

Strategic Plan 2016 - 2019

1. CPPA Mission

Providing leadership, advocacy and professional advice to members

2. CPPA Vision

Excellence in Educational Leadership in Canterbury

Me nga tumu e aki ratou ka whai o Waitaha

3. Values

Hauora Ako Integrity Respect Communication Collaboration

4. Principles

- **Support**
- **Advocate**
- **Develop**
- **Communicate**

5. Core Functions

Excellence in education leadership through:

- quality professional development
- collegial support and fellowship
- effective communication
- sector representation/advocacy

6. Strategic Goals

The key foci for CPPA development will be four strategic goals. These will be a test and filter to all decisions, activities and allocation of resources.

| Strategic Goal | Subject |
|-----------------------|---|
| 1. SUPPORT | To proactively support principals both personally and professionally |
| 2. ADVOCATE | To be a professional, effective and credible voice heard in appropriate forum. |
| 3. DEVELOP | To Provide excellence in Education for Principals in Canterbury |
| 4. COMMUNICATE | Engage members and other stakeholders through regular, timely and effective communication methods |

7. Strategic Objectives

| Goal 1 SUPPORT: | | | | | |
|------------------------|---|--|--|--|--|
| Objective | PI | By Time | Review | | |
| 1.1 | To receive notification of issues of principal welfare and/or the need for professional support and to take appropriate action. | Sub-committee will be aware of the needs of principals and will have taken appropriate action to support them. Mentor reports from employed mentors will be received by the president on a regular basis. A statistical breakdown of mentor visits will be reported to executive | On-going On-going End of term 1 2016 | | |
| 1.2 | Link and liaise with all principals with particular emphasis on first time and new principals to Canterbury. | Exec will communicate with their pastoral liaison group at least twice a term Presidential welcome letter will have been sent to all new principals A programme of induction for new principals will be investigated | Ongoing June 2016 | | |

| Goal 2 ADVOCATE: | | | | | |
|-------------------------|--|--|----------|--|--|
| Objective | PI | By Time | Review | | |
| | Maintain strategic alliances with other agencies which | Alliances formed with memoranda of understanding to define | On-going | | |

| | | | | |
|-----|--|--|--|--|
| | are related to education and/or support principals. | <p>purpose and benefits where relevant</p> <p>A register of agencies will be maintained with the names of those representing CPPA recorded</p> <p>Representatives will provide written reports to exec at least once a year.</p> | <p>By the end of term 1 2016</p> <p>By December 2016</p> | |
| 2.2 | Regular meetings with Regional Manager, Secretary of Education, MOE Property Personnel and Special Education Personnel will continue | CPPA President and others will meet with each group at least once a term. | On-going | |

| Goal 3 DEVELOP: | | | | |
|------------------------|---|---|--|--|
| Objective | PI | By Time | Review | |
| 3.1 | To develop a 3 year programme of professional support and development | <p>3 year programme will be published</p> <p>2016 Dates and programme content will be circulated to members</p> | <p>December 2015</p> <p>January 2016</p> | |
| 3.2 | To develop a closer relationship with the Senior School Leaders Network | A combined function will be held at least once a year | December 2016 | |
| 3.3 | Sponsor relationships will be considered when planning the programme | <p>Sponsors will be surveyed for feedback on opportunities to interact with members</p> <p>A social event to thank sponsors will be held</p> <p>Each CPPA event will be aligned with one of the sponsors – signage displayed and speaking opportunity</p> | <p>Mid-2016</p> <p>December 2016</p> | |

| Goal 4 COMMUNICATE: | | | | |
|----------------------------|----|---------|--------|--|
| Objective | PI | By Time | Review | |
| | | | | |

| | | | | |
|-----|---|--|--------------------------|--|
| 4.2 | CPPA website re-developed, communication to members streamlined | New site functioning. Email solution established to allow filtering of information to different groups Event booking system is established | End T2 2016 | |
| 4.2 | Ensure CPPA Exec meeting summary mailed to membership | Summary will be included as part of president's twice termly communication to members | Ongoing | |
| 4.3 | CPPA Documentation will be accessible to members and executive as appropriate | Cloud based solution established and appropriate documents migrated | By the end of term 22016 | |

Principles and Practices:

Support

Principles: To provide support and monitor principal welfare to members.

