

**Te Whānau Tupu Ngātahi o  
Aotearoa  
Playcentre Aotearoa**

**DRAFT Rules**  
to accompany  
Deed of Charitable  
Trust



## **Rules Kapa Mahi contributors**

Annelies Vautier

Cynthia Murray (resigned 18/07/22)

Elsbeth White

Emily Bennet

Krista Mourant

Liz Cribb (resigned 18/07/22)

Peta Vassalini

Pia Bradshaw

Ruth Farrell

Bes Lironi-Irvine

Hayley Kirk-Smith

Heather Ruru

Michelle Hutton

DRAFT

## Introduction

Welcome to the first DRAFT of the Playcentre Aotearoa Trust Deed Rules. These Rules will accompany the Deed of Charitable Trust, to provide structure around how our organisation will work, moving forward. These Rules have been written with our current and future Playcentre whānau in mind and will be put into effect but retained in draft form for a period of 12 months from 24 September 2022. They will then be consulted on, reviewed and redrafted over the coming year, as we listen to feedback and ideas from Playcentre whānau across the motu.

The Rules kapa mahi that wrote these Rules is made up of committed Playcentre whānau from both Te Whare Tikanga Māori and Tangata Tiriti House: current members (with babies on shoulders, toddlers running around and big kids on screens), recent leavers, life members, and Trustees.

Through this work, the first draft of the Trust Deed has been revised several times, alongside many discussions around how the Rules would likely work for all Playcentres across the motu. The kapa mahi is keen to create Rules that will work for all Playcentres, as we want to see Playcentre Aotearoa thrive as an organisation well into the future; and we look forward to the consultation to follow that will allow member feedback and ideas to shape these Rules before they are finalised next year.

The kapa mahi are committed to working on this document through 2023, and making it the best for all Playcentres. As you read through these Rules, you may notice an error or two, or something that is confusing or would work in a different way for your Playcentre. Using our consultation framework and principles (*refer to Rule 14*), we will create a consultation plan for this body of work. We want to hear from you, with all your suggestions.

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# Rule 1. Treaty Partnership

## Introduction

Playcentre Aotearoa is committed to Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand, and these rules are a formal expression of how our organisation will work to honour these obligations. These rules provide direction for how we will deliver on our responsibilities under Te Tiriti o Waitangi.

## Background

Playcentre Federation made the first commitment to biculturalism and honouring Te Tiriti o Waitangi in 1989, passing a remit at that year's annual conference. Work started immediately to make this aspiration a reality, with the publication in 1990 of *Whānau Tupu Ngātahi: Families Growing Together*, the title of which eventually became the Playcentre motto. Throughout the 1990s, both Māori and non-Māori worked hard to understand themselves and their cultures, and to learn how to effectively dialogue with each other. Without guidelines or other histories to follow, it was very much trial and error, and much tension was generated with mistakes and misunderstandings. It was a significant task to change the attitudes of a large organisation with a high turnover of personnel. In 1994, Playcentre acknowledged Te Tiriti o Waitangi, the Māori version of the Treaty, as the appropriate version of the Treaty of Waitangi to adhere to.

As knowledge of tikanga Māori and Te Tiriti o Waitangi became more widespread in Aotearoa New Zealand society in the 2000s, Playcentre was able to direct more energy into productive change, rather than continually educating members on the basics of biculturalism. Playcentre has been using a version of the Two-Whare Model for reaching decisions by consensus at National Executive Meetings and Conferences since 2006.

A significant milestone was reached in 2011 when Tiriti-based Co-Presidents of the New Zealand Playcentre Federation were elected for the first time.

