

ISNZ Conference 2017 - Introduction

Tena koutou, tena koutou, tena koutou katoa

Warm greetings to you all gathered here

Nga mihi nui kia koutou e nga rangatira o te poari,

I would like to acknowledge all of the board members

He mihi hoki ki nga tumuaki me nga kaiwhakahaere o nga hau e wha

And also the principals and executives from the four winds of the country

Nga mihi nui ki a koe e te rangatira a Deborah James

(I would like to acknowledge you as our great leader)

Na to mana i whakaihu tenei waka matauranga.

(It is your great leadership that heads this waka of knowledge)

No reira, he mihi maioha,

(And so I greet you with respect)

he mihi aroha hoki tenei ki a koe

(and with aroha)

mo to manaakitanga ki a matou..

(for your support and your leadership)

No reira, tena koutou, tena koutou, tena tatou katoa.

Welcome to this special meeting of board members, principals and finance managers from the four winds. It is my very special honour to also welcome back Deborah James who has joined us and is contracted as our Executive Director during a period of transition for the Independent Schools of New Zealand. It is a period of transition, as it has been time to evaluate the governance structure and vision and re-set our direction based on our history, our present contribution to education and on the future we envision.

In past years, ISNZ has served the private school community to ensure that independent schools are supported, valued and have a voice when it comes to decision making at a central government level. Over the years, much of our position has been eroded by several factors that have changed the wider education sector.

The introduction of state integrated schools, partnership schools, a long Labour then National government who have failed to adjust Government funding to private schools - these things have all eroded the size and influence of the independent sector. Smaller private schools and some less successful schools have struggled to survive, roll numbers falling during the global financial crisis. Many of our schools have had to respond with increasing fees to implement the high standard of education we believe make our schools stand out.

Private Schools currently make up a relatively small percentage of the total educational options in our country. We do however directly contribute \$361m to the GDP of this country annually. We employ 8,590 full time people and we contribute \$64m annually to tax revenue through GST on our fees. We believe that independent schools create a saving for the Government of \$130m per year in operational and salary costs and upwards of \$840m in capital investment such as buildings and property.

The educational achievement of our students is world class, in fact the 2012 PISA triennial tests showed that we were the highest achieving independent education sector in the world. We are currently analysing the 2015 results. Our students are blessed with specialist teachers who are in general paid more, there are lower numbers of students per teacher, great facilities on \$1.1 billion of land that caters for traditional as well as contemporary digital design and creative arts spaces.

The range of qualifications and extra-curricular programmes engages all students from any ethnicity who learn in environments where students actually want to learn. Our aim is to protect and grow this incredibly dynamic and innovative sector and make it more affordable for every New Zealander. Our vision is **“to grow the Independent sector in size and impact by working together to achieve what we can’t individually.”**

ISNZ has reviewed and sought feedback from you about how we best achieve this vision. Your feedback has been incredibly valuable and we wanted to demonstrate our commitment by becoming more effective for you all.

As some of you are new to the sector, ISNZ is a constitutionally representative board made up of members from:

ISA – The Independent School’s Association who are members of boards of independent schools (All seven members are on the ISNZ Board or are representative of the regions)

AHIS – The Association of Heads of Independent Schools (4 members are on the ISNZ Board)

ASBA – The Association of School Bursars (1 member is on the ISNZ Board)

One challenging aspect of this structure is that ISA members for instance, end up on three boards – their School Board, the ISA Board and ISNZ Board. Similarly, for Heads and Bursars, it has become each year more difficult to recruit and retain ISNZ Board Members and to undertake any measure of succession planning. The other challenge has been engaging proactively with all of the independent sector that is diverse, competitive, and has rapidly changing needs.

At the start of this year, ISNZ executive teams (AHIS, ISA and ASBA) and ISNZ staff undertook a strategic review using feedback from you to examine our effectiveness – thank you for giving up your time. The feedback was presented by facilitators Deborah Simpson and Jacqueline Farman from “The Purpose Business”. The session involved evaluating the feedback and setting a new strategic direction to clarify our purpose and sharpen our delivery. This was an excellent start to the year and in an earlier email this year, we informed you of the initial outcomes of that process.

We firstly identified issues that needed to be addressed:

- Issues with the ISNZ Governance structure
- A need to improve communication and responsiveness
- The need for a proactive approach in response to legislative changes
- Wider networks and greater engagement specific to different parts of the sector

During that session, it was clear that ISNZ needed to change and re-set the vision to ensure that it is adaptive and agile in meeting the changing needs of independent schools. Our new vision is expressed in this purpose statement:

“To grow the Independent sector in size and impact by working together to achieve what we can’t individually.”

We will do this through:

Advocacy – one story and a united voice that will involve lobbying, sector promotion and reputation building.

Service – creating a hub of excellence in provision of best practice resources, advice, professional development, quality use of technology, networking, conferences and events.

The values that will underpin ISNZ in the future are:

- Collaborative
- Adaptive and agile
- Bold
- Future focused
- Aspirational
- Strategic and accountable.

There is a pressing need to examine our constitution and to think about how we structure ISNZ to carry out this vision. We intend to move from a representative board, to a more corporate board structure with 8 – 10 selected board members who represent the collective skills required of an effective ISNZ Governance Board – financial management, human resources, educational leadership, effective governance, business acumen, property and development, political expertise and knowledge of effective lobbying to name a few. The initial Board will be possibly by appointment, and will be responsible for appointing a new Executive Director.

It is expected that each of the existing groups, ISA, ASBA and AHIS will make an initial contribution to the establishment of an ISNZ trust fund that will self-generate to support the work of the Board. Each of the existing groups would continue to exist as independent incorporated societies. We believe that each group will therefore have more time to focus on their professional areas and continue to forge links with their colleagues in Australia to enrich the sector.

At this stage, I would like to sincerely thank and acknowledge the Board of ISNZ who last year provided immense support during a difficult year. Many of them were new and participated fully in supporting change, and in contributing their time to make a difference – thank you! Can I ask that you stand if present so that we can thank you –

| | | |
|--------------------|---|---|
| Deputy Chairperson | Ingrid Taylor | St Margaret’s College, Christchurch |
| Members (ISA) | Jo Cribb Peter Davies Simon Dorset Bruce Goodfellow Jonathan Hensman Barrie Keenan | Scots College, Wellington Pinehurst School, Auckland Medbury School, Christchurch Saint Kentigern Trust Board, Auckland Hereworth School, Havelock N Scots College, Wellington |
| Members (AHIS) | Christine Leighton Graeme Yule | St Andrew’s College Scots College, Wellington |
| Members (ASBA) | Paul Chapman | King’s College, Auckland |

During this year, Deborah James has agreed to work as a contractor in the Executive Director role until we can examine fully ways to achieve these constitutional changes. Thankyou Deborah for enabling us to transition with someone experienced at the helm.

We also invite each of the groups to provide us with feedback and ways we can continue to enhance the functions of ISNZ to help you achieve successful outcomes. There will be opportunities for the sector groups to have input as the change process proceeds. We do however believe that you all have something valuable as well to contribute to ISNZ. As much as the future is unclear, our collective expertise is our strongest suit. We must look beyond competition to collaborate in ways that involve us all. Structure will only achieve so much - the rest is up to us.

Enjoy the conference and please take time to engage with our sponsors and show them your commitment. Eudaimonia is a Greek word meaning human flourishing. I hope you take time out to flourish yourselves.

I finish with this whakatauki –

Nau te rourou, naku te rourou, kia ora ai te iwi

With your food basket and my food basket the people will live in prosperity

Kia kaha, kia maia, kia manawanui.