

# Future State Workshop Report



# Purpose of this report

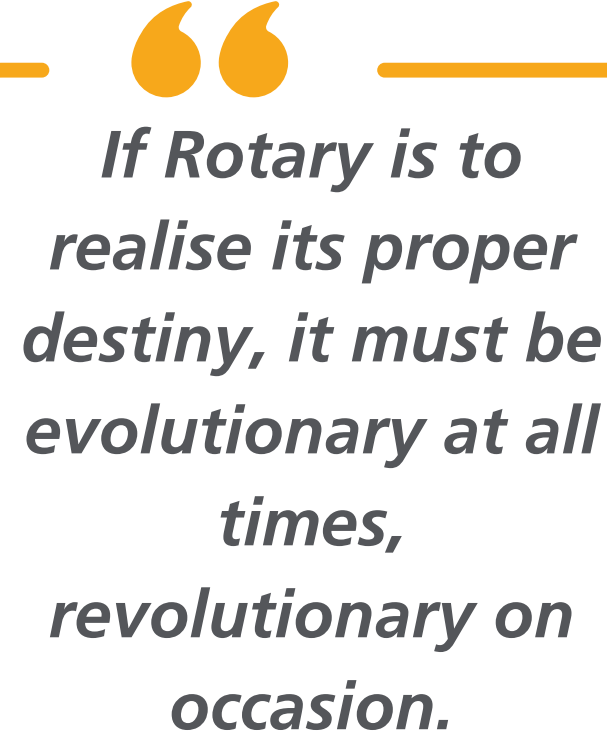
On Friday 1 September 2023, a group of eighteen people consisting of Rotarians, Rotaractors and Rotary International staff members gathered - some in person and some virtually - for the **Future State Workshop**.

The workshop was held to imagine what Rotary and Rotaract could look like in Zone 8 after the Regionalisation Pilot ends.

The purpose of this report is to present the outcomes of the Future State Workshop to Rotarians and Rotaractors in Zone 8 so you can:

- Understand what Rotary **COULD** look like after the Regionalisation Pilot
- Provide feedback on the proposed future state of Rotary so we can adapt and evolve

The proposals in this document are not final - **we need your input** throughout the Pilot so we can transform Rotary in Zone 8 to achieve our purpose and vision.



***If Rotary is to realise its proper destiny, it must be evolutionary at all times, revolutionary on occasion.***

*Paul Harris, founder of Rotary International*

# Our purpose and vision

*To increase the reach and impact of Rotary and Rotaract in Zone 8 by establishing a new operating model that will...*



Support clubs to grow and increase their community impact while providing an engaging membership experience



Provide attractive and diverse leadership and development opportunities



Build a stronger, more unified Rotary image and brand



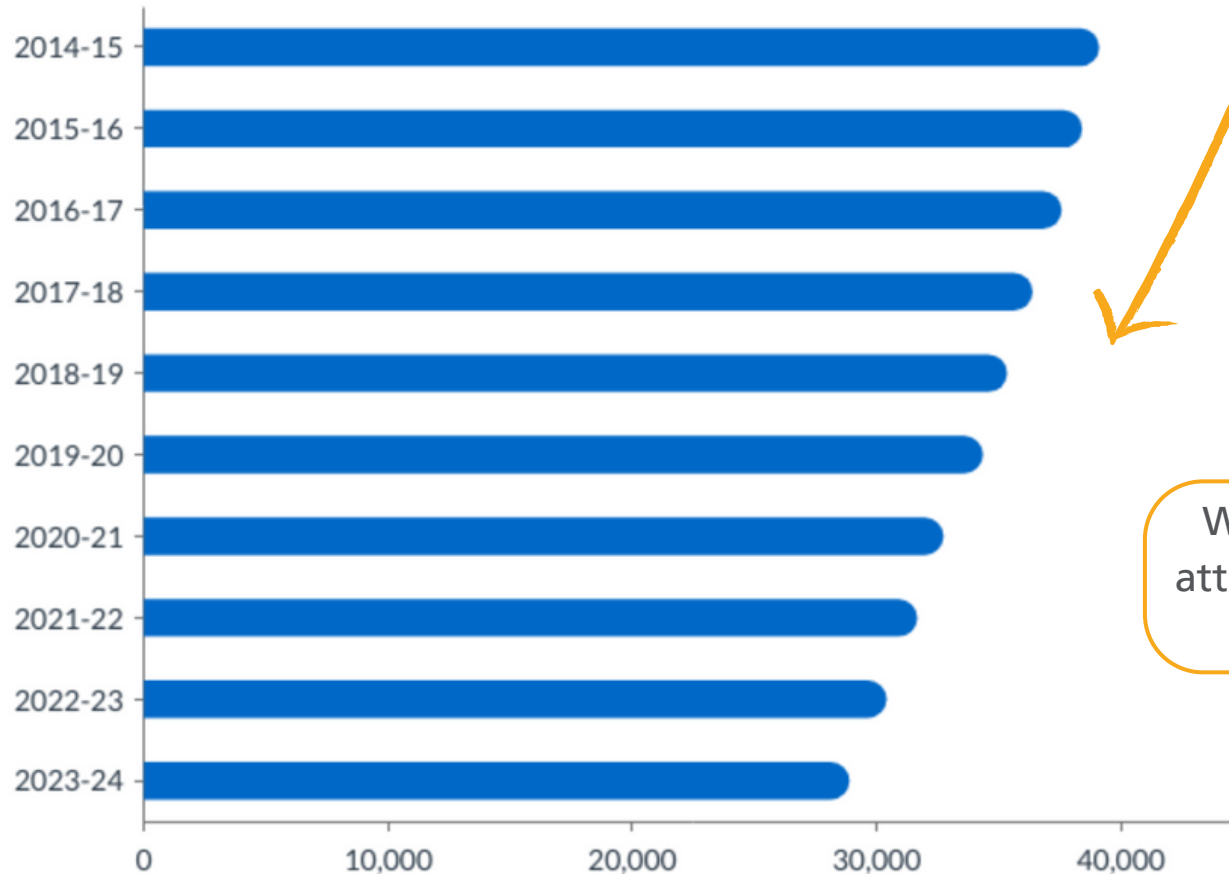
Improve efficiencies and reduce duplication



