

New Zealand Playcentre Federation Inc.
23-25 November 2018

Proceedings and Minutes
71st Annual General Meeting

Held at Brentwood Hotel, Kilbirnie, Wellington



Hosted by New Zealand Playcentre Federation

Table of Contents

FRIDAY 23RD NOVEMBER.....	1
TREATY HOUSE: OPENING / MIHI WHAKATAU.....	1
REGISTER OF ATTENDANCE:	1
TRUSTEE BOARD.....	1
TREATY HOUSE: NZ PLAYCENTRE FEDERATION ANNUAL GENERAL MEETING OPENS	2
OFFICIAL OPENING OF THE 71 ST NZPF ANNUAL GENERAL MEETING.....	2
HOUSEKEEPING	3
MEETING OVERVIEW	3
INTRODUCTIONS AND GROUP BUILDING	4
THE TWO HOUSE MODEL PROCESS	4
TE WHARE MĀTAURANGA: PRESENTATION OF DECISION PAPERS.....	4
CAUCUS TIME	5
SATURDAY 24TH NOVEMBER.....	5
TE WHARE MĀTAURANGA: MORNING WELCOME	5
CAUCUS TIME	5
TE WHARE MĀTAURANGA: PRESENTATION OF THE DISCUSSION PAPERS	5
EXPLANATION OF THE ENABLING TĀNGATA TIRITI TRUSTEE PAPER.....	5
CAUCUS TIME	6
TE WHARE MĀTAURANGA: PRESENTATION OF THE DECISIONS	6
CAUCUS TIME	7
TE WHARE MĀTAURANGA: PRESENTATION OF THE DECISIONS	7
MESSAGES FROM THE ADVISORY PANEL	7
PRESENTATION OF INFORMATION PAPERS.....	7
CAUCUS TIME	8
TE WHARE MĀTAURANGA: ACKNOWLEDGEMENTS, FAREWELLS AND INCOMING TRUSTEE BOARD.....	8
RESULTS OF SELECTIONS/ELECTIONS ANNOUNCED	8
SUNDAY 25TH NOVEMBER	9
TE WHARE MĀTAURANGA: MORNING WELCOME	9
CAUCUS TIME: POROAKI/FAREWELLS.....	9
TE WHARE MĀTAURANGA: POROAKI	9
APPENDIX 1. SUSAN BAILEY – OUTGOING PRESIDENT’S OPENING SPEECH	10
APPENDIX 2. GOVERNANCE AND MANAGEMENT ROLES.....	12
APPENDIX 3. NOTES TAKEN FROM THE STRATEGIC PLANNING WORKSHOP	13
APPENDIX 4. CARPARKING.....	17

Minutes of the 71st Annual General Meeting/Conference and National Executive Meeting

23rd – 25th Whiringa-ā-rangi / November 2018

Hosted by NZPF, with assistance from Event Action

Friday 23rd November

Treaty House: Opening / Mihi Whakatau

The meeting opened at 2.00pm with a Whakatau.

Register of Attendance:

Playcentre Association Representatives

Auckland	Natalie Wotherspoon, Victoria Tupou, Michelle Hutton
Buller Westland	LillyAnne Pugh, Mandy Coleman
Canterbury	Erana Rattray, Rebecca Roper-Gee, Susanne Bux
Central Districts	Nicole Foggo, Carole Payton, Sarah Adlam, Nadia Fovakis
Central Hawkes Bay	
Counties	Ranee Davies
East Waikato	Delyce Wharekawa, Geraldine Jaques
Eastern Bay of Plenty	Dee Davies, Kate Lively
Far North	Tania King-Paopao
Hawke's Bay	
Hutt	Sarah Mataiti, Gemma Beattie, Sara Stempa
King Country	Stephanie Brown, Judith Sherriff
Marlborough	Carolyn Vernon
Mid Canterbury	Melanie Marr
Mid Northland	
Nelson	
North Shore	Euphymya Lavelle, Leisbeth Watson, Kavita Budhia, Miriam Walker
Northland	Tracey Miller
Otago	Erin Ayoub, Amanda Russell
Rotorua	
South Canterbury	Abbey Marsh, Annaliese Donehue
Southland	Sarah Ray, Diana Wright
Tairāwhiti	Mary-Jane Dixon
Tāmaki	Paia Terepo, Pennie O'Connor
Taranaki	Char Martin, Shanna Breman-Trewern
Te Akoranga	Bes Lironi-Irvine, Rachel Rix-Trott, Gemma Scott, Bronwyn Hughes
Thames Valley / Coromandel	
Waikato	Rose Goodger
Wairarapa	
Wellington	Jody Lunn, Aimee Porteners, Wai Miller, Tiso Ross, Amy Crookston, Gill Morgan
Western Bay of Plenty	Atareta Wirihana, Siobhan Moran
Whanganui	Krystal Boyes

