

Our Strategic Plan 2021 - 2024



The Tree House

Middlemore Hospital
Staff Childcare Centre Inc

Our Vision

We provide a nurturing and positive haven for tamariki where they are guided to explore, play, and learn through meaningful relationships and experiences. Aroha is at the heart of The Tree House, empowering us as whaanau, kaiako and community to grow together.

Our Values

Ngaakau pai | Positive Whanaungatanga | Relationships Aroha | Love Tupu | Grow

Our Philosophy

We believe tamariki learn and develop best in an early childhood environment where kaiako view and respect tamariki as competent and capable individuals. The kaiako role is a co-researcher and co-constructor in the learning process which allows tamariki to explore, question, reflect, problem solve, theorise, and encourages their self-expression.

We acknowledge that tamariki contribute to their own learning through the relationships they form and the experiences they have. We value the collaborative relationships that we have with parents and whaanau and welcome their participation in the learning process. Kaiako document the work of tamariki in a positive way, enabling tamariki to revisit their learning with their whaanau.

We incorporate the Principles, Strands and Goals of Te Whaariki – He Whaariki Maatauranga mo nga Mokopuna o Aotearoa – The Early Childhood Curriculum, which reflects these holistic ways tamariki learn, grow, and strive to achieve outcomes consistent with Te Ara Poutama Indicators of Quality for Early Childhood Education.

The framework Educational Leadership capabilities is used to provide high guidelines for leadership development, for the teaching profession to shape and critically reflect on programmes, individual pathways, overall practice, organisational strengths and needs and to inform decisions about priorities for new professional learning, so our leadership capacity continues to grow.

Our aim is for tamariki to develop into 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.

Our Mission

To deliver inclusive, high quality early childhood education that is accessible, responsive and inspiring.

Our Centre will provide

- A service that is connected and responsive to our community needs, preferences and resources
- A strong and effective teaching team of caring, qualified, and experienced kaiako
- Secure, consistent relationships between kaiako and tamariki
- Inclusive and innovative learning and teaching practices
- A culture that celebrates diversity and promotes the articles and principles of Te Tiriti o Waitangi and bicultural learning
- A quiet, warm, well-organised indoor environment and natural, spacious outdoor setting
- Nourishing kai and active play that supports healthy development
- Inspired and committed leadership and governance
- Leadership sustainability with ongoing improvement and innovation.

How are we doing?

We have a well-functioning fully recruited governance committee that has a strong relationship with the Centre Director. There is periodic turnover of committee members due to their tamariki moving into their school years which means recruitment of new members is a regular activity.

Our management structure has clear lines of responsibility and accountability with a competent leadership team of the Centre Director and Room Coordinators. There are fully documented policies and processes covering governance, operations, health and safety and curriculum that are annually reviewed. We have technology and resources in place for improving the efficiency of our operations.

Our team, like our tamariki, are culturally diverse and we celebrate this regularly through events and learning activities. Te reo Maaori and tikanga are incorporated into everyday routines and programming. Our curriculum is further supported by an excellent outdoor learning environment and high quality, newly renovated premises.

While there is currently a stable teaching and support staff team, we experience ongoing challenges with attracting qualified staff to comply with the qualified kaiako to student ratios set by the Ministry of Education. The Centre manages these staffing challenges effectively, retaining a reliable pool of relievers and incentivising appropriate staff development to qualification.

Our main income comes from government funding, topped up by parent fees that are purposefully kept low, which adds further importance to maintaining our ratios. We are a community-run organisation and registered charity with not-for-profit status. Our finance is managed by the Centre Director, Treasurer and an external early childhood specialist accountant and is audited annually. Our financial management is very good, and we have a well-resourced centre with monthly resource budgets allocated.

Although we are operating in a stable economic environment with no change to the government funding structure in recent years, the early childhood education (ECE) sector is under review and in the political spotlight nationally, contributing to a level of uncertainty. With the Ministry of Education's suggested moves to require more fully qualified kaiako and to reduce ratios, this could add to the existing staffing pressures in the Auckland region with its rapid population growth and high cost of living, particularly for our Centre which is in an area of high deprivation.

Our local area has many early childhood education providers, and most nearby ECE centres offer highly government-subsidised care. We accept tamariki from our local community, but our centre is primarily filled by tamariki of parents who work for Counties Manukau Health (CM Health) at present.

