**Strategic Discussion: Future Sustainability: We plan strategically for the long term future of kindergarten provision in Napier and Wairoa**

**Summary Statement:** In previous Board strategic discussions we have identified our need to be financially viable, responsive to parent’s expectations and able to adapt and change. We’re committed to maintaining quality education for children and remaining true to our core values such as inclusiveness, accessibility, affordability, children at the centre of our decision making etc. In a perpetually changing world the task of responding to change and balancing our financial resources against the standard of service we deliver is proving more challenging year to year. Parent’s expectations are evolving beyond kindergarten being purely educational and coupled with the impacts of government policies and social needs, are influencing the services our kindergartens provide both now and in the future. The kindergarten movement has a long history of responsiveness to change.

With change being constant, the importance of remaining relevant in our communities is critical – we need to get ahead of the game and be prepared to ‘lean in’ to change when thinking about the long term future of kindergarten provision. We need to think about plans to expand our relevance in communities where needs have changed in order to meet our commitment to ensuring an ongoing and sustainable kindergarten service remains available to our communities in Napier and Wairoa.

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| **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * Succession planning – ensuring managed rotation of Board members * Continue Board/community meetings to elicit information relevant to ascertaining parent’s needs * Monitor relevant trends and changes which will impact our kindergartens in the future (eg demographics, housing, competition) * Remember communication and consultation are essential change management strategies * Maintain regular communications with employees and parents |  |
| Managers, leaders | * Leadership succession planning – growing our leaders and change managers * Identifying shifts and changes in parent expectations * Prepare and support leaders to implement (deliver) change * Support employees through periods of change * Report accurate statistical data to the Board * Consultative * Consider risk aspects of change/no change * Consider capacity for change and resilience when proposing changes |  |
| Staff | * Regular engagement with parents, ‘ear to the ground’ * Identifying shifts and changes in expectations, feeding it upwards * Prepared and supported in their roles as the deliverers of change |  |