Trustee Board

Alaine Tamati-Aubrey, Susan Bailey, Avis Stewart (Advisory Panel), Cynthia Murray and Ruth Jones

Life Members

Marion Pilkington (Advisory Panel)

Federation Employees

General Manager	Sean McKinley
Administrator	Meagan Ranby

Māori Development Manager

Mārika Williams

Facilitators

Te Whare Tikanga Māori Facilitator

Liz Neill

Tāngata Tiriti Facilitator

Madeleine Taylor

Advisory Panel

Kate Whitwell (*Saturday*)

Guests

Maureen Woodhams – Opening Speaker

Chris Parkin – AGM Photographer/Videographer

National Events Coordinator

Kate Hamill - Click Events & Resources

Treaty House: NZ Playcentre Federation Annual General Meeting Opens

Welcome by Co-President Susan Bailey

Susan Bailey, Co-President of NZ Playcentre Federation welcomed the delegates to the 71st NZ Playcentre Federation Annual General Meeting. (*Appendix 1.*)

Official opening of the 71st NZPF Annual General Meeting

Susan introduced NZ Playcentre Federation Past Co-President Maureen Woodhams as the official opening speaker for the NZ Playcentre Federation AGM.

Maureen briefly introduced herself; sharing her own history within Playcentre. Maureen started her Playcentre journey when she joined Brooklyn Playcentre, she later became Wellington Playcentre Association President before becoming NZ Playcentre Federation President.

She shared the history of Playcentre within New Zealand; starting from the roots of Playcentre to the growth of Playcentre throughout Aotearoa; stating 'Playcentre was and is still recognised as being one of the best providers of Early Childhood Education'.

Maureen spoke about the changes that took place in Playcentre during the early 1990's due to the establishment of Ministry of Education funding and licensing.

In 1989 Playcentre agreed on a remit committing to biculturalism. A working party was commissioned to complete an audit of the organisation relating to Te Tiriti o Waitangi. and later made changes to ensure that Playcentre governance ran biculturally.

In 1997 Canterbury Playcentre presented a remit which recommended a review of the NZ Playcentre Federation structure. The outcome of this review stated that Centre practise was working well however the other levels of the organisation needed to be restructured.

Past generations of Playcentre parents have reported that there has always been a high workload, whether it was fundraising prior to the implementation of bulk funding or of administration afterwards. However, what is consistently said by all generations is they came to Playcentre for their children and stayed at Playcentre for themselves.

Maureen acknowledged the late Robbie Burke, Life Member of NZ Playcentre Federation and shared some fond memories of Robbie.

Maureen finished wishing the meeting the best for the decision making for this weekend.

Susan thanked Maureen for sharing the history of Playcentre and then officially opened the 71st NZ Playcentre Federation Annual General Meeting.

Apologies

The following apologies were noted: -

Centres:

Kaikoura Playcentre

Associations:

Elle Mitchell - South Canterbury Playcentre Association

Kate Fairhurst – Taranaki Playcentre Association

Life Members:

Margaret Wollerman

Housekeeping

Alaine Tamati-Aubrey read out the housekeeping for the meeting.

Delegates were requested to sign in on the quorum board when they enter the Treaty House to ensure quorum was maintained throughout the meeting.

Meeting Overview

Cynthia Murray and Ruth Jones gave an overview of today's programme.

Group Contract

Avis Stewart explained the meaning of Āta for the meeting.

The translation for Āta means care, with deliberation, where Āta is about growing respectful relationships.

Āta philosophy is interconnected with all Māori philosophy, part of Te Ao Māori and the guiding principles which connects the philosophy as a whole.

Here we have our Āta phrases; these guidelines we have chosen for our organisation to use now and in the future to help guide us as individuals and in groups to grow respectful relationships during our Hui.

Āta Haere: To be intentional and approach reflectively

This demands deep and actioned respect by all involved parties, requiring an awareness of relationships, boundaries and cultural requirements.

