



# Strategic plan

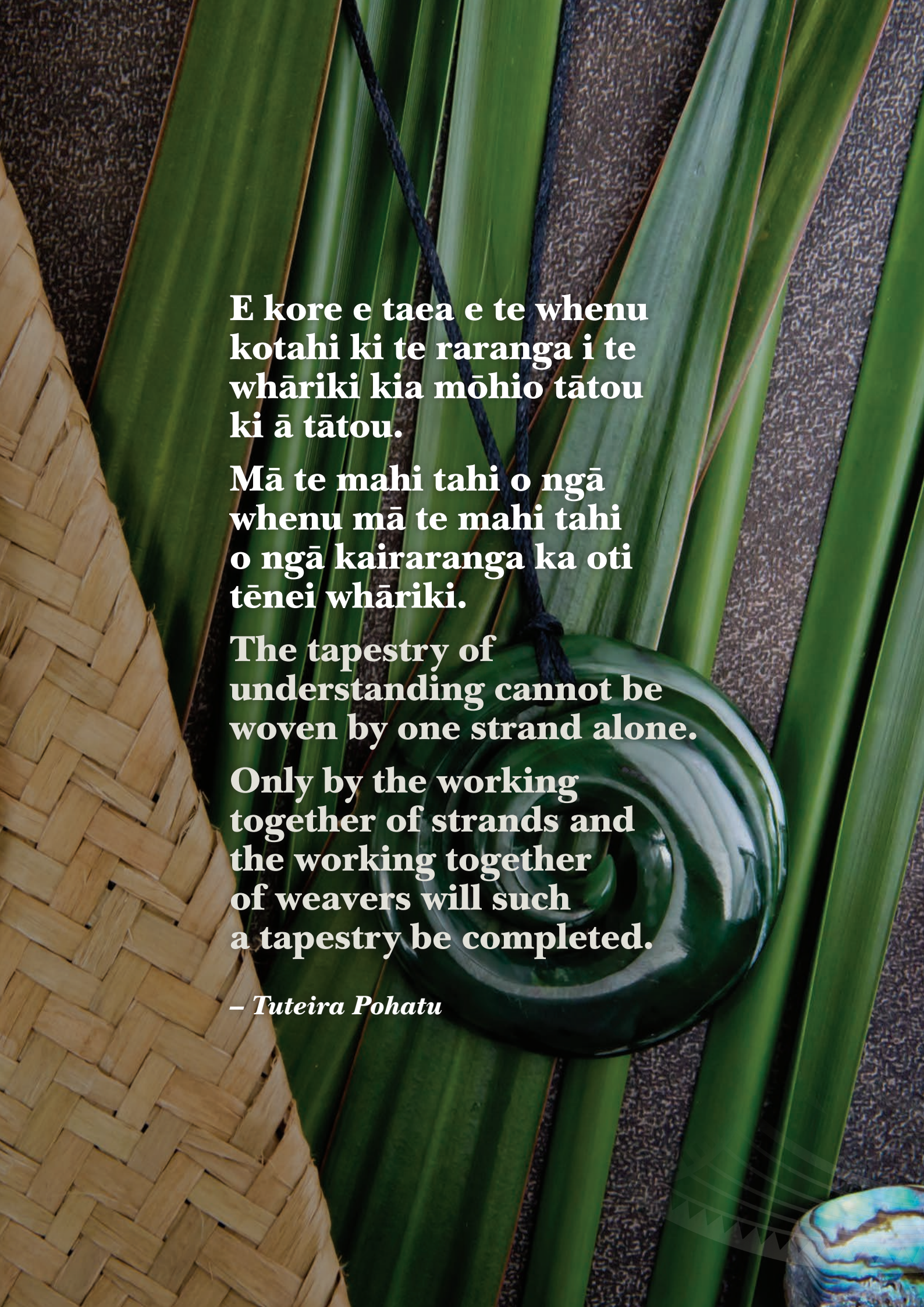
## Te mahere rautaki

**2021 – 2024**

Embed, Innovate and Grow

*Whakararauhia ngā pukenga auaha kia tipu, kia ohi*

 **Te Rito Maioha**  
Early Childhood New Zealand



**E kore e taea e te whenu  
kotahi ki te raranga i te  
whāriki kia mōhio tātou  
ki ā tātou.**

**Mā te mahi tahi o ngā  
whenu mā te mahi tahi  
o ngā kairaranga ka oti  
tēnei whāriki.**

**The tapestry of  
understanding cannot be  
woven by one strand alone.**

**Only by the working  
together of strands and  
the working together  
of weavers will such  
a tapestry be completed.**

***– Tuteira Pohatu***

# Introduction

## Kupu Arataki

Our strategic plan sets our goals and priorities and will guide our mahi from 2021 to 2024.

In this strategy, Te Rito Maioha Early Childhood New Zealand is committed to supporting our students, our member services, leaders and kaiako, and the wider ECE sector by delivering:

- high quality tertiary qualifications in early childhood and primary education, teaching, learning and research
- collaborative partnerships, leadership and advocacy that contribute to high quality education for all tamariki, and better recognition and outcomes for the early childhood education sector.

We are committed to The Treaty of Waitangi | Te Tiriti o Waitangi, to be inclusive in all we do and say, and to be equitable, free from bias, discrimination and racism.

Our strategic plan will form the basis of reporting throughout the organisation. Progress will be monitored by Council, shared with relevant government agencies and with members at each AGM.

*The whakatauki on the previous page speaks to our purpose, values and the way we work together to achieve our goals, each weaving strands of whanaungatanga, kotahitanga and manaakitanga into a tapestry of knowledge and understanding.*

# Education environment

## Mātauranga taiao

This strategic plan was developed at a time when the Labour-led Government of the day had initiated reforms and signalled further changes that will significantly alter the education system in Aotearoa New Zealand, including tertiary provision and early childhood education.

