

CET STRATEGIC PLAN

2019



CHRISTIAN
EDUCATION
TRUST

GROUP'S STRATEGIC PROFILE

PURPOSE (WHY THE CET GROUP EXISTS)

- To make Christian disciples who transform lives and communities in New Zealand and beyond

VISION (WHAT THE CET GROUP ASPIRES TO BE)

- To be Christian, servant leaders in the education sector

MISSION (HOW THE CET GROUP WILL ACHIEVE PURPOSE AND VISION)

- To provide biblically-based, Christ-centred education for students of all ages

GROUP'S CENTRES OF EXCELLENCE

- At the forefront of best-practice learning from a biblically-based, Christ-centred perspective
- Inspirational environment (spiritual, physical, social) which nurtures a balanced education for living life to the full

GROUP'S POINTS OF DIFFERENCE

- People across the group are committed, passionate Christians called to, and professional in, their roles
- Employer of choice focused on developing staff to their full potential
- Proven track-record in discerning growth opportunities aligning with God's will and provision

GROUP'S VALUES

- Love and loyalty to God
- Love and care for others
- Absolute truth of Scripture
- Faith and prayer
- Honesty and integrity
- Service and humility
- Wisdom and responsibility
- Peace and forgiveness

STRATEGY AND GOVERNANCE MAP

CORE CHRISTIAN OVERSIGHT

CC1

Safeguard core Christian Character

CC2

Ensure Boards govern with vision, competence and unity of purpose

CC3

Ensure staff nurtured and developed to their full potential

STRATEGIC OVERSIGHT

S1

Ensure best-practice learning across the CET Group

S2

Discern and evaluate opportunities for future growth

FINANCIAL OVERSIGHT

F1

Ensure long-term financial viability

F2

Approve budget & monitor cash-flows

POLICY & COMPLIANCE OVERSIGHT

PC1

Oversee policy development & monitor compliance

PC2

Manage business & reputational risks

INFRASTRUCTURAL OVERSIGHT

I1

Provide inspirational learning environment

PERFORMANCE OVERSIGHT

P1

Ensure staff nurtured and developed to their full potential

CHRISTIAN OVERSIGHT

Guard the good deposit that was entrusted to you—guard it with the help of the Holy Spirit who lives in us (2 Timothy 1:14) (NIV)

CC1

Safeguard core Christian Character

CC2

Ensure Boards govern with vision, competence and unity of purpose

CC3

Ensure staff nurtured and developed to their full potential

CURRENT SITUATION

- Founding core Christian philosophy given as a vision by God for Bethlehem Campus
- Statement of Belief provides a doctrinal framework for our Christian philosophy
- Core Values clearly documented
- Five year auditing of Entities against Core Christian Character
- Diverse skill set and good governance skills on the Christian Education Trust matched to the Board skills matrix
- All CET and subsidiary Board appointees are Christians with a passion for our purpose and have a calling to the Campus
- CET Board member representation on all subsidiary Boards
- Emeritus Trustees who hold the vision and continue to have input
- Large team of passionate and servant-hearted staff across all Entities
- Well-established reputation in the Bay of Plenty as a quality provider of education
- Production of a CET and BCL Governance and Induction Manual
- Production of Staff Manual
- All Governance and Operational Policies have been reviewed and new Policies written

INITIATIVES

CC1

- Communicate Strategic Profile, Foundational and Visionary documents through CET Staff Worship
- Develop a Communications Plan including positive PR in the Entities (monthly publication –newsletter/Facebook, bottom up, sideways and top down communications streams)
- Three year cycle of auditing Entities against core Christian Character
- Special Character report in CET and Entity Board Agendas
- Undertake regular CET Board evaluations
- Undertake thorough induction for new Trustees and ensure refresher inductions are completed at the mid-point of the second three-year term
- Ensure CET Governance Manuals are up-to-date, relevant and strategically aligned
- Ensure succession planning for all positions from Governance to line staff is thorough
- Trustees undertake Christian professional development

CC2

- Ensure all group member's strategic documents align to the CET Strategic Profile
- Ensure subsidiary Boards have comprehensive Governance and Induction Manuals that align to the CET
- Ensure subsidiaries undertake regular Board evaluations
- Undertake thorough induction for new Directors
- Ensure that each Director has an opportunity to develop their governing skills through professional development and contribution

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INITIATIVES

CC3

- Guide the CET Services divisions with current Health and Safety Policies and practices that meet legislative requirements
- Develop CET Services HR plan encouraging a culture shift to becoming an employer of choice in the Bay of Plenty
- Ensuring succession planning and future leadership opportunities are developed
- CET Chair ensures strategic intent for CET services is being outworked by the General Manager
- Ensure CET services HR plan aligns with being an employer of choice and provides professional development and mentoring for all staff
- Develops manaakitanga—a culture of care across the group