Āta Whakarongo: To listen with reflective deliberation

Is indicative of the holistic nature of the āta philosophy, according to time, space and validating the speaker allowing open communication from the heart, mind and soul.

Āta Noho: To give quality time to be with people and their issues

This guides actions and interactions and dictates quality time and space goes hand in hand with Āta Haere.

Āta Whakaaro: To think with deliberation, considering possibilities

Āta Kōrero: To communicate and speak with clarity.

Āta whakaaro and āta kōrero combine to ensure words are spoken that have been given careful deliberation and chosen thoughtful reflection.

Avis explained the key functions of Governance and Management and how this created the context for this meeting during decision making by delegates (*appendix 2.*)

Introductions and Group Building

Susan Bailey and Alaine Tamati-Aubrey, NZ Playcentre Federation Co-Presidents introduced themselves then asked Caucus Facilitators, Association delegates, Trustee Board and Employees to introduce themselves.

The Two House Model Process

Marion Pilkington, NZ Playcentre Federation Life Member and meeting Process Advisor, summarised the Two House Model and the voting process for the attendees.

Alaine Tamati-Aubrey and Susan Bailey gave an overview of consensus decision making.

Te Whare Mātauranga: Presentation of Decision Papers

The authors of the decision papers presented the recommendations as follows.

NZ Playcentre Federation: Levy

Recommendation/s:

1. That the New Zealand Playcentre Federation levy for 2018-2019 financial year be retained at 50% of GST exclusive Bulk funding based on Child Funded Hours. The levy will be applied to Bulk funding received by licensed Playcentres between 1 September 2018 and 31 August 2019.

Honoraria for Federation Officers

Recommendation/s:

1. That Federation Officers shall be entitled to receive Honoraria Payments as detailed below, for the 2018 – 2019 Financial Year.

The Honoraria Payments for 2018-2019 financial year.

Trustee Board Honoraria		Total Value
Co-President	\$11,000 x 2 positions	\$22,000
Trustee board members	\$ 4,000 x 4 positions	\$16,000

Appointment of Auditors and Honorary Solicitor or Legal Advisor

Recommendation/s:

1. That BDO be appointed NZ Playcentre Federation and Playcentre Aotearoa Group Auditors for the year ended 31 August 2019.
2. That David McLay, Barrister of Barristers.Comm be appointed NZ Playcentre Federation Legal Advisor.

Voting Rights of Federation Officers

Recommendation/s:

1. That the trustees have a right to vote at General Meetings or meetings of the National Executive if a vote is required.

Approval of 2017 NZ Playcentre Federation Annual Meeting and National Executive Meeting

Recommendation/s:

1. That the minutes of the 70th New Zealand Playcentre Federation Annual Meeting & Conference and National Executive Meeting be accepted.

Decision to move Playcentre Awareness Week

Recommendation/s:

1. That Playcentre Awareness Week (PAW) be moved to Week 7 of Term One from 2020.

Caucus Time

At 4.30pm, delegates moved into Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

The meeting closed for the day at 6.00pm

Saturday 24th November

Te Whare Mātauranga: Morning Welcome

The meeting re-convened in Te Whare Mātauranga at 8.35am.

Ruth Jones welcomed everyone back into the meeting with a karakia.
Susan Bailey reviewed the programme for today's meeting.

Caucus Time

At 8.45am, delegates moved into Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

10.30 am: Morning Tea

Te Whare Mātauranga: Presentation of the Discussion Papers

At 11.00am, delegates returned to Te Whare Mātauranga for the presentation of the discussion papers.

Susan Bailey and Cynthia Murray introduced the authors presenting the discussion papers.

- Living Wage for Playcentre Employees – Te Akoranga Playcentre Association
- Playcentre Levies on Non-Standard Funding – Whetū Cluster

Delegates were asked to take a note of any questions related to the papers and raise them in their respective houses.

Explanation of the Enabling Tāngata Tiriti Trustee Paper

Avis Stewart explained the background to the Enabling Tāngata Tiriti Trustee decision paper.

Tāngata Tiriti caucus had decided at the 2018 Tāngata Tiriti Hui that the incoming Tāngata Tiriti Trustee Board would be made up of Susan Bailey (President), Ruth Jones and Tiso Ross (Trustees). Between the Tāngata Tiriti Hui and the 2018 NZ Playcentre Federation AGM, Susan decided not to re-stand.

It was stated that there was an inability to take nominations from the floor at this AGM.