Encourage collaboration and partnerships

# Why are we doing this?

## Membership in Zone 8



Over **26%** drop in members, compared to almost **3%** drop worldwide over the same time period



Almost **12%** drop in the number of clubs, compared to **6%** drop worldwide

Drop of over **10,000** members



We're struggling to attract and retain new members



People outside Rotary are not clear about who we are, what we do and why they should join

# How we got here...

## 2019



District Governors were concerned by Rotary's declining membership in Zone 8. They wanted to make sure Rotary is around for many years to come!

Based on a survey of Zone 8's members, they put together a plan to develop a new operating model that would make Rotary more attractive and relevant in today's world.

## 2020 - 2022



Guided by Rotary's Action Plan, volunteers worked together to imagine what this new model of Rotary could look like...



It were tailored to have a BIGGER impact



It were adapted to meet the unique needs of our region today



It had a less top-down, more egalitarian structure that fostered collaboration



**September 2022:**  
86% of clubs in Zone 8 voted YES to participate in the Pilot

## 2023



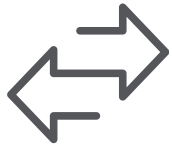
A business case was put together for a Regionalisation Pilot to test out this new operating model.

The Rotary International Board approved the business case in April 2023, deciding to invest in the Pilot's implementation.

The new operating model is currently being put in place so it can launch officially in July 2024.

# What comes next?

## 2024



Select functions will gradually be transferred from Districts to the Pilot's operating model.

Functions related to membership, public image and club support and development will be transferred first.



Key milestones will include:

- Regional Council put in place
- Rotary Community Groups establish and elect their Leaders
- Rotary Specialists appointed

## 2025



Certain District and Zone roles will be suspended during the Pilot to test out new roles such as Rotary Community Leaders and Rotary Specialists.

Suspended roles will include Rotary Coordinators, Rotary Public Image Chairs and District Membership Chairs.

People who currently and have previously held District and Zone positions are strongly encouraged to apply for the new roles being tested out in the Pilot!

## 2026



30 June 2026:  
Pilot ends



**End of pilot evaluation begins**  
Pilot is evaluated to determine what did and didn't work.



After an evaluation period, **clubs and Districts vote** to decide if they will adopt the new operating model, either in full or in part.

