

Scheduled Review of Playcentre Structure

Decision Document

25 November 2020

Confidential

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Executive Summary

Tēnā tātou katoa e te Whānau Tupu Ngātahi o Aotearoa.

Ka nui te mihi ki a koutou katoa rā i runga i ngā tini āhuetanga o te wā.

I would like to acknowledge General Manager Sean McKinley for the process he undertook to bring this document to Playcentre Aotearoa, and the months of deliberation needed to provide this information for staff. Unfortunately, during this process Sean resigned as General Manager due to illness and has been sorely missed by our senior management team.

I am conscious that a lot has happened since Sean went out for consultation in February and I appreciate your patience as we worked through the impacts of Covid-19 and the outcomes of our funding work with the Ministry of Education and the Government. Your ideas and suggestions were essential to ensure that any changes we make will position us well for the future.

This will also provide a degree of surety to you, our team and our members, and retain some flexibility to ensure the changes are fit for purpose.

Together we will be undertaking a significant change journey over the next year as we implement the new structure and ways of working. We will all need to work collaboratively and professionally to continually improve the support we provide to Centres.

The following decision document gives a comprehensive illustration of the consultation process and feedback, our current financial situation, the seven Playcentre operational function support areas, the impact of change on Playcentre, implementation and transition of phase 2 and finally employee support. In the appendices section information is provided on the consultation feedback, our current Playcentre structure, the new structure format, the impact of decisions on existing positions and the new positions that have been created.

There are several reasons why this review of our operational structure was undertaken:

- Ensure our costs can be met from our revenue - it currently costs more to run Playcentre than is received from the 50% levies from the centres.
- Undertake the scheduled review of our structure to improve efficiency across the organisation.
- The need for highly skilled centre facing workforce to enable and empower adults and children to work, play, learn and grow together.
- Create a simplified structure that aligns work streams and work priorities to achieve higher level Playcentre Aotearoa strategic priorities.
- We are taking action to generate more revenue and to have a structure that can achieve what we need to deliver to support centres.

Sean and the senior management team have spent some time carefully considering the feedback provided and reflecting on the change proposal. Further to this, I worked with members of the senior management team and the regional managers to make changes that would reflect a structure responsive to the needs of Playcentres.

Please note that most of Phase 2 was written by Sean McKinley before he went on sick leave in September. In the report where it mentions "I" in the first person are Sean's actual decisions made in relation to the seven Playcentre function areas pertaining to phase 2.

I am aware that any change of structure can be challenging personally and professionally and am committed to fully supporting everyone through this process. I will keep you informed as we implement the new structure.

Ngā mihi me ngā manaakitanga ki koutou katoa rā.

A handwritten signature in blue ink, appearing to read 'Thomas Tawhiri', is placed on a light-colored rectangular background.

Thomas Tawhiri
Acting General Manager

Document Purpose

1. On 25 February 2020, General Manager Sean McKinley released a consultation document detailing a proposal for changes to the structure of some functions within Playcentre and invited feedback on the proposal. The consultation period was to close on 9 March 2020 but was extended by one week at the request of some staff.
2. Just after the consultation period closed the full impact of Covid-19 began to impact on Aotearoa New Zealand and within two weeks we were at Level 3 then Level 4. We were also anticipating the Budget announcement on 14 May and after that announcement we have been in continued negotiations with government Ministers as well as generating media coverage of the difficulties facing Playcentre Aotearoa.
3. This paper confirms the Phase 2 restructure.
4. Phase 2 restructure will strengthen Playcentre's professional structure to deliver more effectively and efficiently from both a financial and service perspective to Playcentre's membership.
5. Playcentre Aotearoa is very much at a crossroad as we enter this new phase. We have been given a clear direction by Government that we need to reassess our position in both the early childhood education environment and also in the wider community. We have been asked to go back to our history and bring that with us as we go forward and carve out a new place for Playcentre to follow our philosophy and support families growing together – Te Whānau Tupu Ngātahi o Aotearoa. As a parent-led, volunteer-based organisation we have always come up against many challenges as we tried to fit into an early childhood education setting that was focused on teacher-led and commercial for-profit initiatives.
6. This decision document is very much focused on preparing Playcentre to engage in the early childhood education environment on our terms with the needs of Playcentre whānau at the forefront and recognising parents as the first and best educators of their children. It also positions Playcentre to be much more than an ECE provider by supporting and reclaiming the successful position we have led as a provider of education and support for the whole whānau.
7. In consideration of the feedback received and our financial position post budget this phase 2 document sets out the final structure for the functions covered in the change proposal and includes the key components of the new structure with the following additional detail available:
 - The collated feedback from staff/centres and response to this (Appendix 1)
 - Organisation charts for the current and confirmed structure (Appendix 2 & 3)
 - Impact of decisions on existing positions (Appendix 4)
 - A list of new positions (Appendix 5)
 - Position Descriptions (separate document)
 - Answers to some questions you may potentially have (separate document)
8. These documents and a presentation will be emailed to all Playcentre employees. Please contact consultation@Playcentre.org.nz if you did not receive a copy of any of the documents or have any implementation questions.

Consultation and Feedback

9. A total of 268 submissions were received from employees and centres.
10. All feedback was carefully considered, and some different variations of structure design considered. Your feedback greatly assisted me in thinking about the final design.
11. Information on feedback received is available with responses in Appendix 1. While it has been necessary to summarise many of the points and suggestions made, I have done my best to accurately capture the essence of submissions in the Appendix.
12. I have also updated position descriptions based on the feedback provided.

Funding / Financial Situation

13. From the feedback people indicated that they would like a better understanding of Playcentre's financial situation. This feedback was largely addressed by the introduction of Finance Updates throughout the year. I have summarised this information below in case anyone has not seen the Bulletin.
14. Having recently completed our 2019/20 amalgamated accounts and are still operating in significant deficit both at the National and centre level.
15. When we prepared the budgets for the 2019/20 year the budgeted loss was very similar to the combined loss of for the 2018/19 year i.e. just under \$3m, however rather than look to increase levies we have tried to address this through cost saving and revenue gaining measures. This has been successful, and we have reduced the National Deficit by over \$1.5m against budget. However, we still have a deficit of over \$1m.
16. Detailed understanding of how much money is being spent helped to progress our discussion with the Ministry of Education as we are able to provide factual evidence of why a 1.6% increase in funding over 6 years was simply not adequate and needed to be addressed. However, the subsequent 2020 budget allocation of \$3.1m over four years was significantly less than expected and needed. Playcentre Aotearoa continued to negotiate with Ministers to address the financial issues that Playcentre Aotearoa was experiencing and the outcome was that we were allocated an additional \$500,000 to undertake an assessment on our Playcentre buildings and a further \$3.7m to offset our projected deficit and give us 'breathing room' for 12 months to reassess how Playcentre should operate in the foreseeable future. This additional allocation of \$4.2m only addresses our current financial deficit for the next financial year and there is no commitment to provide further funding to offset the future deficits that will occur under our current structure. In short it does not change the underlying issues that Playcentre needs to address to ensure that any funding we receive is spent appropriately and with the long-term future of Playcentre in mind.
17. The changes being made to our structure on its own will not provide the solution to the current funding shortfall but I think they will provide the basis of putting Playcentre on to a firm working foundation to be able to access broader and greater funding and to operate more efficiently. Along with the measures we put in this year we have a brighter financial future and good outlook for the next 3-5 years in order to address our long term funding needs.

Final Decisions

1. At a high level I am confirming that there will be seven functional areas within Playcentre that will work together to support centres, regions and the organisation nationally. In some instances, functions will join to better utilise resources and knowledge:

Centre Support

Playcentre Education

Te Ao Maori

Finance

Property and Safety

Human Resources

Communications

2. As part of the change proposal I proposed some changes to our regional structure. Feedback noted both support for the merger of regions and some concerns that the "voice" and knowledge of the Northern North Island and Southern South Island regions may be lost. In addition, some concerns were expressed that the South Island would be too large a region resulting in less effective centre support.
3. On reflection of the feedback received the Auckland and Northern North Island regions will be merged. The Southern South Island however will continue to operate and will be re-assessed in twelve months' time.
4. As part of the change process we will assess the need for a Regional Lead position in Whangarei and whether this is needed to ensure the new regional structure will be successful. The Regional Managers, in consultation with the General Manager and HR Manager, will explore the option of basing roles either at centres or working from home aiming to minimise accommodation costs.
5. The Southern South Island Region will remain as it is for the short-term while we work to increase the viability of the region. We are anticipating that as we negotiate more favourable compliance terms and broaden our scope of delivery that the Southern South Island will have an opportunity to increase participation across a variety of programmes more suited to the geography and population of this area. This will be reviewed after a year to again assess the ongoing viability of having a regional office presence in this area.
6. A new regional name of Upper North Island has also been identified for the Auckland and Northern North Island regions following feedback.
7. Having carefully considered the feedback I am confirming that we will move to the following regional structure:
 - Upper North Island (combining current Northern North Island and Auckland regions)
 - Central North Island
 - Lower North Island
 - Upper South Island
 - Southern South Island
8. I am also confirming the following offices will close:
 - Northern North Island
 - Sub hub office in Whangarei
9. The timeframe for changes to our regional structure and closure of offices will be worked through as part of implementation.

