

# AMALGAMATION PLAN

*NEW ZEALAND PLAYCENTRE FEDERATION*  
TO TE WHĀNAU TUPU NGĀ TAHI O AOTEAROA -  
PLAYCENTRE AOTEAROA



MARCH 2017



The purpose of this document is to map all the steps that are required, and the matching timeframes, to establish **“operational amalgamation”**.

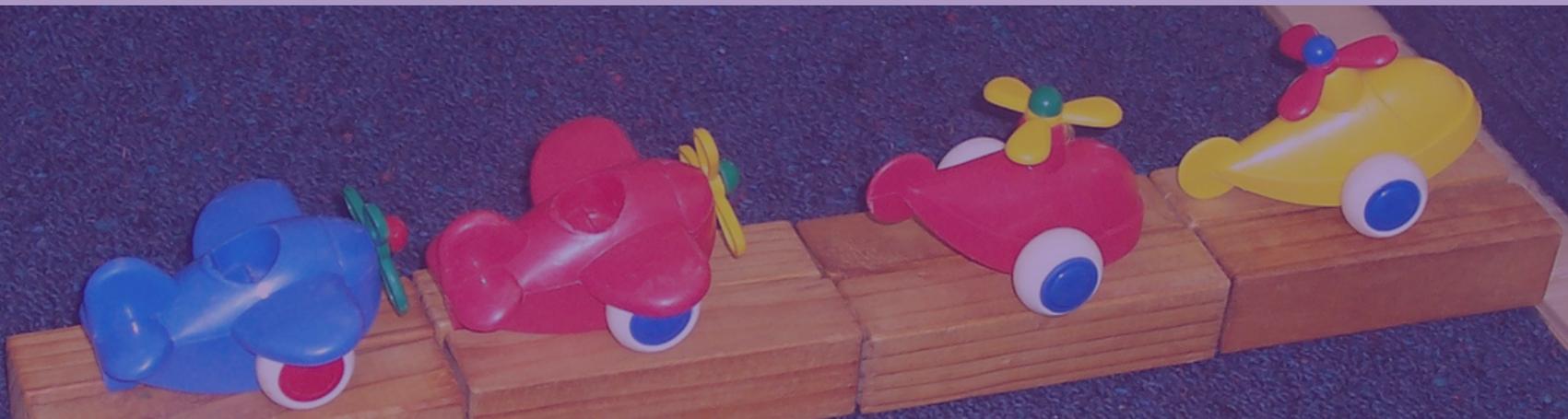
The phrase **“operational amalgamation”** is used to describe when all Playcentres are operationally supported and serviced by Playcentre Aotearoa, as opposed to the **“legal amalgamation”** which describes the High Court process we are utilising to become one legal entity.

The first step for the amalgamation is to consult fully with staff over the proposed structure. We have also created an engagement document for the wider Playcentre community to offer their feedback. Once we have been through the feedback cycle a final structure will be announced. This is expected to be on **22nd May 2017**.

Recruitment for positions will be undertaken in June through to October 2017, starting with National positions and Regional Management roles, to allow Regional Managers to have input into recruitment within their Regions.

The **November Playcentre AGM/Conference** will mark the completion of the **“operational amalgamation”**.

**1.**



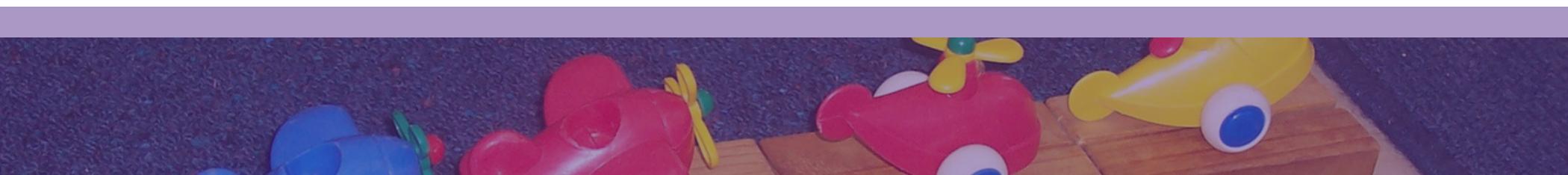
# TIMELINE

When you look at the timeline you can see that a range of tasks need to be undertaken, such as:

- collecting levies so that we have funds to implement the final structure,
- making sure all data has been recorded accurately to ensure future external funding requirements are met
- property reports being up to date,
- telecommunication systems in place,
- all Playcentres using their Playcentre email addresses and policies being developed.