*Pilot in progress...*

*Ongoing monitoring and evaluation takes place to test and adapt*

# What WON'T change during the Pilot

*Our commitment to...*



Rotary's guiding principles, including the Four Way Test

Districts will continue operating

Rotary International programs (e.g. Rotary Youth Exchange) and Rotary related entities (e.g. Australian Rotary Health) will continue operating

Rotary's areas of focus



Individual Rotary members will continue to be appointed to Rotary International committees and roles



The Rotary Foundation as Rotary's charity of choice

Rotary's Action Plan



Current arrangements for fundraising and grants through The Rotary Foundation will stay in place

# What could happen to Districts after the Pilot?

*The Regionalisation Pilot business case approved by the Rotary International Board in April 2023 presented the possibility of having fewer, larger Districts.*

*It's clear we still need a level of Rotary operating at a similar level to Districts. However, to tailor this level of Rotary to our region's needs and ensure it fits into the Pilot operating model, it may need different geographical boundaries and need to encompass different roles and responsibilities.*



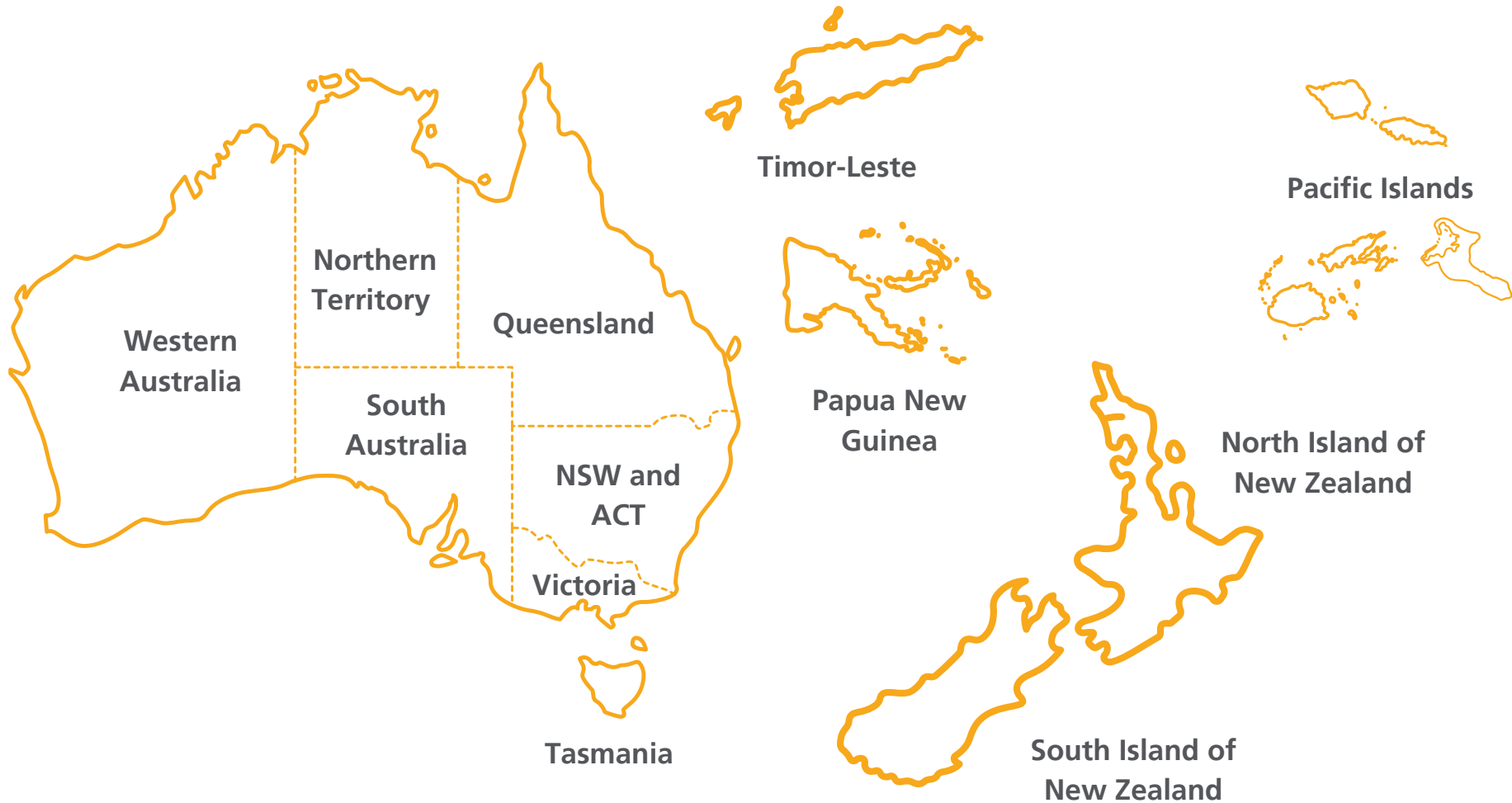


**20 Districts**

*could transform into...*

**Approx. 12 Districts**

*What these Districts could look like...*



# Why change the layout of Districts?



In Zone 8, there are numerous legal and regulatory jurisdictions. For instance, each state in Australia has their own set of state laws and regulations, which are different to those in other Zone 8 countries.

