



# Strategic plan

## Te mahere rautaki

2025–2028

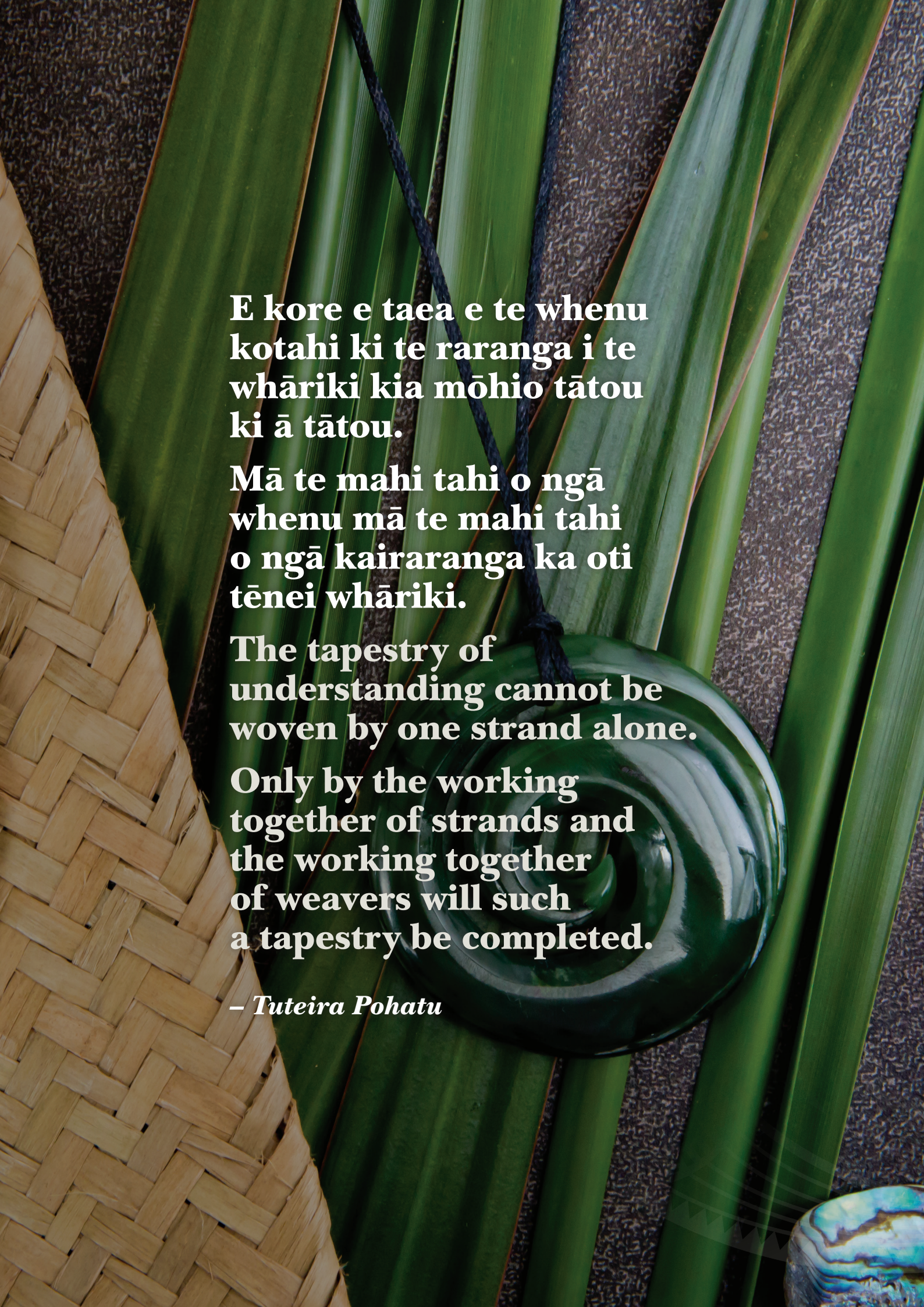
Embed, Innovate and Grow

*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 2025 to 2028.