Our strategic priorities 2021-2024

1. Our strategic priorities are informed by the National Education and Learning Priorities and developed in partnership with The Tree House kaiako, tamariki and whaanau to reflect our local needs, aspirations, and values. Workforce Development: Provide an environment and experience that will grow, attract, and retain excellent staff.

Our value TUPU

- Foster an environment and culture where staff feel valued and connected to The Tree House
- Strengthen staff engagement in their development and Centre performance
- Empower our staff to utilise Teaching as Inquiry
- Support career opportunities through visible leadership pathways
- Proactively manage a pipeline of development
- Demonstrate effective leadership

1. Community Connection: Facilitate greater whanaungatanga and whaanau involvement.

Our value WHANAUNGATANGA

- Provide clear, relevant and timely communication with parents and whaanau
- Promote and grow our relationships with CM Health
- Increase our enrolments and access for whaanau Maaori, Pasifika and tamariki with learning support needs
- Raise awareness and presence in the local community

2. Sustainability: Maintain a financially and socially responsible Centre that cares for our environment.

Our value AROHA

- Maintain effective financial management
- Encourage healthy, socially aware and value-driven practices
- Integrate environmental sustainability into operations and programme planning
- Enhance Governance Committee retention, succession planning and understanding of the strategic environment
- Uphold high standards and kaitiakitanga of our physical environment
- Undertake internal and external evaluation for ongoing operational improvement

3. Curriculum: Build an engaging programme that meets individual needs, reflects our community and fosters a positive learning experience.

Our value NGAAKAU PAI

- Align teaching and learning with The Tree House strategic plan
- Continue to implement meaningful te reo and tikanga into our learning programme and everyday life at the Centre
- Provide an inclusive curriculum where each learner feels a sense of belonging and is supported to realise their aspirations
- Identify and address gaps in teaching and learner support capability, confidence and competence
- Expand age-appropriate teaching and technology utilisation
- Deliver foundational language, literacy and numeracy skills and a thriving school readiness programme

Note: Measures will be for the duration of the plan unless otherwise stated.

1. Workforce Development: Provide an environment and experience that will develop, attract, and retain excellent staff

Our kaiako and management are the primary means by which we achieve our vision. It is critical we maintain an environment where teachers are supported with professional development and continuous improvement is fostered. Through this experience we create opportunities to attract, develop and retain excellent kaiako.

Our priorities	Actions	Measures	Outcomes (Achieved, In progress, Not achieved)
1. Foster an environment and culture where staff feel valued and connected to The Tree House	<ul style="list-style-type: none"> • Provide regular opportunities for staff to give and receive feedback with management and Governance Committee • Maintain a fit-for-purpose teaching environment where kaiako can use the space to implement their programme planning • Build our Tree House values into all interactions within the Centre including policies, processes, staff meetings, and programme planning • Ensure staff wellbeing is considered and implement opportunities for wellbeing 	<ul style="list-style-type: none"> ➤ Education Review Office (ERO) report retains positive findings regarding the relationships and interactions between staff and tamariki ➤ Feedback from staff is positive regarding the Centre environment and culture ➤ Staff turnover rate is less than 15% per annum over period of this plan ➤ Maintain membership with EAP for staff ➤ Standing agenda item at Team 	Achieved - ongoing

	<p>discussion, care, and advocacy.</p> <ul style="list-style-type: none"> • Staff feel valued and are supported to grow their capability to perform well. 	<p>Meetings will be Wellbeing</p> <ul style="list-style-type: none"> ➤ Staff Survey 	
2. Strengthen staff engagement in their development and Centre performance	<ul style="list-style-type: none"> • Staff will have regular performance appraisals with individual development plans • Staff will be able to access appropriate professional development in line with their appraisal • Standing agenda item for staff meetings giving opportunity for staff to feedback to their colleagues regarding any professional development they have had • Staff are engaged in Teaching as Inquiry self-review process which will help evaluate how well it is achieving its vision, goals, philosophy, service and learning outcomes for children 	<ul style="list-style-type: none"> ➤ All staff will have documented performance appraisals that can evidence discussion of professional development ➤ Exit interviews will be offered with the Governance Committee Chairperson 	<p>Achieved</p> <p>In progress</p>
3. Empower our staff to utilise Teaching as Inquiry	<ul style="list-style-type: none"> • Staff will identify inquiry questions • Staff will collect data and information to formulate a plan to support their inquiry focus • Staff will continuously utilise a self-review process to evaluate effectiveness of the inquiry plan • Staff will implement changes based on the evaluation of the plan 	<ul style="list-style-type: none"> ➤ Staff are confident and competent in utilising Teaching as Inquiry 	<p>In progress</p>
4. Support career opportunities through visible leadership pathways	<ul style="list-style-type: none"> • Maintain a tiered management structure to show staff where there are opportunities to grow and career paths within The Tree House. 	<ul style="list-style-type: none"> ➤ Where appropriate, recruitment to senior positions can be internal 	<p>Achieved - ongoing</p>