The Education and Training Act 2020 directs the education sector towards actions that contribute to strengthening the education system. The gazetted objectives of the Government's vision are: learners at the centre; barrier-free access; quality teaching and leadership; future of learning and work; and world class inclusive public education.

Our strategy therefore aligns with these objectives and government education strategies and plans, especially:

- Early Learning Action Plan 2019–2029
- Education Workforce Strategy
- Ka Hikitia | Ka Hāpaitia| Tau Mai Te Reo
- Action Plan for Pacific Education 2020–2030
- Tertiary Education Strategy
- National Education and Learning Priorities
- International Education Strategy 2018–2030





#### **Increasing ECE services:**

In 2020, the number of education and care services had increased by 7% since 2016 to 2,670.

#### **Increasing attendance at ECE:**

As of June 2020, 97.1% of school entrants have attended early childhood education. Children aged 3 and 4 participating in ECE for 10 hours or more per week has steadily increased in the last three years, but participation for Māori and Pacific 3 and 4-year-olds is lower and has increased more slowly.

#### **ECE quality:**

The Ministry of Education 2019 Annual ECE Return shows that in Education and Care centres, 63% of teaching staff are qualified, compared to 94% in kindergarten. Since 2018, ERO has strengthened its focus on accountability, aiming for ongoing sustained improvement and ensuring quality early childhood education delivery across all services.

#### **Ongoing under-funding in ECE:**

Government funding over successive Governments has not kept pace with inflation so ECE services are effectively having to cope with less. A review of the funding system is underway, and we look forward to improvements in the way and level at which ECE is funded.

#### **ECE teacher pay parity:**

The Government has expressed a commitment to deliver pay parity for ECE teacher. We look forward to improved funding in this area so ECE employers can afford to pay ECE teachers at the same level as kindergarten teachers.

#### **ECE teacher demand:**

The ECE sector is experiencing long-term issues with a shortage of qualified teachers placing pressure on services. We believe improved funding and pay parity will go a long way to address these issues.

