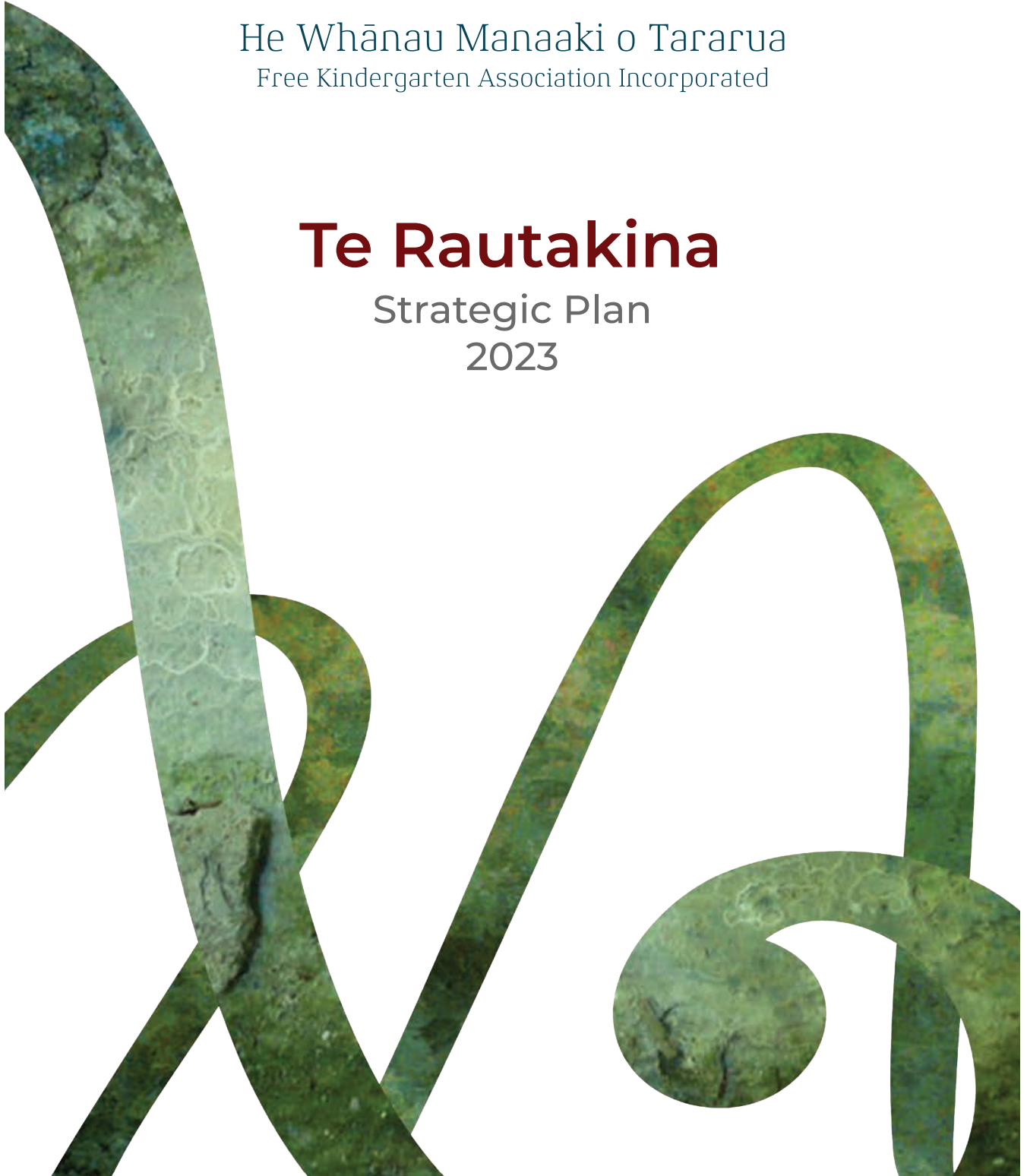




He Whānau Manaaki o Tararua
Free Kindergarten Association Incorporated

Te Rautakina

Strategic Plan
2023





Introduction | Tīmatanga kōrero



This is our Strategic Plan for 2023

It encompasses a statement of our most deeply held values which guide our practices relating to the education of babies and young tamariki, our five most important strategic intentions to be focused on during the five year period, and our vision for the future of Whānau Manaaki as an organisation.

We hope to help our parents and whānau, staff and partners understand what drives us, so you can share in our commitment to delivering the highest quality early childhood education and to contributing to the best possible start in life.

COVID-19 and the continued challenges it presented over the last couple of years has seen much of our efforts directed in new and unexpected ways. Consequently, this strategic plan represents a continuation of Te Rautakina | Strategic Plan 2018-2022. The development of the previous plan included extensive consultation with our kaiako and community and the underlying tenets remain largely unchanged. As an organisation, we still believe that our strategic direction, and consequently, our operational delivery is well served by the values and intentions that are already in place.



Whakakitenga | Our Vision

To be a respected leader in early childhood education and a strong advocate for tamariki and whānau.