<p>5. Proactively manage a pipeline of development</p>	<ul style="list-style-type: none"> • Actively engage tertiary education providers to promote ECE student placements • Provide positive learning experiences for ECE students • Promote The Tree House as a potential employer on graduation, giving ECE students the opportunity to showcase their ability and use their placement as an interview • Continue to provide scholarships for unqualified employees wanting to complete Bachelor of ECE • Provide professional development opportunities for all staff: <ul style="list-style-type: none"> ○ To spark interest in unqualified to complete training ○ To support development of qualified teachers to maintain best practice ○ To support management to advance their skills and maintain best practice in ECE • Recruit staff who can add value to the vision, goals and values of The Tree House. 	<ul style="list-style-type: none"> ➤ The Centre is a source of regular positive ECE student placements ➤ At least two staff will have increased their qualifications over the period of this plan 	<p>In progress</p>
<p>6. Demonstrate effective leadership</p>	<ul style="list-style-type: none"> • Build and sustain high trust relationships. • Ensure culturally responsive practice and understanding of Aotearoa New Zealand’s cultural heritage, using Te Tiriti o Waitangi as the foundation • Plan and think strategically for service provision, workforce development and centre facility 	<ul style="list-style-type: none"> ➤ Leadership accountabilities as identified in Professional Growth Cycle are achieved ➤ Regular meetings with outcomes of goals to achieve – documenting the progress ➤ Parent survey ➤ ERO Feedback ➤ Consultant feedback 	<p>In progress</p>

	<ul style="list-style-type: none"> • Evaluate practice in relation to outcomes. • Embody The Tree House values and show moral purpose, optimism and resilience. • Leaders seek and use evidence about the effectiveness of professional learning processes in improving practice and children’s outcomes • Establish organisational conditions that support debate, negotiation, problem solving, and critical reflection on practice. • Advocate for and alongside children, parents and whaanau to ensure all children have access to high quality inclusive education and care. 	<ul style="list-style-type: none"> ➤ Staff survey ➤ Leadership feedback 	
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2. Community Connection: Facilitate greater whanaungatanga and whaanau involvement.

Our Tree House whaanau of parents, kaiako and tamariki have respectful reciprocal relationships which are strengthened through effective communication. The community of CM Health is integral in our existence as a centre and the foundation of our relationship with CM Health is with our parent whaanau. We are committed in our aim to re-build our connection with CM Health first, and then expand to connect with our local Maangere/Papatoetoe community.

Our Priorities	Actions	Measures	Outcomes (Achieved, In progress, Not achieved)
Provide clear, relevant and timely communication with parents and whaanau	<ul style="list-style-type: none"> • Whaanau will receive regular centre updates via newsletters on Educa • Learning stories will be communicated to parents via Educa in a timely manner • Face-to-face engagement between staff and whaanau is expected 	<ul style="list-style-type: none"> ➤ 90% of parents and whaanau regularly use Educa (this will be captured in the Centre Director’s monthly report) ➤ All children have been the subject of at least 12 online learning stories per year (reported annually) 	In progress

		<ul style="list-style-type: none"> ➤ ERO report has positive findings for the Centre's relationships with whaanau ➤ Centre events are well attended by whaanau and generate positive feedback ➤ Parent survey has positive findings for communication with whaanau 	
Promote and grow our relationships with CM Health	<ul style="list-style-type: none"> • The Governance Committee will utilise networks within CM Health to promote The Tree House. • The Governance Committee and Centre Director will build and maintain relationships with Communications team to ensure involvement in DHB events and celebrations • Utilise opportunities such as alterations celebration and advertising through Paanui to promote The Tree House to CM Health community. 	<ul style="list-style-type: none"> ➤ Tamariki are involved in celebrations/events with CM Health as able. 	In progress
Increase our enrolments and access for whaanau Maaori, Pasifika and tamariki with learning support needs	<ul style="list-style-type: none"> • Promote benefits of The Tree House within CM Health to gain enrolments. • Utilise CM Health staff stories to advertise • Advertise locally in Maangere and Papatoetoe highlighting not-for-profit status and affordability • Identify barriers to enrolment and strategies to overcome them 	<ul style="list-style-type: none"> ➤ Enrolments are maintained at 80 children minimum 	Achieved - ongoing
Raise awareness and presence in the local	<ul style="list-style-type: none"> • Utilise local community advertising sources such as Facebook pages, 	<ul style="list-style-type: none"> ➤ Community enrolments remain stable in percentage (reported annually on the Centre 	In progress –