Practices:

- The team will respond to direct requests or indirect referrals from other members
- Complex requests/referrals will be referred to the principal mentor/s employed by the executive or directly to the president
- Mentor reports are received by the president who will synthesise the data to provide a statistical report to the executive regarding type and amount of support provided.
- Other support will be provided by acknowledging and supporting schools and individual members when dealing with trying or traumatic events. Support will be provided through phone calls, morning teas, flowers, cards as deemed appropriate.
- Pastoral liaison group co-ordinator will update the liaison group leaders when there are executive membership changes necessitating this.
- Pastoral Liaison group co-ordinator will be informed by the leaders of any action taken, or concerns relating to a member of their group.
- Pastoral liaison groups will be monitored and leaders will report to exec regularly on the amount and type of contact made with their groups. It is expected that contact will be made at least twice a term

Advocate

Principles:

The functions of the team are to advocate on behalf of the principals of Canterbury and to liaise with relevant key stakeholders in the local and national education community.

Practices:

Response: A response team made up of the President, Vice President, Immediate Past President and/or other executive members where appropriate and delegated by the president will undertake to:

- Take urgent action as required
- Gather information and prepare action plans
- Communicate actions and/or plans to the executive and membership at the earliest opportunity
- Maintain contact through regular, scheduled meetings, with the General Manager, MOE Canterbury and the Secretary of Education.

Liaison

- Ensure CPPA representation at meetings with key stakeholders related to education, representatives may be co-opted from outside the executive
- Representatives are required to report briefly in writing to the CPPA executive at least annually, providing information about their representation and indicating their willingness to continue in the role
- A register is kept of the organisations and representatives and is regularly updated by the Advocate team leader who will make contact with representatives who have not presented a report in that year.
- Ministry of education and key stakeholders are encouraged to approach CPPA Executive for suggestions of representatives rather than approach the sector directly, this will ensure CPPA is kept in the loop and may make suggestions for the representative to present to the stakeholder.
- Develop Sponsorship relationships

Develop

Principles:

The team will work collaboratively, with the ability to delegate some tasks to a paid administrator, to plan and deliver a programme of professional development and collegial support for members.

The team will commit to collaboration across the sector for excellence in educational leadership

The four pillars of the programme will be Collaboration; Communication; Hauora; Ako

The value of tradition will be recognised whilst being future focused

A continuum of professional learning will be shared with members and regularly updated (practice??)

Practices:

- A 3 year programme of work including business as usual will be developed, it will be shared with members on the website and will be regularly updated
- The programme will include:
 - Presentations to assist principals with their management responsibilities – eg: ERO, Legal, Health & Safety, Finance, Banked Staffing
 - A biennial teachers conference will be held in January
 - An annual principal and leadership conference will be held in March and will provide an opportunity for sponsors to display their products
 - An annual 2 day conference running from Sunday to Tuesday will be held at Hanmer, the focus will be on both professional learning and Hauora

- A social occasion will be held once a term to facilitate the aim of promoting collegiality and networking
- The AGM will be held in March
- The annual Fellowship will be announced at the annual Christmas dinner
- Fellowship recipients will present their research at a meeting the year following the completion of the fellowship, sabbatical research presentations by local members may be included at this meeting
- A combined meeting to be held once a year with the Senior Leaders Network.

Communicate

Principles:

Communication with members is a priority and is achieved through a variety of methods including email, website, and direct approach from executive members with responsibility for *specific pastoral liaison groups*.

Practices:

- An accurate membership database will be maintained to ensure timely and efficient communication with members.
- Every member school will be allocated to a pastoral liaison group which will have an executive member appointed to be the lead contact person for that group
- Email communication is regular and may be disseminated to various sub-groups within and beyond the CPPA (Exec, Members, Sponsors, Stakeholders and professional partners)
- In principle, no commercial advertising, (other than for business partners) requiring payment for a product or event, will be sent via the email tree.
 - Commercial advertising for free, education-related seminars will be accepted on a case by case basis, at the discretion of the communications team, with the information being sent out once only.
 - Advertising and communication on behalf of members for PLD being run by their school will be accepted on a case by case basis, with information being sent out once only.
- A designated person from the communication team will extract snippets from each executive meeting and forward these to the president for his/her communication with members.
- The President will communicate directly with members twice a term.
- A website will inform members of executive structure and functions, the professional learning programme and will be a repository for relevant resources
- As much as possible, relevant CPPA documentation will be eventually be available to members via a cloud solution
- All new members will receive a welcome letter from the president which outlines how to access information through the website and cloud repository. This letter will be copied to the relevant pastoral liaison executive member for that school.
- From time to time the committee, at the request of the executive, will conduct surveys to ascertain membership opinion.