Our vision for Whānau Manaaki is firstly derived from our belief in the importance of quality early childhood education for the tamariki themselves, their whānau, their community and for Aotearoa New Zealand.

It also stems from the knowledge that many tamariki and whānau do not have access to the quality education services they deserve.

Therefore, we seek to be a leader in the provision of high quality early childhood education, and by demonstrating what can be achieved, be seen as advocates for tamariki and whānau and help to improve quality early childhood education through-out Aotearoa New Zealand.

Early childhood is "...a period of momentous significance for all people growing up in (our) culture... By the time this period is over, children will have formed conceptions of themselves as social beings, as thinkers and language users and they will have reached certain important decisions about their own abilities and their own worth".

- Donaldson, Grieve & Pratt, 1983





“

Ko te manu e kai ana i te
miro, nōna te ngahere:
Ko te manu e kai i ana te
mātauranga, nōna te ao.

The bird that partakes of the miro
berry reigns in the forest:
The bird that partakes of
education reigns in the world.

”

Ngā Uara | Our Values

In recent years we have often discussed and thought long and hard about what the true core values of He Whānau Manaaki are. With each iteration of our strategic plan, we have slightly modified what we hold to be the most important guides for our practice. This has led to our focus on four core values:



Nurturing the mana of tamariki

The vision statement in Te Whāriki, the national early childhood education curriculum, states: (for all tamariki) ... to grow up as competent and confident learners and communicators, healthy in mind, body, and spirit, secure in their sense of belonging and in the knowledge that they make a valued contribution to society. (Ministry of Education, 2017)

This statement is underpinned by the concept of Mana – that the tamariki is empowered in many ways and which are represented in five domains of mana:

Mana Atua/Well-being
Mana Whenua/Belonging
Mana Tangata/Contribution
Mana Reo/Communication
Mana Aoturoa/Exploration.

Therefore, the mana of tamariki underpins the values that He Whānau Manaaki uses to guide our decisions and to govern how we work with others.

Kounga - Quality

International research and the depth and breadth of our own teaching and learning experiences over the last 100 years have confirmed that 'quality' in early childhood education makes a critical difference to the long-term outcomes for tamariki.

There is nothing more important than us continuing to demonstrate the truth of this and exemplify how it is best delivered.





Mahi Tahi - Partnership

We are not alone in desiring and contributing to what is best for tamariki. It is important that we act inclusively with others who are motivated like us to achieve the best outcomes.

We will seek to develop strong partnerships with parents and whānau, schools, other government agencies, community groups and all who are positively concerned with nurturing the mana of tamariki.

Pono - Integrity

Our effectiveness in nurturing the mana of tamariki, in convincing others of the critical importance of quality, and in building strong partnerships ultimately depends on our credibility.

We must maintain integrity in all we do and say, so that our voice is listened to when we advocate for what is best for the developing tamariki.

This looks like:

Core Value : Partnership

Focus on progress, regular updates and interaction.

In order to reinforce and further clarify these values we sought contributions from staff, parents and whānau on what these values meant to them.

The following pages highlight just some of their responses...





Ngā Whāinga | Strategic Intentions

We selected the following five key strategic intentions to focus on. In so doing, we will use our voice creatively to advocate for tamariki and whānau.

In the period 2023 year we aim to:

- Strengthen our capability and capacity as a Te Tiriti o Waitangi based organisation
- Innovate and continuously improve teaching and learning
- Improve access for tamariki, their parents and whānau to increasingly relevant services
- Improve the quality and effectiveness of our relationships with our communities
- Strengthen our financial and organisational health

This looks like:

Core Value : Quality

Bicultural practice.

Core Value : Nurturing the Mana of Tamariki

Building their self-confidence and celebrating their achievements.

Core Value : Integrity

Open and honest communications – building trustful relationships.





Strengthen our capability and capacity as a Te Tiriti o Waitangi-based organisation

This includes:

- Working to ensure all employees and all tamariki who attend our services will know and enjoy the unique place of Te Tiriti o Waitangi in Aotearoa New Zealand
- Appropriate, reciprocal relationships with Iwi Māori are encouraged and fostered
- Improve access for tamariki, their parents and whānau to increasingly relevant services
- Developing systems, processes, and structures that reflect the bicultural nature of our curriculum
- Increasing the content and visibility of Te Ao Māori in our systems, processes, structures and programmes

This looks like:

Core Value : Partnership

"I have been impressed how the team have really 'understood' who each of my boys are and have given me advice on how to get the best out of them."

Core Value : Nurturing the Mana of Tamariki

Supporting the tamariki to have a positive sense of themselves - using language that enables tamariki to see themselves as learners.