community	community centres and local papers <ul style="list-style-type: none"> • Become more visible in local community with day trips for pre-schoolers • Leaders build and maintain a network of supportive-challenging relationships within and beyond the organisation. 	Director's annual management plan)	
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3. Sustainability: Maintain a financially and socially responsible centre that cares for our environment.

The Tree House is committed to providing high quality early childhood education whilst maintaining our not-for-profit status. The Governance Committee and management work in partnership, ensuring we have a financially sustainable centre that promotes social and environmental responsibility in our ways of working, learning and being.

Our priorities	Actions	Measures	Outcomes (Achieved, In progress, Not achieved)
Maintain effective financial management	<ul style="list-style-type: none"> • Adequate government funding received by maintaining 80% qualified kaiako ratio • Monthly reporting by Centre Director to Governance Committee on budget variances • Annual auditing maintained and reported on to Charities Commission • Whaanau debts will be managed proactively by Centre administration and Centre Director • Budgets will be maintained and reviewed on an annual basis • Treasurer, Centre Director and Accountant maintain close working relationships with open 	ERO report gives 'very well placed' rating and positive qualitative findings 80% funding band maintained based on teacher: child ratios Annual budget maintained Staff receive competitive salaries Advanced administrator role established	Achieved Achieved Achieved In progress

	<p>communication</p> <ul style="list-style-type: none"> • Creation of advanced administration role with accounting responsibilities to improve separation of duties • Parent fees reviewed annually and maintained at affordable rates as informed by our budget 		
Encourage healthy, socially aware and value-driven practices	<ul style="list-style-type: none"> • Build our Tree House values into all activities and programme planning – Positive, Relationships, Love, Grow • Achieve Gold level in NZ Healthy Heart Award • Follow Ministry of Health Active Play Guidelines for Under Fives (Three hours of active play day throughout the day) • Ensure staff are all paid minimum of living wage, aiming for competitive teacher salaries • Support social and charitable causes that make a difference in our community 	<ul style="list-style-type: none"> ➤ The Tree House values are widely integrated into all aspects of the Centre ➤ Gold Healthy Heart Award achieved 	<p>Achieved – ongoing</p> <p>In progress</p>
Integrate environmental sustainability into operations and programme planning	<ul style="list-style-type: none"> • Build environmental responsibility into curriculum and programme planning • Ensure the Centre utilises all opportunities to reduce waste where possible • Liaise with Sustainability Officer for CM Health to investigate further options for sustainability and maintain continuous improvement 	<ul style="list-style-type: none"> ➤ The Centre maintains active working relationship with CM Health Sustainability Officer 	<p>In progress</p>
Enhance Governance Committee retention, succession planning and	<ul style="list-style-type: none"> • Maintain fully recruited Governance Committee (max 8 members) • Utilise a robust orientation to the 	<ul style="list-style-type: none"> ➤ Regularly reviews and reports on progress in relation to the vision and goals, in ways that 	<p>In progress</p>

understanding of the strategic environment	<p>Governance Committee to ensure engagement and understanding and buy-in</p> <ul style="list-style-type: none"> • Be active in succession planning for Governance Committee members, particularly in relation to offices held (i.e. Chair, Treasurer and Secretary) to future proof good quality governance and mitigate loss of institutional knowledge • Maintain Strategic Gossip as a standing agenda item in Governance Committee meetings to promote knowledge and discussion regarding risks/benefits in ECE sector • Review progress against this plan annually 	foster candid decisions that identifies well- founded priorities, and actions for the future.	
Uphold high standards and kaitiakitanga of our physical environment	<ul style="list-style-type: none"> • Develop Asset Management Plan to identify and prioritise capital spend over the next 5-10 years • Monthly feedback from Centre Director to GC regarding any physical areas that need attention • Maintain accurate Health and Safety policies and procedures including Risk Register • Utilise CM Health facilities in timely manner for any external building issues/repairs required • Implement regular cleaning and maintenance plan to maintain newly renovated areas 	Asset Management Plan in place	In progress
Undertake internal and external evaluation for ongoing operational	External consultant for guidance and support /audit Documentation of self-review –	➤ Use reports to work on areas that need strengthening and developing	

improvement	gathered data Report quarterly to the Governance committee Newsletters to staff and parents	<ul style="list-style-type: none"> ➤ Staff meetings – discuss strategies/progress/evaluation ➤ Documentation 	
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4. Curriculum: Build an engaging programme that meets individual needs, reflects our community and fosters a positive learning experience.

