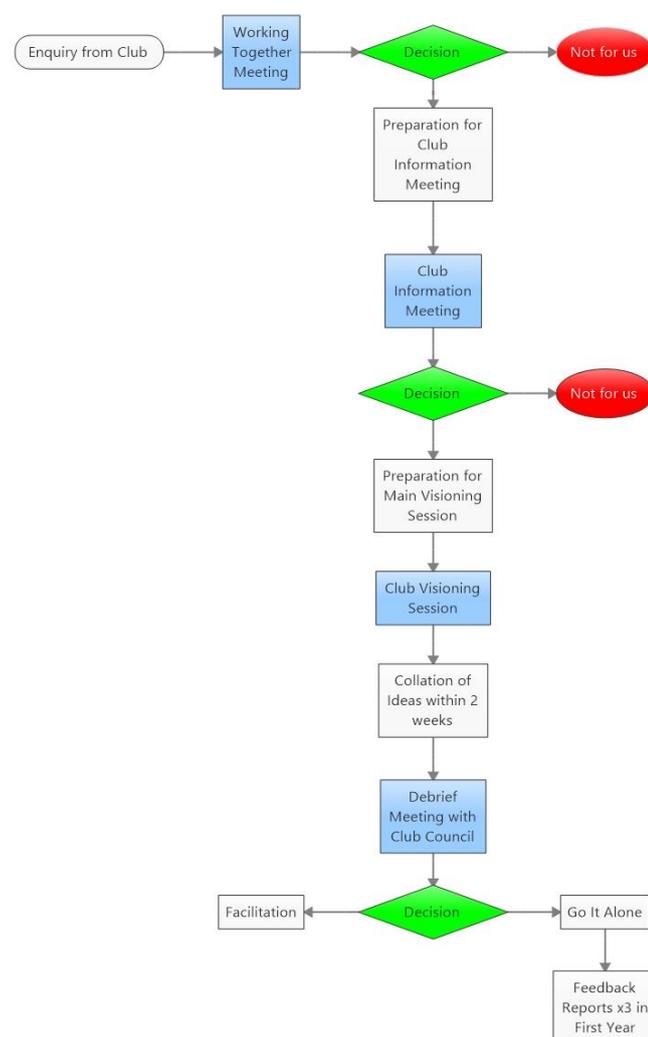
In District 1080 it was recognised that this limited its potential and, over the years the period prior to and following the Visioning event has been developed considerably.

It has become more of a process than an event and this is represented by the flowchart to the right (& appendix 3).

When introduced into the District in 2013 it was felt that it was important that the club was fully in charge of the process and this has remained the case despite causing some difficulties regarding reporting.

That having been said, all of the clubs that are mentioned in this review have given informed consent for their data to be made available and have actively contributed to the data collection.

We would thank them all for their time and efforts.



Methodology

It is important to appreciate that visioning is a complex intervention that is aimed at the entire club and not specified individuals.

Outcomes may be less than clear and the link between cause and effect more difficult to prove. In addition, there is likely to be discomfort as we try to provide an environment where multiple, frequently firmly held, opinions are brought together to the future benefit of the club.

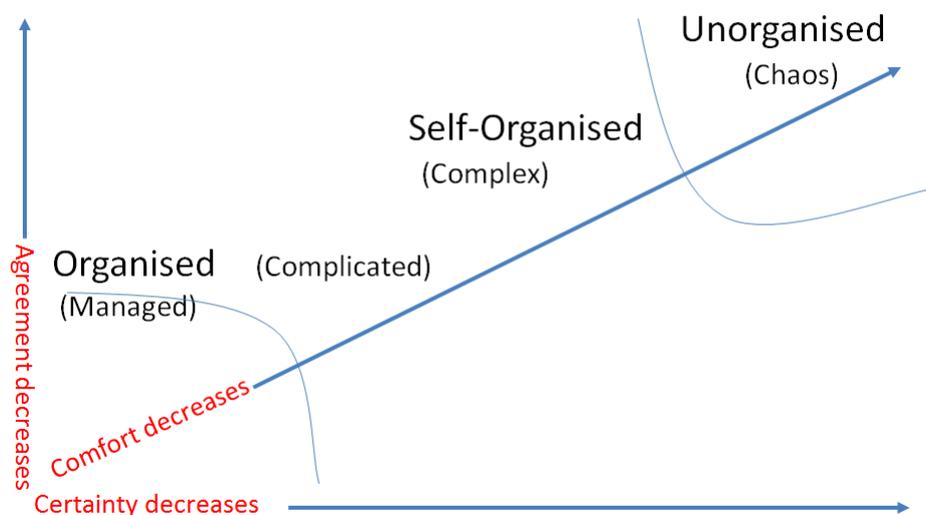
We have collected a combination of quantitative (numbers) and qualitative (stories) data that will give something of an insight into the experiences of the clubs concerned. Though we know that none of them can be taken as fact, it is hoped that you will find the information useful and that it will lead to further discussions and collaborative action.

Every club member that has contributed should be thanked for giving their time and opinions as should the members of the visioning team for collecting and collating the data.

The individual data collection methodologies will be described at the beginning of each section of the results.

