



Ngā Kōhungahunga Manawanui



# ANNUAL REPORT 2022

MAKING THE EARLY YEARS COUNT



This report covers the period 1 July 2021 to 30 June 2022. The audited Financial Statements cover the period 1 July 2020 to 30 June 2021 which were completed in December 2021.

## STRATEGIC PLAN

The Board adopted a new Strategic Plan adopted in August 2021 (link below) and a version in te reo Māori was also adopted. To our previous values, Kaitiakitanga was added - We are blessed to work in beautiful environments, and we honour Papatūānuku (the natural world) with respect and dignity for now and future generations.

This Annual Report is structured to report under each of the Goals contained in the Strategic Plan.

### **GOAL TAHI - Inspired Kindergartens delivers 'top-quality' early childhood education which is responsive to communities.**

Competition in the Early Childhood Education (ECE) sector remains a key feature for Inspired Kindergartens. Despite that competition, we remain committed to a vibrant and high-quality kindergarten education being available for all families. That means an ongoing review of our services to ensure they meet their community's need with a rapid response to any changes in that need.

The six-hour day model remains the main model of operation for our kindergartens. Since the advent of the COVID pandemic and the move to more flexible working arrangements of many parents find this model very popular. Our enrolments rates in these services are just over 94%.

Meanwhile our two all-day services are also well regarded serving that particular niche in the market. Our Home Based ECE service was re-structured in 2021 to take account of the reduced number of educators we were able to engage. The recruitment of educators remains problematic - prospective educators are required to make their homes available for Ministry and ERO inspections; an off putting prospect for many. Recruitment of educators is also not helped by the national shortage of labour and the increasing demands for a higher standard of qualifications for educators.

#### **Education Review Office (ERO)**

ERO reviewed four of our kindergartens in 2022 as a result of the opening of Tai o Fenua and the transfer of three Plunket centres to us. Even though these were the basic assurance reviews, the findings were very complimentary including;

*"Children engage in positive interactions with adults..."*

*"The curriculum is informed by assessment and planning reflecting children's interests, whānau and life context.... is language-rich, inclusive, and responsive to children as competent learners.*

*"Children are given the opportunity to develop an understanding of the cultural heritages of both parties to Te Tiriti o Waitangi. "*

#### **Kindergartens Aotearoa (KA)**

Kindergartens Aotearoa (KA) comprises a group of eight kindergarten associations with a combined total of 370 kindergartens. KA aims to develop a national organisation to strengthen kindergartens and provide an opportunity

for all children to engage in the kindergarten experience. An externally developed Business Case was developed but only secured support from five of the eight associations. iK was one of the three associations unconvinced by the Business Case. Along with the difficulties of operating during the pandemic, the failure of the Business Case to gain full support from all eight associations has stalled further progress. We are hopeful that alternative structures can be developed which can support the progress of kindergartens.

## **GOAL RUA - Inspired Kindergartens will honour Te Tiriti o Waitangi as the founding document of our nation**

Te reo ma ona tikanga programme supports teachers, kindergartens and our Home-Based service to implement the Māori world view in their work. The revised Te Whāriki – the Early Childhood Curriculum – requires an increased emphasis on bi-culturalism and ensuring children have an increasing understanding of te Ao Māori (the Māori world).

This programme includes;

- Te Pumaomao – a decolonisation workshop held on a marae
- Wananga
  - Te reo Māori
  - Waiata and karakia
  - EnviroSchools collaboration
- Nga Haeranga – visits by staff to important sites in our area
- Local curriculum development
- Iwi and mana whenua engagement
- Support for online te reo programmes

We are also in the process of developing te reo versions of all our significant documents (e.g. the Strategic Plan), along with the composition of an iK Waiata. Our teachers also engage with their local Kahui Ako (cross sector learning clusters) and the Professional Learning offered.