For each jurisdiction, training and expertise in certain topics needs to be tailored to suit its specific legal and regulatory context.

Some Rotary programs require jurisdiction-based committees.



Governments and corporates often want to talk to someone who represents Rotary in their own jurisdiction and has the authority to enter agreements on behalf of Rotary in that jurisdiction. Each District Leader can perform this role for their specific District.

**District Governor**

*could transform into...*

**District Leader**  
*(working title)*



Promote public image of Rotary



Can enter agreements on behalf of Regional Council



Work with Rotary Community Leaders

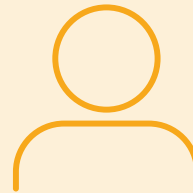


Act as single point of contact for people outside Rotary



Promote The Rotary Foundation, sign Global Grants and approve use of Jurisdiction Designated Funds

**What would District Leaders do?**



*One per District*

*Elected by clubs for 2-year term*

*Has some delegated authority from Regional Council*



Connect with Regional Council regularly



Attend International Assembly and convey messaging to members



Represent Rotary at internal and external events

# Current State

2023-24



# Possible Future State

2026 and beyond

Districts of at least 1100 Rotarians, as defined by Rotary International. The titles and boundaries of these Districts are not always easy to understand. Frequent redistricting will be required as member numbers decline.

District Governors supervise clubs in their District for one year at a time, making continuity and consistency a challenge.

External parties (including potential partner organisations) have no single, clear or consistent point of contact in any given region.

District Governors promote The Rotary Foundation as one of their many tasks.

District Governors Elect attend International Assembly.

Geographically based Districts that make sense in their local context.

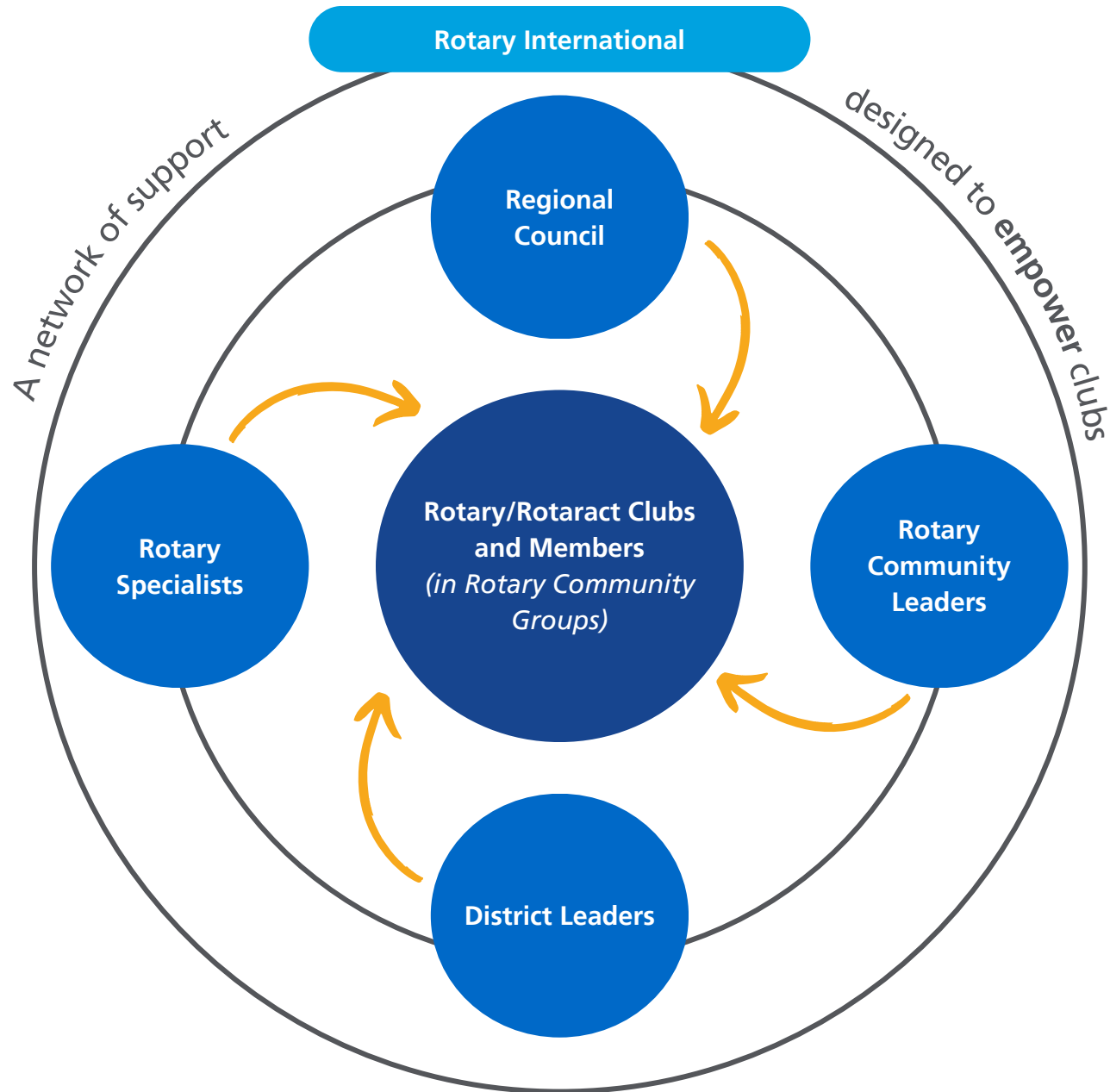
A District Leader is the face of Rotary in their District for at least two years (and a maximum of four).

