

4. NZSTA Communications Strategy

A. Background

This Communications Strategy describes the types, purpose and method of communication that enables NZSTA to provide information to and on behalf of its member boards.

This policy should be read in conjunction with 1a – Policy definitions.

B. Strategic direction

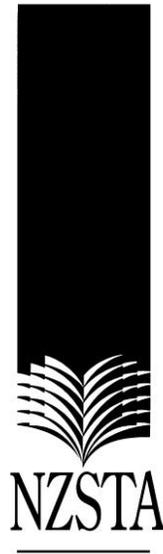
The aim of this communication strategy is to enable NZSTA's voice to be heard, influencing change for the benefit of trusteeship.

Effective communication is a cornerstone of NZSTA's work in providing delivery of services and resources to its member boards.

C. Operational requirements

To achieve this, the President and GM work together to ensure that:

1. NZSTA communications always:
 - a. reflect and support NZSTA's organisational mission, vision and values and the Board's strategic priorities,
 - b. are easy to understand, and appropriate for the target audience,
 - c. are professional and collegial,
 - d. are regular, timely co-ordinated and relevant,
 - e. use approved NZSTA branding and conform with any stylesheets, templates or guidelines that may be in place at the time,
 - f. have high production standards that reflect NZSTA's professionalism and high expectations,
 - g. use language consistently, particularly (but not limited to) terms that have a specialised meaning within the organisation (e.g. "governance", "representation",)
 - h. reflect and support the Board's Communication Strategy (Policy #4,)
 - i. are based on sound evidence and analysis, and
 - j. demonstrate a high level of intercultural awareness and competence, particularly with regard to the Board's commitment to honour and embody the principles of the Treaty of Waitangi.
2. Both the democratic ("representation") and operational structures of NZSTA are clearly understood by all NZSTA employees, members and other stakeholders, including:
 - a. the role of NZSTA's governing board,
 - b. the President's position as the leader of the organisation,
 - c. the GM's position as leader of the operational arm of the organisation, and



NZSTA POLICY FRAMEWORK INTEGRATED POLICIES

- d. the distinction within NZSTA between member and non-member boards, and the advantages of membership.
3. Communication tools and devices provided by NZSTA are always fit for purpose and perform to specification.
 - a. All communication equipment and devices are well maintained.
 - b. All NZSTA board members and employees receive prompt and effective training in the use of any communication tools or devices NZSTA provides.
 - c. Communication tools and devices are serviced promptly when required.

Authority to speak on behalf of NZSTA

4. The President is NZSTA's appointed spokesperson on all matters, except where that authority is delegated to another person for a particular purpose or period of time.
5. Authority to represent NZSTA or its member boards of trustees is delegated by the President.
 - a. NZSTA maintains a full and accurate record of delegations to represent NZSTA in any forum.
 - b. NZSTA will take appropriate steps to clarify the status of any person purporting to represent NZSTA or its member boards in any public forum or media and publicly distance itself from any unauthorised person or statement as appropriate.
6. Elected NZSTA regional executives represent the member boards of their region on regional matters.
 - a. The chair of the regional executive is the default spokesperson for the regional executive on all matters unless the executive decides otherwise, and must present the agreed collective view of the whole regional executive.
 - b. Regional executives must notify the President when any other person is appointed to speak on their behalf, and NZSTA's record of delegations will be updated to include that delegation.
 - c. Any public statement or communication made on behalf of an NZSTA regional executive must be consistent with:
 - i. NZSTA's strategic plan.
 - ii. NZSTA's nationally stated position.
 - iii. The NZSTA Communication Strategy (this policy).

Communication with member boards

7. NZSTA member boards always know who to contact or where to go for governance support, advice, guidance or advocacy.
8. NZSTA communicates regularly with its member boards to provide information and advice and to seek feedback.
 - a. Member boards are regularly updated on
 - i. NZSTA's operational activities and delivery of members-only services.
 - ii. NZSTA's representation and advocacy activities on their behalf.
 - iii. Issues that may potentially affect boards' operating environment.

NZSTA POLICY FRAMEWORK INTEGRATED POLICIES

- iv. Any employment-related matters that fall within member board responsibilities.
- b. NZSTA regularly solicits feedback from member boards on:
 - i. NZSTA's operational activities and delivery of members-only services.
 - ii. NZSTA's representation and advocacy activities on their behalf.
 - iii. Issues that may potentially affect boards' operating environment.
- c. All boards are regularly updated on NZSTA's operational activities and delivery of services delivered through commercial contracts.

Communication with NZSTA governing board

- 9. Communication with the NZSTA governing board is appropriate and effective. (See flowchart.)
 - a. Communication between the NZSTA governing board and NZSTA national office are appropriate and effective. (See flowchart.)
 - b. The Board provides direction to the General Manager clearly and promptly as required.
 - c. The General Manager reports to the Board clearly and promptly as required.
- 10. The President and NZSTA regional executives work collaboratively to ensure that the lines of communication between national office and NZSTA regions are appropriate, clear, timely and effective.
- 11. The GM promptly informs member boards and NZSTA regional executives of all impending trustee professional development activities NZSTA is planning or providing for their region.

Communication with NZSTA employees

- 12. The NZSTA leadership team (NZSTA President, GM and line managers) communicate effectively with staff to ensure that employees are always well informed about:
 - a. NZSTA's strategic direction,
 - b. NZSTA's current and planned operational activity.
 - c. current measures of NZSTA's effectiveness,
 - d. how their work contributes to the overall success of the organisation, and
 - e. how NZSTA is enacting its commitment to continuous improvement.

Communication with other stakeholders

- 13. NZSTA develops and maintains communication with other agencies and groups identified by NZSTA's stakeholder analysis to develop and maintain a network of professional and collegial relationships that enhance NZSTA's ability to:
 - a. effectively represent the views of member boards,
 - b. advocate for member boards,
 - c. gather information that may assist boards to govern their schools effectively, and
 - d. gather information that may assist NZSTA to advise boards effectively.

NZSTA POLICY FRAMEWORK INTEGRATED POLICIES

Communication with the media

14. Communication with the media is managed effectively and consistently. Media includes but is not limited to daily newspapers, radio, television, websites and blogs, NZSTA publications, etc.
- a. NZSTA's response to media contacts is responsive and informative.
 - b. NZSTA provides relevant media training for the President and GM and any other person delegated to speak on behalf of NZSTA.
 - c. Media participation is appropriately researched.
 - d. Media output is appropriately pitched to the target audience (See action template.)

Communication with Government and political parties

15. NZSTA communicates effectively with the government of the day and other political parties to:
- a. identify likely impacts of a political policies on member boards' ability to effectively govern their schools,
 - b. represent and advocate for the interests of member boards, and
 - c. provide independent analysis and advice to member boards on the implications of current or proposed Government policy.

Reviewed and approved by the Board

On this date:

14 March 2014

Signed on behalf of the Board

Lorraine Kerr

President