Visioning sits within the “Complex space” of the diagram below taking clubs out of their traditional comfort zones. Whilst partly the point of the exercise, careful selection of clubs and process are needed to manage the potential risks. This is why gaining the trust and informed consent of the entire club is so important.

A Complex Business Landscape



Results

At a Glance

- ✚ Fifteen Clubs have held visioning events in District 1080
- ✚ Thirteen clubs have willingly agreed to sharing their details with the district opening the way to an opportunity for further sharing and collaboration.
- ✚ All seven clubs that held a visioning event between 2015 – 2017 asked to participate in a more detailed retrospective review, agreed to do so.
- ✚ 95 Rotarians completed feedback surveys at the time of their visioning event. These gave generally consistent and largely positive results with regard to the visioning process itself.
- ✚ A significant number of participants were keen to see continued support after the event but relatively few clubs engaged fully with the opportunities available. This is probably the single most important opportunity for development in the future. The involvement of the district and the AG's could be instrumental in this area.
- ✚ Six “Numbers” questions were asked where clubs agreement or disagreement with specific statements was assessed.
- ✚ The first three questions looked at the visioning process and are positive and largely consistent with the questionnaires mentioned above.

- ✚ The 4th question looked at harm from the process. This was not perceived to be a problem by the clubs questioned but we are aware that “issues” within clubs can be exacerbated by going through the process. Whether this is a good or bad thing within the context of change depends on your perspective but it does speak to the importance of a robust pre-event process that ensures everyone is aware of and agrees to participation.
- ✚ The 5th question gave mixed results. On the one hand there is a sense of members coming together within the process but also of highlighting the “elephants in the room” that needed to be dealt with.
- ✚ The 6th question spoke clearly about the difficulty clubs experienced in the post event implementation phase. This is the area which needs to be developed as we move forward.
- ✚ Whilst not suitable for simplistic analysis, the stories provided by the clubs provide a rich insight of their experiences and the themes present provide opportunities for development in the future.

Recommendations

1. Retention of the pre-visioning process largely as is
2. Potentially rebranding and streamlining the original (licenced) event process which is now more than a decade old.
3. Focused development of the post visioning event support to better enable clubs to take things forward.

Detail

2013 – 2014

John Samuel wrote an introduction to visioning in District 1080 in 2013, this appears as appendix 1.

It is central to the ethos of the visioning team that the individual clubs take responsibility and retain ownership of their visioning journey throughout, for this reason the team do not take anything away from the sessions beyond a simple satisfaction questionnaire.

Eight clubs held a visioning event in this period. We Emailed these clubs and asked permission to include their name and date of the visioning event. 75% of the clubs agreed within 24 hours which we believe evidences an encouraging willingness to share and collaborate. Two clubs did not respond to this Email and a subsequent reminder, their details have been excluded from this review.

Club Visioning Events

1 March 2014	Beccles
31 March 2014	Woodbridge Deben
7 April 2014	Ipswich Wolsey
9 April 2014	High Suffolk
5 June 2014	Stowmarket Gipping Valley
11 October 2014	North Walsham

2015 – 2017

Seven clubs were approached and all agreed to be included in the review, our reasons for selecting these clubs were:

- ✚ Whilst informal, a review of visioning was conducted at the beginning of 2015 which sets a start point (appendix 2).
- ✚ The review period was three years in keeping with the original intentions of district regarding reporting.
- ✚ Whilst the visioning methodology has changed considerably over the years, these clubs have experienced a generally similar process.
- ✚ Whilst time has passed, it was hoped that memories would still be fresh enough to provide useful insights.