NZ Playcentre Federation Constitution Clause 9.7 If any Federation Officer position remains unfilled at the Annual Meeting the Trustees shall consult with Te Whare Tikanga Māori and/or the Tāngata Tiriti House (as appropriate) before appointing a suitable person to fill such a vacancy.

This clause allows the Trustee Board to appoint a Trustee if required.

Michelle Hutton had indicated at the 2018 Tāngata Tiriti Hui that she would be happy to become a Trustee.

The NZ Playcentre Federation Constitution states a President’s term is 2 years; this allows for the alternate incoming President for the other house to be supported.

This paper is not requiring a decision at this meeting; the Trustee Board have made the decision prior.

Caucus Time

At 11.30 am, delegates returned to Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

Te Whare Mātauranga: Presentation of the Decisions

At 1.00pm, delegates returned to Te Whare Mātauranga for the presentation of decisions.

NZ Playcentre Federation: Levy

Recommendation/s:

- 1. That the New Zealand Playcentre Federation levy for 2018-2019 financial year be retained at 50% of GST exclusive Bulk funding based on Child Funded Hours. The levy will be applied to Bulk funding received by licensed Playcentres between 1 September 2018 and 31 August 2019.

Meeting agreed to the recommendation.

Honoraria for Federation Officers

Recommendation/s:

- 1. That Federation Officers shall be entitled to receive Honoraria Payments as detailed below, for the 2018 – 2019 Financial Year.

The Honoraria Payments for 2018-2019 financial year.

Trustee Board Honoraria		Total Value
Co-President	\$11,000 x 2 positions	\$22,000
Trustee board members	\$ 4,000 x 4 positions	\$16,000

Meeting agreed to the recommendation.

Appointment of Auditors and Honorary Solicitor or Legal Advisor

Recommendation/s:

- 1. That BDO be appointed NZ Playcentre Federation and Playcentre Aotearoa Group Auditors for the year ended 31 August 2019.
- 2. That David McLay, Barrister of Barristers.Comm be appointed NZ Playcentre Federation Legal Advisor.

Meeting agreed to the recommendations.

Voting Rights of Federation Officers

Recommendation/s:

- 1. That the trustees have a right to vote at General Meetings or meetings of the National Executive if a vote is required.

Meeting did not agree to the recommendation.

Approval of 2017 NZ Playcentre Federation Annual Meeting and National Executive Meeting

Recommendation/s:

1. That the minutes of the 70th New Zealand Playcentre Federation Annual Meeting & Conference and National Executive Meeting be accepted.

Meeting agreed to the recommendation.

1.25pm: Lunch

Caucus Time

At 2.00pm, delegates returned to the Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

3.30pm Afternoon Tea

Te Whare Mātauranga: Presentation of the Decisions

At 4.00pm, delegates returned to Te Whare Mātauranga for the presentation of decisions.

Decision to move Playcentre Awareness Week

Recommendation/s:

1. That Playcentre Awareness Week (PAW) be moved to Week 7 of Term One from 2020.

Meeting did not agree to the recommendation.

Messages from the advisory panel

The Advisory Panel thanked the Negotiators and the delegates for their work during the meeting.

The advisory panel made the following recommendations for future meetings

1. If a decision is not accepted, then we the advisory panel recommend that the minutes taken in each house record any reasons for that decision and a copy of those reasons be forwarded to the paper's authors.
2. We, the advisory panel, recommend that active remits are included with any national meeting agenda as a resource for information sharing purposes. The Advisory Panel advised that there is a current active remit regarding Playcentre Awareness Week:

1977 Playcentre Week

(PR)

*THAT in future National Playcentre Week be held during the first term of the school year.
(Outcome: Actioned)*

Avis Stewart and Marion Pilkington presented Kate Whitwell a gift for her support on the Advisory Panel.

Presentation of information papers

Co-option of Trustee Board Information Paper

Authors Kavita Budhia, North Shore Playcentre Association and Gemma Scott, Te Akoranga Playcentre Association presented the Co-option of the Trustee Board information paper.

Gemma and Kavita summarised the paper presented to the meeting. They asked that delegates feedback, ask questions or offer other solutions on the flip chart paper located in the meeting rooms. This feedback will be given to the Trustee Board so they can consider the feedback when deciding whether to co-opt additional Trustees.

The **Gwen Somerset Trust, Research Fund and Research Advisory Group** and **2017-2018 NZPF Annual Report** information papers were then presented by Avis Stewart.