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:

- increasing teachers' kaiako knowledge of Te Tiriti o Waitangi and Aotearoa New Zealand's dual cultural heritage;
- providing access to blended delivery through online and face-to-face, with practical real-life exposure and experiences through undergraduate, graduate, and postgraduate tertiary education programmes leading to recognised and approved qualifications;
- promoting quality teaching and leadership through ongoing professional learning and development programmes;
- providing advocacy and a range of unique resources and services to our early childhood education members;
- collaborating with New Zealand and international partnerships to strengthen research and teacher education.

*The whakataukī 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.*

## About Us:

Te Rito Maioha is an Incorporated Society of members committed to high quality early education for every child. Established in 1963, we are an influential leader in shaping today's early childhood sector through advocacy, policy, and delivering tertiary education qualifications and professional development programmes for current and future early childhood and primary education teachers.

Our bicultural kaupapa, te reo Māori me ōna tikanga, is embedded throughout everything we do and teach. We are committed to ensuring the success of our Pacific nation students across the motu by growing authentic relationships that embrace students' whānau and communities across our programmes.

Through our membership we advocate for early childhood education services and the kaiako who provide education to thousands of infants, toddlers, tamariki and young people. Our members are drawn from a diverse range of community-based, privately-owned, kindergarten and homebased early childhood education services and teachers.

Te Rito Maioha is a registered Private Training Establishment (PTE) with the highest rating for a tertiary provider in Aotearoa New Zealand. We are accredited and approved by the New Zealand Qualifications Authority (NZQA) to deliver a range of early childhood and primary school undergraduate, graduate, and postgraduate qualifications (levels 5-9), including specialist kaiako education, both nationally and internationally.

We have delivered teacher education since 1980. The organisation is governed by a Council made up of elected and appointed members, led by a National President and supported by a National Kaumātua. Our national office is in Wellington and our teaching staff are employed at 11 regional education centres/takiwā ako throughout Aotearoa New Zealand.

# Education environment

## Mātauranga taiao

This strategic plan was developed following the change of government in 2023 that had signalled significant change would occur within the sector, including tertiary provision, early childhood education and the primary sector.

The coalition government have removed the National Education Learning Priorities (NELP) from the Act including the five gazetted strategic objectives. These have been replaced by the following priorities:

- 1. Clearer curriculum:** Establishing a knowledge-rich curriculum grounded in the science of learning.
- 2. Better approach to literacy and numeracy:** Implementing evidence-based instruction in early literacy and mathematics.
- 3. Smarter assessment and reporting:** Implementing consistent modes of monitoring student progress and achievement.
- 4. Improved teacher training:** Developing the workforce of the future, including leadership development pathways.
- 5. Stronger learning support:** Targeting effective learning support interventions for students with additional needs.
- 6. Greater use of data:** Using data and evidence to drive consistent improvement in achievement.







## Our operating context

### *ECE service provision, participation, and attendance*

- There were 4,483 licensed early childhood services as of June 2023.
- Approximately 96% of tamariki regularly attended ECE services in the six months prior to starting school in the year ended 30 June 2023. Participation seems to have improved from a post-COVID slump, with a 6% increase of tamariki attending a licenced early childhood service from June 2022 to 2023 (191,602).
- ECE participation is increasingly diverse. Since 2014 we observe Asians show the highest growth of 48%; Māori attendance increasing by 3%; and Pacific attendance by 1%.

### *Challenges facing the ECE sector*

- The sector faces a shortage of qualified kaiako, which compounds resourcing challenges to improve kaiako: tamariki ratios.
- Qualified ECE kaiako face inequitable pay and conditions compared with the compulsory schooling sector.
- We want to know what motivates kaiako to enter and leave the profession. We are engaging with other education and sector leaders to support long-term and a whole system approach to our teaching workforce.