#### **Primary teacher demand:**

Almost 3,000 newly trained teachers entered teaching in 2020. The Ministry of Education anticipates an ongoing need to help primary schools find teachers in some parts of the country, such as rural areas, and in the Māori-medium sector.

#### **Ethnic diversity in primary schools:**

The share of New Zealand European students in our schools declined from 50.3 percent in 2017 to 47% in 2020 while Asian students have increased their share of the school roll from 11.8 to 14%. Māori students made up 24 percent of the school roll in 2020, while 9.7 percent identified as Pacific.

#### **Ethnic diversity in ECE:**

Increasing ethnic diverse is reflected in the changing patterns of attendance since 2014 with Asians showing the highest growth. Other ethnicities have also shown high growth. On the lower end, Māori attendance has increased by 4% and Pacific by 9%.



## Covid-19

### Mate uruta

It is also a time when the world is in the midst of a pandemic and the unprecedented challenges this creates for us all. This requires us to be adaptable and innovative to:

- support our students to achieve through disruption
- support and advocate for our members – ECE kaiako, leaders and services – navigating fast-changing environments, regulations and policies
- adapt to wider economic and social impacts we cannot predict.



# Te Rito Maioha

Early Childhood  
New Zealand

## Our name

### To mātou ingoa

**Te Rito** is the new shoot at the centre of the flax | harakeke symbolising a young child or learner on a journey of growth. **Maioha** means to greet affectionately, welcome, appreciate or value. It is derived from the traditional celebration to welcome an infant into the world of life.

Hence one literal translation of **Te Rito Maioha** is *the treasured shoot*. It shows that the centre of our mahi is the learning and growth of infants, toddlers, tamariki, teachers and kaiako.

# Te Rito Maioha, te piki kotuku

We are leaders in early childhood and primary education -  
growing teachers | kaiako, leaders, knowledge and bicultural  
practice so every child | tamaiti learns and thrives.

As a tertiary education provider, we grow valued teachers, educators, leaders and experts with diploma, degree and postgraduate qualifications in early childhood and primary education.

Our research, new knowledge and fresh thinking shape our education programmes, professional development, and best practice nationally and internationally.



As a membership organisation, we are a strong voice for young tamariki and quality early childhood education. We advocate for our sector and connect our members with the latest issues, policy and professional development.



# Our vision

## Te pae tawhiti

Shaping early childhood education so every child thrives and learns.

Ārahina ngā tamarikitanga, kia puawai i roto i to rātou mātauranga ako mō ngā ra o mua.



## Our commitment

### Te pae tata

We are a bicultural organisation committed to advocacy, teaching, promotion, and delivery of world class early childhood education for tamariki, whānau, teachers | kaiako and ECE services. We respond by being connected, contributing and agile to ensure successful learning happens together.

Ko Te Rito Maioha he rōpū tikanga rua e manawanui ana ko te rōpū kei runga noa atu mō te reo tautoko i ngā tamariki, ngā whānau, ngā kaiako me ngā whare kohungahunga katoa. Ka tū māia mātou i roto i te mahi kakama, te mahi tūhono, me te mahi taunaki kia pumau te angitu o te ako ngātahi.

## Our guiding beliefs

### Ngā arataki whakaponono

- Every child | tamaiti has the right to high-quality education that complements and supports their and their family's | whānau life.
- Every child | tamaiti in Aotearoa New Zealand has the right to know and enjoy the dual cultural heritage of Te Tiriti o Waitangi partners along with their own cultural heritage.
- People working in early childhood and primary education need access to high-quality teacher | kaiako education, advice, information, resources, to aid their decision-making that affects their profession, their children | tamariki and their families | whānau.

