

Strategic Discussion: Financial stability (full enrolments & healthy waiting lists)

Statement: As our primary source of income is generated by enrolments we need to be vigilant about monitoring enrolment levels and to being anticipatory, proactive and responsive to market trends as well as social, economic and political impacts. We recognise the importance of our reputation for quality, accessibility and affordability and of the ability of our teachers to clearly articulate and promote the benefits of kindergarten. We recognise the complexities of roll and waiting list management and have a range of strategies available to implement if required.

Area	Ensure:	Further Initiatives to be explored
Monitoring	<ul style="list-style-type: none"> • Adequate monitoring systems are in place to track the status of enrolments & waiting lists • BOT is regularly appraised of enrolment levels and/or issues • Association monitors trends & information which is helpful in predicting future impacts on enrolment levels 	
Staff	<ul style="list-style-type: none"> • Staff are aware of the importance of maintaining full enrolments & alert the management team if they have concerns about the status of their waiting lists • Staff are empowered to manage their enrolments • Staff work closely & collaboratively with the management team when there are concerns about enrolments or waiting lists • Management team provides additional support/advice/guidance when required • Staff have the opportunity to provide input into ways of marketing their kindergartens 	
Strategies	<ul style="list-style-type: none"> • A range of strategies are developed which can be employed to address enrolment issues • Staff will have input into the development of strategies • Marketing strategies are in place which support & promote the Association, kindergartens and PAFT 	<ul style="list-style-type: none"> • Invite staff input to developing new strategies • Consider new strategies which were suggested during the strategic discussion
PD	<ul style="list-style-type: none"> • PD is available to support staff in marketing, PR and communication • PD is available to staff to manage InfoCare and effectively manage rolls 	
Leadership	<ul style="list-style-type: none"> • Maintain and build on professional relationships and networks with the potential to work in a mutually beneficial and collaborative way to improve enrolments (includes interagency involvement) • Support NZKI promotion of kindergarten and advocacy for children 	
Parents & Caregivers	<ul style="list-style-type: none"> • Association recognises the power of parent and caregiver endorsement and networks • Parent and caregiver feedback is sought and considered • Encourage wider family involvement within our kindergartens – widening the circle of influence 	<ul style="list-style-type: none"> • Parent and caregiver feedback is considered in the development of a booklet which will be produced in 2012 for new enrolments

Area	Ensure:	Further Initiatives to be explored
Policies & procedures	<ul style="list-style-type: none"> • NKA policies support access to enrol in kindergarten irrespective of race, religious beliefs, ability, gender, culture, capacity to pay • NKA policies & procedures support teachers to manage enrolments with a degree of flexibility 	
Finances	<ul style="list-style-type: none"> • Financial planning is based on realistic enrolment levels 	
Board engagement	<ul style="list-style-type: none"> • Board responsibly monitors and takes an interest in the level of enrolments, understanding its impact on funding received • Board is familiar with the complexities of roll management • Board understands the impacts of waiting lists that are too small or too large, including the impact on starting ages 	