Innovation and continuous improvement in teaching and learning

This includes:

- Increasing our capacity in research and development
- Actively supporting and promoting innovations in teaching and learning
- Increasing the diversity of staff and learning environments
- Sharing skills across the region and making it easier for staff to move between services and swap positions
- More experimentation and piloting improvements in service

This looks like:

100% Qualified Teachers

CORE VALUE: Quality

“This is so important to me and the skills and qualifications of the staff have been very obvious to me in my interactions with them. Their understanding of the tamariki and their approach to bringing the best out of each individual tamariki has been so impressive and much more noticeable than I found in the UK”.

CORE VALUE: Quality

Quality interactions to forge genuine, respectful relationships.



Improve access for tamariki, their parents and whānau to increasingly relevant services

This includes:

- Extending contracts and increasing/improving participation of tamariki
- Supporting services which assist participation in ECE
- Extending the number of ECE services we provide and options for whānau in response to need
- Extending our responsiveness to communities (e.g. rural Wairarapa)

This looks like:

CORE VALUE: Nurturing the Mana of Tamariki

Managing the transition to school – having good relationships with feeder schools.

Supporting families to ensure tamariki are enrolled and school visits are in place.

CORE VALUE: Integrity

Being trusted to follow up and do what we said we would.





It's a real partnership and as a parent trying to work out the best for a tamariki, it's great to be able to discuss thoughts with a team who really understand.

Improve the quality and effectiveness of our relationships with communities

This includes:

- Remaining relevant to all our groups and communities
- Developing better and more sustainable processes of engagement with our community, workforce and external agencies
- Actively participating in the Kahui Ako/Communities of Learning initiative in each community

This looks like:

CORE VALUE: Quality

Authentic belief that whānau and community are an essential part of tamariki learning.

CORE VALUE: Partnership

Encouraging communities of mutual respect.

O le ala i le pule o le tautua
The path to leadership is through service.

-Samoan proverb



Strengthening our financial and organisational health

This includes:

- Increasing, reinforcing and diversifying our funding streams
- Strengthen our systems and processes and ensure they are fit for purpose
- Ensure robust operational practice through effective governance and management
- Extending the number of contracts in other sectors as well as our own

This looks like:

CORE VALUE: Integrity

Our values consistently driving both our individual and our organisational behaviour.

CORE VALUE: Integrity

Making clear plans with all stakeholders involved to ensure that we all know what we said we would do.



Using this plan

One of the primary benefits of having an over-arching strategic plan is the guidance it provides for people within the organisation, who need to set their own goals and plans and want to be sure they are relevant to the organisation as a whole.

This looks like:

Language, culture and identity contribute to children's sense of self, belonging and connectedness and are significant influences on their learning.

Te Manawa, 2021

Strategic Teaching and Learning Plans

Every year kindergarten teams develop their own teaching and learning plans which aim to meet the needs of the tamariki in their care and the expectations of their whānau.

Those local priorities should be the first driver of these plans but they should also be drawn up in the context of Whānau Manaaki's values and priorities so that a consistency in our approach to ECE is maintained.

It is proposed that each kindergarten team should take the time to reflect on the contents of this organisation wide plan before embarking on the clarification of their local intentions.

Operating Model and Action Plans

As an organisation Whānau Manaaki recognises that there are a number of responsibilities that we have to meet. Some of these are dictated to us through regulation and legislation, others are determined by our values, and doing what is right and fair. There must be a recognition of the important role that teaching and learning has, as the core of Whānau Manaaki. What practice excellence looks like, and the principles that underpin our delivery to communities, are key elements that also drive the support the Association offers.

Our Operating Model is based on the meeting our obligations though considered planning and careful alignment to Te Rautakina | Strategic Plan. Our planning cycles ensures that the information we gather about or activities and behaviours is channeled into the things that matter most. When we know that our activities are aligned to Our obligations it is easier to identify learning, practices or behaviours that we want to promote and, direct resource where it has the greatest impact.

Continuous improvement is the result of paying attention to what we are doing, analysis and looking for insight, evaluating those findings and then prioritising our actions to change or impact practice.

Our Obligations





Managing Arising Issues

This plan summarises what is most important to us at the present moment and our priority intentions for the next five years. But we know the world doesn't stand still and issues and opportunities may arise from time to time which will materially affect our future which we did not anticipate when drafting this plan.

To address such developments we have adopted a simple process. It involves:

- Raising the issue or opportunity by anyone in the team who first becomes aware of it
- Evaluating its relative importance and urgency, determining if it should take precedence over our strategic intentions outlined in this plan
- Delegating the responsibility for addressing those few arising issues to individuals or teams with the experience and skills to resolve them

Past experience suggests that few strategically significant issues, warranting inclusion in a revised strategic plan, will arise during the planning period. However, their relative importance and potential impact on our future makes it imperative the organisation stays alert and responsive

Ko e Vagahau Niue ko e Atefua a ia he tagata Niue.
The heart of the people is their language.

-Niue Proverb



Evaluation of Te Rautakina - The Strategic Plan

Regular review and evaluation of the plan will ensure that our focus and progress remains aligned to our values and our strategic intentions.

In addition, the Annual Report of the Association will contain narrative describing the actions and the effectiveness of the operation of the organisation in relation to the Plan.