Finance Function

10. As part of considering the future focus of this team I noted:

- The potential for increasing efficiency and reducing costs by centralising all finance positions.
- Opportunities for efficiencies and cost savings in relation to establishing bulk purchasing arrangements for commonly used services and suppliers.
- The need to provide centres and staff with a better understanding and easy access to financial information.
- Opportunity to provide greater management oversight over cash handling roles and sensitive financial information by moving these functions into office-based roles.
- Stronger financial position through better applications and support for centres of the Grants function.

11. In addition to some concern regarding the reduced number of hours the majority of feedback for the finance function asked for greater clarity in three areas which are outlined below:

- Centralising finance positions was intended to refer to positions within the national finance team with no changes proposed to the way centres manage their finances or banking arrangements.
- Ongoing support for Centre Treasurers is not impacted by the change proposal and the askfinance@Playcentre.org.nz email has been set up to address this.
- Bulk purchasing is intended to look at where Playcentre spends large amounts of money e.g. Telecom's provision and ensure we are getting best value for money. The Finance team will also seek to negotiate discounted rates from commonly used suppliers for smaller purchasing areas e.g. craft resources with the intention that centres would have the option of using the discounted rate suppliers.

12. Having carefully considered the feedback I am confirming the following changes:

- One part time Accounts Administrator home based position will be disestablished (currently vacant).
- A part time (20 hours per week) Accounts Administrator – Purchasing/Grants be established at the National Service Centre in Mana, Wellington.
- The Finance team becomes responsible for leading bulk purchasing activity.
- The finance team become responsible for National Grant applications and Centre Grant support.
- The Finance team works closely with other teams to further develop and enhance financial management information available.

13. Organisational charts reflecting the current and confirmed new structure are attached in Appendix 2 and 3.

Te Ao Māori Function

14. In phase two the Te Ao Māori Function area now has the opportunity to re-set its bicultural strategy **Te Mahere 2040** and its vision of Te Ao Māori being inter-woven through-out Te Whānau Tupu Ngātahi o Aotearoa.
15. As part of re-set **Te Huringa Pūngao**, the strategic plan designed for operations as part of Te Mahere 2040, has as its base ten key Māori tikanga (values and principles). The re-set and strategy roll-out will give Playcentre a fresh approach to its Te Ao Māori perspective and enable a different level of effectiveness of Māori cultural practices across the organisation. However, due to the limited resourcing with only a few key staff allocated to the Te Ao Māori function it is important that we look at innovative ways in which to create platforms that give centres opportunities to engage in the Te Ao Māori.
16. The Te Ao Māori Function and the progression of both Te Huringa Pūngao and Te Mahere 2040 will sit in the Playcentre Education operational area to ensure that this becomes an integral part of the overall development of Playcentre. This will ensure that the development of a delivery model is responsive to Te Ao Māori and enables direct access for Playcentre whānau to support their capability building in the bicultural space.
17. As part of considering the future focus of this team I noted that:
 - We need to ensure Te Ao Māori is incorporated into everyday operations, assisting employees and volunteers to understand Māori traditions and values, and how these should be part of the fabric and culture of Playcentre.
 - Te Ao Māori function has resourcing to review and oversee any Playcentre content or programmes using Te Reo Māori, tikanga Māori, Mātauranga Māori or Kaupapa Māori to keep the organisation safe with only culturally appropriate material used.
 - Implement and facilitate the roll out of the Te Mahere strategy using Te Huringa Pūngao as its operational plan for across Playcentre Aotearoa.
 - Identify platforms of influence, for example Regional Managers, centre facing support staff etc., in the roll out of Te Huringa Pūngao.
 - Development of a delivery model that is cognisant of technology and its use to deliver to Playcentre whānau-wide.
 - We need to develop resources to support Managers to help Playcentre staff to develop and enhance their cultural capability.
 - We need to develop resources that support centres to develop their bicultural practices and I anticipate that there are already some good resources and practices available within individual centres that could be usefully shared more widely to support this.
 - Develop an evaluative Māori cultural tool used to support centre capability in the bicultural space.
 - We need to assist centres to develop bicultural practices and an effective way to support this would be to develop and enhance community links with Iwi and Māori to enable and provide for an ongoing bicultural learning environment.
 - Current resourcing for this function is not enough and a greater investment in developing the Te Ao Māori function is a high priority.
18. Feedback indicated support for the proposal as well as some concerns that there are insufficient hours to undertake this work, the regional split of hours is not equitable, roles would be better focussed on supporting centre rather than engaging with community groups and/or developing Playcentre staff cultural capability.
19. I think it is important that Playcentre develops and enhances community relationships to enable centres to develop and enhance access to bicultural community support as this will be key to further enhancing/developing our bicultural practices.
20. I also acknowledge that there are not enough hours or resources to allocate to this important area of work and we will be identifying opportunities to apply for new external funding for Te Ao Māori activities. I note that it is unlikely that we will receive additional funding that would enable Playcentre to be able to afford a large number of Te Ao Māori Fieldworkers to be able to work closely with every centre.

21. In recognition of these challenges in addition to community support I want our centre facing regional staff to be responsible for providing bicultural practice support to centres as part of an integrated approach to centre support that is inclusive of bicultural considerations. In addition to providing bicultural support to centres this approach also aims to incorporate bicultural practices holistically into the way we support centres. Developing/enhancing the capability of our people will be a key area for focus to help achieve this.
22. The new Kaiwhakahaere Hononga Māori (Māori Relationships Manager) will work closely with the Te Ao Māori Fieldworkers to develop a plan that is reflective of our current resource levels and can expand as additional funding is secured. The Kaiwhakahaere Hononga Māori will also be working with the Te Ao Māori Fieldworkers to ensure support is in place for the centre-based Bicultural Officers.
23. Establishment of a national review or advisory team for the Te Ao Māori function from an operational perspective identifying bicultural themes emerging from the Playcentre membership could consist of both internal and external members with kaumatua also attached to the national service centre office.
24. Having carefully considered the feedback I am confirming the following changes:
 - The new names proposed for the Te Ao Māori Fieldworkers is **Te Kaihononga Māori (TKM)** or **(TKM) Te Kaitiaki Māori** which aligns well with the Kaiwhakahaere Hononga Māori manager as relationship building positions. The final decision on the name will be made after consultation with Te Whare Tikanga Māori and the Trustee Board.
 - Five regionally based Te Kaihononga Māori (TKM) or (TKM) Te Kaitiaki Māori positions will reporting to the Te Kaiwhakahaere Hononga Māori.
 - Establishment of the Te Ao Māori project role and will be fixed term for 12 months to plan the implementation of the Te Mahere 2040 and Te Huringa Pūngao strategy across Playcentre as identified in phase 1. The position will report to the Kaiwhakahaere Hononga Māori.
 - The number of hours for each Te Kaihononga Māori (TKM) or (TKM) Te Kaitiaki Māori will increase to reflect the new skills required for the level of work in strategy implementation, review and systems development.
 - The Kaiwhakahaere Hononga Māori will require the Te Kaihononga Māori (TKM) positions to spend their substantial role in the Te Ao Māori function work.
 - Under phase 2 the Te Ao Māori Field Worker hours will increase to 20 hours per week.
25. In consultation with Te Kaiwhakahaere Hononga Māori and based on the specialised knowledge required of the Te Ao Māori Field Worker coupled with very limited staffing resource; Disestablishment of the Te Ao Māori Field Worker position was retracted.
26. The Te Ao Māori Field Worker position is confirmed with some changes to the Job Description. Hence, they will not be part of the ongoing process in Phase 2.
27. Organisational charts reflecting the current and confirmed new structure are attached in Appendix 2 and 3.

Pasifika Focus

28. As part of considering the future focus of Playcentre I noted that we need to invest in developing our Pasifika focus which is an important part of Playcentre's philosophy. I noted in the consultation document I expect the Kaiwhakahaere Hononga Māori to assist us to develop more support for Pasifika after the work to implement the Te Mahere 2040 strategy is further progressed and that ongoing work in respect of Pasifika will be dependent on identifying and securing new external funding opportunities.
29. Feedback noted that it was important that Pasifika was recognised and considered separately from Te Ao Māori. I agree with this feedback and will work with the Te Kaiwhakahaere Hononga Māori to gain the benefit of his experience as we begin to look at our Pasifika focus.