Caucus Time

At 4.00pm, delegates returned to the Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

Te Whare Mātauranga: Acknowledgements, Farewells and Incoming Trustee Board

At 5.30pm, delegates moved into Te Whare Mātauranga.

Acknowledgement to the past year Trustee Board members

Susan Bailey thanked and presented the past year Trustees gifts for their hard work, time and dedication over the year.

It was acknowledged that Cynthia Murray had left the meeting earlier due to family commitments.

Te Whare Tikanga Māori delegates sang a waiata to show their gratitude for the Trustee Board of the past year.

Farewell of outgoing Trustee

Ruth Jones acknowledged Susan Bailey as outgoing Tāngata Tiriti President. Ruth thanked Susan for her time on the Trustee Board and presented her a gift.

Susan's home Association, Hutt Playcentre Association presented her with a 'graduation' cape and welcomed Susan Bailey back to their Association.

Susan shared some of her Playcentre journey with the meeting. She started Playcentre with a 4-year-old and 4-week-old. She had been a working mother and her husband, Ross, had stayed at home with their children for the first two years. Susan was welcomed into Playcentre with understanding, belonging and safety of other parents who were feeling and experiencing the same things as she was.

She spoke of her emergence through all levels of Playcentre and the growth that she has made throughout her time in Playcentre. She said it was important to remember those thoughts and feelings when we first went to Playcentre.

She thanked all the people who have supported her through her time at Playcentre.

Marion Pilkington wished Susan all the best for the future and acknowledged that Susan wouldn't be too far away from Playcentre.

Results of Selections/Elections announced

Amanda Russell announced the incoming Tāngata Tiriti trustees

Tāngata Tiriti

Ruth Jones	Co-President
Tiso Ross	Trustee Board
Michelle Hutton	Trustee Board

Marion Pilkington announced the incoming Tāngata Whenua trustees

Te Whare Tikanga Māori

Alaine Tamati-Aubrey	Perehitana Takirua/Co-President
Avis Stewart	Kaitiaki/Trustee Board
Cynthia Murray	Kaitiaki/Trustee Board

6.00pm: Dinner

Sunday 25th November

Te Whare Mātauranga: Morning Welcome

The meeting reconvened at 8.40am with a karakia.

Susan Bailey and Alaine Tamati-Aubrey welcomed the delegates back into the meeting.

Housekeeping was shared; shuttle information and check out.

Susan Bailey acknowledged that the meeting made all the required decisions by 4.00pm Saturday.

Avis Stewart addressed a rumour of mismanagement of funds that she had been circulating during the weekend. She requested that anyone who would want to talk to her about this approach her during the remainder of the weekend.

Strategic Planning Workshop – 2019 -2024 Plan

Ruth and Susan ran the Strategic Planning Workshop for the co-design of the 2019- 2024 Playcentre Aotearoa Strategic Plan (*appendix 4*).

The meeting moved into groups to discuss the goals of the current strategic plan. They then shared one 'gem' back to the group.

Discussion held regarding the strategic plan

- Management and operations represented in strengthen support
- Change Playcentre to fit society long term
- Encourage diversity for emergent leadership
- Visibility of progress; include on the website

10.30 am: Morning Tea

Caucus Time: Poroaki/Farewells

At 11.00am, delegates returned to Te Whare Tikanga Māori and Tāngata Tiriti Houses to caucus.

Te Whare Mātauranga: Poroaki

At 12.00pm, delegates returned to Te Whare Mātauranga for poroaki.

Alaine Tamati-Aubrey and Susan Bailey spoke about the employees of NZ Playcentre Federation and Marion Pilkington, Life Member acknowledging their whānau at home who supported them to attend.

Susan Bailey officially closed the meeting by passing mauri back to the people of the area and passed over the tokotoko.

The meeting closed with the Playcentre Mōteatea and karakia

Meeting Closed 12.45pm

Appendix 1. Susan Bailey – Outgoing President’s Opening Speech

Tēnā koutou, tēnā koutou, tēnā koutou katoa
Ngā mihi nui ki a koutou katoa
Ko Susan Bailey taku ingoa
No Tāngata Tiriti Co-President, NZ Playcentre Federation

Kia ora and welcome to everyone here
I am Susan Bailey, Co-President for Tāngata Tiriti, and along with my fellow Co-President, Alaine, your Trustees and the wider team, we welcome you here, to the 71st Conference of the New Zealand Playcentre Federation.