## **GOAL TORU - Inspired Kindergartens will sustain its people, places, wairua and resources.**

As a not-for-profit charity, Inspired Kindergartens operates within constrained funding limits. Small variations in enrolments can have a dramatic effect on the organisation's finances. Some kindergarten rolls are volatile with sudden and unexpected movements of children and families. This is particularly found in areas of high transience. While our enrolments by comparison with the private sector remain strong (over 90%), every 1% of enrolments is equivalent to approximately \$100,000. In most cases these reductions cannot be compensated for by reducing costs. However, we remain committed to the principle of affordability. This means we are able to maintain donations for enrolments in our six-hour kindergartens.

### **Finances**

Holiday Programmes in all our kindergartens have reflected both a community need and the generation of additional funding to maintain our commitment to 100% trained teachers and enabled a substantial capital works programme, particularly upgrading our older kindergartens.

The 2021 Financial Statements were produced later than usual due to the pandemic. The highlights include;  
[Tauranga Regional Free Kindergarten Association](#)

- Income increased from \$11,190,510 to \$14,567,514 due to a full year of income from the three ex-Plunket centres and Tai o Fenua Kindergarten.
- A deficit of \$73,246 (0.5% of income) after depreciation against a surplus of \$705,256 in the previous year was due to the purchase (at lower than market rates) of the three Plunket centres; the opening of Tai o Fenua and the additional pandemic costs, e.g. cost of additional relievers.
- Increase in the value of our assets by \$804,237 to \$8,558,025 from \$7,753,788 in the 2020 year.

The draft Financial Statements for the 2021/22 Year are currently being audited. The draft accounts show:

- Income increased again from \$14,567,514 to \$15,450,643 mainly due to an increase in Government Grants.
- A deficit of \$216,971 (1.4% of income) after depreciation was recorded. reflected additional pandemic costs and spending on building upgrades. In the previous year the deficit \$73,246 (0.5%).
- Accordingly, the value of our assets declined to \$6,831,355 from \$7,054,587.

## **Matariki**

Our annual Matariki celebration included the presentation of the following Awards:

- Unsung Hero - iOffice Finance team
- Aroha – Leilani Martin teacher aide for the love shown to tamariki at Tai o Fenua Kindergarten
- Being the best we can be – Arataki Kindergarten where the dispositional learning program is a synergy of children’s interests and teacher led opportunities based on Māori pou.
- For the Good of Children – Maungaarangi Kindergarten for its wonderful relationship with its community.
- Kaitiakitanga – Gwen Rogers Kindergarten with a long history of mahi in the Education for Sustainability space
- Mana – Karamuramu Kindergarten for progress towards becoming a bi-lingual and bi-cultural place of learning
- Manakitanga – Wairakei Kindergarten for the welcoming place it is.

We also farewelled the following longstanding staff; Senior Teacher, Annette Rogers, Sharon Jackson, Head Teacher at Welcome Bay and Bev Matthews, Home-based educator.

## **Professional Learning**

Due to the disruption caused by the COVID pandemic it has been difficult to maintain the high standards we are renowned for. Our two-yearly conference was held in July 2021 based on the Hakairo Schema developed by Angus and Sonya MacFarlane and we were fortunate to have them lead this work over two days.

Individual staff members were supported to the tune of \$70,000 to undertake personal professional learning related to their professional.

## **Marketing**

The digital marketing strategy, focusing predominantly on Google Search and digital advertising, has seen particular success in targeted instances for specific kindergarten campaigns based on geo targeting. We plan to

continue to invest resource in digital platforms to maintain and build awareness of the kindergarten and Home Based Education offerings to families within our communities.

Work is also underway to strengthen connection and engagement with the families of currently attending tamariki through the use of digital communication tools such as Facebook and StoryPark.

### **Staffing**

Inspired Kindergartens continues to attract quality applicants for teacher and administrator positions. However, we remain the employer of choice for ECE teachers in the area due to the 'best' employment and teaching conditions offered in the sector.

We also acknowledge the contribution of a sterling pool of relievers who enable us to maintain the consistent provision of quality programmes.

