

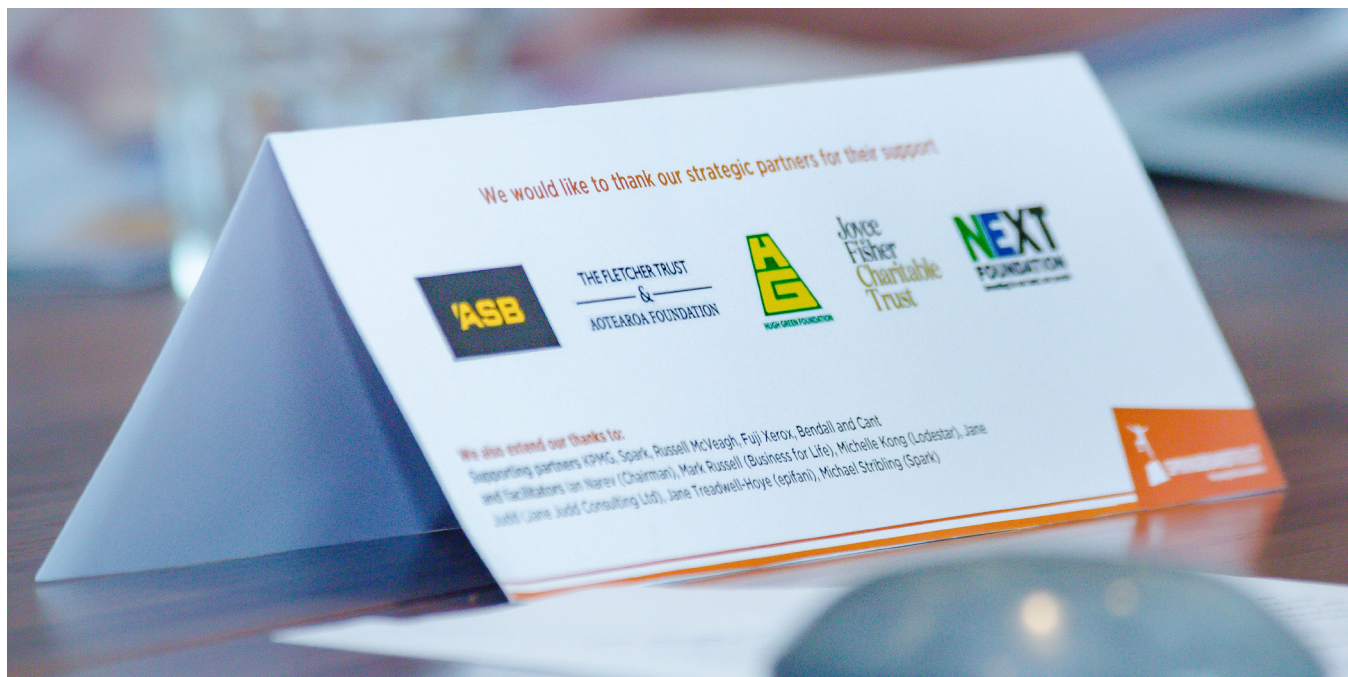
PROGRAMME IMPACT REPORT

2016

Making A Difference in Education



SPRINGBOARDTRUST



Our sincere thanks

A special thank you to our Strategic and Supporting Partners and all of our valued skills volunteers. Your ongoing support for our organisation allows us to assist educational leaders and their communities to grow in strategic, structured and scalable ways.

Our strategic partners



THE FLETCHER TRUST
&
AOTEAROA FOUNDATION



Joyce
Fisher
Charitable
Trust



Our supporting partners



RUSSELL McVEAGH



A special thank you to our 2016 facilitators

Ian Narev [Chairman], Mark Russell [Business for Life], Michelle Kong [The Exponential Agency], Jane Judd [Jane Judd Consulting Ltd], Jane Treadwell-Hoye [epifani], Michael Stribling [Spark]

Our sincere thanks **2**

Executive Summary

Chief Executive's Foreword

Scaling for Impact

At Springboard Trust we challenge ourselves regularly, asking not only “How do we know we are succeeding?” but also “How do we know we are making an impact?”