## Our values

### Ngā uara

- Making a difference – Te puawaitanga o te tangata
- Honouring Te Tiriti o Waitangi – E matua whakaponono ana tātou ki Te Tiriti o Waitangi
- Including everyone – Whakawhanaungatanga
- Being accountable – Kia taea te hāpai i ngā kaupapa katoa ahakoa te aha
- Caring and connecting – Manaakitanga
- Innovating – Whakahirihiko hinengaro

# Our kōwhaiwhai patterns

## Te kōwhaiwhai

Through the story of flax | harakeke, our four kōwhaiwhai patterns show the journey of learning: the growth, use, sharing and combined strength of knowledge.



### Ngā Karekare Oranga - The Waves of Wellbeing

Depicts water which sustains flax from the beginning and onward, just as our Te Rito Maioha supports our students and members.

*Ripples spread ever outwards bringing energy, support and wellbeing.*

*This is the centre, the heart.*

*From here all is possible.*

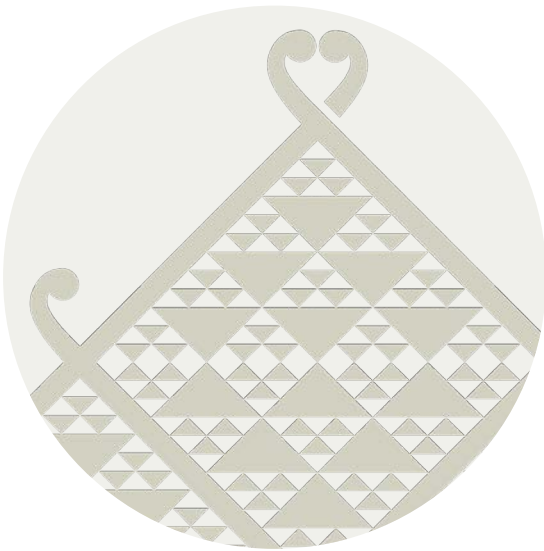


### Te Rito Akoranga - The Growth of Learning

Depicts the growing ritorito and symbolises growing learners, teachers, leaders and experts.

*From the first shoot comes limitless potential.*

*Growth is the magic we experience on our journey and is the essence of life, the root of success.*



### Te Kupenga Mātauranga - The Net of Knowledge

Depicts a flax net and symbolises the gathering, sharing and use of advanced knowledge through research, professional development and practice.

*Knowledge is our mind's food.*

*Catch it with our sound net and we will prosper and progress.*

*Together we can taste and share the bounty.*



### Te Taura Here Tangata - The Strands that Bind

Depicts flax weaving and symbolises the collective strength of our members and sector.

*Many strands woven will carry much weight.*

*Together we are strong.*

*United we are capable of anything.*

# Our Strategic Plan

## Te mahere rautaki

### Embed, Innovate and Grow 2021 – 2024

Whakararahia ngā pukenga auaha kia tipu, kia ohi

Our long term goal is to ensure Te Rito Maioha is a reputable, respected and viable provider of world-class education and member services for generations to come.

Our Strategic Plan 2017 – 2020 was about getting organised and growing our programmes and services. This gave us a strong foundation to grow a viable and exciting organisation.

The purpose of our Strategic Plan 2021 – 2024 is to embed, innovate and grow the transformational changes that have gone before.



**Te Rito Maioha**  
Early Childhood New Zealand



## Educational excellence

### Hiranga mātauranga

We are a provider of choice for teaching, learning and research.

- Develop, maintain and deliver qualifications and professional learning and development programmes that are culturally responsive, fit for purpose and globally recognised.
- Deliver outstanding pastoral care to support excellent student | tauira experiences, achievements and results.
- Live and ingrain our bicultural kaupapa in what we do so that students | tauira embrace their identity, language and culture with pride.
- Invest and engage in domestic and global teacher education research that enhances knowledge related to early childhood and primary education and is mana building for Te Rito Maioha.
- Apply world class standards to our learning design and delivery of blended and online teaching.