Playcentre Education

30. As part of considering the future focus of this team I noted that:
- Programmes, Education and PLD are typically viewed as separate areas of Playcentre but need to be aligned with shared focus on development of Playcentre people.
 - Having pedagogy leadership for this function is important.
 - PLD is recognised as a valuable resource with a number of opportunities to expand this further identified within feedback.
 - Licensing/funding qualification requirements are over complicated and may be set at too high a level (I am working with the Ministry of Education to review this).
 - The Education programme needs to be more accessible to our centre members who have expressed considerable interest in online training delivery. I also noted that other teams in Playcentre could make use of online training delivery for example Health and Safety training for all staff, training for office holders etc.
 - Extra work is created for the payroll team through manual processing of timesheets for all Education/ PLD Commenters and Facilitators (instead of using our online timesheet TimeFiler system) and having a separate monthly pay run for PLD Facilitators. I also note that our 2019 external Audit (and feedback from some of our staff) has also recommended a change to TimeFiler to ensure payroll is accurately processed without requiring significant amount of additional payroll time.
 - The large volume of Facilitators and Commenters in Education (often undertaking a relatively small number of hours) makes management, quality assurance and providing PLD for these staff difficult to do well. I also note that we need to have a reasonable number of people in these roles to support our ability to run workshops nationally without incurring large travel costs.
 - Ideas and opportunities to improve these functions were identified in feedback.
 - The potential for reducing costs by combining and centralising Education, Programme and PLD administration while also providing an opportunity to have administrative support available full time and therefore be more accessible to Playcentre Members.
 - We need to ensure that we effectively manage our national programmes to ensure that the programmes are organised and supported to operate consistently in each region and that we maximise their application.
 - We need to provide our regional staff with support to ensure that education, sessional and programme services are centre focused, well designed, consistently applied and have access to the appropriate resources.
 - We need to provide a more equal distribution of education and programme coordination resource across regions to reflect the volume of work of each region.
 - The potential for reducing costs by centralising all programme administration.
 - Feedback from staff indicating that the education and programme function was an integral part of the regional structure and should report to the Regional Managers.
 - From reviewing our overall structure, I need to ensure that the appropriate balance of funding/resources between education and programme management and leadership of core sessional work.
 - Feedback also recommended retaining current Programme Coordinator and Administrator positions within regions particularly whilst systems are streamlined.

- Generally, the feedback for Education and PLD indicated support for merging Education and PLD functions with some changes suggested to titles and location of roles.
- Feedback also expressed some frustrations/ideas for changes in relation to current education arrangements.
- Feedback also recommended retaining current Administrative roles within regions particularly whilst systems are streamlined and to also enable any changes arising from implementation of the new education programme (e.g. support required for online courses) to be considered.

31. Having carefully considered the feedback I am confirming the following changes:

Programme Education and PLD Management roles:

- The part-time home-based Tertiary Education Funding Manager, Training Coordinator and PLD Director, PLD Programme Manager positions are disestablished.
- A new full-time position of a Pedagogical Lead is established based at the National Service Centre in Mana, Wellington or a regional office.
- A new full-time position of Education Lead is established based either at the National Service Centre in Mana, Wellington, a regional office or is a home-based role, reporting to the Pedagogical Lead.
- A new part time position of PLD Lead is established based either in the National Service Centre in Mana, Wellington, a regional office or is a home-based role reporting to the Pedagogical Lead. Preference will be for the person appointed to this position to also be a PLD Facilitator. The PLD Lead role will encompass the current PLD Programme Manager position (associated with the SELO 1 programmes).

Programme Administration and Coordination and Programme/SPACE Centre Coordination:

- The Programme Coordinator, Administrator and Programme/SPACE Centre Coordinator positions in the regions are to be disestablished.
- A new role of Whānau Programme Lead will be established to cover the coordination and administration of centre-based programmes. This position reports to the Regional Manager and will be based in the regions as follows:
 - 1.75 fte Whānau Programme Lead in the Upper North Island.
 - 1.5 fte Whānau Programme Lead in the Central North Island.
 - 1.5 fte Whānau Programme Lead in the Lower North Island.
 - 0.75 fte Whānau Programme Lead in the Upper South Island.
 - 0.25 fte Whānau Programme Lead in the Southern South Island.

Education Coordination:

- The part time Education Coordinator positions in the regions are disestablished.
- A new role of Education Assistant is established to provide administration support for the provision of education and reports to the Education Lead.
- Establishment of 1.0 fte Education Assistant based in the National Service Centre in Mana, Wellington

Education Administration:

- The part time Education Administrator positions in the regions are disestablished.
- New Student Support Coordinator roles are established to coordinate the provision of education reporting to the Education Lead
- Establishment of 2 x full time Student Support Coordinators (1 x based in NSC and 1 x based in a region).

PLD Facilitation & Administration:

- The PLD Administrator positions are disestablished.
- All PLD Facilitators will change to being paid fortnightly (rather than current monthly pay arrangement) and will be paid on an hourly rate basis for the work they complete using TimeFiler to record hours worked. This change will take effect from approximately Term One 2021.

Education Facilitation/Commenting:

- Education Facilitators and Commenters will also use TimeFiler. This change will take effect in Term One 2021.

Other Activity:

- A temporary position of Tertiary Education Funding Advisor will be established for up to 12 months to support the establishment of the Playcentre Education service to ensure compliance with tertiary education funding and reporting.
- A review of the number of casually employed Education Facilitators and Commenters required by Playcentre will be undertaken within the next 12 months by the Playcentre Pedagogical Lead, Education Lead and the HR Manager.
- The Pedagogical Lead will also review ideas/feedback raised and work closely with their team to speed up the roll out of the new Playcentre Education function and streamline and improve systems and support for all participants.

32. Organisational charts reflecting the current and confirmed new structure are attached in Appendix 2 and 3.

Centre Support

33. As part of considering the future focus of this team I noted that:

- Centres would be better supported by having access to more resources available online and having access to centre facing staff with more hours available to provide support.
- Having centre facing roles filled on a regional basis rather than employed to support specific centres would provide greater flexibility to support changing needs of different centres.
- The large volume of centre facing staff (often undertaking a relatively small number of hours in multiple roles) makes management, quality assurance and providing PLD for these staff difficult to do well.
- There is an opportunity to look at redefining the Centre Administrator and Centre Support Worker positions, noting that the Centre Administrator role is reducing in size following the introduction of Discover and the potential to reduce some travel costs by not having both positions having to be onsite in centres.
- Most of the feedback signalled that the support provided by centre facing roles is highly valued by centres.
- We need to ensure all funding hours are being claimed and increase participation and session numbers feedback noted that some centres currently pay to have a person responsible and other centres use volunteers.
- Access to good quality data and information will support regional teams to identify and implement opportunities for improvement.

34. The main feedback themes were:

- Support for the creation of the management and centre supporting leader positions with some suggestions regarding the proposed job descriptions and titles.
- Mixed views on the creation of the Centre Advisor position with some suggestions regarding the proposed job description and title.
- Some concerns regarding the number and way Centre Advisor positions were proposed to be allocated. Concern that undertaking a Centre Advisor role 5 days per week would mean that employees could not undertake a centre based and/or Facilitator role.
- Need to support the induction and development of Centre Advisors in their new positions.
- Ideas on the support needed to ensure Discover implementation is completed effectively.
- Feedback from a centre perspective regarding online documentation/resources that would be useful for centres and reduce the amount of support centres need.
- Limited support for the establishment of a national telephone helpline (as a result this will not be implemented).

35. Having carefully considered the feedback I am confirming the following changes.

Management/National:

- The Service Delivery Manager, six Regional Manager and the newly created vacant National Programme and Design Manager positions are disestablished.
- A new full time National Support Manager position is established based at the National Service Centre in Mana, Wellington reporting to the General Manager.
- Five new Regional Manager positions are established based in each regional office reporting to the National Support Manager.

Centre Support Coordinator:

- All current Centre Support Coordinator positions are disestablished.
- The following new Regional Support Lead positions (hours to be negotiated with HR and Regional Managers and may be expressed as a range) are established reporting to the Regional Manager. These positions will work 52 weeks per year:
 - 1.5 Regional Support Lead positions in the Upper North Island.
 - 1.5 Regional Support Lead positions in the Central North Island.
 - 1.5 Regional Support Lead positions in the Lower North Island.
 - 1.125 Regional Support Lead positions in the Upper South Island.
 - 0.375 Regional Support Lead positions in the Southern South Island.

Regional Funding Administrators:

- New Regional Funding Administrator positions (hours to be negotiated with HR and Regional Managers and may be expressed as a range) are established reporting to the Regional Managers. These positions will work 52 weeks per year:
 - 3.25 fte Regional Funding Administrator positions in the Upper North Island.
 - 2.75 fte Regional Funding Administrator positions in the Central North Island.
 - 2.75 fte Regional Funding Administrator positions in the Lower North Island.
 - 2 fte Regional Funding Administrator positions in the Upper South Island.
 - 1 fte Regional Funding Administrator position in the Lower South Island.