Club Visioning Events

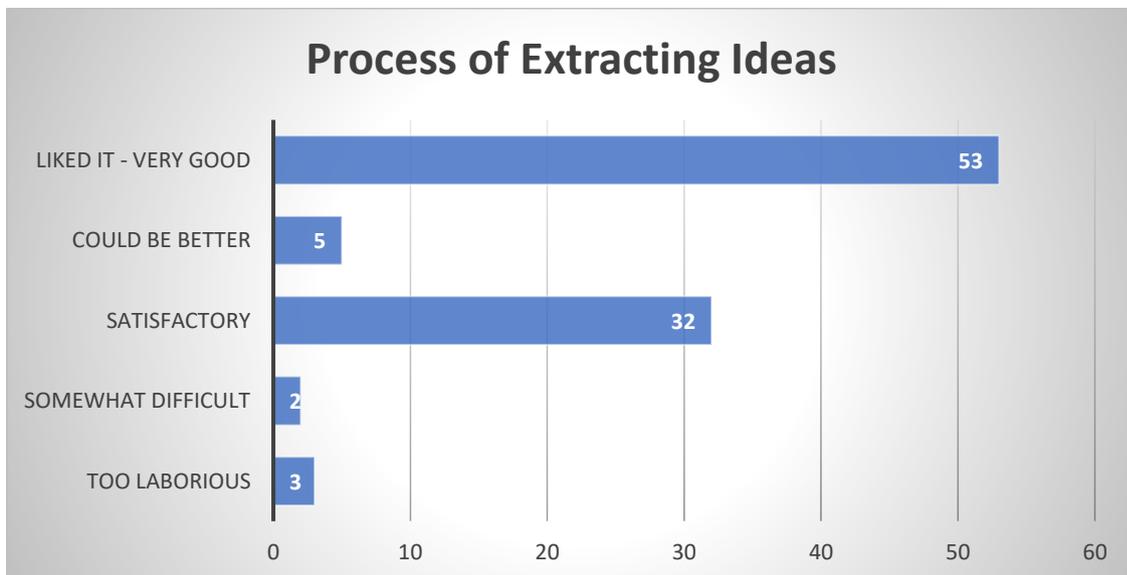
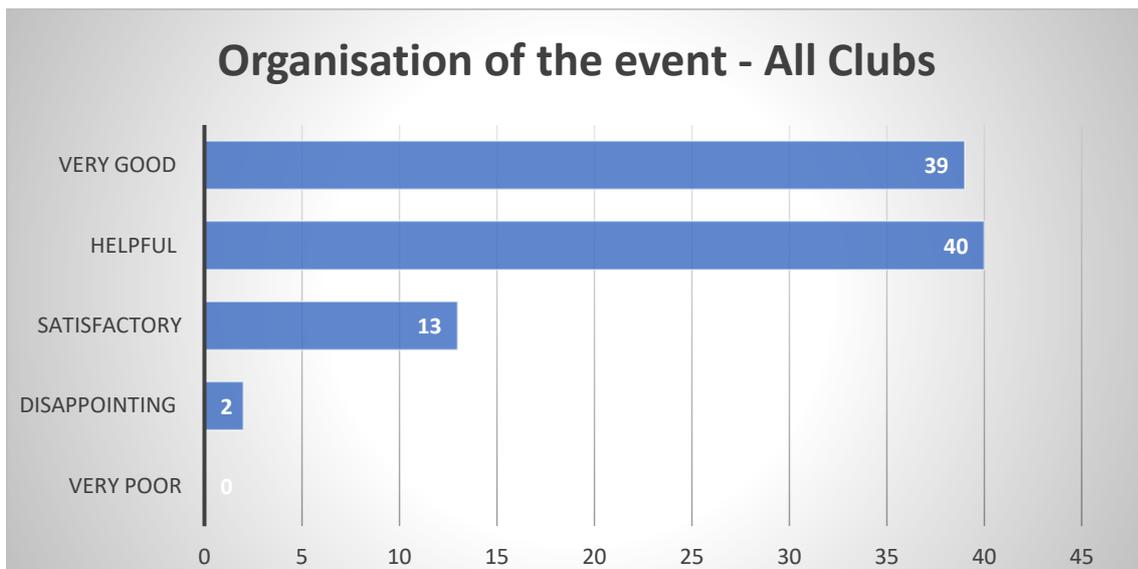
16 April 2015	Norwich
7 May 2015	Felixstowe Landguard
14 September 2015	Swaffham
23 March 2016	Ely Hereward
12 October 2016	Ely
28 February 2017	Cambridge Sawston

One club was not able to provide a report within the timespan available. They have been excluded from the review but will be added when available.

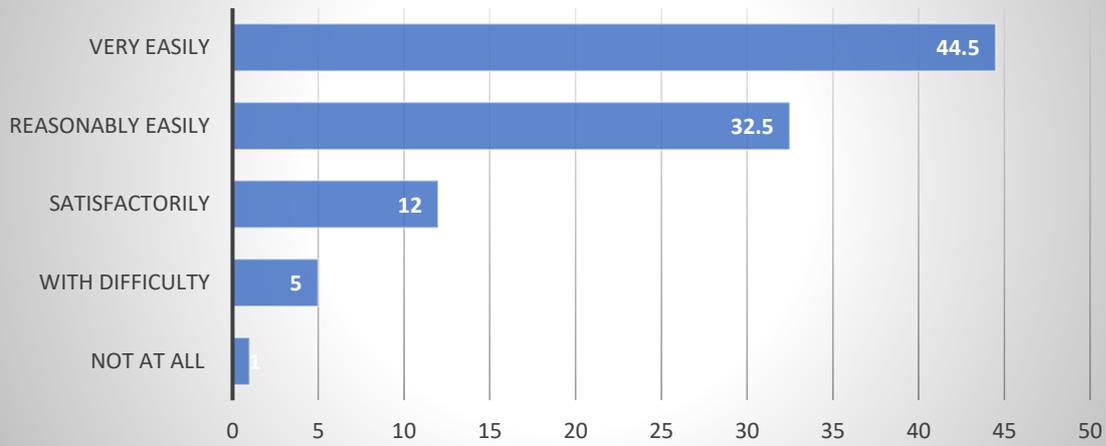
Three data sources have been used in the compilation of this review.

