

Strategic Discussion: Full enrolment in NKA services: Engage new families and strategies for under 3's

Statement: Napier Kindergartens have a well earned place in the hearts and minds of generations of Napier families as we have provided excellent kindergarten experiences since 1951. We acknowledge that parents have a wide range of choice in the ECE service they choose for their child, along with varying family needs to balance work and home lives. It is critical that we maintain our appeal to new families with the outcome that they enrol their children with us. First impressions count and are of the utmost importance. We must be prepared to consider new ways of contacting and engaging with new families. To support this we must have marketing and communication strategies in place that support parents to find, recognise and choose the kindergarten brand. Our services must continue to be reputable, affordable and accessible and maintain our inclusion of the wider family unit.

Area	Need to Ensure:	Further Initiatives to be explored
Board	<ul style="list-style-type: none"> • Community meetings are scheduled regularly and provide an opportunity to engage directly with parents • Commitment to being flexible and open to considering new options • Make decisions that align with our values and objectives as an organisation • Maintain good levels of consultation with parents and staff 	
Staff	<ul style="list-style-type: none"> • First point of contact sets the right tone and makes a good impression • Provide support to families as they transition to kindergarten – helpful information is provided & support with their child adjusting to being away from parent – let parent know how their child is settling in • Kindergarten facilities and environments are always attractive, clean and well maintained • Parents are encouraged to spread the word about kindergarten as they are our strongest advocates for promoting kindergarten • Good visual photographs of children and our facilities & parent testimonials are on the website & regularly updated • Community events, awards etc are well promoted and reported (eg enviroschool awards, NCC Garden awards) • Maintain the link between PAFT & kindergartens • Support parents to find places in other kindergartens if they need an immediate start date & can't otherwise be accommodated • Where appropriate consider temporarily increasing group sizes to relieve waiting list pressure eg 40/20 becomes 40/30 for a term or two • Kindergarten marketing information is widely distributed in local services such as doctors rooms, plunket, community notice boards • Utilise a range of communication methods with parents including newsletters, social media and phone app • Kindergarten events include wider whanau engagement • Parent participation is welcomed • Kindergartens provide an important place of belonging for families and foster a sense of connection with the community 	<ul style="list-style-type: none"> • Are our phone answering messages appropriately warm & welcoming – should we include the names of teachers on the message? • An annual bus tour with kindergarten open day for all kindergartens. Opportunity for parents to visit a number of kindergartens on the one day • Participation on community events such as NCC Christmas Parade
Management	<ul style="list-style-type: none"> • Monitor enrolment levels closely • Support kindergartens with their marketing • Implement marketing strategies across a range of mediums • Analyse data from families that provides insights on how to attract the attention of new families 	<ul style="list-style-type: none"> • 1 plus 1 participation – employing a community liaison person or enabling teachers to undertake such work • Develop a flyer that has each kindergarten location map

Strategic Discussion: Growth of services and products: Strategies for under 3's

Statement: A significant shift in recent years has been the inclusion of two year olds into kindergarten to further support flexible options for parents. The employment of 100% qualified, trained teachers ensure that we are well placed to provide excellent care, nurturing and education for our two year olds. Programmes, resources and environments are responsive to the particular needs of young children at each stage of their development. Great care is taken to meet the specific needs of two year old children and to ensure a smooth transition to kindergarten. Facilities are in place to ensure we manage care needs such as nappy changing and support with toilet training in a respectful and positive way. Low staff turnover means children are able to form relationships with adults who are consistently present to nurture those bonds. Tuakana teina (older, younger child) relationships foster caring, teaching relationships between children of varying ages and are encouraged within the kindergarten setting. Particular care for the safety and wellbeing of children is ensured through appropriate policies being in place and adhered to. A holistic approach means we view and respect the child within the wider context of their family, their culture, ethnic and spiritual beliefs. We encourage parent participation and recognise the need to reassure parents about the wellbeing of their child. Marketing of our services needs to highlight our ability to enrol two year old children as many parents are still unaware that we do. Although two year old children are not eligible for 20 hours funding, we do not charge fees for two year olds and will continue that position for as long as we are able to sustain it.

Area	Need to ensure	Further initiatives to be explored
Staff	<ul style="list-style-type: none"> • Teachers are well supported to provide a high level of care and education for 2 year olds • Children are thoughtfully transitioned into kindergarten • Parents are reassured about the wellbeing of their children while at kindergarten • Ongoing positive relationships with the wide range of Home Based Care providers assist placements • Teachers understand and respond to the guidance Te Whāriki offers for care and education of 2 year olds • Continue on-going professional development for teachers in working with 2 year olds is available • Teachers provide support with toilet training as part of the care and education for young children • Enrolment flexibility is available so that siblings can attend the same sessions - this is attractive to and helpful for parents • Kindergarten facilities cater for the needs of 2 year olds, including rest and toileting facilities which are safe and readily accessible • All contractors providing services at our kindergartens while children are present have been appropriately safety checked & are supervised while children are present 	Utilise our equity funding to provide additional teaching support for teams who have high numbers of 2 year olds
Management	<ul style="list-style-type: none"> • We have a child protection policy in place which is regularly reviewed • All staff working with or near children have been appropriately safety checked • All contractors providing services at our kindergartens while children are present have been appropriately safety checked & are supervised while children are present • Teams are well supported professionally and with resources to manage 2 year olds • Marketing draws attention to our ability to enrol 2 year olds • Endorsement testimonials from parents of 2 year olds are important 	
Financial	<ul style="list-style-type: none"> • Maintain no fees/minimum fees for 2 year olds as long as possible 	
Board	<ul style="list-style-type: none"> • Ensure the commitment to employing trained teachers which leads to better outcomes for children 	