### **Learning Support**

Due to the increasing number of children with learning support needs our Resource Teacher – Early Intervention became fulltime in August. In the period under review, the programme continued to utilise the Targeted Funding for Disadvantaged Children. Twelve of our kindergartens qualified for varying amounts. In the 2022/3 financial year this funding is supplemented by iK resources of approximately \$293,000 for teacher aide support.

## **GOAL WHA - Inspired Kindergartens promotes environmental sustainability.**

### **Enviro-Schools**

Kindergartens achieved further steps on the EnviroSchools Journey. We currently have six kindergartens with Green- Gold Awards, seven with Silver and seven with Bronze. A further five have embarked on the initial stages of the journey.

### **Kindergarten Energy Project**

The aim of this project is to make kindergartens self-sufficient in energy by 2025. Photo-Voltaic cell technology is being installed in kindergartens after they have maximised their energy saving. This development has been supported by TECT; Bay of Plenty Regional Council grants and other charities along with association funds. A Trustpower initiative permits us to share excess power across our network, however with the sale of Trustpower to Mercury the continuation of power sharing within our network may be uncertain. kindergartens have installed this technology. Thanks to our partner in this project, Sustainability Options.

Lisa Lightbourne  
Board Chair

Peter Monteith  
Principal/Tumuaki

# STRATEGIC PLAN 2021 - 2025

## VISION

Making the early years count.

## PURPOSE

To inspire a love of learning, embed bi-culturalism, create a sense of belonging and foster the gift of community.

## VALUES

Just as no two fingerprints are alike, none of our services are identical. They have developed over many years, within the communities they are nestled, providing a sense of place, history, home and whānau to all.



### AROHA

We are open-hearted, generous of spirit, kind, and nurturing – and we encourage children to be these things too.



### BEING THE BEST WE CAN BE

We are the best we can be and encourage children whose lives we are privileged to be part of to be that too.



### FOR THE GOOD OF CHILDREN

Everything we do puts tamariki first. As a social enterprise we are concerned only with doing the right thing by children, whānau and communities. Every decision we make, every hour we spend working with them is for them.



### MANA

We respect and honour the mana in people, places and objects.



### KAITIAKITANGA

We are blessed to work in beautiful environments and we honour Papatūānuku (the natural world) with respect and dignity for now and future generations.



### MANAAKITANGA

We make everyone feel welcome and connected to our services.

## STRATEGIC OBJECTIVES

The kindergarten philosophy, use of qualified teachers and our distinctive culture remain a key to success.	To operate well-supported services with resources directed to excellence and innovation in teaching and learning; being a leader in curriculum delivery.	To expand kindergarten services, true to our philosophy and values.	To implement a te reo Māori me ōna tikanga programme that supports all our people to recognise and participate in biculturalism.	Renovation, upgrades and new projects have practicable, cost-effective energy efficient design.	To engage with our communities is fundamental to the way we work.
To attract and retain the best people, recognised as exemplars of teaching practice, with good employment conditions; quality professional learning and regular staff communication and hui.	To be a leader in public education.	To resource kindergartens that need modernising to meet the changing needs of our local communities.	To recognise Mōhiotanga (recognising), support Mātauranga (learning), and Māramatanga (enlightenment) in our tamariki.	To encourage our services' participation in the EnviroSchools Programme.	To evaluate services' efficiency and effectiveness including their education programmes to ensure they reflect the needs and aspirations of our communities.
To review our operations to consider whether whānau support services should be included.		To promote the unique 'kindergarten' brand in our communities.	To develop our relationships with iwi, hapu and marae in our rohe.	To be energy self-sufficient by 2025 (The 'Power Project').	

## GOALS

### One ~ Tahi

Inspired Kindergartens delivers 'top-quality' early childhood education which is responsive to communities.

### Two ~ Rua

Inspired Kindergartens will honour Te Tiriti o Waitangi as the founding document of our nation.

### Three ~ Toru

Inspired Kindergartens will sustain its people, places, wairua and resources.

### Four ~ Whā

Inspired Kindergartens promotes environmental sustainability.



**inspired**  
kindergartens

Ngā Kōhungahunga Manawanui



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