**Strategic Discussion: Financial Sustainability: We provide services to as many whānau as possible by being adaptable and responsive to changing needs.**

**Summary Statement:** Children deserve the opportunity to attend kindergarten and experience the fabulous lifelong learning we offer. Parents and primary teachers constantly affirm the kindergarten experience makes such a positive difference, so why would we not envisage making this available to as many children as possible? We are experiencing the worldwide phenomenon of the rapidly and exponentially increasing *rate* at which change is occurring. This means that organisations need to be change savvy and prepared to change in order to survive. We have an abundance of examples of change occurring within our Association over the past 10 years and there are more on the horizon. We need to be strategically forward thinking and aware, anticipate our families’ needs, be open minded, have a culture that encourages and supports change, build employees change capacity and resilience and demonstrate emotional intelligence. We need to be able to see the opportunities that change may afford us, understand the sense of loss and insecurity change may engender and what might get in the way of change. We need to apply our minds to the needs of whānau who are NOT accessing our services, as they are prospective customers missing out on a 1st class education. Equally important is knowing what it is we should NOT be changing, such as putting children at the heart of our decision making and remaining true to our values and philosophy. Good change management means we take people on the journey with us – articulating the reason for change, being transparent with our information and actions, inviting input and being clear about our values, expectations and parameters. People value the opportunity to be part of the solution. If we are successful in being adaptable and responsive to changing needs we can expect to see a healthy level of children engaging in our services, opportunities for expansion and a financially secure future.

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|  **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * The reasons for considering change are well articulated
* Genuine opportunities for employee and whānau engagement exist
* Continue offering opportunities to engage with stakeholders on a face to face basis
* Provide the framework to build a change savvy culture
* Be clear about who has the authority to introduce change
* Be forward thinking in planning, keeping appraised of the drivers of change impacting our organisation
* Model good communication
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| Managers, leaders | * Acknowledge change is hard
* Create a positive culture for change, valuing the input of employees & whānau
* Provide training opportunities, support and guidance for our change managers
* Provide support for our affected employees
* Be clear about the rationale for change, expectations and parameters
* Help identify opportunities when changes are being considered
* Model good communication
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| Staff | * Acknowledge change leaders within our organisation
* Understand the dynamics and impacts of change on themselves and their colleagues
* Self awareness means employees are able to notice and respond to their own levels of stress and begin to build up their resilience with a range of individual strategies
* Are honest about what parents needs are, including the needs of those not using our service
* Alert managers to changes impacting or about to impact our families (sharing intel – ‘word on the street’)
* Contribute to problem solving opportunities with solutions
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