**Strategic Discussion: Excellent leadership: Courageous decisions**

**Statement:**  The Board accepts responsibility for making courageous decisions as part of its stewardship of our Association. Our Board’s decision making is guided by our Constitution, policies, strategic plans, legal obligations, philosophy and stated values and beliefs. Courageous decision making may be required in response to an imminent threat or as part of our long term objectives to ensure future sustainability or responses to changing community needs. The Board has a number of resources available to assist it with making difficult decisions and weighs up the pros and cons of each decision carefully, taking into account potential risks. There is an element of the unknown when making courageous decisions, which may be accompanied by uncertainty and anxiety. These decisions are often centred around potential change as well as challenges to our values, thinking and beliefs. Board member’s individual responsibility is to come well prepared and ready to participate in the decision making process, sharing their views and opinions, considering the wider implications and supporting the majority decision outcome. The Board communicates its decisions as a united group and is ready to articulate its rationale.

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| **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * Seek appropriate support * Research issues well * Refer to our Constitution, policies, strategic plans, legal statutes, stated values and beliefs to guide decision making * Manage risk each decision including potential harm to reputation, adverse publicity, impact on outcomes for children, families and employees * Consult with NZK as appropriate * Consult with stakeholders as appropriate – this may include setting up forum groups, public meetings, community meetings and surveys * Operates within Board’s Code of Conduct agreement * Disclosure of potential or real conflicts of interest which may affect decisions made * Have courageous and robust discussions before making courageous decisions * Communication of decisions to our members and associated NZK members (if appropriate) * Allow sufficient time to consider the issues before making the decision |  |
| Staff | * Provides Board with good advice and information * Participate in consultation processes * Notify the Board of potential risks * Facilitate the Board’s ability to consult with stakeholders |  |
| Financial | * Provision the Association with sufficient reserves to weather future financial pressures and cope with the unexpected * Provision the Association with the ability to access consultants or subject matter expertise if required (minimising risk) |  |
| PD | * Provide professional development opportunities to assist Board members to come up to the skill level necessary to make big decisions * Provide support for understanding and implementing good change management strategies |  |