Visioning session Feedback Survey Results

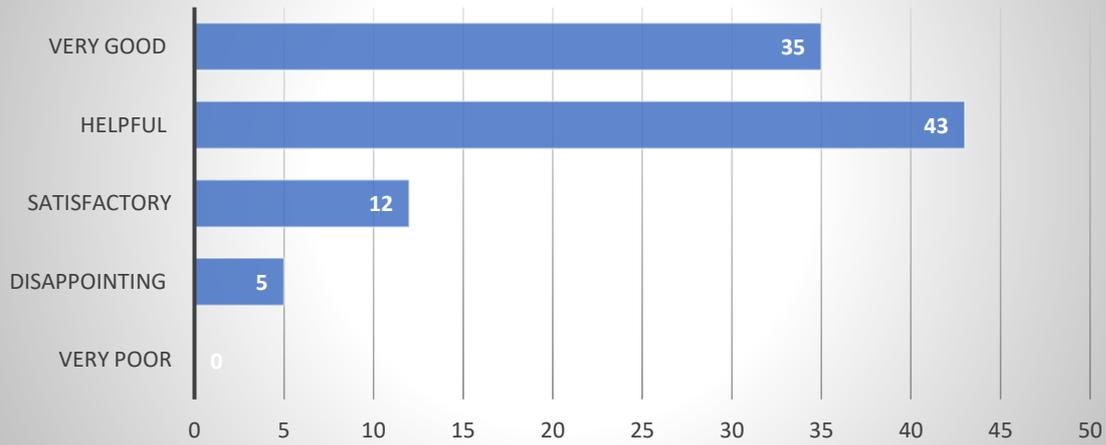
These were introduced early in the review period to try to document the success or otherwise of the visioning events. All members present at an event were invited to complete a feedback form and those completed were subsequently compiled to give an anonymous insight into the visioning event itself. Five clubs completed these forms yielding a total of 95 participants.



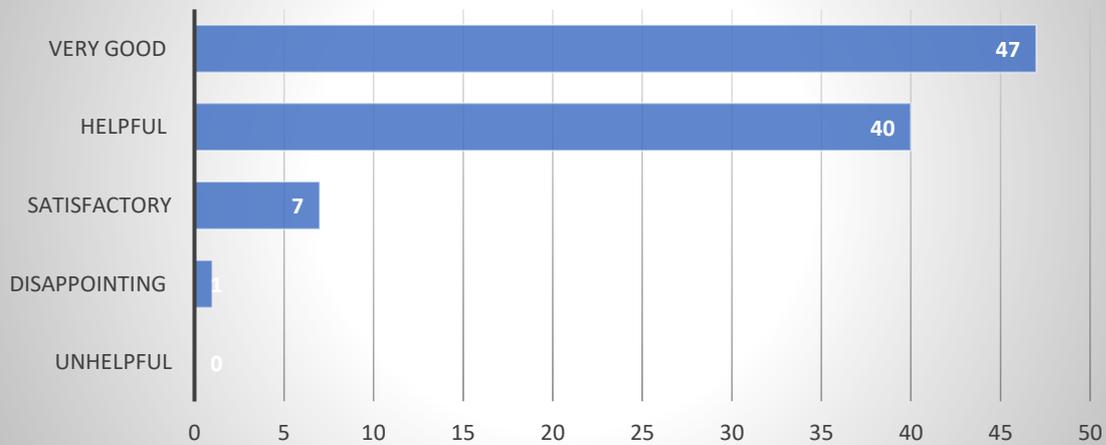
Process of being in 2020

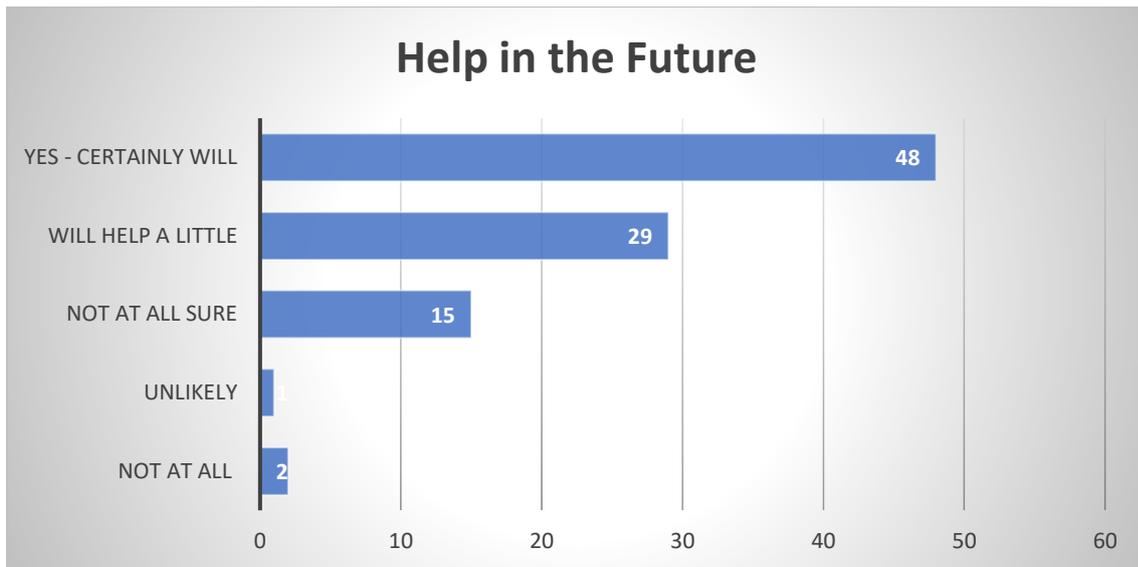


Method of Selecting Final Goals



Visioning Team Engagement





Club Responses

Normally with this type of project outcome measures and key performance indicators would be set out at the beginning and measured over time, unfortunately these were not available to us.