Centre Support (Centre Support Workers / Centre Administrators):

- All Centre Support Worker positions are disestablished.
- All Centre Administrator positions are disestablished.
- New Centre Advisor positions (hours to be negotiated with HR and Regional Managers and may be expressed as a range) are established reporting to the Regional Support Leads. These positions will work 48 weeks per year:
 - 7.5 fte Centre Advisor positions in the Upper North Island.
 - 5.625 fte Centre Advisor positions in the Central North Island.
 - 5.625 fte Centre Advisor positions in the Lower North Island.
 - 5 fte Centre Advisor positions in the Upper South Island.
 - 2.5 fte Centre Advisor positions in the Lower South Island.
- I have considered everyone's feedback and think that the roles providing centre support and centre compliance assurance need to be addressed individually to ensure the most effective way we can support centres.
- This will involve the Centre Advisor providing ongoing day to day operational and relationship support to centres and ensuring that centres meet their regulatory and reporting obligations as licensed centres.
- This role will be allocated to individual centres which will enable them to build relationships and understanding. However, there will also be flexibility to change the centres allocated from time to time as centres needs change. I expect Regional Managers to develop criteria for the allocation to centres to ensure national consistency.
- The number of hours for each Centre Advisor position in each region will be negotiated with the Regional Managers taking into account the hours available to their region, geographical and other distribution considerations. This will include the ability for positions to work 4 days per week which may provide some flexibility for staff to undertake other work within Playcentre.
- Regional Managers will give primary consideration to what will provide the most effective support to centres in an area when considering the hours for each position.
- In lieu of having a national helpline, the new National Support Manager will have a

clear area of focus to provide online information and guidance for centres to minimise the amount of time centres spend on administration and also support the Centre Advisor in their role.

- The Regional Funding Administrators will be trained as Discover Champions as part of their role in each region to work with the Centre Advisor as they support Centres to develop their understanding of Discover and act as point of contact for Discover queries. It is evident from reviewing the current utilisation of Discover that many Centres are missing out on funding and Regional Funding Administrators will have oversight for all centres to ensure that the administrative requirements for Centres are reduced.

Other:

- Service Provider Contact Person duties will be covered by the Regional Support Leads. Where a Centre Advisor is required to undertake this (due to the location requirements of the Ministry of Education) appropriate remuneration will be paid.

Regional Support:

- The part time Regional Administrators positions are disestablished.

Centre Support Training:

- In recognition of the significant changes to regional positions (particularly the new Centre Advisor) a training budget has been established within the HR function to support the development and implementation of training for the new teams.

36. Organisational charts reflecting the full current and confirmed new structure are attached in Appendix 2 and 3.

Technical Support

37. A review of the technology needs of Playcentre Aotearoa will be undertaken by the IT Support position once the new structure is implemented. This will consider the needs of the organisation, a stocktake of current IT/systems/communications and a programme of training for staff to make better use of the Microsoft products available. We will also investigate the implementation of an intranet or centralised HR Information and learning management system to complement the work of staff and members.

Human Resources (HR) Function

38. As part of the feedback we received people asked for greater clarity regarding the role of the Human Resources team and who would be involved in different areas of work and I have provided the following information:

- HR is a centralised function incorporated into every aspect of employment and is a strategic, design and advisory function up and across Playcentre and will develop and review fit for purpose policies, guidelines and procedures for employment matters.
- Current resourcing for this function is not enough or appropriately positioned and it is agreed that the HR function as proposed be redesigned with more resourcing being placed into the HR team. This will remove much of management of the operational HR responsibilities from the regional teams to create a cohesive offering.
- HR is responsible for ensuring all employment is legally compliant, fits within the 'good employer' ideal and delivers smart employment options.
- The team manages and leads all HR related activities including advising and training managers in their HR understanding and responsibilities.
- The HR team is closely interconnected with all other Playcentre functions
- HR is responsible for designing an employment proposition that is full and satisfying to our staff where they can come to work to be the best they can be, be safe in their workplace, and be successful.
- Most importantly, the HR function will work across Playcentre to provide advice and support for cohesive employment delivery for our members.
- HR leads the organisational design and development. This encompasses organisation and

team design to create an appropriate structure to efficiently deliver services to the right people in the right places such as:

- establishment
 - remuneration
 - performance
 - position descriptions
 - employment agreements and wider contractual responsibilities
- Assessing and developing the design of employment. This includes, understanding the basic employment requirements such as:
- what services are delivered to whom
 - the design of the roles to deliver to services
 - what numbers of employees are needed?
 - mix of skill levels are required
 - locations of positions
 - management of positions.
- Among other important disciplines, HR is responsible for the employment life cycle, recruitment and employee training.

39. Having carefully considered advice and feedback I am confirming the following changes:

- The confirmation of 1 x permanent HR Lead to be responsible for providing advice and support to managers and staff, particularly in employment relations, professional development, Induction and Health, Safety requirements.
- The establishment of 1 x permanent fulltime HR Coordinator who will undertake national HR coordination for all HR responsibilities including PD, recruitment and HR projects.
- The establishment of 2 x 0.75 HR coordinators permanently based in NSC or at home by agreement, who will undertake national HR coordination for all HR responsibilities including PD, recruitment and HR projects.

Property Function

40. As part of the feedback we received people asked for greater clarity regarding the role of the Property team and who would be involved in different areas of work and I have provided the following information:

- With the appointment of a new National Property Manager in February 2020, an assessment was undertaken of the needs of Playcentre Aotearoa and based on this assessment the decision to disestablish the Regional Property Coordinator position was retracted.
- The National Property Manager is now disestablished.
- The position of National Property Lead is now established (1 x permanent fulltime at National Service Centre).
- The National Property Lead will report to the Chief Financial Officer.
- The Regional Property Coordinators will report to the National Property Lead.
- The Property function will continue unchanged and is not part of the ongoing process in Phase 2.

Impact of Change

41. A table listing the impact on existing positions is outlined in Appendix 4. A table listing the confirmed new positions is outlined in Appendix 5.

Implementation and Transition

42. To provide people with assurance regarding outcomes and next stages as soon as possible I have outlined below the main implementation timeframes

Process	
<p><u>First, we will work with people whose roles are disestablished to consider their interest / suitability for redeployment to new positions.</u></p> <p>Expressions of Interest requests for most of the new roles will be advertised on the Playcentre website from 26 November 2020 and each will include the closing date for that specific position.</p> <p>People will be asked to inform us of their interest in any of the new positions by completing the EOI form which is included in each advertisement. They will be asked to provide any background information they would like the selection panel to be aware of. A brief CV outlining key skills, qualifications and experience relevant to the position will be helpful.</p> <p>People will be able to express an interest in more than one position.</p> <p>Interviews will be scheduled, and the selection panel will shortlist and undertake interviews and will typically comprise the Hiring Manager (ie the line manager), and another manager.</p> <p>Interview questions will cover the key competencies, skills, attributes and experience outlined in the position descriptions.</p>	
<p>The panel will determine whether selection tools are required for considering suitability for the position.</p> <p>The information provided by the employee (e.g. CV), the interview (and references and potentially selection tools) will be used by selection panel to make selection decisions.</p>	
<p><u>Recruitment</u></p> <p>Any remaining positions will then be advertised (all positions will be advertised under the vacancy section of Playcentre’s website with roles also advertised more widely externally at the discretion of the relevant Hiring Manager).</p>	<p><i>These will be completed as the vacancies arise with the expectation that all vacancies will be successfully recruited to by the end of term 1 2021. Interviews may be scheduled through holidays.</i></p>

43. Transition to the new structure:

- Now that the structure has been finalised the HR Manager and I will work with managers to plan transition to the new structure and note that this may be phased differently for different function or teams.
- I anticipate that it will be possible to transition to some elements of the new structure relatively quickly with some timing dependent on appointments to new management positions. I anticipate this would mean that by the end of January 2021 appointments may have been made to most management positions (though any external appointed candidates may not have started) and that it may be possible for some new teams to have been established.
- Necessity may also see appointments to roles where a manager has either not been appointed or can't be in their role for an extended period.

Employee Support

44. If you have any concerns, please do not hesitate to discuss this with your manager, Kate Woods Human Resource Advisor Ph 027 207 2099

email: hr.advisor@playcentre.org.nz

45. You are also able to contact our Employee Assistance Programme Provider Workplace Support 24/7 on 0800 443 445 (website workplacesupport.co.nz).

Appendix 1 – Consultation Feedback

This table summarises the feedback I received on the structure proposal. I received 268 submissions from employees and centres. I really appreciate the time and effort people took in preparing their submissions and participating in the consultation process. This feedback greatly assisted in shaping the final decision.

All feedback received was reviewed and a summary of the feedback themes are listed in this document. To ensure anonymity, I have not included every verbatim response. However, in summarising the feedback, I have endeavoured to accurately represent the themes of feedback raised. Feedback themes are listed with the left-hand column showing the submission theme and the right-hand column providing a response that summarises how the feedback has influenced the final decisions.