Our 2016 impact report reflects this inquiry and highlights qualitative and quantitative evidence, measured and recorded against our current evaluation framework.

The good news is our valued ‘customers’ are telling us we are making an impact!

As our ‘lead learners,’ New Zealand’s school principals hold 100% of our future in their hands. As a nation, we depend on our schools to enable our children to realise their full potential and make meaningful contributions to our society in their lifetimes. High-quality strategic leadership of our schools is critical, and Springboard Trust is privileged to have worked with over 162 principals over the past ten years in our Strategic Leadership for Principals (SLPP) and Alumni Programmes.

This year we developed an integrated Springboard Trust customer journey which stimulates principals to master the skills of strategic planning and reflect on their leadership practice, which supports strategic change projects in schools. By taking a customer-centric approach we have established new content, processes and tools to accelerate the learning experience for both our principals and skills volunteers. We have expanded our Alumni Services (ALS) offering to assist school leaders in the implementation of their strategic projects. Several of these projects are highlighted in this report alongside our flagship SLPP outcomes.

What’s next as we enter our second decade? We have a number of exciting initiatives underway:

- Scaling and growth to 2020 where we plan to work with over 200 schools in SLPP and 150 in ALS every year, throughout New Zealand
- Two new pilots of the Strategic Leadership for Principals’ Programme with a Wellington cohort and a national secondary school cohort in 2017
- A refreshed SLPP curriculum with a new leadership competency model and a 360 degree feedback tool to stimulate reflection on leadership practice

- A digital engagement space where sharing and modeling will provoke critical linkages and collaboration across the network
- Emerging strategic relationships with New Zealand’s top corporates to ensure a sustained supply of talented volunteers to coach and support our principals develop and implement their strategic plans
- A high-performing core team equipped to deliver our services into new and expanding regions.

Of course none of this would be possible without the invaluable support of our principals, skills volunteers, strategic and supporting partners. Your assistance and long-term commitment to our programmes together with your generosity is not only making a difference, it’s making an impact.

On behalf of our Board of Trustees and the Springboard Trust (SBT) team, thank you all so much for “making cross-sector magic!”



LORRAINE MENTZ
CEO

30th December 2016

Executive summary

2016 has seen substantive development of our programmes and services, leveraging over a million dollars in pro bono cross-sector expertise, to strengthen principals' leadership of New Zealand schools. Our work stems from the fundamental premise that more effective strategic leadership will not only enable change in schools, but also assist in improving student outcomes.

Our team has expanded to a core group of 14 employees who, together with our skills volunteers, have delivered our two core programmes:

- Our flagship programme is the Strategic Leadership for Principals' Programme (SLPP) which involved 42 schools across 4 regions this year impacting 14,221 students. This programme runs for ten months of the year and pulls in cross-sector expertise to support customised leadership development amongst New Zealand principals
- Our Alumni Services Programme is the result of an innovation pipeline that has 'come of age' during 2016 with 24 schools using the services provided, against the planned number of 8 projects. Our evaluations of the school-based projects show likely long-term impacts on teaching efficacy and students' learning outcomes. Our alumni community work has successfully delivered a master class series for last year's alumni and 4 needs-based learning events.

We continue to challenge ourselves to improve the customer experience and deepen our engagement with both educational leaders and skills volunteers. We piloted a new approach to delivering the SLPP in Gisborne with useful lessons for the broader programme. We expanded the number of Alumni services available to principals once they complete SLPP. We have also scoped the development of digital engagement capabilities to foster enhanced learning, sharing and innovation amongst educational leaders, skills volunteers and the broader SBT community.

This year we conducted a comprehensive internal evaluation across all our programmes and services. There is resounding evidence throughout this report of the significant impact of our programmes on principals' leadership of their schools. We have based our evaluation of the short-medium term impacts on a revised logic framework developed by NZCER in 2015. We have also assessed our customers' degree of advocacy of our programmes using the methodology of Net Promoter Score (NPS).