- There is a disconnect between funding levels and increasing compliance costs for ECE services.
- In 2023, over 140 service providers closed, following 159 closures in 2022. These are the steepest closure rates since records began.

### *Kaiako*

- Aotearoa New Zealand has a highly professional and qualified workforce of ECE and primary kaiako, as they must hold a recognised ITE qualification, be registered and certified with the Aotearoa New Zealand Teaching Council, and pass police vetting.
- Aotearoa New Zealand is not training sufficient kaiako to replace those retiring and leaving the profession, and to meet ongoing demand. Registered Early Childhood Teachers and Registered Primary School Teachers are both on Aotearoa New Zealand Immigration's Green List.

### *ECE kaiako*

- There were 33,736 kaiako (qualified and unqualified) at licensed early childhood services and Te Aho o Te Kura Pounamu (the Correspondence School) in June 2023. This was a 3% increase from 32,632 in 2022.
- In 2023, 65% of kaiako in Education and Care centres are qualified, compared to 94% in Kindergartens.

- The number of Home-based Educators has fallen each year since 2018, when there were 7,700. The number decreased by 13% from 4,510 in 2022 to 3,937 in 2023
- Kaiako shortages in the ECE sector throughout the country are creating additional stresses on ECE services who are already struggling and closing in record numbers.
- Many qualified ECE kaiako move overseas, attracted by higher salaries, improved conditions and opportunities.

### *Primary kaiako*

- In 2023, there were 42,214 primary kaiako (total headcount) teaching in Aotearoa New Zealand state and state-integrated schools.
- Budget 2024 included \$53 million to train and recruit 1,500 new teachers over the next four years, as it plans to spend \$53 million to "attract, train and retain" the teaching workforce.
- Entry rates into and leaving rates from teaching are returning to pre-pandemic norms.
- We have relationships with primary schools throughout the motu, and they are invited to attend our takiwā ako for events. This local presence also gives our taura an opportunity for face-to-face connections.









# 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 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.



# Te Rito Maioha



**Te Rito  
Maioha**

Early Childhood  
New Zealand

## OUR PURPOSE TŌ TĀTOU KAUPAPA

To inspire, empower and educate teachers and learners, embracing cultures and languages to ensure every child's potential is ignited.

Kia whakahihiko, kia whakamana, kia hoatu rā te mātauranga me te āheinga ki ngā kaiako me ngā tauria e pōwhiritia ana ngā ahurea, ngā reo rangatira o te ao, kia tutūngia e rātou te pito mata kei ia tamaiti.

## OUR COMMITMENT TE PAE TATA

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

He rōpū tikanga-a-rua ā Te Rito Maioha, ko tā mātou e manawanui nei, he whakaako, he rangahau, he whakatuarā, kia tautoko ngā tamariki, ngā whānau, ngā kaiako, me ngā whare kōhungahunga katoa. Kia pai ai tā mātou mahi, ka mau kaha nei ki ngā tūhononga, kia kakama tātou ki te ako ngātahi, kia pūmau ki te angitu.



## OUR GUIDING BELIEFS NGĀ WHAKAPONO ĀRAHITANGA

Every child|tamaiti has the right to high-quality education that complements and supports their and their family|whānau and community 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 have access to high-quality teacher|kaiako education, advice, information, resources, to aide their decision-making that affects their profession, children|tamariki and families|whānau.

That teacher education is focused on cultivating reflective practitioners. Teachers should be well-versed in content knowledge and pedagogical strategies and continuously reflect on their experiences, adapt their practices, and engage in lifelong learning.

Our education programmes empower kaiako and educators to meet the diverse needs of their children|tamariki and contribute positively to their communities.