PROCEDURAL GUIDELINES

Responsibilities/Job Descriptions

President:

- Receive all emails/correspondence/reports and circulate as appropriate
- Respond initially to any issues with support of the response subcommittee where appropriate
- Coordinate the activities for the sub committees
- Share the workload equitably amongst all Executive members
- Maintain links with the NZPF, MOE, University of Canterbury, NZEI, sector leaders
- Communicate the CPPA's position to the media
- Set agenda and chair monthly CPPA executive meetings.
- Attend NZPF President's Moot – With Senior Vice first time, Junior Vice second year.
- Attend APPA Conferences on behalf of CPPA.
- Review/implement strategic direction of CPPA and Committee structure and leadership.
- Liaise with other principal groups – e.g. Ellesmere, Mid Canterbury and North Canterbury
- Appointments – work with Ministry on key seconded appointments for assessment and leadership, senior positions.
- Represent CPPA on Canterbury Education Forum, fellowship selection committee, primary initial teacher education liaison committee. Sit on appointments panel of Southern Regional Manager and other groups as required.
- Represent and speak for CPPA at College of Education principal's liaison day and NZEI

Registering teachers graduation

- NZPF Moot and other strategic meetings with MOE, are attended by the President in their first year of office accompanied by the Immediate past president and in the second year of office accompanied by the vice president
- Send a welcome letter to all new principals on their appointment and to those acting principals who are appointed to that position for a period longer than 1 term.

Vice President and Immediate Vice President

- Provide support for the president and act on his/her behalf, as delegated, in his/her absence. Immediate vice president acts as chairperson in this instance.
- With the president act on the response committee to respond to critical issues.

Treasurer

- Monitor spending activity
- Prepare annual budget
- Prepare monthly income and expenditure reports
- Arrange for payment of accounts
- Send invoices

Sub-committees

All Executive members will be given the responsibility and delegation to:

- Take action within existing brief/portfolio
- Keep the Executive informed of actions and involved in major decisions
- Provide written reports to the Executive
- Prepare material for circulation to wider membership
- Participate in decision making
- Approve allocation of tasks to Executive members and allocation of tasks to any other persons

Secretary

This is a paid position and is usually the role of the President's PA

- Compile reports and minutes for the monthly meetings and email to the Executive members prior to the meeting
- Attend monthly Executive meetings and take minutes
- Send out reminder via email for monthly meetings, advising venue and requesting reports, apologies and agenda items
- Arrange catering for lunch at the monthly Executive meetings
- Receive correspondence and table at meeting
- Receive emails and respond as required
- Send out emails via the CPPA email tree to all CPPA members
- Forward any invoices received to the treasurer to action
- Write up any letters and reports as required by the President
- Book meetings between CPPA Working Party groups and the Ministry including meetings with the Secretary of Education
- Organise travel and accommodation where relevant
- Arrange events where needed
- Liaise with membership where relevant
- Co-ordinate Fellowship awards – Application form sent out in August

Elections

- nominations are called in September, elections, if held, members notified of the link to survey monkey election in first week of term 1 and elections close after 2 weeks.

Guidelines for Reimbursement of CPPA Executive Members

It is recommended that all potential exec members be encouraged to discuss this with their BOT and that the Board agree to support this as part of professional development so any travel expenses to attend exec meetings should be met by the employing board as they would any other PD.

Any fair and reasonable expenses incurred while conducting delegated business for CPPA, should be able to be claimed back through application to the treasurer.

The following are examples:

Photocopying expenses

School Administration staff time (only if not able to be undertaken by the executive officer)

Mileage for conducting CPPA business (excluding exec meetings) – eg: collection of hire equipment or guest speakers from the airport or hotels for PLD activities.

Reimbursement for expenses incurred eg: gifts for speakers

Reasonable entertainment expenses for liaison with sponsors

And

Other reasonable costs incurred in the process of conducting business for the CPPA with prior approval from the President or Vice President.

Members of the Develop (PLD) committee will not be charged for entry to professional development sessions in acknowledgment of the work they need to be doing to organise these events

In addition a discretionary fund will be used to support reimbursement of relief costs to the school, not the member, for small school Principals, or principals with teaching DP's to attend executive meetings.

Executive Attendance at APPA Conference

Each year the President and one other executive member attends the APPA conference with expenses paid by CPPA. The executive members are chosen in order of the length of time they have served on the executive.

CPPA Executive – Year of election

| Year | Names |
|----------|---|
| Pre 2011 | Jeanette Shearer, Rob Callaghan, John Bangma, Graeme Barber |
| 2013 | Marg Trotter, |
| 2014 | Suzi de Gouviea, Sandy Hastings, Shane Buckner, |
| 2015 | Christine Harris, Lyn Bird (previous exec service) Mark Ellis, Pene Abbie |
| 2016 | James Grigg, Denise Torrey (previous exec service) |
| 2017 | Jo Earl |

Conference Presenters' Fund

Purpose:

The fund has been created to member principals wishing or invited to present their work to an overseas conference. The presentation must showcase best practice leadership, teaching and learning in New Zealand schools and contribute positively to educational outcomes for students in primary education.