Our curriculum is based on Te Whaariki (the Ministry of Education’s early childhood curriculum policy statement). Our learning programme aims to reflect our community by integrating te reo Maaori routinely and celebrating cultural diversity. We respond to individual tamariki strengths and interests, enabling a positive learning environment. We strive to ensure all tamariki are empowered in readiness for school.

Our priorities	Actions	Measures	Outcomes (Achieved, In progress, Not achieved)
Ensure teaching and learning is aligned with The Tree House strategic plan	<ul style="list-style-type: none"> • Staff will utilise Teaching as Inquiry to align teaching and learning to the strategic plan • Staff will respond to tamariki strengths and interests to create authentic learning experiences • Staff will incorporate our values into teaching and learning 	<ul style="list-style-type: none"> ➤ Maintain a positive ERO report 	Achieved - ongoing
Continue to implement meaningful te reo and tikanga into our learning programme and everyday life at the Centre	<ul style="list-style-type: none"> • Maintain integration of te reo throughout the curriculum and learning programme • Seek advice from Maaori on how best to include tikanga Maaori in our practices and culture • Celebrate our diverse cultural community by utilising our parent and whaanau support to help guide the learning programme • Learning programme to reflect our local community in areas such as 	<ul style="list-style-type: none"> ➤ Learning programme will clearly incorporate Te Reo Maaori and support the principles of Te Tiriti o Waitangi 	In progress

	<p>language, activities, and food</p> <ul style="list-style-type: none"> • Staff will plan events in accordance with the Ministry of Education calendar 		
Provide an inclusive curriculum where each learner feels a sense of belonging and is supported to realise their aspirations	<ul style="list-style-type: none"> • Staff will partner with family and whaanau to best understand each tamariki identity, language, and culture • Staff will build awareness of bias and low expectations and understand how these impact learners, whaanau and staff • Disabled learners and staff, those with learning support needs, and neurodiverse learners, are safe and included in the Centre and their needs are supported. • Source resources and adopt language that is inclusive of LGBTI+ whaanau 	<ul style="list-style-type: none"> ➤ Learning programme is culturally diverse and inclusive 	In progress
Expand age-appropriate teaching and technology use	<ul style="list-style-type: none"> • Physical environment is tailored to meet individual and age group needs • Technology is appropriately utilised as per policy for age group and/or developmental level • Tamariki are provided opportunities appropriate to their learning level as assessed by a qualified teacher 	<ul style="list-style-type: none"> ➤ Rooms have learning areas designed for age-appropriate experiences ➤ Technology is very limited in infant and toddler areas and implemented appropriately for pre-school age learning. 	In progress
Deliver foundational language, literacy and numeracy skills a thriving school readiness programme	<ul style="list-style-type: none"> • Tamariki in the pre-school group will be actively encouraged to develop school readiness skills such as managing a lunch box, dressing self, toileting independently, holding pencils and crayons • Kaiako will actively engage parents 	<ul style="list-style-type: none"> ➤ Parent feedback regarding pre-schoolers is positive 	In progress

	<p>and whaanau to ensure expectations for school readiness are understood and accepted</p> <ul style="list-style-type: none"> • Parents and whaanau will be provided with opportunities to meet with the Room Coordinator to discuss their child’s readiness for school 		
<p>Identify and address gaps in teaching and learner support capability, confidence and competence.</p>	<ul style="list-style-type: none"> ➤ Use the National Education and Learning Priorities to assess Centre against national evaluation of performance and quality ➤ Professional Development training – with Curriculum Lead, studies towards ECE recognised qualification ➤ Keeping up to date with the current ECE information. ➤ Curriculum Lead to actively drive professional development for teachers. 	<ul style="list-style-type: none"> ➤ Regular professional development opportunities provided for teachers related to updates or changes in the curriculum ➤ Individual teachers' professional development needs are supported ➤ Working with external ECE agencies e.g. MoE early intervention. 	