

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
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
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