We thank you for your time, your energies and for being present this weekend.
We also thank your families for enabling you to be here and for maintaining the home fires while you are away.

2018 has been another big year in the Playcentre book ... a year of transitions, both internal and external of Playcentre...

Since our Conference last year, the operational structure has been further imbedded, and following this Conference, the second part of the legal process to amalgamate the whole of Playcentre will take place. This means the constitution we agreed to in 2016 will become THE constitution for our organisation, Te Whānau Tupu Ngātahi, Playcentre Aotearoa. This Conference will be the last meeting where Playcentre Associations are the members of our organisation. This conference, is the first conference under the new operational structure, from the operational budget, which is of course, funded by your centres, from the child funded hours we receive.

Now as we step into the next phase of this process, we will continue to further develop and imbed the governance processes we’ve been developing; like succession plans and emergent leadership, along with AGM and Hui representation.

The theme for this year’s Conference is Kohu Auwahi | Blue Smoke – a song which was written in 1940, by Private Ruru Karaitiana, from the 28th New Zealand (Māori) Battalion, and in 1949 was the first commercial record to be entirely recorded and produced this country; It is through this we acknowledge the pioneers of our organisation and their contribution to the Playcentre Movement around the same time.

As we come together this weekend, to deliberate on the future for Playcentre Aotearoa, we can stand on the shoulders of those who came before us and be confident, as they were, that Playcentre will survive... we can reflect on their words – like these, from 1988, when Sue Stover, Editor of ‘Good Clean Fun’ and an Association Life member wrote:

“...And where does Playcentre have its heart? At the centres – in the sandpit, at the water trough, on the climbing frame... this is where the philosophy of Playcentre interacts with hundreds of communities all over New Zealand. It is where Playcentre comes to life.”

I have reflected at length this year, on Playcentre, where my energy has been, where my heart is, and where it always will be. I’ve reflected on what I value, as a woman, a wife, a mother, a volunteer... and as with other life transitions, there comes a time when priorities change and decisions need to be made. My decision to stand down as Co-President is just that – I am leaving this role; This Playcentre chapter of my life is complete... it’s time for a new chapter. But how does one leave Playcentre? What is this thing we call ‘Playcentre’? Is it a place? Is it a building? ‘Playcentre’ itself is intangible – it is the philosophy; it is the values and principles we hold in our hearts, and, as the well-known whakatauki says – He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata: What is the most important thing in the world? It is people, it is people, it is people.

Who is Playcentre? We are Playcentre – the centre members, the parents, the children, the employees, the volunteers.

So, as we continue to play and grow together, in Playcentre, emerging new leaders, in our centres, in our communities, in our organisation, and in families throughout New Zealand, we ask you, the movers and shakers/our members *to remember* what we can do with the gifts we have, our principals & values; our compassion, respect, integrity, whanaungatanga, manaakitanga and maramatanga. These will help us all work *together* for a successful future for Playcentre Aotearoa, for the children and the adults in the sandpit.

As we work together this weekend and focus on governance, we can ensure we are meeting the needs of tamariki and their whānau at Centre. This Conference will see a review of the current Strategic Plan 2014-2019 and this will begin our Strategic Conversation to build the next Strategic Plan. Our Centre and Rōpū Māori members will always be at the heart of what we do and measuring their experience ensures that we work to be, what Lex Gray called, the best 'folk movement'.

Remember, you, the members of Playcentre, will be the decision makers, the governors, you will set the direction for future members of Playcentre, as our past members, our tuakana, our elders, have done for us. You are here this weekend to represent the voices of our members. You have listened to the conversations during the year, at meetings, in the sandpit and some at one of our National Hui. Remember those conversations and trust that what you hold in your kete will contribute to the decision making this weekend. Trust your selves, your inner voice, and know that those you represent trust you and want you to represent their voices too. That's what being part of this co-operative, of Playcentre, is about. We don't always know what the outcomes will be because we often have different experiences and expectations. What we do know is that we are all here because of the same thing; because we believe in 'whānau tupu ngātahi – families growing together' and we can trust that we all come with the best intentions, for the whole of Playcentre.

Ehara taku toa i te toa takitahi engari he toa takimano: My strength is not that of an individual but that of the collective

Appendix 2. Governance and Management roles



Appendix 3. Notes Taken from The Strategic Planning Workshop

Goal 1:

Don't feel like we have done much in terms of long term strategy/thought

Centres need bi-cultural support – someone coming into centres as there is no support, needs knowledge coming into centres, teaching partnership → alongside CA/CSW's yesterday.

