



**Northern Auckland Kindergarten Association**

# **Strategic Plan**

## **2012 -2016**

*For every child to believe in themselves and that they can achieve their dreams and aspirations*

## Introduction

Since 2008-9 there has been a strong and steady improvement in all aspects of the organisation from board governance to financial management, professional development of our staff, quality of our buildings and communication.

During 2010-2011 we have seen further government intervention via funding cuts and the ECE Task Force which has created considerable unrest in ECE services and is seen by some as driving our community minded service to consider a more business oriented approach to the future. Several kindergarten associations have already taken the step to introduce all day centres, and some have tried to set up home based care.

Although we still await any impact of these possible changes it is important that the board plan as well as possible for the future, looking to improve the educational and physical conditions in our kindergartens whilst maintaining a prudent fiscal approach.

The 5 year strategic plan developed by the board is shown below and a separate annual plan shows the objectives for the 2012 year.

## Overview

Historically kindergarten has been well recognised in New Zealand as an affordable provider of high quality early childhood education.

Kindergarten was considered low cost compared to other providers until 20 Hours Free ECE was introduced.

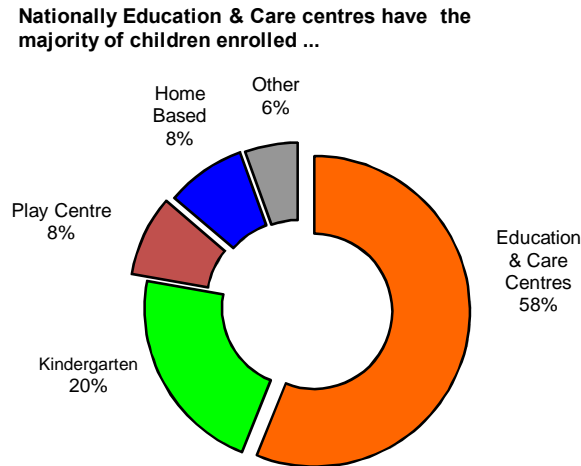
Kindergarten was and still is considered high quality early childhood education due to the following factors:

- “ 100% qualified teachers
- “ A strong focus on education
- “ The kindergartens have good physical environments
- “ The kindergartens are well resourced
- “ Kindergartens are family and community based.

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In 1908 Kindergarten had 100% of the ECE market. By the mid 1980's share of market had declined to 66% and by 2010 to 20%.

The national figures (MOE 2010) show:



Kindergarten has continued losing market share to education and care and home based services.

Competition in the ECE market has increased due to the following:

- “ Other providers offering high quality facilities, longer hours, flexibility of hours and other services e.g. parent education
- “ Other providers becoming more educationally focussed. Since September 2008 all ECE providers must follow Te Whāriki (the ECE Curriculum).
- “ Other providers becoming more affordable with 20 Hours funding
- “ Some providers may have lower child teacher ratios.

Communities have changed in recent years with high immigration, mothers returning to paid employment and family lives getting busier. Traditional kindergarten is not recognised by our immigrant community, the hours typically *For every child to believe in themselves and that they can achieve their dreams and aspirations*

don't suit working mums and community support is declining. Budget cuts have reduced funding levels for centres with 100% qualified staff. The trend for both parents to be in paid employment may be affected by the increased cost of ECE.

In our own region, in 2011 NAKA has approximately 9.2% of ECE services, education & care has 70%, and home based has 13%, perhaps a reflection of the high decile nature and work patterns of most of our population. The trend is set to continue if the Government continue to strive to increase the working population, although it could well be that the recently announced welfare system changes could force mothers into part time work that may fit our service offer. The trend for mothers to delay childbirth may increase the numbers of families where finance is not such an issue and kindergarten becomes their best option.

# STRATEGIC PLANNING FLOW

**VISION VALUES PURPOSE**

## STRATEGIC DIRECTION

The statements that set the overall direction of NAKA to 2016

## STRATEGIC OUTCOMES

The outcomes that need to be pursued to achieve the Strategic Direction within the time period.

## ANNUAL ASSOCIATION GOALS

The actions that need to take place over the next 12 months within NAKA to ensure that we achieve the Strategic Outcomes.