Key insights and discoveries from the year provide us with confidence that overall, we are meeting stakeholder expectations and also that we are making positive progress towards our intended 3-year outcomes namely:

- Growth in line with our scaling plan for the number of principals involved in SLPP and expansion into new regions
- A significant increase in principal participation in Alumni Services to support strategic change projects aligned to their strategic goals (we aim to run 150 projects every year by 2019)
- Increased numbers of skills volunteers to support the expansion of our SLPP and the successful completion of more strategic projects in schools
- Net Promoter Score average per annum across programmes and events to exceed 75, which is a world-class score
- Enhanced leadership capacity amongst principals based on evidence of effective learning, readiness for strategy implementation and changes in leadership practice with a target of >90% of principals self-assessing as more effective and efficient in strategic thinking and planning

Our headline results

1 **SCALING OUR STRATEGIC LEADERSHIP FOR PRINCIPALS' PROGRAMME**

During 2016, 42 schools participated in SLPP across 4 regions impacting 14,221 students.

- In late 2014 it was estimated we would impact 8,874 students across 42 schools for 2016. Actual figures based on participating school roles as at March 2016 show we will have increased the student impact figure to 14,221 (60% more students than originally predicted). We achieved 98% SLPP completion in 2016.

2 **EXPANDING OUR ALUMNI PROGRAMME**

There has been a significant extension of our programme this year into Alumni Services:

- We have seen a significant increase in alumni engagement, with 82% of alumni from the previous year continuing their association with us
- 24 alumni schools were involved with Alumni Services (200% more than planned) with 16 strategic projects completed by year end
- 88% of 2015 alumni attended master classes
- We held 4 well-subscribed alumni learning events which extended the learning opportunities available to principals and strengthened collaboration amongst the alumni community.

3 **GROUNDSWELL OF VOLUNTEERING**

- 71% of capacity partners and 35% of alumni services volunteers were new for 2016 showing a dramatic increase in the pool of available skills volunteers and coverage over a wider number of regions
- Supporting partnerships are emerging with seven large corporates who are supplying their talented leaders as volunteers in the roles of capacity partners and engagement managers.

4 **ADVOCACY (NET PROMOTER SCORE)**

- We achieved an outstanding combined average NPS score of 82 across all programmes, events and services for 2016.

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DEMONSTRABLE IMPACT ON LEADERSHIP CAPACITY

Principal ratings in understanding strategic leadership both BEFORE and AFTER SLPP using the domains of the current learning programme have increased markedly.

Overall, we judged that SLPP has had a high impact on 36 principals (88%), medium impact on four principals (10%), and low impact for one (2%).

In addition to the intended learning outcomes, SLPP was associated with:

- Stimulating principals' thinking
- Motivating principals to learn more
- Benefits of working through others
- Inspiring principals to do something different

Our evaluation shows a high level of consistency in the principal and volunteer perspectives of their experience with our programme. Their responses indicate that our model of engagement is cohesive and strong. The robust feedback loops continuously help us to reflect on programme elements and processes to ensure relevance and effectiveness.

94% of alumni principals found their strategic and action plans useful for the first year of implementation and a compelling 95% of principals said they were well prepared should they move schools in the future.

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BENEFICIAL IMPACT OF STRATEGIC PROJECTS

We have evaluated the changes made by the strategic projects completed in our 2016 Alumni Services programme. Early results are encouraging:

- The leadership coaching and training provided during strategic projects has the potential to further develop school leadership
- Evaluations of projects completed to date show that project objectives have generally been achieved or exceeded. [Several of these projects are highlighted in the full report]
- Some of these strategic projects have had a direct and measurable impact on teacher morale, parent engagement and student learning

We are encouraged by the results of our evaluation process and by the growing pipelines of principals and volunteers. We are excited about the opportunities we have identified to further improve our programmes and enhance our customer journey. Above all, we are motivated by the opportunity to work with educational leaders to help transform the learning outcomes for young New Zealanders.

30th December 2016