To compensate, we sought to engage with at least three members of each club that had a detailed knowledge of their clubs visioning journey. They were encouraged to engage with their clubs to develop a collective view and we are heartened that the majority of the clubs allocated time to discuss our request at a club meeting and most were prepared to create their own response for us.

Where wanted, a member of the visioning team visited the club to facilitate a discussion. If needed, conversation prompts based on a questionnaire created by John Samuel in March 2018 was used.

Club results are included in in the same chronological order that the visioning events took place.

The Numbers

Drawing quantitative conclusions from this type of data is fraught with difficulties due to the complexity present, inability to engage with all members of all clubs and the varied opinions and experience of individual club members.

A numerical scheme was used scoring 1 (totally disagree) to 10 (totally agree) with six statements.

	1. Visioning helped our club									
	1	2	3	4	5	6	7	8	9	10
Norwich					√					
Felixstowe Landguard							√			
Swaffham							√			
Ely Hereward						√				
Ely							√			
Cambridge Sawston						√				
	2. Visioning was a positive experience									
	1	2	3	4	5	6	7	8	9	10
Norwich					√					
Felixstowe Landguard							√			
Swaffham							√			
Ely Hereward									√	
Ely								√		
Cambridge Sawston								√		
	3. The visioning event went well									
	1	2	3	4	5	6	7	8	9	10
Norwich								√		
Felixstowe Landguard								√		
Swaffham							√			
Ely Hereward								√		
Ely								√		
Cambridge Sawston									√	

	4. The visioning event was harmful to our club									
	1	2	3	4	5	6	7	8	9	10
Norwich	√									
Felixstowe Landguard	√									
Swaffham		√								
Ely Hereward	√									
Ely	√									
Cambridge Sawston	√									
	5. The visioning event brought members/opinions together									
	1	2	3	4	5	6	7	8	9	10
Norwich					√					
Felixstowe Landguard					√					
Swaffham					√					
Ely Hereward			√							
Ely						√				
Cambridge Sawston							√			
	6. Implementation of goals was difficult									
	1	2	3	4	5	6	7	8	9	10
Norwich									√	
Felixstowe Landguard								√		
Swaffham						√				
Ely Hereward									√	
Ely									√	
Cambridge Sawston						√				

The Stories

These are the experiences of the clubs of their visioning journey largely in their own words.

This type of qualitative data is difficult to analyse but the stories produced can be rich. Some clubs chose to answer the specific conversation prompts directly, others described their own particular journeys in their own way.

A guide length of 250 – 500 words was suggested.

There are a number of themes present that provide insight.

DISTRICT 1080 VISIONING REVIEW – NORWICH CLUB

Visioning Event 16th April 2015

Roger Green conducted several interviews with members and these are the amalgamated comments.

I think that Visioning helped a great deal in the short term and the effects were noticeable. In time the older members became disinterested to an extent although a younger group tried hard to maintain interest working with targets and lists of priorities. Some of the results in terms of attitudes would be very difficult to measure.

One of the major improvements has been with succession where we work with a succession team of four, meeting and talking and taking the club forward in a consistent and planned way.

We are working much more with other clubs in Norwich, some of which are really struggling. The forthcoming Craft Fair is an example of all the Norwich clubs working together.

We also try to run events using trios of members rather than the old-fashioned club committees that we used to depend on. And which 'went through the motions'. Within that pattern we try to include all club members in useful activity.

We have also moved to fortnightly meetings in order to keep costs down. In the intervening weeks we tend to offer something 'social'. As an example, we have a Boules session coming up.

I think we are still a good, committed club. Some of the points above will have developed in a round-about way from Visioning although it might be difficult to be more precise. I think the process left us with a more positive outlook and that has been very beneficial.

Our membership is growing at one end but sadly ill health and death are robbing at the other so that our actual membership totals are remaining fairly constant.

DISTRICT 1080 VISIONING REVIEW – FELIXSTOWE LANDGUARD CLUB

Visioning Event 15th May 2015

Roger Green conducted several interviews with members and these are the amalgamated comments.

The Visioning session was widely appreciated by the club members at the time. There was general agreement that it had made us think about what we do and how we do it. Most would probably agree that Visioning was a good idea and could be useful in other clubs.

After the event we were left with a bundle of ideas. Many of these proved interesting and positive. In fairness we went all round the houses for a considerable time and then thought that we had found ourselves back where we started. That may not be quite true though because, in the course of the journey, we probably changed in a subtle way.

We cannot think of any ways in which the Visioning session or what followed was negative in any way.

Since Visioning we have had quite a few problems. We were nearly wrecked by a new member, transferring from another club and being at the centre of a depressing list of negative outcomes. Most aspects of the club became very difficult.