## 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

**Including everyone** – Whakawhanaungatanga

**Being accountable** – Kia tāea te hāpai i ngā kaupapa katoa ahakoa te aha

**Caring and connecting** – Manaakitanga

**Innovating** – Whakahihiko hinengaro

*Illustration: Ngā Karekare Oranga - The waves of Wellbeing*

*The current/ripples from the spring (Puna) carrying energy, support and wellbeing (Ora).*



# 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**

## Innovation in Education: Adapt Grow and Thrive

Te Auahatanga o te Mātauranga: Kia urutau, kia tipu, kia tōnui

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.

Our Strategic Plan 2021 – 2024 was focused on embedding, innovating and growing the transformational changes.

The purpose of our Strategic Plan 2025 – 2028 is to adapt grow and thrive.

Our strategy is to foster an adaptive culture that empowers our team to navigate change with resilience, ensuring we continue to grow through various offerings across our tertiary and membership provision. This includes new knowledge and fresh thinking to adapt to new educational expectations.





## Educational excellence

### Hiranga mātauranga

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

- We develop and deliver culturally responsive and globally recognised qualifications and professional learning and development programmes.
- We provide exceptional pastoral care supporting students | tauira to excel in their learning journey.
- We embed and live our bicultural kaupapa so that tauira embrace their identity, language and culture.
- We undertake and disseminate research both locally and internationally to enhance understanding and advance educational practices.
- We provide and deliver exceptional education through thoughtfully designed learning and delivery methods, guided by globally recognised innovative educational standards.



## Collaborative relationships

### Mahi kotahitanga

We are recognised for our dedication to collaboration, creating value through partnerships that align with shared objectives

- We nurture a bicultural kaupapa enabling our stakeholders to strengthen their knowledge and understanding.
- We develop and sustain meaningful tuakana teina relationships with tangata Pasifika and tangata whenua o Aotearoa.
- We develop strong collaborative partnerships in Aotearoa New Zealand that influence and inform education across our sectors.
- We enhance new and established global partnerships to deliver high-quality education.



## Leadership

### Hautūtanga mātauranga

We are a respected leader committed to supporting our stakeholders to deliver quality outcomes for teachers | kaiako, children | tamariki, and families | whānau.

- We are a respected leader committed to supporting our stakeholders to deliver quality outcomes for teachers | kaiako, children | tamariki, and families | whānau.
- We are recognised as leaders in upholding bicultural kaupapa and promoting te reo Māori me ōna tikanga honouring our commitment to The Treaty of Waitangi | Te Tiriti o Waitangi.
- We grow and support a diverse and engaged ECE membership.
- We are a trusted and influential strategic ally and advocate for education.
- We foster intentional relationships recognising the need for collective action and influence across all our sectors.



## Operational excellence

### Mahi hiranga

We are a purposeful and resilient organisation committed to social and environmental responsibility

- We are committed to The Treaty of Waitangi | Te Tiriti o Waitangi and Our Values | Ngā Uara, where we embrace a world view that is equitable, free from bias, discrimination, and racism.
- We promote and commit to sustainable practices.
- We provide purposeful work opportunities that support our staff in living healthy, fulfilling working lives while ensuring we retain and attract a skilled workforce.
- We commit to being an efficient, financially resilient and agile organisation achieving sustainable economic growth through prudent and ethical practices.
- We invest in technology to drive efficiency and provide innovative digital platforms and solutions that modernise our operations.



# Our locations

## Ngā wāhi whakaako

We are a field-based provider with 11 Regional Education Centres | takiwa ako 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

106 Wrights Road  
Addington  
Christchurch 8024  
**Tel** 03 342 1362

### Manukau

Manukau Westfield  
Shopping Centre  
Level 1, Westfield Tower  
Leyton Way  
Auckland 2104  
**Tel** 09 263 9755

### Gisborne Tūrangānui-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

5 King Street  
Frankton  
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 a provider of initial teacher education. To enrol with us, talk to our Student Services team.

**Call** 0800 244 532  
or **email** [akomai@ecnz.ac.nz](mailto:akomai@ecnz.ac.nz)

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

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