**Strategic Discussion: Growth of Services: Engage in partnerships, collaborative ventures**

**Statement:** A vibrant and growing organisation often develops relationships with others which are of a mutually beneficial nature. Many examples of mutually beneficial and informal relationships that already exist between our kindergartens and others have been identified. The Board of Napier Kindergartens would be willing to consider entering into partnerships or collaborative ventures with reputable organisations or services for the purpose of creating benefits for our children, teachers and kindergarten communities. Preference would be given to organisations or services which align with our values, philosophies and principles and which complement our operation as a not for profit, community based organisation focused on educational outcomes. Due regard needs to be given to identifying what the mutual benefits are, to completing risk analysis, developing a clear understanding of the expectations of each other in the arrangement and long term sustainability of the arrangement. Barriers to participation in partnerships or collaboration may be multiple and complex but can be surmountable if the benefits outweigh them and parties are willing to compromise. The benefits of collaboration or partnerships are not necessarily only fiscal – the focus might be on supporting disadvantaged children, aligning with Government objectives, supporting social responsibility, providing employees with personal and/or professional growth opportunities, improving ease of access to kindergarten and/or adding to our reputation.

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| **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * Adopt an open minded approach to potential opportunities
* Our reputation and assets are protected at all times so due diligence is a must
* Regard must be given to impacts on existing workloads and plans and the priority or urgency to be given to developing partnerships or collaborating
* Delegate authority to negotiate
* Consultation with stakeholders (as appropriate).
* Evaluate outcomes and whether expectations still being met
* Identify and evaluate benefits
* Maintain focus on our core business & purpose
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| Staff | * Identify potential opportunities for collaboration or partnerships
* Provides Board with good advice and information
* Participate in consultation processes
* Notify the Board of potential risks
* Identify available resources, experience and knowledge
* Undertake due diligence
 | * Marae, \* NCC, \* universities, \*PD
* Ngati Kahungunu Iwi Inc, Govt initiatives
* Library, \*Museum, \* Plunket
* Incredible years for Parents,
* Eviro Schools, \*CoL’s, Supermarkets
* EIT, \*Community PD, \*Foodbanks
* Rest homes \* Other Assns, \*Parent Centres
* Omni Gym, \*Sport HB \*Wellbeing services
* Aquariums, \*Hospitals \*Home based Care
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| Financial | * Protect & minimise financial exposure
* Association finances do not become enmeshed with those of another entity under a partnership or collaboration arrangement
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| Due Diligence | * SWOT analysis (strengths, weaknesses, opportunities, threats)
* Consultation (as appropriate) with employees, stakeholders
* Research
* Risk analysis
* Financial impacts & expectations identified
* Measure against Constitution, strategic plans, vision, mission, values
* Legal & regulatory compliance
* Identify and provide for exit strategies
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