OUTCOMES

- Core Christian Character and Values permeates all CET group Entities
- Clarity and unity of purpose across CET group
- An effective governance culture characterised by servant leaders and faithful stewards of God's grace
- All Boards competent and well-balanced (diversity of skills, experience, gender, ethnicity, age etc) with a clear alignment to the skills matrix for each Board
- People across the group are committed, passionate Christians called to, and professional in their roles
- CET employer of choice focused on developing carefully chosen staff to their full potential
- Continuing professional development given to most staff employed throughout the group

STRATEGIC OVERSIGHT

"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future. (Jeremiah 29:11) (NIV)

S1

Ensure best practice learning across the CET Group

S2

Discern and evaluate opportunities for future growth

CURRENT SITUATION

- Well-established reputation in the Bay of Plenty as a quality provider of education from preschool through to tertiary
- CET group is the principle player in the NZ Christian education sector
- Have enduring foundational documents that provided clear direction and intent for CET's first 25 years..... transitioning into next era
- Developed a CET Strategic Direction and Intent document but not deployed it systematically
- Recent review process has identified two centres of excellence and three points of difference that provides strong strategic focus
- A 'strategic filter' being trialled that aligns potential opportunities for growth to our strategic focus

INITIATIVES

- Strengthen the research projects within BTI to see Christian Education highlighted
- Determine strategic development priorities
- Develop an organisational marketing strategy
- Align group services plan and resourcing to reflect the future
- Partner with compatible organisations to facilitate development in New Zealand and overseas
- Monitor increasing secularisation of New Zealand society and changing demographics due to immigration
- Monitor increased local competition from international Christian Education providers
- Franchise model established internationally including training of teachers in those countries where we have schools –particularly in the Pacific

OUTCOMES

- At the forefront of best-practice learning from a biblically-based, Christ-centred perspective
- A planning framework across the CET group that is unified and interconnected
- Modularised education platform across all ages and stages (cradle to grave)
- Proven track record in discerning growth opportunities aligning with God's will and provision
- Optimal growth strategies that reinforce our strategic focus and build sustainability in achieving our Vision

FINANCIAL OVERSIGHT

Trust in the LORD with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight (Proverbs 3:5-6) (NIV)

F1

Ensure long-term financial viability

F2

Approve budget & monitor cash-flows

CURRENT SITUATION

- Strong financial and asset position
- All group Entities are registered charities that meet their annual reporting obligations and comply with generally accepted accounting practice (GAAP) and XRB standards
- Strong external audit practices in place across the CET group
- Strong internal procedures for accountability and efficient use of resources
- Finance Policies govern the group's finance process
- Robust annual budgeting
- Monthly financial reporting

INITIATIVES

- Monitor impact of rising debt in a weakening global financial climate
- Constantly monitor changes in government funding policies
- Ensure new initiatives only incur debt for a maximum duration of 15 years
- New major projects require external grants/donations of an amount similar to the land value
- Debt levels to not go higher than 20% of the registered valuation of land & buildings
- Debt reductions are prioritised over diversification
- Establish strategy for diversification of the group's revenue streams whilst remaining focused on our Purpose (includes extending the reach of our Purpose, Vision and Mission)
- Maintain and enhance strong monthly reporting and accountability
- Monitor and improve finance policies and delegations
- Improve or eliminate poor performing operations

OUTCOMES

- Good-stewardship recognised as necessary element for sustainability of our Mission, Vision & Purpose
- Debt fully repaid
- A highly efficient organisation

POLICY AND COMPLIANCE OVERSIGHT

Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God. (Philippians 4:6) (NIV)

PC1

Oversee policy development and monitor compliance

PC2

Manage business and reputational risks

CURRENT SITUATION

- CET policy and procedure framework has been reviewed
- Strong uptake of Health and Safety legislation and the changes required to managing self and others
- Potential dysfunctionality between subsidiary and parent Boards
- CET has comprehensive insurance and indemnities cover in place across the group?

INITIATIVES

PC1

- Monitor implementation of Governance Policies across the group to ensure that strategic objectives are supported by the Policies
- Regular review of Policies in line with legislative changes as a minimum
- Monitor operational policy compliance through the General Manager
- Ensure Trustees are familiar with Governance and Operational Policies –each agenda should have an allocation of Policies to read and discuss

PC2

- Ensure the CET has a comprehensive plan for managing business and reputational risks
- Ensure each subsidiary has a formal approach to identification and management of key business and reputational risks
- Ensure there is a Crisis Management Plan in place for managing catastrophic risks such as disaster recovery plan from fire, earthquake, terrorist attack on Campus
- Ensure there is a Crisis Management Plan in place for managing major incidents such as the death of students and/or staff on or off campus

OUTCOMES

- Cohesive governance through succinct and clearly articulated suite of policies (the CET to itself, to subsidiary boards and to management)
- Long term business sustainability through clear governance focus on key political, economic, social, technological, environmental and legal risks
- Trustees will know Governance and Operational Policies and operate within Policy Guidelines, therefore reducing procedural errors

