

NKA Board Strategic Discussion: Leadership: Seek nimbleness and flexibility Feb 2016

The dynamic political, social and economic climate of New Zealand impacts on all early childhood education service and therefore our 16 Napier kindergartens and PAFT . The past decades and in particular the past 5-10 years have seen huge amounts of change and increasing demands on our services through legislative changes, government budget cuts and dramatically increased competition amongst ECE providers. For example the number of ECE providers in Napier has increased from 57 in 2005 to 65 in 2015. The NKA Board of Trustees prides itself on being alert and responsive to these impacts and as at February 2016 would rate itself as being 7.75- 8/10 for nimbleness and flexibility. This is a summary of our thoughts on this strategic goal for the NKA BOT.

| Situations where we might need to be nimble and flexible | Objectives of being nimble and flexible | What we would observe if we were nimble and flexible |
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| Changes to legislative frameworks | Maintaining enrolments and remaining viable | Careful how we write policies – be future proof |
| Perceptions of five year olds 'readiness for school' | Relevant to families | Consultation would be occurring |
| New Govt policies that may drive attendance at ECE | Adaptability to the situation presented | We would be highly visible in the community an online |
| Community of Learners initiatives (MoE) | Timeliness is important | Collegiality – kindergartens would be helping each other |
| <ul style="list-style-type: none"> • Financial changes e.g. interest rates, contract prices • Changes to technology + and - | 'scouts' concept of being prepared and anticipating circumstances | Our kindergarten would look vibrant Smooth sailing – avoid crises |
| Ages of children attending And ages of employees- generational dissonance | Current, progressive and pro active leaders | We would be open to variation – meeting community needs, whilst retaining community confidence |

| Risks of not being N and F And potential problems | Values that accompany actions | How to prepare to be N and F |
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| Potential fall in enrolments Lost opportunities | Openness, transparency, integrity | To be alert to opportunities |
| Impact on staff retention and quality education for children | Focussed on our purpose/vision and mission | Grounded in our values – know the balance points of becoming too N and F |
| Parent dissatisfaction, potential litigation | Willingness to consult with staff/parents | Use of focus groups to seek opinions from community and staff |
| Risks associated with being too Flexible and nimble | 100 % qualified registered teachers who actively engage in PD | Use of good data, research, NZK, NZEI, readings- local and global |