Feedback Themes		Response
Overall	<ul style="list-style-type: none"> Understand that changes are necessary to the long-term viability of Playcentre. The proposals don't fit Playcentre philosophy and this may result in reducing interest in remaining with Playcentre and centres becoming less parent led and more teacher led. 	<p>Feedback has been noted.</p> <p>I acknowledge that key elements in the structure are different to our current way of operating but the current way of operating with large numbers of small roles is not a model that Playcentre can afford to keep operating.</p>
Funding	<ul style="list-style-type: none"> Support engagement with Ministry of Education regarding funding. Need to consider sponsorship options to increase funding. Promote Playcentre philosophy and education so that more parents are actively involved, and less centre paid staff required. Need to have clear/realistic expectation from rural centres in relation to funding. 	<p>Feedback has been noted.</p>
	<ul style="list-style-type: none"> Greater transparency needed from trustee board regarding the levies and how monies are being spent. Unclear what the funding shortfall is and what savings will be generated from the change proposal. Not confident that we will not need to look at structure again. Concerned that centres will be expected to pick up funding shortfall. 	<p>Having recently completed our first amalgamated accounts, we have the first true picture of the financial health of Playcentre. For the 2018/19 year the group had a net loss of \$7.8m of which \$4.2m is a one-off adjustment to building values.</p> <p>When we prepared the budgets for the 2019/20 year the budgeted loss was very similar to the combined loss of for the 2018/19 year i.e. just under \$3m.</p> <p>Some of the key contributing factors to this situation include:</p> <ul style="list-style-type: none"> Reduction in revenue from changes to education requirements pushing more centres to become Playgroups or resulting in centres dropping sessions. Only 1.6% increased funding since 2014 meaning we have not kept up with inflation. The requirement from the Ministry to have online RS7 submissions has resulted in spend on internet and telecoms to the centres now at over 20% of the Playcentre Budget. Property insurance is \$500k pa and keeps rising with seismic activity within NZ. Deferred maintenance - in order to make ends meet many of our centres and Associations were deferring maintenance pushing our spend in this area to over 300% the initial property budget just to meet essential reactive spend. <p>With a detailed understanding of how much money is being spent and where has really helped to progress our discussion with the Ministry as we are able to provide factual evidence of why 1.6% increase funding over 6 years is simply not adequate and needs to be addressed. These discussions are ongoing.</p> <p>The changes being made to our structure on its own will not provide the solution to the current funding shortfall but I think they will provide the basis of putting Playcentre on to a firm working foundation to be able to access greater funding and to operate more efficiently.</p>

Feedback Themes		Response
Change Process	<ul style="list-style-type: none"> Appreciate the opportunity to provide feedback. Good to have General Manager visiting offices to explain consultation. Not many people had the opportunity to submit ideas before the consultation document was produced. Insufficient time provided for feedback to the change proposal. Change documentation too long to read for those with limited time available. Concerned that although consultation document is presented as a proposal it is very detailed and decisions are already made. Frustrated some questions were not answered during consultation. Concerned that staff have been given notice of disestablishment even though document is a proposal. Unclear why some roles are proposed to be disestablished when only the number of hours to be worked are different. 	<p>Centres and staff were provided with an opportunity to contribute ideas for changes prior to the development of the proposal with centres being sent a survey. Feedback was also collected at the AGM. Centres and staff were also able to provide feedback during the consultation period.</p> <p>The timeframe was established after considering time needed for people to be able to provide feedback as well as ensuring it wasn't too long for people impacted by the change to wait to know the outcome.</p> <p>The consultation documentation was comprehensive as I wanted to ensure staff had access to all the information that they needed to understand the proposals and be able to provide feedback. I reviewed and carefully considered all feedback before decisions were reached.</p> <p>As part of a change proposal we are required to:</p> <ul style="list-style-type: none"> Let staff know of the impact of <u>proposed</u> changes on their roles. Propose roles are disestablished if any significant employment terms and conditions are different for the proposed role e.g. location/hours worked etc. <p>The large volume of feedback which sometimes incorporated questions did mean that we may have missed responding to some questions and I apologise for any that were missed.</p>
Region	Support the amalgamation of South Island and Auckland regions.	Feedback has been noted.
	<p>Auckland:</p> <ul style="list-style-type: none"> Upper North Island is more suitable regional name. Concerned that Northland voice and local knowledge will be lost. Opportunity for Centre Support Lead to be based in a centre in Whangarei to saving on accommodation costs. <p>South Island:</p> <ul style="list-style-type: none"> Need local geographic knowledge and knowledge of local centres. Too big a size of region - staff have to travel long distances. Region is very diverse with differing centre needs. As there are a smaller number of centres in the Southern region, they may not get sufficient thought from manager in Christchurch. While centre numbers may be similar sizes for new regions this does not reflect the workload of the Southern region. Very remote when facing difficult issues that require face to face input of regional management e.g. employment issues. 	<p>I can confirm that the new Auckland/Northern North Island region will be called Upper North Island.</p> <p>To ensure the regional leadership/knowledge is not lost in the merged regions we will be working with the Regional Managers to:</p> <ul style="list-style-type: none"> ensure the current focus on the Northern North Island is retained. Regional Managers in other regions will also have input into the location of key positions. The Upper South Island and Southern South Island will not be merged at this time and this will be reassessed in 12 months
Finance	<ul style="list-style-type: none"> The proposed new position description for the Accounts Administrator contains minimal reference to supporting Centre Treasurers and there is a reduction of 10 hours per week proposed for the role. Is the amount of support for Treasures decreasing? 	Ongoing support for Centre Treasurers is not impacted by the change proposal and the askfinance@Playcentre.org.nz helpdesk email has been set up to address this. We have estimated that the work of the new full-time position will be able to be completed in less time than two part time positions.
	<ul style="list-style-type: none"> Not sure if bulk purchasing coordination is needed/centres need to be able to make their own purchasing decisions. 	Bulk purchasing is intended to look at where Playcentre spends large amounts of money e.g. electricity and ensure that we are getting best value for money. For smaller purchasing areas e.g. craft resources it is likely that we will look to negotiate discount rates so that where centres <u>choose</u> to order from a nominated supplier then they will receive the negotiated discount. There is no proposal to establish central bulk purchasing of all supplies for centres.

Feedback Themes		Response
Finance	<ul style="list-style-type: none"> Concerned that reference to centralisation of financial positions in the consultation document refers to reduction in centres independence for managing their own finances. 	The reference to centralising in the consultation document referred to the employees that are managed by the national Playcentre finance team. No changes were proposed to the way centres manage their finances or bank arrangements.
Te Ao Māori	<ul style="list-style-type: none"> Support the changes proposed. Work outlined in the job description is not achievable in the hours allocated and the split of hours across regions is not equitable. If more funding becomes available, then need more resources/spread roles across each region to be able to develop relationships with iwi. Role needs to be in the centres with parents not in the community. Role should not be focussed on supporting staff development – should be focussed on supporting centres. Centre facing staff do not necessarily have strong capability in Te Reo and tikanga Māori so need support to upskill. Aspirational job description and needs to reflect the journey to get to this point. Job description does not tie in with the Bicultural Officer role description which has the Te Ao Māori Fieldworkers as their key contact point. 	<p>I think it is important that Playcentre develops and enhances community relationships to enable centres to develop and enhance access to bicultural community support as this will be key to further developing our bicultural practices.</p> <p>I acknowledge that there are not sufficient hours to allocate to this important area of work and we will be identifying opportunities to apply for new external funding for Te Ao Māori projects. I note that it is unlikely that we will receive additional funding that would enable Playcentre to be able to afford a large number of Te Ao Māori Fieldworkers working very closely with every centre.</p> <p>I therefore want our centre facing regional staff to be responsible for providing bicultural practice support to centres as part of an integrated approach to centre support that is inclusive of bicultural considerations. In addition to providing bicultural support to centres this approach also aims to incorporate bicultural practices holistically into the way we support centres. Developing/enhancing the capability of our people will be a key area for focus to help action this.</p> <p>The new Kaiwhakahaere Hononga Māori (Māori Relationships Manager) will work closely with the Te Ao Māori Fieldworkers to develop a plan that is reflective of our current resource levels and can expand as additional funding is secured. The Kaiwhakahaere Hononga Māori will also be working with the Te Ao Māori Fieldworkers to ensure support is in place for the centre Bicultural Officers.</p>
	<ul style="list-style-type: none"> Role needs different job title / Job Description needs to be developed with Fieldworkers. 	The new names proposed for the Te Ao Māori Fieldworkers is Te Kaihononga Māori (TKM) or (TKM) Te Kaitiaki Māori which aligns well with the Kaiwhakahaere Hononga Māori manager position. The final decision on the name will be made after consultation with Te Whare Tikanga Māori and the Trustee Board.
Pasifika	<ul style="list-style-type: none"> Pasifika should not be referred to under Te Ao Māori within the consultation document. 	Feedback agreed and has been noted.