## INDIVIDUAL & TEAM OBJECTIVES

Objective setting for our staff and teams showing how their own work fits with the Strategic Direction of NAKA,

# IMAGINE 2016

## What do we want to look like in 2016?

- A culture focused on our people and community
- The best quality early childhood education and services
- A well respected brand
- Great communication
- High quality facilities
- High quality processes

## How will we get there?

- Delivery of an innovative and sustainable early childhood education service
- Retaining 100% registered teachers with ongoing professional development
- Steady community focused growth
- Improved communication
- Improved brand marketing
- Streamlining and improvement of all administration processes
- Sourcing new and different funding streams

# VISION PURPOSE VALUES

## VISION

*“For every child to believe in themselves and that they can achieve their dreams and aspirations”*

## PURPOSE

*“To provide effective Early Childhood Education Services to ensure each child leaves kindergarten with the foundations of personal development and a love of learning and life”*

## VALUES

*Aspirational - We strive to be the best we can be in all we do*

*Hauora- Our mind, body and spirit will be healthy and we will grow together*

*Sustainability- We will build a viable and lasting organisation reflecting best practice*

*Excellence - High quality, continuous improvement and innovation are cornerstones of NAKA*

Our Values are what make us special and give us our unique culture.

Being consistent to our Values through the way we behave is the way we create a great organisation.

*For every child to believe in themselves and that they can achieve their dreams and aspirations*

# Strategic Direction to 2016

The overall direction of NAKA is defined by the statements below.



## **Educational Impact**

Services provided by NAKA make a profound impact and add quality to early childhood education.



## **Stakeholder Satisfaction**

Appreciation from families, staff and external parties comes from regularly exceeding their expectations.



## **Organisation market, scope and size**

Our services reflect and fulfil the ongoing Early Childhood Education needs of our communities.



## **Excellent Reputation**

The NAKA name is recognised locally, regionally and nationally for the quality of its people and service.



## **Enduring**

NAKA has high functioning structures and systems that ensure its Vision Purpose and Values are upheld.

## STRATEGIC OUTCOMES

The outcomes that need to be pursued to achieve the Strategic Direction within the time period.  
(2012 -2016)

**Educational Impact** - Services provided by NAKA make a profound impact and add quality to Early Childhood Education.

1. 100% registered teachers are maintained
2. Professional development which supports staff to achieve goals is planned, delivered and evaluated
3. NAKA provides excellent motivation and employment conditions
4. A bi cultural strategy supports and guides the organisation to uphold the principles of the Treaty of Waitangi
5. High quality learning environments are the norm
6. ERO reports confirm 100% compliance and provide evidence of excellence in our kindergartens
7. High quality planning is evident at both association and kindergarten levels

**Stakeholder Satisfaction** - Appreciation from families, staff and external parties comes from regularly exceeding their expectations.

1. Annual parent feedback questionnaire shows improvement year on year across all categories and action plans are implemented and reviewed for effectiveness
2. Bi-Annual staff feedback survey shows consistent improvement across all elements of job satisfaction
3. Relationships with aligned early childhood services are cultivated and contact is planned and monitored
4. Communication strategies for all stakeholders are developed and implemented

**Organisation market, scope and size** - Our services reflect and fulfil the changing needs of our communities.

1. A feasibility study on expansion of our services at all levels is completed and reviewed annually
2. Decision on the future developments is made and planned for next 5 years
3. Kindergarten services are reviewed annually and development plans (including property, models and resources) exist for each with a timetable for implementation
4. All kindergarten buildings are of a high standard by 2014
5. Forum exists for community discussions on the way forward for NAKA in all aspects of our business

**Excellent Reputation** - The NAKA name is recognised locally, regionally and nationally for the quality of its people and service.

1. Families in our community recognise the NAKA name and what differentiates NAKA from other ECE services
2. Quality processes exist for organisational, team and individual self review
3. Teams disseminate “good practice” within NAKA and beyond our own organisation
4. NAKA personnel have positive input at regional and national events
5. Brand value of NAKA is highly regarded by all stakeholders
6. High quality staff are retained and there is high demand for employment opportunities at NAKA
7. High demand for NAKA services requires continued growth in place provided

**Enduring-** NAKA has high functioning structures and systems that ensure its Vision Purpose and Values are upheld.

1. Continuous improvements in systems and processes ensure an efficient and effective organisation
2. Staff satisfaction is high and reviewed via survey and accepted best practice HR processes
3. Effective governance via an active Board
4. Succession planning exists for board members and senior staff
5. Support all regulatory, legislative and contractual requirements
6. NAKA has an environmental strategy
7. Excellent project management, all deliverables met on time and budget