## ECE leadership

### Hautūtanga mātauranga kōhungahunga

We are a valued leader and champion in supporting members to deliver quality experiences and outcomes for children | tamariki and families | whānau.

- Grow a diverse membership base that is consistently engaged and responsive.
- Engage, build, and maintain intentional relationships with our members, customers, stakeholders, and government agencies.
- Position ourselves as an effective, trusted strategic advocate and leading partner in ECE.
- Cultivate a bicultural kaupapa so that members connect and engage to create a positive education difference to their ECE provision.



## Collaborative relationships

### Mahi kotahitanga

We are recognised and valued by our partners for collaboration and innovation.

- Maximise new and existing international partnerships to provide innovative world class, high-quality education.
- Forge, sustain and develop strong collaborative partnerships in Aotearoa New Zealand that influences and informs early childhood and primary education.
- Be recognised as a leader in bicultural kaupapa and te reo Māori me ōna tikanga.
- Be connected through meaningful tuakana teina relationships with tangata Pasifika and tangata whenua o Aotearoa and abroad.



## Operational excellence

### Mahi hiranga

We are a strong, bicultural and sustainable organisation.

- Invest in our people | kaimahi and be an employer of choice for highly motivated and competent people.
- Embed and commit to Our Treaty of Waitangi Statement | Tō Tātou Oati mō Te Tiriti o Waitangi and Our Values | Ngā uara, equitably, free from bias, discrimination and racism.
- Be a financially resilient and agile organisation to ensure our ongoing success.
- Strengthen and maintain efficient, effective, and responsive organisational capability.

# Our locations

## Ngā wāhi whakaako

We are a field-based provider with 11 teaching Regional Education Centres across New Zealand.

### National Office Te Tari matua

#### Physical address

Level 2  
The Thorndon Centre  
191 Thorndon Quay  
Wellington 6011

#### Freephone

0800 244 532

#### Tel

04 473 4672

#### Website

[ecnz.ac.nz](http://ecnz.ac.nz)

#### Postal address

PO Box 12725  
Thorndon  
Wellington 6144



### Whangārei

2 Carlton Crescent,  
Kamo,  
Whangārei 0112

**Tel** 09 438 1960

### Rotorua

1157 Pukuatua Street  
Rotorua 3010

**Tel** 07 346 2408

### Palmerston North Te Papaioea

23 Mihaere Drive  
Palmerston North 4414

**Tel** 06 355 0108

### Christchurch Ōtautahi

Unit 2B  
Airport Business Park  
92 Russley Road  
Christchurch 8042

**Tel** 03 342 1362

### Manukau

Manukau Westfield  
Shopping Centre  
Level 1, Westfield Tower  
Leyton Way  
Auckland 2241

**Tel** 09 263 9755

### Gisborne Tūranga-nui-a-kiwa

Unit 3, 152 Ormond Road  
Mangapapa  
Gisborne 4010

**Tel** 06 868 4775

### Wellington Te Whanganui-a-Tara

Ground Floor  
191A Thorndon Quay  
Thorndon  
Wellington 6011

**Tel** 04 460 8921

### Dunedin Ōtepoti

Level 2, Bracken Court  
480 Moray Place  
Dunedin 9016

**Tel** 03 477 8511

### Hamilton Kirikiriroa

Level 1  
410 Victoria Street  
Hamilton Central  
Hamilton 3204

**Tel** 07 850 4971

### Hastings Heretaunga

120 Market Street  
North Hastings 4122

**Tel** 06 878 2307

### Nelson Whakatū

197 Bridge Street  
Nelson 7040

**Tel** 03 548 0511

### Study with us

Rated as a Category 1 provider by the New Zealand Qualifications Authority, Te Rito Maioha is one of the best providers of initial teacher education. To enrol with us, talk to our Student Services team.

Call 0800 244 532

or email [studentservices@ecnz.ac.nz](mailto:studentservices@ecnz.ac.nz)

 [ecnz.ac.nz](http://ecnz.ac.nz)

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