Feedback Themes		Response
Education and PLD	<p>Feedback/Ideas:</p> <ul style="list-style-type: none"> • Education needs to be more accessible. • Frustrated by slow roll out of the new programme. • No engagement with stakeholders regarding education programme changes. • Current education and licensing causes burden and support any moves to get this changed. • Difficult to attend training currently if live in more isolated area as minimum workshop numbers are challenging. • Useful to get partial qualifications accepted as “qualified” person status i.e. someone working towards completing the C series. • Most education systems need to be reviewed/streamlined. • Staff have to maintain a range of old databases that existed pre amalgamation. • Students don’t complete assignments – booklets need clearer instructions and outcomes. • Course names need to change to be more appropriate/identifiable. • Online learning is really good and much more accessible. • Online learning is not necessarily suitable for all - some people don’t have internet access/face to face workshops are more popular. • Online learning is great but need more student support to help mentoring and keeping students motivated. 	<p>Feedback, frustrations and ideas noted (as well as ideas noted within the consultation document).</p> <p>I expect the new Pedagogical Lead to review ideas/feedback raised and work closely with their team to speed up the roll out of the new Education programme, streamline and improve systems and support for students.</p> <p>I note the different views regarding online learning and also the significant feedback regarding making education more accessible. While online learning may not be suitable for the whole Education programme it will need to be a significant part of the future programme to ensure that we can provide high quality learning in a cost-effective and accessible way.</p>
	<p>Merging PLD and Education</p> <ul style="list-style-type: none"> • Makes sense and will enable better planning and use of Facilitators. • May lead to a loss of focus for each function and will be harder to keep records for funding. 	<p>I think that having separate PLD and Education lead positions will ensure we have focus on each of these areas.</p> <p>I am confident that recording costs for funding purposes will not be difficult to do.</p>
	<p>Management roles:</p> <ul style="list-style-type: none"> • Good to show pedagogical leadership for adult education. • Support creation of the Education & PLD Manager position. • Don’t need an Education and PLD Manager position. • Would generate more applicants for management roles if these could be based regionally/work from home (PLD). • The title of “Lead” for the PLD Lead and Education Lead position should change to Manager or Director. • PLD Lead hours are too low for role/role should be combined with a PLD Facilitator role to make hours more meaningful. • Where will the work associated with the PLD Programme Management role be in the new structure? • It is unclear where the work of the Tertiary Education Funding Manager will be in the new structure? 	<p>Feedback has been noted and I am confirming as part of the new structure:</p> <ul style="list-style-type: none"> • The Pedagogical Lead position may be based either at the National Service Centre or a regional office. This role encompasses the work of the Tertiary Education Manager, but a temporary Tertiary Education Advisor position will be in place during the transition process. • The Education Lead position title is confirmed and may be based at the National Service Centre or a regional office. • The PLD Lead position title is confirmed as PLD Lead, will work an average of 20 hours per week and may be based at the National Service Centre, a regional office or working from home. My preference will be for the person appointed to also be a PLD Facilitator. The PLD Lead role will encompass the current PLD Programme Manager role (associated with the SELO 1 programmes).
	<p>Facilitators:</p> <ul style="list-style-type: none"> • Support the move to online timesheets/fortnightly pay. • PLD facilitation could be done by a small core group of salaried staff with some casual facilitators. • Replace PLD team with centre facing positions who all provide PLD locally to centres. 	<p>Feedback has been noted – the new PLD Lead will look at the option of moving to a small core group of salaried staff with some casual facilitators as part of the next SELO 3 funding round in 2021.</p>

Feedback Themes		Response
Education and PLD	<p>Administrator & Coordinator:</p> <ul style="list-style-type: none"> Administrator & Coordinator need to be co located – different workflows, need to liaise, need local knowledge, increased costs for sending information to Facilitators. Centralising Administrator roles makes sense but needs to have improved systems for functionality, reporting and connection before this happens. Hours are not sufficient to undertake the work. Support for online learning may change the amount and type of work undertaken. Could add PLD Administrative duties into an administrative role where the PLD Lead is based. 	<p>As part of the final decision I can confirm that the Education Coordinator and Administrator positions will become part of the Playcentre Education Service.</p> <p>I expect to provide PLD administration even from within the PLD team or via a regional office nearest to where the PLD Lead is based.</p> <p>I expect the new Education Lead to review ideas/feedback raised and work closely with their team to speed up the roll out of the new Education programme, streamline and improve systems and support for students.</p>
National Support Manager	<ul style="list-style-type: none"> Support creation of role. Job description should: <ul style="list-style-type: none"> Reflect leadership role in relation to negotiations with the Ministry (similar to the Education and PLD Manager job description). Include pedagogical leadership of children’s education in centres. Indicate essential to have Playcentre knowledge. 	<p>As part of the final decision the job description has been updated to incorporate this feedback</p>
Regional Manager	<ul style="list-style-type: none"> Good to recognise longer hours required for role and to retain regional leadership. Replace with additional Centre Support Leader roles in each region. Title should remain Regional Manager to reflect the wide regional responsibility of the role. 	<p>Feedback has been noted - as part of the final decision the job description for this role has been updated to reflect feedback and I can confirm that the title for this position will be Regional Manager.</p>
Centre Support Leader	<ul style="list-style-type: none"> Support creation of roles. Title does not reflect someone who is liaising with centres - change to Coordinator or Facilitator. Need role based in Northland (doesn’t have to be in a dedicated office). Need role based in Dunedin (doesn’t have to be in a dedicated office). The Regional Manager should have discretion where roles are located. 	<p>As part of the final decision I am confirming that the title for this position will be Regional Support Lead.</p> <p>To ensure the regional leadership/knowledge is not lost in the merged regions we will be working with the Regional Managers to:</p> <ul style="list-style-type: none"> ensure the current focus on the Northern North Island is retained. Regional Managers in other regions will also have input into the location of key positions. <p>The Upper South Island and Southern South Island will not be merged at this time and will be reassessed in 12 months</p>