Funding:

\$8,000 is available each year though this amount can be adjusted depending on funding available to the CPPA Executive.

Decisions about the amount approved for any one applicant is dependent on the funding available to them from other sources, costs and any previous funding the applicant may have received in the last four years from CPPA.

Eligibility Criteria:

Principals-

- may apply for amounts up to \$2,000 in any calendar year.
- must be a financial member of CPPA.

The applicant's Board of Trustees must support their presentation at the conference.

Applications:

Copies of the following must be attached to applications which need to be sent to the CPPA Secretary by the first day of Terms 1 or 3:

- Abstract of conference presentation
- Details of costs to be incurred.
- Details of all financial support from other sources.
- Details of any other funding or subsidy received by the applicant in the previous 4 years.

Applications need to be signed by a representative of the Board of Trustees.

Process:

Once applications are received they will be considered by a sub committee of at least 3 people set up by CPPA Executive who will make recommendations to the next Executive meeting.

Applicants will be notified in writing once the Executive have considered recommendations.

Expectation:

That any successful applicant presents at a CPPA workshop

Conference Attendance Reimbursement Fund

All members are eligible for refund of \$250 and executive members \$500 of the conference registration costs for a national or international conference. This may be claimed only:

- After attendance at the conference
- On production of the registration receipt

- For one conference in any calendar year.

Sector Group Representation

| Group | Current Representative | Exec Member? | Date Non-exec member appointed | Contact Person for Group |
|---|--|-------------------|--------------------------------|---|
| Nuthall Trust Finished 2016 | Pene Abbie | Yes | | Barry Brooker Student Experience Manager College of Education, Health & Human Development University of Canterbury Te Whare Wananga o Waitaha Private Bag 4800 Christchurch New Zealand 64 3 343 7721 |
| PB 4 L | John Bangma | Yes | | |
| SSRG | Jeanette Shearer Margaret Trotter Rob Callaghan Maureen Kerr Peter Bradley | Yes Yes Yes | | Sue Rogers Senior Advisor DDI +64 3 378 7593 Ext 37593 Mobile +64 27 470 8945 39 Princess Street, Christchurch |
| Christchurch Educated Resolved Meeting 18/2/16 to withdraw from this group | Jeanette Shearer | Yes | | Bree Loveridge C/- Canterbury Development Corporation Level 1, 99 Cashel Street Christchurch PO Box 2962, Christchurch 8140, NEW ZEALAND T +64 3 977 5985 M +64 27 34 888 41 E bree.loverich@christchurcheducated.co.nz |
| Technology Working Group | Margaret Trotter Graeme Barber Viv Butcher | Yes Yes No | ? | Tim Maxwell Project Lead Greater Christchurch Education Renewal Programme DDI +64 3 378 7346 Mobile +64 27 706 6487 39 Princess Street, Christchurch |
| EDI allocation group | Viv Butcher | No | ? | Jill Forgie MOE |

| | | | | |
|---------------------------------|--|--------------------------|--|---|
| Property Reference Group | Rob Callaghan Sandy Hastings Graeme Barber John Bangma | Yes Yes Yes Yes | | Angela Hawkings Programme Director Mobile +64 27 505 7715 39 Princess Street, Christchurch |
| Canterbury Education Forum | Jeanette Shearer Graeme Barber | Yes Yes | | Barry Brooker Student Experience Manager College of Education, Health & Human Development University of Canterbury Te Whare Wananga o Waitaha Private Bag 4800 Christchurch New Zealand 64 3 343 7721 |
| Intensive Wrap Around Service | Margaret Trotter | Yes | | |
| Secretary of Education Meetings | President Immediate Past President (first year of president's office then vice-president for the second year of office) | Yes Yes | | Sue Wilson Executive Manager Office of the Secretary for Education DDI +64 4 463 8407 Mobile +64 21 227 9379 45-47 Pipitea St, Wellington |
| Special Needs Reference Group | Jeanette Shearer John Bangma | Yes Yes | | Sean Wheeler MOE Christchurch |
| UC+ Liaison | Margaret Trotter Graeme Barber | Yes Yes | | |
| Keep Christchurch Beautiful | | | | |
| Mental Health | | | | |
| Grow Waitaha | Pene Abbie | | | Garry Williams |
| NZEI Principals Reference Group | Denise Torrey Mark Ellis | | | |