A while back we returned to the idea of Visioning in an attempt to recover ourselves. Our President of the day, David Crerar, who was a member of your team, set up a working group in the club to explore all aspects of the club. It was rather like a mini Visioning. The members of the group were a mixture of experienced and non-experienced Rotarians. At times things became heated and the discussions were certainly wide-ranging but the result is that this year we have a club that is much happier and more confident.

One of the most positive things to come out of the working group was a new determination towards membership. We now have a membership team, a new venture for us, and there are three prospective members in line at present.

Another change in our thinking has been to explore ways of making much more of our achievements.

So yes, Visioning was good for the club although it would be difficult to find direct results. Probably the most tangible outcome was an effect on the thinking in the club and a realisation that there are many possibilities and ours might not be the best or only one. We have also come to know that we must tackle projects that are within our capabilities in order not to spread ourselves too thinly.

DISTRICT 1080 VISIONING REVIEW – SWAFFHAM CLUB

Visioning Event 14th September 2015

Review undertaken with Tony Collet from the visioning team on 20th August 2018

Members who spoke for the Club:

Malcolm Whittley [President]

Denis Bishop [past President 15/16]

David Morris [past President 16/17]

1. What was the club's overall impression to the main Visioning Session?

Did you find it useful? Overall there was a positive feedback with the positives including the production of a good analysis of the outcomes and future ideas for the club. Due to health and other operational difficulties its implementation has been mixed; it was recognised that whilst some outcomes have occurred, there are others that have not been progressed. A couple of members of the club were less positive about the exercise.

2. Did your club action any of the outcomes of the visioning exercise? Please detail.

Four outcomes can be attributed to varying degrees to the visioning exercise:

- the emphasis now placed on recruitment viz. the appointment of a specific Recruitment Officer and new members who have joined.
- the exercise to set up a satellite club at RAF Marham
- the re-structuring and streamlining of committees
- the planning of a charity concert that is ongoing

3. Tell us about the easiest/most difficult parts of the process?

The visioning team provided a helpful environment that was considered a good thing. However, to some the comprehension of the 'imagining you're five years from now' was a difficult concept to grasp. Regarding the session itself there appeared to be varying skills within the visioning team as on occasions there appeared to be duplication of points made during the 'writing exercise'.

4. How did you find the implementation phase?

This aspect was one of the weaker points of the exercise as indicated in [1] above. There was no 'driver' of this stage and there was clamour from the club so as the group indicated this stage tended 'to fizzle out'.

5. What is your opinion has been the overall benefit to your club?

Whilst the exercise has not changed the overall direction of the club [was and is an active and successful club] it has acted as a catalyst not only on activities [see 2 above] but also on a number of individuals and their attitudes etc.

6. Were there any negative outcomes following the visioning session? Detail please.

No – there were no negative outcomes but this was double sided in so much as, on

the one hand, nothing was imposed on the club but on the other hand there seemed to be a somewhat level of disappointment that more was not achieved in the follow up. Given the very thorough and comprehensive analysis of the session [see document dated 13/10/15] it underlines the point made in 4 above.

7. How strongly would you recommend this procedure to other clubs in D1080?

The club would recommend this to other clubs but believe that they would benefit from having the ADG present [assuming he/she knows the club well] and that more preparation is given to getting club members engaged BEFORE the visioning session.

8. Is there anything else you would like to tell us?

The senior officers who were interviewed felt that the word 'Visioning' is not perhaps the best name for the exercise.

**DISTRICT 1080 VISIONING REVIEW –
Visioning Event 24th February 2016**

Awaiting Report

DISTRICT 1080 VISIONING REVIEW – ELY HEReward CLUB

Visioning Event 23rd March 2016

Review undertaken with Chris Whipp from the visioning team on 22ND August 2018

Members who spoke for the Club:

Janet Porter

Sarah Lindsell

Frank Connolly

The club's involvement in "visioning" was at my instigation in my presidential year. Club membership was declining and ageing, there was a shortage of volunteers for club office, and there were significant tensions between members. It was hoped the process would help with these issues.

The term "visioning" was off-putting (seen as an "Americanism") and required some "selling" to the club but attendance at the meeting was virtually 100%, and active involvement in the process was good.

Club members agreed that the initial generation of ideas worked well, with some genuine lateral thinking, but the voting system which followed felt rushed and too constrained and the results did not satisfactorily represent the consensus views of the club.

Some of the impetus was then lost as I was unclear what should happen next and would have valued more concrete guidance from the visioning team. I did however eventually produce a development plan which met with general approval.

Some of the ideas generated were usefully implemented but the major issue of recruitment made no substantive progress – due in part to the opposition of the then Membership Officer.

It was agreed that the then current format of meetings was a barrier to recruitment and various moves have been made to improve this.

A structured approach to further club development was agreed, with inclusion of strategic issues on meeting agendas, but this proved difficult to implement and we have drifted back to agendas that discuss only immediate operational issues.

We have also lost several further members – mostly for good reasons and not a reflection on the workings of the club – but with serious effects on the capacity of the club to undertake community work, to attract new members, and to attract speakers.

Several new members have been recruited but most of these are very "part-time" for various reasons. Several long-standing members have also had serious health issues and the workload on the diminishing core of active members is becoming excessive.