Centres need to learn to work in bi-cultural partnership, they can't do this without the bi-cultural support.

Broaden Playcentre approaches to reflect the needs of different communities – Be responsive to the changing needs of society – working parent's/time poor families

1.1.2 - "start exploring" instead of develop and implement → as this is too ambitious.

Want 1.2.2 and 1.2.3 still ---> need more on 1.2.1 what is possible, what isn't

Making education more accessible

- develop a programme for non-residents
- program accessible to all – remote areas
- new programme in different languages?

1. Responsive to Children and Families/Whanau

1.1 need to strengthen responses to changing demographics. Things happening locally but not yet nationally e.g. Case studies, resources

1.2 not done+ – no trial of home based services (Otago Association did trial home based). Also national review of homebased care in progress. Would be a good source of additional funding.

1.3 Not much change in Pasifka (some local examples, e.g. Greenhithe). Maori bilingual/immersion sessions in Wellington, North Shore, Canterbury. Bilingual sessions stopped in Otago (Dunedin). Appointed Maori Dev Officer and some field staff → no impact yet/ some impact. Concern that field officers are not in the field.

1.4 Relationships with iwi/local Maori orgs – hard to span boundaries, North Shore rōpū funded te reo and North Shore funds kaumatua honorarium (regional variations)

Education is responsive to different Playcentre communities.

1.5 improvements to education and recognition of Pasifika child development models in PIA

1.6 Reduced duplication etc. +++ consistency + quality+

1.7 Accessibility for learners with specific needs? Can we still do e.g. oral responses? Is the information available?

Now less accessible.

Still Huge issues in implementing education.

How can we access funds to support centres with supporting tamariki with challenges?

Goal 2: Less Admin

Foster best practice (use Zoom etc.) to consult across a wider network of existing members and employees.

Maori Development Manager – Gather current resources and create database for bicultural officers to access – kaiarahi. Not reinvent the wheel. Need share resources.

Goal 2: Less Admin

Improving organisational effectiveness and lessen the burden on volunteers.

Central IT point – work in progress – confusion over which is the current "central point"

Still centres without internet/communications at centre

Some centres whose Associations closed early have had to step up, others are still transitioning

New structure in place ++++

critical for member attraction and retention

Lack of communications (??) around who deals with what → different communications nationally; needs to be ONE VOICE. → RING your regional office. → what are the channels

Knowledge management requirements are huge to sustain a centre

Admin – better support, and Operational – massive knowledge and effort required – burden on volunteer centre members. Very high – Health & safety, Treasurer, property.

Things our Association used to deal with now being sent to centres. More admin, don't know the process around this (an interim period??)

2.1 Structure in place

2.2 staff in place (not all staff)

2.3 property strategy not clear. Still lots of work for centres.

A less admin focus. The volunteer structure has gone. Engaging more people (e.g. not just president) in governance/national level.

New constitution – only 2 Business Meetings per term Great!

I'm optimistic that this is work in progress and that we can get there

Lost paperwork! Frustrating. Huge communication breakdown especially with email (for SOME hubs, others have great communications)

Strengthening volunteer capacity. Office holders training – happening in one region, Clusters support each other in some areas, policies and national resources starting to be rolled out

Time and relationships

Is this the best use of admin/time/resources?

Centre Admins – not yet in all centres. - clarity around their roles+ e.g. do they do checks or ensure they have been done - has reduced admin for some centres. For some it hasn't removed any admin

Too much work/responsibility for VOLUNTEER office holder roles. (who have come to Playcentre to PLAY!!)

Property strategy in progress

Regions vary in size for the number of centres they are supporting for a similar number of hours per "hub" - not comparative to the workload?

Sustainability * Cost effective: can some CA work etc. be done remotely, less travel time.

There is a cultural shift. Some centres 'closing'/keeping tight and doing everything themselves. And others being 'open' to what's going on.

Goal 3 Promote Playcentre. How have we done?