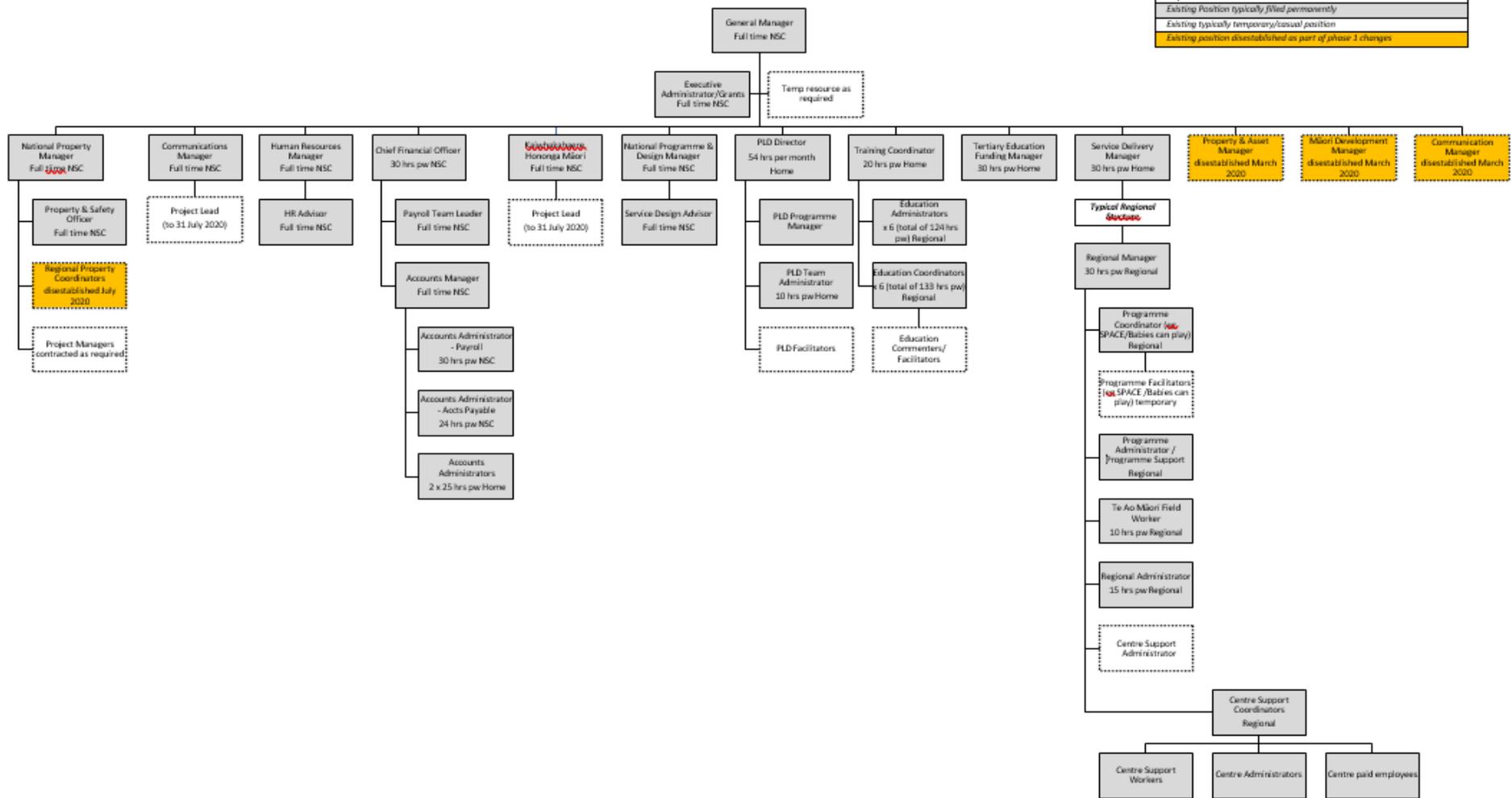
Feedback Themes		Response
Centre Advisor	<ul style="list-style-type: none"> Change title to Centre Support Advisor/Centre Education Advisor/Centre Educator/have Te Reo name to reflect bicultural practices component of role. 	Feedback has been noted and I am confirming that the title for this position will be Centre Advisor.
	Retain the current Centre Support Worker/Centre Administrator positions: <ul style="list-style-type: none"> Different skills required for different elements of role. Removing roles will reduce support to centres. Lose highly skilled staff who are not able to work 25 hours or interested in the role. Reduced number of roles will provide less flexibility to fit right individual with right centres. Discover is not necessarily reducing workload. Underestimated work of the Centre Administrators. With less people limited opportunity to provide relief cover for sickness/vacancies in centres. For rural centres a lot of allocated time may be taken up by travelling. Removing part time roles will result in currently unpaid volunteering disappearing as staff will not have time to do this so could end up with having to employ more people. 	Feedback and differing views have been noted. Centre Advisors will provide broad support for Centres. Centre Advisors will be allocated to individual centres which will enable them to build relationships and understanding with their centre. However, there will also be flexibility to change the centres allocated from time to time as centres needs change. Regional Managers will jointly develop criteria for the allocation to centres to ensure national consistency.
	Support creating the Centre Advisor position: <ul style="list-style-type: none"> Discover has streamlined the Centre Administrator role. Proposal to amalgamate/streamline roles will be positive and is a sensible approach. Opportunity to work more needs based to better direct support where needed. Prefer to have 1 person visiting the centre – greater consistency of advice/build strong relationship. Enables people to focus on one role rather than having multiple roles to make up hours. Having less people doing more will be more efficient. Support having a smaller more connected team 	On average we expect a Centre Advisor to work 25 hours per week but decisions regarding actual hours needed for different areas of each region will be determined by the Regional Manager to take into account the hours available to their region, the geographical and other distribution considerations. This may result in some position being less than 25 hours e.g. 15 hours and some positions being more than 25 hours with the primary driver being how to provide the most effective support to centres.
	Number of Centre Advisors: <ul style="list-style-type: none"> Concern that there is not enough positions. Concern that in merged regions staff may not be equitably distributed. Need to all be allocated to centres – to build relationships, ensure even distribution of work, build understanding of centres, easier to monitor work and appreciate challenges facing individual centres. Need to set criteria for low/medium/high need centres to ensure positions are distributed effectively. Need to appoint suitably skilled people. Good to have flexibility re hours for the positions to be 15 – 40 hours pw rather than 25 hours pw. If hire more people could result in travel costs decreasing and saving money. Working 5 days per week means that people cannot do other roles such as Session Facilitator. 	The number of hours for the Centre Advisor positions in each region will be negotiated with the Regional Managers taking into account the hours available to their region, geographical and other distribution considerations. This will include the ability for positions to work 4 days per week which may provide some flexibility for staff to undertake other work within Playcentre.
	Centre Support Systems: <ul style="list-style-type: none"> Centres need access to straightforward information and instructions of what centres should actually do (e.g. instructions, handbooks, templates and guides for every office bearer role and setting up/development of an operations manual for each centre). Information and systems are not necessarily passed on to new members as not documented creating work for the person taking on roles. Think about how to use technology to keep in contact with centres (in addition to visiting). 	I expect the new National Support Manager to have a clear area of focus of the provision of online information and guidance for centres to minimise the amount of time centres spend on administration and also support the Centre Advisors. I will be working with our current regional management team to ensure that the newly appointed Regional Support Leads and Centre Advisors are well supported and inducted to their new position.
	Support: <ul style="list-style-type: none"> Need to have clear guidance on what positions need to deliver. Ensure new positions are well supported and have good PLD. Need to have budget/resources to train staff in new ways of working after restructure. Establish a regular phone conference call for all Centre Advisors to share knowledge. Roles may be quite isolated so need to ensure well supported and engaged with. 	
	Implementation: <ul style="list-style-type: none"> Retain the Centre Administrator role to iron out all the discovery issues. Useful to have written guidance/Discover champion in each region. 	

Feedback Themes		Response
National Programmes	<p>Programmes:</p> <ul style="list-style-type: none"> • Programme Advisor role will help to look at how we can improve our programmes. • Concerned that a centralised structure will not retain the current quality levels of SPACE. • Concerned that the Babies can Play programme may be stopped as there is ongoing need/demand for this programme. • Using SPACE only centres reduces number of resources required, provides suitable environment, reduces programme coordination and administration hours, fills more quickly than other SPACE programmes <p>Colocation of Coordinator and Administrator required:</p> <ul style="list-style-type: none"> • Provides for quicker and easier workflow. • Programme Administrator needed locally to undertake tasks. • Proposal will lead to cross over and duplication by reporting to different positions. • Need to streamline and review systems before changing Coordinator and Administrator roles. • Phase centralisation of Administrator roles after systems are sorted. <p>Ideas:</p> <ul style="list-style-type: none"> • Merge Programme Coordinator and Administrator into one role. • Could split Programme Coordinator roles differently i.e. not within different areas of the region – could be split according to skills or tasks. • Regional Manager should have discretion regarding location of Programme Coordinator roles. 	<p>As part of the final decision I can confirm that the current structure for the Programme Coordinator, Administrator and Programme/SPACE Centre Coordinator responsibilities will become part of the Whānau Programme Lead function.</p> <p>I expect the new National Support Manager to review ideas/feedback raised and work closely with their team to streamline and improve systems and support for programme ensuring that programmes are well run and are cost effective.</p>
Helpline	<ul style="list-style-type: none"> • Good idea. • Needs to be well tested prior to implementation so that people don't switch off from using this. • Run this from the National Service Centre as likely to be on standard things. • Centres will still contact their local person. • Not sure timing proposed is suitable as is when parents are busy with children. • Concerned that there will be lots of different answers to the same questions – useful to develop written guidance before establishing this. • If people get time in lieu, then will not be available to support their centre. • People currently do this in their own time so a national line is not required. • Not sure if helpline needed with staff being available for 25 hours per week. • May be more useful to have the Facebook page more actively monitored as this is often used for discussions on how to do things and answers shared more widely than an individual phone call. • Prefer to not work evenings and/or weekends. 	<p>Overall, there was limited support for establishing a Telephone Helpline and this will therefore not be part of the final structure.</p> <p>I expect the new National Support Manager to have as a clear area of focus the development and provision of online information and guidance for centres.</p>
Regional Improvement Coordinator	<ul style="list-style-type: none"> • Support the creation of this role. • Some concerns that hours will not be sufficient. • Mix of analytical skills/administrative skills not a good fit for same role – have a central analyst role and retain Regional Administrator. • Role not required as much as centre facing roles so should not be created and monies used on a Centre Advisor. • Need to retain a regional hub administration role. <input type="checkbox"/>	<p>Feedback has been noted.</p> <p>The proposed workload of this position will now sit with the Regional Support Lead and the Regional Funding Administrator</p>