We are calling this intense phase “**transition**”. It is highlighted in green and we will need everyone’s co-operation. There will be other pressures also, such as the Playcentre Education programme being rewritten during this time. It will be a busy time focused on setting up a structure and processes to best support centres across Aotearoa.

Then we can mark the **November Conference** in our calendar as a time to celebrate all we have achieved together!



LEAD	ITEM	FEB, MAR, APR '17	MAY '17	JUN - OCT '17 TRANSITION	NOV '17	DEC 17 /MAR 18	APR/JUN 18
1. HUMAN RELATION- SHIPS	Employee consultation process	<ul style="list-style-type: none"> <li>• Consultation V1 document distributed (27 Feb)</li> <li>• Feedback V1 (27 Feb - 17 Mar)</li> </ul>	<ul style="list-style-type: none"> <li>• Revised consultation document V2 distributed (7 Apr)</li> <li>• Feedback V2. (7 Apr - 8 May)</li> <li>• Final structure announced (22 May)</li> </ul>				
2. HUMAN RELATION- SHIPS	Recruitment of new structure roles		<ul style="list-style-type: none"> <li>• Up to date contracts and job descriptions</li> <li>• Commence to recruit personnel in accordance with final structures as approved by the Board upon completion of consultation process</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise National positions (end May - mid/end Jun)</li> <li>• Finalise key Regional positions (end Jun)</li> <li>• Finalise Regional team (Aug - Oct)</li> </ul>	Redundancy process (Oct - Nov)		
3. OPERATIONS	Implementation of legal amalgamation	Submit to Crown Law Office (CLO) (Mar/Apr)		High Court processes once CLO completed its report	<ul style="list-style-type: none"> <li>• Association and Federation SGMs to approve final amalgamation</li> <li>• Constitutional remit at Conference</li> </ul>	<ul style="list-style-type: none"> <li>• High Court approval (2018)</li> <li>• Negotiate licensing of Centres under amalgamated organisation</li> </ul>	Re-licensing of centres to occur in 3+ months following legal amalgamation
4. OPERATIONS	ELI	1st round of Centres start using SMS (Student Management System) (Apr)	<ul style="list-style-type: none"> <li>• 2nd round of Centres start using SMS (May)</li> <li>• All Centres to be SMS operational (end June)</li> </ul>		<ul style="list-style-type: none"> <li>• Oct RS7 electronically submitted (Oct)</li> </ul>	<ul style="list-style-type: none"> <li>• Centre Admins to manage RS7 submissions</li> </ul>	

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5. EDUCATION	Maintain accreditation throughout the amalgamation process			Rewrite QMS (Quality Management system) and submit changes to NZQA	Provide signed attestations to NZQA post AGM		
6. EDUCATION	Maintain current programme until end of 2018			Resolve issues to do with student record-keeping for new structure / programme	Provide training in self-assessment for new regional staff		
7. EDUCATION	Transfer to new programme	<ul style="list-style-type: none"> <li>Gain NZQA approval for new programme and transition plan from old to new programme</li> <li>Develop learning and teaching materials</li> </ul>	Obtain TEC funding approval for new programme	IT platform to support new delivery model	Deliver PLD to teaching staff - develop learning and teaching materials	Begin delivery of new programme	
8. EDUCATION	Transfer to new licensing agreement	ECE licensing qualifications consult on proposals to take to MoE and transition plan - Mar Trustee Board mtg		Negotiate with MoE to get approval - begin process		Licensing transition plan in place	

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9. PLD CONTRACT	Deliver SELO (Strengthening Early Learning Opportunities) 1, 2 and 3 programmes as per contract		SELO - Apr milestone	<ul style="list-style-type: none"> <li>SELO PLD - July milestone</li> <li>Completion of programme</li> </ul>			
10. PLD CONTRACT	Possible RFP (Request for Proposal) for future SELO programmes		Respond to RFP for SELO PLD and negotiate programme ( <i>May - Jun</i> )	Recruit, develop, train and deliver as BAU (Business as usual) ( <i>Jul</i> )			
11. PLD CONTRACT	Training roles in new structure			Develop training package for new session focused roles	Train / mentor support new roles		
12. OPERATIONS	IT platform for service delivery	Exploring digital platform(s) for online education, payroll, property, etc.			Completion		