Communication needs consultation ... has caused internal angst, frustration

Some of the goals were difficult to measure

3.2 HR manager working on this

consistent, National branding, promotions. There is a plan! (January 2018)

3.1 PR manager. Done!

National guidelines and resources currently being developed (by PR Manager)

- Bilingual sessions
- Big Play Out
- Playcentre Awareness Week
- Open Days

Wasn't nationally co-ordinated or driven by Fed in 2018 :(positives – sharing of ideas etc.; we are ready for collaboration

Promote Playcentre

The Way forward

Partnership with council, Playcentre, Te Wananga and Library to promote Te Ao Māori

Build/new/update website -->including glossary

Responsive to the media. Be heard replying to social issues/topics

1. There is a gap in the structure – we now need it filled – Advocacy – Trustees or Management?

'Responding to' policy changes? Need expert

2. media campaign – promotion in communities (is responsive to media i.e. poverty etc.)
3. change the social 'norm'/perception about parenting/ECE providers

Claire PR Manager

Big Dreams

MDM/PR coordination

contribution to community resilience

Rōpū – empowerment; understanding; visual representation – generic framework for each rōpū to adopt.

National Level – advocacy promotions and relationship development – recruit a national communications manager to drive PR and promotions

National Promos what do we offer FAMILIES

Getting it out there – what are our differences to other ECE – somehow addressing the myths about us.

Promote Playcentre as a bilingual organisation. PR needs to support and frame this in order to promote.

PAW/Open Days

Fills a gap between Kohanga Reo and other ECE

Signage corrected/updated for all centres

Positive vibes on session – creates a welcoming space for new members/visitors

Promote Playcentre

Community resilience role

Doesn't seem to have achieved the community resilience message – is this the most valuable message?

Have hired and feel great about having someone in the role

advocacy

promotions

relationships

Ops issues (phones & internet) holding up internal communications (not able to consolidate centre files in one place “cloud”)

3.1.1 Recruit PR manager – done + Recruit a Communications Manager – not done. PR person yes! However, communications within our organisation is just as important so our members feel positive and promote Playcentre instead of the opposite!

3.1.2 Guidelines and Resources – started by PR manager, not implemented yet.

Brand awareness – use social media – build via all centres.

FUTURE GOALS AND NEEDS

- need to respond to topical issues with media releases and change the narrative in media and communities being the experts in ECE
- need to attract new members
- new technologies and realistic platforms (e.g. Facebook)
- Grow reputation
- promote what we do, it's very topical internationally, interacting over a larger international area will grow potential members understanding and buzz
- build understanding in occupational therapists, social workers, WINZ, Plunket etc. of Playcentre
- Relationships with other children's organisations e.g. Plunket, Parenting Place
- Reusable & standard PR resources → less admin for centres (stronger brand)
- showcase unique differences - need clear key messages under “families growing together”
- attract whanau Māori to Playcentre

Goal 4: More Money

1. MoE Funding – Make sure we get what we are eligible for ECE, quality, isolation funding
 - recruit more families
 - ongoing, waiting for amalgamation
 - recognised as different to other ECEs in MoE Strategic Plan
 - JuniorLogs – did we get funding? Help us reconcile & check
 - built in to Bulk Funding
 - Educate centres on what income streams they are eligible for e.g.: different types of MoE funding (equity/isolation/low SES/Special needs)? Grants?
 - income stream from in home care – flexibility, complimentary services
 - is there a legal case for equal funding?
2. Develop New Relationships – but no double dipping!
 - MSD: some relationship but plan is to develop this
 - MSD/WINZ – some centres access this but more information for centres
 - MPI: unsure of how we could access funding, maybe food?
 - MoE: special Education – getting \$\$ for our tamariki by supporting and advocating on behalf
 - Grant funding
 - TPK: on radar but don't think we do currently
 - MoH: child development. Children's needs/identity needs, and MoH financial support for those needs
3. PD and Training – happening locally but not nationally (e.g. Marlborough)
 - SPACE and similar programmes – increase SPACE => increased membership. Bringing program between SPACE and Playcentre
 - Current capacity focused on new framework and getting Playcentre whanau educated
 - external PLD \$: nothing nationally, but does happen locally (e.g. community Trust funding te reo course)
 - Babies Can Play – has a high retention rate
 - Sell Playcentre adult education and Play workshops as Professional Development
4. Revenue Streams – Ako Books: no longer part of NZPF – publish new books on demand

- Playcentre Journal BLOG!! Advertising (save money)
- Playcentre innovations to generate revenue → need to get own ducks in a row first!
Long term!
- Promote Playcentre shop

Appendix 4. Carparking

1. Brand refresh – where did the new slogan come from? Consultation?
2. PR – Why a new website? What about \$\$ spent on the current?