The consensus is that we are currently too busy killing alligators to devote the time we should to effective draining of the swamp. I must also take some personal responsibility for rather giving up on a process that has just felt too difficult!

Janet Porter - August 2018

DISTRICT 1080 VISIONING REVIEW – ELY CLUB

Visioning Event 12th October 2016

Review undertaken with Chris Whipp from the visioning team on 15th August 2018

Members who spoke for the club:

Phil Smith

Viv Doji

Richard Tyler

Before we started the Visioning Process we were very aware that our club needed to change to survive but, despite many discussions, we were still at a loss as how to go about it.

The Visioning Session in October 2016 went well. Initially it was a task to get all the club to agree to come and some members were unable to see the point of it. However, the process was explained in a reassuring way and, in the end, everyone took part. It promoted a good deal of discussion. It was also very important to have to focus on different areas which made us all think about where we wanted our club to go and what members thought was important.

The outcomes of the discussions gave the Club a clear focus on where we wanted to go in all the different areas. The results were put in a table and each member had a copy. We then had a club meeting to discuss the results which had more member engagement than usual meetings! The Visioning process gave us a mandate to make some difficult changes, but changes which the majority agreed upon.

Since then the club has changed considerably.

- Have now moved venue (we possibly would have done this without Visioning but it helped)
- Meet alternate evenings and lunchtimes
- Have more flexible attendance
- Have introduced Associate members (our youngest Associate member is 21)
- Looking into corporate membership/ setting up a satellite club
- Have 2 more full members
- Engaging with community events more – attending as stewards at Ely Eel day and Ely Pride. Also sponsoring Adult Learners' Awards. Involved in organising Ely Fireworks 2018
- Have a more corporate 'look' sweatshirts etc.
- Have a FB page
- Continuing with Aquafest, Christmas Collection, the usual sponsoring and other events
- Changing venue has made for more flexible seating at meals – members mix more.

The feel of the club is more 'vibrant'. There is more interaction and members feel more involved in what is going on. The process hasn't stopped and we will be reviewing where we go from here and our next steps. The changes haven't suited everyone but there will always be those resistant to change. One person left the club because of the venue.

Visioning helped our club to take stock of what we do, what we enjoy and where we want to be. It enabled us to have, and continue to have, difficult conversations about the future of our club.

The Rotary Club of Ely has begun to move forward.

DISTRICT 1080 VISIONING REVIEW – CAMBRIDGE SAWSTON CLUB

Visioning Event 28th February 2017

Review undertaken with Gill Norton from the visioning team on 14th August 2018

Members who spoke for the club:

Peter White

Hugh Patton

Robin Haynes

What was the club's overall impression to the main Visioning Session? Did you find it useful?

A useful exercise, good progression through the process of Visioning on the night. Gave everyone an opportunity to have 'a voice.'

It helped to confirm some issues that the club was already aware of:

- On the edge of 1080 Rotary District
- No member from Sawston village, members come from a wide area and sometimes therefore overlap with other Rotary Clubs geographically.
- Ageing club members with less active 'core'
- Need to recruit new members

Did your club action any of the outcomes of the visioning exercise? Please detail.

Yes

Highlighted the need to change meeting venue – now meet at the George Inn, Babraham

Website needed updating – Now completed and regularly reviewed by a named club member and is much more consumer friendly. Also gives where the club meets, time and date and contact details. Highlights club activities.

Club try to undertake activities that new potential members might be interested in

Tell us about the easiest/most difficult parts of the process?

The process was well organised and easy to follow with the assistance of the visioning team. All the club members were together on the visioning night, so that they could share the process and have a voice.

The scoring process went well and members were given a copy of the ideas by the then President after the event.

How did you find the implementation phase?

It is often difficult to implement ideas and find key people to take those ideas forward. The club had changed venue and had auctioned work needed to be undertaken on the website.

The club had had an extremely successful Fun Run this year, which raised £17,000 for local charities (This is the club's main charity activity and takes considerable time to organise and run)

However, at the time of the Visioning exercise membership was approx.30, but has now been reduced to 20 (one of the ageing members of the club had died just that week)
Realistically the club has an 'active' core of 1-12 members.

In the past Round Table has given a 'natural feed' of 2-4 new members/year, but this is now longer the fact. Together with the club overlapping other Rotary Clubs for members in the large catchment area, this is an issue.

What in your opinion has been the overall benefit to your club?

It brought us all together on the night to discuss the future of the club in a friendly way, but with a clear process which gave us a plan and outcomes to action.

Made us all think about the future of our Rotary Club. Need to organise more social gatherings and give members what they want (Currently less speakers!)

Were there any negative outcomes following the visioning exercise? Detail please.

No

It was a good exercise which gave the club a 'push' into action. It has been difficult to action some parts of the plan.

It is a little depressing that we have been unable to increase club membership, although we have tried. We currently only have one member who is still working, so this area has been lost as a valuable source of networking.

We have thought of a Satellite Club, but to date have thought we need to increase core club members first.

How strongly would you recommend this procedure to other clubs in District 1080?

Yes, definitely.

It gives a club a chance to look at where it is now and how to move forward by making a plan.

Is there anything else you would like to tell us?