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13. PROPERTY	Property	<ul style="list-style-type: none"> <li>Collection of required documents / files</li> <li>RCWS (Regional Capital Works Scheme) Meetings (Mar/Apr)</li> <li>Forms and documents developed</li> <li>Finalise new criteria / processes</li> <li>New Criteria. Processes, forms and documents approved by the General Manager</li> </ul>	<ul style="list-style-type: none"> <li>Insurance tender process finalised by end of April</li> <li>Review systems currently being trialled by Associations e.g. on line health and safety system such as GOSH</li> </ul>	<ul style="list-style-type: none"> <li>RCWS Meeting (Jul / Aug)</li> <li>New forms, docs and processes launch (end Aug)</li> <li>Develop relationships i.e. MoE, Councils, Independent Qualified Person (IQP)</li> </ul>		Training for new processes	Change leases, PODs (Property Occupancy Document), contracts, etc to amalgamated organisation
14. OPERATIONS	Telecommunications	<ul style="list-style-type: none"> <li>Gather all data and update Centres and Associations on timing and plans</li> <li>Liaise with CallPlus</li> </ul>	Decisions on additional remedial work	Finalise remedial work required and complete installations to remaining centres			
15. OPERATIONS	Promotional products and Playcentre shops	Decisions to be made on Association held promotional products			Decision on Playcentre shops by Regional Managers		
16. OPERATIONS	IT systems - Playcentre Connect, Office 365, etc.		Circulate Playcentre specific training resources	All Centres accessing Playcentre email address regularly			

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17. OPERATIONS	Policies	Commence work on 'national policy handbook' - national policies for National / regional staff, finance policies etc.		Gather best practice policies and develop standard set for Playcentres nationally (particularly MoE required policies) ( <i>Work will be ongoing through to June 2018</i> )			
18. FINANCE	CONSOLIDATED FINANCIALS	Establish process to create consolidated accounts and consistent chart of accounts ( <i>end Apr</i> )	<ul style="list-style-type: none"> <li>Establish audit process - end May</li> <li>Understand the new financial reporting requirements for amalgamated organisation incl. discussion with Charities Commission (<i>end May</i>)</li> </ul>	Assist remaining 150 Centres onto Xero ( <i>end of Jul</i> )			
19. FINANCE	Budget and Cashflow	<ul style="list-style-type: none"> <li>Review amalgamation budget; ensure sufficient funding to deliver proposed structure (<i>end Mar</i>)</li> <li>Follow up outstanding levies from Associations (<i>mid Mar</i>)</li> <li>Determine budget setting process for the new structure (<i>end Apr</i>)</li> </ul>					

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20. FINANCE	Financial process		<ul style="list-style-type: none"> <li>Investigate new payroll system (<i>end Jun</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Determine what financial processes can be streamlined for efficiency (<i>end Jul</i>)</li> <li>Develop financial policies (<i>end Jul</i>)</li> </ul>			
21. FINANCE	Amalgamation	<ul style="list-style-type: none"> <li>Obtain latest financial statements for all Associations (<i>end Apr</i>)</li> <li>Determine the bank account set up for the new structure including number of bank accounts, signatories, and treatment of tagged funds (<i>end Apr</i>)</li> <li>Advise prompt payment timeline for the distribution of bulk funding to Associations (<i>end Apr</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Obtain Change of Bank Account Form from Associations to allow NZPF to receive bulk funding directly (<i>end May</i>)</li> </ul>	Distribute bulk funding to Associations, less 20% Federation levy ( <i>Jul</i> )	Distribute bulk funding to Centres, less 50% Federation levy ( <i>Nov</i> )		

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22. PROPERTY	Review of property portfolio / lease agreements			Identification of hub properties whether rent / own and transfer of lease agreements of centres to NZPF (this likely to be finalised once Regional Managers recruited) <i>(Aug to Oct)</i>			
23. EDUCATION	Maintain TEC funding throughout amalgamation	SDR (Single Data Return) submission - indicative enrolment	April SDR due	<ul style="list-style-type: none"> <li>• Aug SDR due</li> <li>• Financial viability submission to TEC - period of 5 months after end of financial year</li> </ul>	Dec SDR due	TEC workforce questionnaire <i>(end Jan)</i>	
24. CHANGE PROGRAMME MANAGER	Transition programme	<ul style="list-style-type: none"> <li>• Communication Plan</li> <li>• Engagement Plan</li> <li>• Association support package</li> <li>• Collation of feedback</li> </ul>	Organisational cultural change development programme				