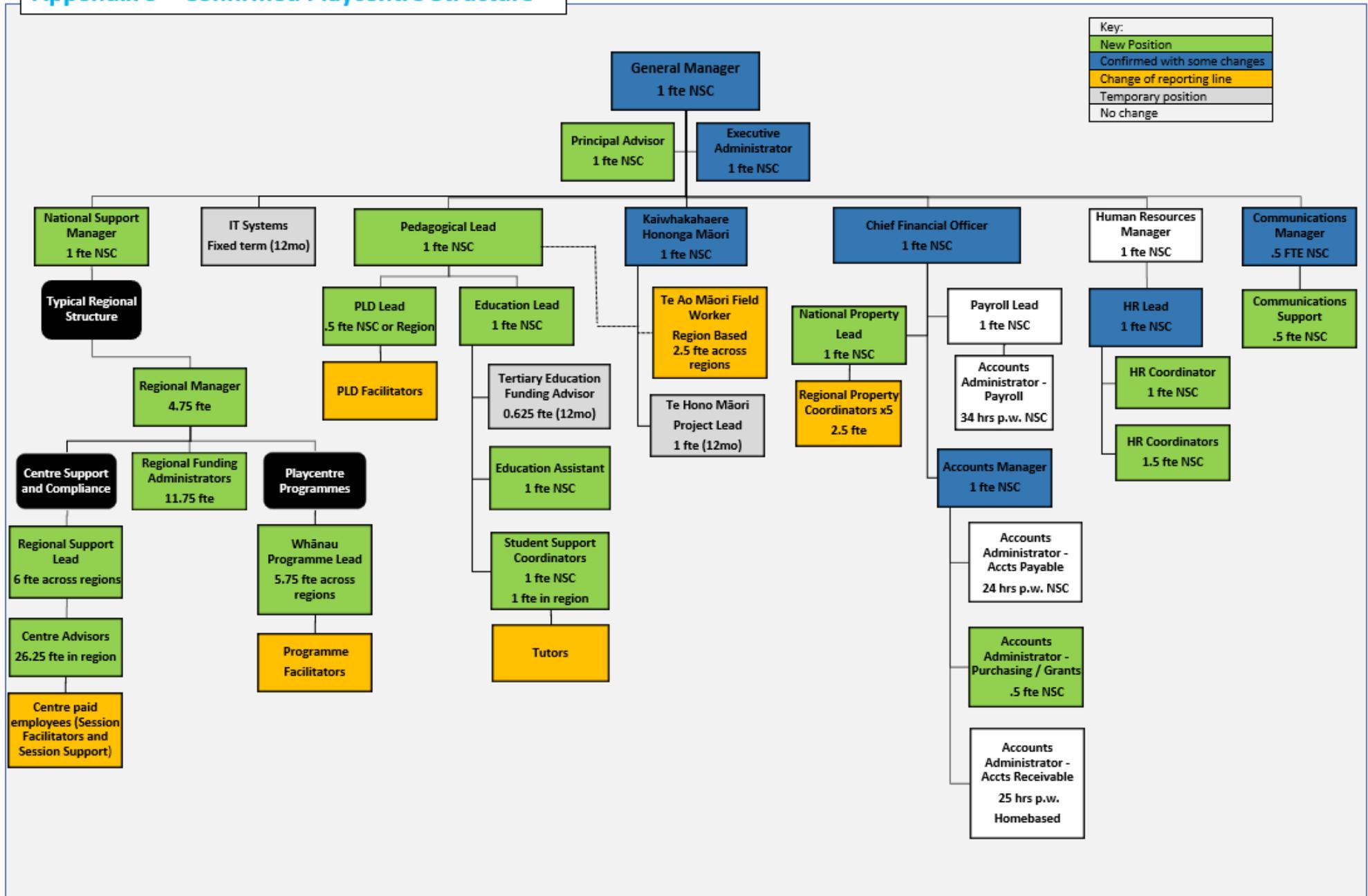
Feedback Themes		Response
Human Resources	<ul style="list-style-type: none"> What support will the HR team be providing? 	Details of the support being provided by the HR team is listed in the main decision document.
Communication	<ul style="list-style-type: none"> Need to ensure Centres have a voice that can be heard at all levels of the organisation. Communication needs to be improved and also pinned to Facebook to ensure everyone reads it. 	Our new national Communication Manager will look at ways of ensuring we have more effective ways of engaging and communicating.
Employment	<ul style="list-style-type: none"> Move to longer hours loses uniqueness of Playcentre and flexibility to support families / create opportunities to develop leadership skills and become advisors to centres / reduce future employment pool of applicants. 	I acknowledge that key elements in the structure are different to our current way of operating but the current way of operating with large numbers of small roles is not a model that Playcentre can afford to keep operating.
	<ul style="list-style-type: none"> Need to review mileage rates and pay levels. Move to salaried employment agreements to support staff have regular pay and reduce payroll administration. 	Our Human Resources Manager will be looking at all aspects of our employment arrangements and identifying where changes or improvements can be made. Increases to remuneration/allowances will need to be considered against funding available.
Other	<ul style="list-style-type: none"> Useful to review the roles and remuneration for centre paid staff. 	Centre paid staff are not in scope for this structure change phase.
	<ul style="list-style-type: none"> Need to have greater clarity re who does what in relation to Property. 	Details of the support being provided by the Property team is listed in the main decision document.
	<ul style="list-style-type: none"> Technology platform, direction and practical support needs to be sorted urgently as will reduce administration. 	A review of the technology needs of Playcentre Aotearoa is being undertaken currently. The new IT Systems position will review and implement a plan once the new structure is implemented. This will take into account the needs of the organisation, a stocktake of current IT/systems/communications and a programme of training for staff to make better use of the Microsoft products available. We will also investigate the implementation of an intranet or centralised HR Information and learning management system to complement the work of staff and members.
	<ul style="list-style-type: none"> Want to retain current knowledgeable and helpful staff. 	I received a lot of feedback acknowledging the great work our people currently do and would like to pass this feedback on to everyone.
	<ul style="list-style-type: none"> Feedback was provided on individual job descriptions. 	Feedback noted and job descriptions have been updated.

Appendix 2 – Current Playcentre Structure

Key:
Existing Position typically filled permanently
Existing typically temporary/casual position
Existing position disestablished as part of phase 1 changes



Appendix 3 – Confirmed Playcentre Structure



Appendix 4 - Impact of decisions on existing positions

This table summarises the impact the decisions have on existing positions.

If you have any questions about the impact, please contact Acting General

Manager Thomas Tawhiri.

Function	Job Title and number of positions	Change Implication
Finance	Accounts Administrator (Home based)	Position is confirmed to be disestablished
Te Ao Māori	Kaiwhakahaere Hononga Māori	Confirmed change to incorporate line management of regionally based Te Ao Māori Field Workers.
	Te Ao Māori Fieldworker x 5	Positions are confirmed and hours increased
Education & PLD – Leadership	Tertiary Education Funding Manager	Position is confirmed to be disestablished
	Training Coordinator	Position is confirmed to be disestablished
	PLD Director	Vacant position is confirmed to be disestablished
	PLD Programme Manager	Vacant position is confirmed to be disestablished
Education & PLD – Coordination and Administration	Education Coordinator	Positions are confirmed to be disestablished
	Education Administrator	Positions are confirmed to be disestablished
	PLD Team Administrator	Position is confirmed to be disestablished
PLD Facilitators	PLD Facilitators x 15	Positions are confirmed to be paid fortnightly on the basis of an hourly rate
Centre & Programme Support - Leadership	Service Delivery Manager	Vacant position is confirmed to be disestablished
	Regional Manager x 6	Positions are confirmed to be disestablished
	National Programme and Design Manager	Vacant position is confirmed to be disestablished
	Service Design Advisor	Vacant position is confirmed to be disestablished
Centre & Programme Support - Centre Support	Centre Support Coordinators x 7	Positions are confirmed to be disestablished
	Centre Support Workers x 88	Positions are confirmed to be disestablished
	Centre Administrators x 94	Positions are confirmed to be disestablished
Centre & Programme Support - Programme and Administration	Programme Coordinator	Positions are confirmed to be disestablished
	Programme Administrator	Positions are confirmed to be disestablished
	Regional Administrator x 6	Positions are confirmed to be disestablished

Note – the number of Facilitator/Centre Support positions varies.

Appendix 5 – New Positions

Function	Job Title / number of positions	Weekly Hours	Location
Finance	Accounts Administrator – Purchasing/Grants	20 hours	Mana, Wellington
	National Property Lead	40 hours	Mana, Wellington/a regional office or home.
Human Resources	HR Coordinator	40 hours	Mana, Wellington
	HR Coordinator	60 hours	Mana, Wellington/a regional office or home.
Communications	Communications Support	20 hours	Mana, Wellington/a regional office or home.
Te Ao Māori	Temporary Te Hono Māori Project Lead	40 hours	Mana, Wellington
Education & PLD –Leadership	Pedagogical Lead	40 hours	Mana, Wellington or a regional office
	Education Lead	40 hours	Mana, Wellington or a regional office
	PLD Lead	20 hours	Mana, Wellington or a regional office or home
	Temporary Tertiary Funding Advisor (12 months)	25 hours	Mana, Wellington or a regional office or home
Playcentre Education – Coordination	Education Assistant	40 hours	Mana, Wellington
	Student Support Coordinator	40 hours	Mana, Wellington
	Student Support Coordinator	40 hours	A regional office
Centre & Programme Support - Centre Support	National Support Manager	40 hours	Mana, Wellington
	Regional Manager	40 hours	Northern North Island region
	Regional Manager	40 hours	Central North Island region
	Regional Manager	40 hours	Lower North Island region
	Regional Manager	40 hours	Upper South Island region
	Regional Manager	30 hours	Southern South Island region
	Regional Support Lead	60 hours	Upper North Island region
	Regional Support Lead	60 hours	Central North Island region
	Regional Support Lead	60 hours	Lower North Island region
	Regional Support Lead	45 hours	Upper South Island region
	Regional Support Lead	15 hours	Southern South Island region
	Centre Advisor	300 hours	Upper North Island region
	Centre Advisor	225 hours	Central North Island region
	Centre Advisor	225 hours	Lower North Island region
	Centre Advisor	200 hours	Upper South Island region
	Centre Advisor	100 hours	Southern South Island region
	Regional Funding Administrators	130 hours	Upper North Island region
	Regional Funding Administrators	110 hours	Central North Island region
	Regional Funding Administrators	110 hours	Lower North Island region
	Regional Funding Administrators	80 hours	Upper South Island region
	Regional Funding Administrators	40 hours	Southern South Island region
	Whānau Programme Lead	70 hours	Upper North Island region
	Whānau Programme Lead	60 hours	Central North Island region
Whānau Programme Lead	60 hours	Lower North Island region	
Whānau Programme Lead	30 hours	Upper South Island region	
Whānau Programme Lead	10 hours	Southern South Island region	
National Leadership	Principal Advisor	40 hours	Mana, Wellington