It is essential to have a driver to put the plan into operation – this was Simon Lake, the then President of the Rotary Club. The plan has to be agreed by the members and actions need to be prioritised. This must be realistic and achievable.

A huge success ongoing for our club is the Fun Run, now in its 15th year plus, but it has not lead to new members.

We also have a very active Scholars programme.

We need to look for newly retired people within the area who might be interested to join our club.

Look at Rotating leadership.

Recommendations

1. Retention of the pre-visioning process largely as is
2. Potentially look at renaming the process and streamlining the original (licensed) event process which is now more than a decade old.
3. Focused development of the post visioning event support to better enable clubs to take things forward.

Thanks

I would offer this review for the consideration of the District and hope that it forms a useful stepping stone to the future.

I would like to thank all of the members of the clubs that I have worked with in my time as chairman of the visioning team and the Visioning team themselves who have demonstrated the utmost professionalism and commitment to the ideals of Rotary, the District and the Clubs with whom we have had the honour of working.



A Way Forward for Club Visioning

Introduction

Club Visioning is a four hour planning event with individual clubs that desire year to year consistency and continuity in their programs and activities. At a club's invitation, a team – usually four trained Rotarians – will facilitate up to thirty members to reach agreement about why a club exists now, and where it is going in the future. At the end of the exercise, the club achieves an agreed vision of what direction it needs to take to achieve that future.

Visioning utilises brainstorming techniques that emerged in the seventies. They have been adapted to the needs of Rotary Clubs from circa 2009 onwards by PDG Steven Wilcox of D5960. The technique has been used extensively in America, Australia and New Zealand with wide acclaim, indeed, some of our recent GSE team from Australia were aware of the benefits that can accrue to clubs when applying this technique. No effort seems to have been made to quantify these benefits through an organised feedback or by gathering annual membership data from the clubs involved. Nevertheless, similar techniques have been used before and, in the author's experience, can be an excellent way of achieving an agreed vision for future progress where individuals have widely differing opinions. DGE Bill used some of his time at San Diego to talk to fellow DG's who had experience of Club Visioning within their Districts. Their response was universally positive.

At the request of DG Trevor, Richard Elliot attended a training session on club visioning held by RIBI in October 2012. He presented his findings at a meeting with District Officers held on 7th January. Richard was clearly enthusiastic about the potential benefits for clubs but during question time it was clear that some district officers felt this had nothing new to offer

How do we proceed?

I have spoken to PDG John Banks who is area coordinator for Club visioning covering D1040 and D1080. RIBI could provide combined training for the two districts (six facilitators each) in the current Rotary Year. Additionally RIBI will pay for the first annual fee of \$100 that the International Vision Facilitation Council requires for their support next year. I would suggest that D1080 pilots the scheme with a target of three clubs during the next Rotary Year – we can always increase this if it proves immediately popular. If it succeeds, as we are led to expect, then we can use this evidence to sell it within District for the following year. If it flops, we have good reason to stop.

Who do we appoint?

The team leader.

Ideally should be well known and trusted by the clubs. It will probably take a little persuasion for many of our clubs to take on such a “novel” approach and clearly some district officers will voice dissent. Richard Elliot has indicated to me in a

personal letter that on reflection he does not yet have experience or credibility in Rotary to take on this leadership role. He has analysed the situation carefully and I think he is correct – I don't think that I would have been equipped to get this project effectively off the ground after one year's experience as an AG.

My suggestion would be for Roger Green to take on the job of team leader and for Richard to be part of the team of facilitators. Both Roger and Richard have agreed to this arrangement. Bill, providing you agree, it's up to you now to formalise the appointment of Roger as team leader.

Facilitators:

Selection beyond Richard should be left to the team leader.

As an afterthought, facilitators may be a useful way of introducing more rank and file members to district roles.

PDG John Samuel

1st Feb 2013

Chairman of Leadership and Training Committee

Appendix 2.

The future of Club Visioning in 1080 as at January 1st 2015.

Summary of conversations with Dorothy Pulsford-Harris (DG 15/16)

Strongly in favour of Visioning continuing in 1080.

Has heard nothing but very encouraging reports of sessions undertaken with clubs in 1080 to date.

Believes that even a talk on Visioning can be useful in starting clubs thinking.

Would similarly encourage article(s) in 1080 News.

Would similarly make time available at a DC meeting(s).

Believes that introductions to Visioning could be a subject for 'regional' seminars, possibly linked to membership. Has heard good reports of the presentation in Cambridge.

Financial support as provided in the last two years will not be a problem.

Extract from an email - Derek Rothwell (DG 16/17)

I'd like Visioning to continue and I hope you are successful in finding a Visioning champion.

I think it is important that Clubs focus on planning change and Visioning is a process that helps them to do that. It helps them to figure out what they want to get out of Rotary in addition to dinner and fellowship, and how the club should respond to the service challenges facing Rotary. I think that many clubs are set in their ways and Visioning is an ideal opportunity for them to think whether the status quo is really what they want. In

addition Visioning is a long term project for clubs and to terminate it now would make no sense.

I've no idea what budget you've asked for, but you can assume that I will be willing to support at least the same as Dorothy, assuming no deterioration in District finances.

Appendix 3.