INFRASTRUCTURAL OVERSIGHT

The LORD watches over you - the LORD is your shade at your right hand; The LORD will keep you from all harm - he will watch over your life; (Psalm 121: 5 and 7) (NIV)

11

Provide
inspirational
learning
environment

CURRENT SITUATION

- Bethlehem Campus offers an inspirational learning environment at all levels (early years, College – Junior and Senior Schools, Tertiary)
- Annual Service Agreements in place for Property, re-negotiated annually with each Entity
- Property Maintenance – annual programme of works developed each year for the following year
- Safely – Health and Safety and Maintenance software programme package being introduced
- Block A being remodelled and refurbished to provide suitable environment for changing pedagogy, with Block B to follow
- Temporary classrooms purchased as accommodation whilst classrooms are refurbished
- No strategic plan in place for updating existing buildings to meet current and future expectations/pedagogy
- IT infrastructure in place to support BYOD (Year 9 up from 2019), SNUP upgrade carried out
- Bethlehem Campus Masterplan in place – updated as and when requirements change
- Bethlehem Campus suitable for use as blue-print from which to develop future campuses

INITIATIVES

- Initiate measures that track how 'inspirational' campus environments actually are, in order to identify areas for improvement, and what is being done well
- Maintain and improve Health & Safety focus throughout CET facilities
- Re-instate 10 year Property Maintenance Planning Programme for all CET facilities
- Determine capital expenditure priorities for the next five and ten years.
- Annual/biannual review of Safely and Campus security
- Identify opportunities for further automation of systems throughout CET Entities
- Instigate programme to upgrade all facilities to meet/surpass current expectations/standards, allowing significant budget for works
- Review Project Planning Process
- Instigate Campus-wide/CET-wide meetings to keep abreast of upcoming/future IT and building requirements
- Regular review of Bethlehem Campus Master Plan to ensure that vision can be outworked
- Involvement with CET/MOE discussions for future school facility requirements
- Leverage of educational experience to partner with others in JVs

OUTCOMES

- All CET campuses and facilities to provide an inspirational environment (spiritual, physical, social) which nurtures a holistic education for living life to the full
- Leader in Health and Safety
- Proven good stewardship of the facilities with which the CET has been blessed, with structured maintenance programme in place for all CET facilities
- Strategic plan for Bethlehem Campus buildings to be upgraded to meet and exceed current and projected standards, and changing pedagogies
- Facilities future proofed for developing IT requirements
- Bethlehem Campus Master Plan is current, aligned with CET vision (e.g. 2000 BC Students?)
- Super Kindy (with BTI research facility)
- On-site accommodation to support requirements of Entities
- CET offices/conference/café/family centres
- New campuses developed in BOP and beyond –targets in place for continued growth
- Outdoor Christian Facility/other opportunities identified

PERFORMANCE OVERSIGHT

Whatever you do, work at it with all your heart, as working for the Lord, not for human masters. (Colossians 3:23) (NIV)

P1

Ensure staff are nurtured and developed to their full potential

CURRENT SITUATION

- Special Character audits carried out by CET of each Entity
- Level of achievement reported by statutory monitoring agency (e.g. ERO, TEC evaluations)
- CET Trustee representation on Entity Boards (minimum 2, including Chair preferred)
- Established Board reporting protocols at Entity and CET level
- Monthly Financial Reporting
- CET Annual Report published at group level
- Celebratory dinners with each Entity Board/Manager at least annually
- Bench marking against other education providers
- Performance recognised holistically, beyond just academic success or financial return

INITIATIVES

- Appoint CET General Manager to outwork initiatives and report to CET Trustees
- Develop a 'balanced scorecard' type approach to the business for the Entities and the CET across all 'oversight perspectives'.
 1. Initiate regular/scheduled Special Character audits
 2. Financial results measured against agreed budgets/targets
 3. CET Entities considered as leading employers – surveys and staff turnover targets
 4. Reputation –locally and nationally –surveys/feedback
 5. Growth –against targets
 6. H & S, policy compliance targets
- Entity Boards to provide feedback to CET on Board composition, strengths/weaknesses and PD undertaken
- Establishment of Alumni with appointment of Development Coordinator, to reconnect with Alumni and establish relationships
- Provide CET Scholarships/awards for outstanding achievement in all sectors

OUTCOMES

- Absolute confidence in ongoing protection of our Christian Special Character
- Clear, transparent reporting of each Entity's performance measured holistically, allowing CET's overall progress to be monitored
- Balancing of performance and conformance reporting, enabling Boards to remain focused on strategic and core governance matters
- A sustainable future, allowing the CET to grow and lead in the provision of Christian Education in New Zealand and beyond
- Continuously enhancing reputation of students and educational providers
- Recognition of CET and Entity's Health & Safety record
- Recognition of CET and Entities as employers of choice
- Reconnection with Alumni, obtaining an understanding of their faith, vocational and life pathways, allowing the measurement of success of CET's purpose of making Christian disciples who transform lives and communities in New Zealand and beyond

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