District Leaders work with external parties and enter contracts on behalf of the Zone 8 Regional Council.

With a more focused workload, District Leaders have greater capacity to promote The Rotary Foundation.

District Leaders attend International Assembly and convey messaging to Rotary Community Groups.

# Our potential operating model after the Pilot





## Regional Council

- Leading Zone 8 with one voice and one strategy
- Developing Zone wide initiatives such as public image campaigns
- Forging large-scale partnerships and attracting corporate funding and sponsorships
- Key positions elected by clubs

- **Facilitating** and **supporting** groups of clubs who support each other to achieve their goals (Rotary Community Groups)
- Elected by the clubs within their Rotary Community Group



## Rotary Community Leaders



## Rotary Specialists

- Providing **expert advice** and support to clubs throughout Zone 8 who request their guidance
- Selected based on their proven skills, knowledge and experience

- Acting as the face of Rotary and as representatives of the Regional Council in a clearly defined geographic area
- Elected by the clubs in their District



## District Leaders

## The benefits



Enhanced support network for clubs, with easier, more direct access to expert guidance

Greater capacity to form partnerships with other organisations

More collaboration and coordination between clubs

Less administrative work for clubs, more time to focus on community impact

Less duplication of tasks, greater efficiency and potential cost savings

More appealing value proposition for prospective members

Larger scale projects with a bigger impact

More consistent public image campaigns and greater brand awareness

**One message, multiple languages:** consistent messaging throughout the Zone, but tailored for specific regions and cultures

# What could the future for clubs look like?

Clubs would still:

- Get to decide when, where and how they hold their club meetings, and the best way of running their club
- Have the same internal leadership roles e.g. Club President, Secretary, Treasurer, Public Image Chair, Membership Chair
- Get to run the projects and programs they're passionate about



What would change is the **support network** around clubs



Clubs in Rotary Community Groups collaborate and support each other



Clubs access support through their Rotary Community Leader



Clubs receive expert guidance from Rotary Specialists as needed



# Further considerations



Zone 8 representation to the Rotary International Council on Legislation must be maintained at an appropriate level to account for the number of Districts in our Zone.

The relationship between **Rotary-related entities** and the Regional Council needs further clarification. District Governors will continue to be on the boards of existing entities throughout the Pilot - this arrangement will be reviewed after the Pilot ends.



A **working group** will further develop the potential future state of Rotary in Zone 8 during the pilot, informed by the outcomes of monitoring and evaluation and feedback from clubs and members.

This group will clarify aspects like the potential future structure of Districts, and how many District Leaders will be implemented across the Zone.

**Get in touch** if you'd like to help develop the future state of Zone 8!

# How **YOU** can help shape our future...



Give us your feedback  
and suggestions!  
We're here to listen.



Apply for one of the  
new roles being tested  
in the Pilot.  
We need your  
expertise!



Stay informed!  
Visit our website, follow  
us on Facebook, check  
your email inbox for  
regular updates and  
attend our webinars.



[RotaryRegionalPilot@gmail.com](mailto:RotaryRegionalPilot@gmail.com)



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***This is a changing world, we must be prepared to change with it. The story of Rotary will have to be written again and again.***

*Paul Harris, founder of  
Rotary International*

*The future of Rotary is in our hands!*

