**Strategic Discussion: Growth of Service: Explore different ways of working**

**Statement:** The political, social and demographic environment we operate within is ever changing and our Association may need to consider, from time to time, adaptations to our services which might enable us to maintain or grow our services. The Board is prepared to consider exploring different ways of working where opportunities for growth of our services, improvement in educational outcomes for children or any other desired outcomes might be achieved. Ideas to be explored may be generated in response to a change in circumstances, or part of a broader strategic plan. While suggestions of new ideas may come from a variety of sources, only the Board can determine what it is prepared to commit management and/or other resources into exploring further. In commissioning exploration of ideas or initiatives the Board agrees that doing so does not commit the Board to proceeding with the initiative. There is an expectation that a process of due diligence must first be undertaken, which has been outlined by the Board in more detail in the section below. The Board acknowledges the potential for exploration of ideas to polarise differing viewpoints or positions, it is respectful of divergent viewpoints and has outlined expectations of its members with regards to how they will conduct themselves. The Board also accepts that it does not act in isolation and has broader responsibilities with regards to the impacts on employees, the kindergarten national network (NZKI), parents and children.

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| **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * Operates within Board’s Code of Conduct agreement
* Adopt an open minded approach, allow critical thinking
* Keep in mind the purpose of the conversation
* Maintain confidentiality (where it has been agreed to)
* Disclose potential or real conflicts of interest which may affect ability to participate in conversations or decisions
* If there is specific information required – identify it
* Allow sufficient time to gather and consider information before making a decision
* Participation of all Board members is required (unless there is a conflict of interest issue)
* All Board members should have access to and be working with the same information. It’s not helpful to restrict information or express views to only some members
* Remember ex officio members Constitutional right to speak
* Determine if decisions are to be passed by either a unanimous or majority vote
* Regard must be given to the timing of exploration of new ideas, impacts on existing workloads and plans and the priority or urgency to be given to such investigations
* Consultation with stakeholders (as appropriate). Includes calling working parties or forums to be formed
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| Staff | * Identify potential opportunities for growth or solutions to changing circumstances
* Provides Board with good advice and information
* Participate in consultation processes
* Notify the Board of potential risks
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| 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)
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| Due DiligenceDue Diligence | * SWOT analysis (strengths, weaknesses, opportunities, threats)
* Consultation (as appropriate) with employees, stakeholders (such as parents, communities, NZK, subject matter experts)
* Research
* Risk analysis
* Financial impacts & expectations identified
* Measure against Constitution, strategic plans, vision, mission, values
* Communication (plans in place, messages coordinated, consistent & clear)
* Legal & regulatory compliance
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