## Outcomes

Playcentre Aotearoa will take the following actions to meet its obligations under Te Tiriti o Waitangi:

- Ensure all Trustee Board members and whānau have the required skill set to be competent in understanding the Treaty and its relevance in our organisation, and have the skills, resources, capability, and competency to carry out their roles;
- Promote power sharing, understanding, and mutual respect for te reo Māori (Māori language), te ao Māori (Māori worldview) and Māori beliefs;
- Where possible, use consensus decision making to make decisions, while acknowledging autonomy and mana motuhake (the right to self-govern) over own whare processes (within the confines of the Trust Deed and Rules), and using open and early transparent communication to support these processes;
- Honour and uphold the Two-Whare Model, with all Playcentre whānau able to contribute to the decision-making of Playcentre Aotearoa;
- Recognise that growing relationships between treaty partners will require ongoing review of our processes;

- Recognise the important contribution that whānau Māori make to the organisation, and commit to support and develop leadership roles for Māori throughout the organisation. This includes a tuakana/teina structure, facilitation at regional and national level, kapa mahi, policy development, strategy development, and emergent leadership groups;
- Develop a strategic plan for whānau Māori that incorporates the three principles of Te Tiriti o Waitangi.

## Articles of Te Tiriti o Waitangi

The following sets out the Articles of Te Tiriti o Waitangi that guide Playcentre Aotearoa to demonstrate our obligations under Te Tiriti o Waitangi as we fulfil our charitable purpose, role, and functions.

The Articles of Te Tiriti o Waitangi are expressed through a set of principles, which evolve over time, provide direction for how Playcentre Aotearoa sets its direction, and reflect on the impact for organisation.

Under the Articles of Te Tiriti o Waitangi and within the principles, Playcentre Aotearoa will work towards the intended outcomes of the Trust Deed. These outcomes will ensure Playcentre Aotearoa is building and maintaining meaningful relationships to work effectively with Māori. Playcentre Aotearoa will clearly articulate the outcomes for the organisation, through the principles of partnership and bicultural development.

### The responsibilities of Playcentre Aotearoa to Te Tiriti o Waitangi

**Under Article 1:** Enable Māori to exercise authority over decision-making processes within Te Whare Tikanga Māori and the organisation.

**Under Article 2:** Contribute to equitable outcomes within the organisation

**Under Article 3:** Use ways that enable Māori to live, thrive and flourish as Māori

## PRINCIPLES

*The principles of Te Tiriti o Waitangi guide the approach of how Playcentre Aotearoa will meet our obligations as a treaty partner.*

<p><b>Pātuitanga / Partnership:</b> Requires Playcentre Aotearoa and Māori to work with each other in a strong and enduring relationship.</p>	<p><b>Mana Taurite / Equity:</b> Requires Playcentre Aotearoa to commit to achieving equitable outcomes for Māori through the functions that it is responsible for.</p>	<p><b>Whakamarumarutia / Active Protection:</b> Requires Playcentre Aotearoa to be well informed on the extent, and nature, of both Māori outcomes and efforts to achieve equity through culturally safe spaces.</p>
<ul style="list-style-type: none"> <li>• Tino Rangatiratanga: Develop mechanisms that are created by Māori for Māori;</li> <li>• Māori values influence the organisational structure;</li> <li>• Encourage and have Māori involved at all levels of the organisation, including decision making;</li> <li>• Power sharing in terms of decision making;</li> <li>• Autonomy over own processes: Mana motuhake (the right to self-govern) in the design of their own structures;</li> <li>• Negotiate decisions in a co-governance model;</li> <li>• Facilitate Māori to define knowledge and worldviews and convey this in their own ways;</li> <li>• Create an environment that feels safe and nurtures all people through the spirit of Te Tiriti o Waitangi; and</li> <li>• Give all peoples a place and a role in the way Playcentre Aotearoa organises itself, which will occur when the tangata whenua position is secured and a Tiriti relationships approach is practised.</li> </ul>	<ul style="list-style-type: none"> <li>• Aspirations of whānau Māori reflected in strategic direction of the organisation;</li> <li>• Ensure positive involvement of tangata whenua and tangata tiriti at all levels of the organisation, including decision making, planning and development;</li> <li>• Equity at all levels: the Trustee Board will have equal representation across both whare, Co-Presidents, Tiriti leadership PLD, and sub-committees with equal representation; and</li> <li>• Te Whare Tikanga Māori on Trustee Board sub-committees to ensure joint decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Equitable outcomes for whānau;</li> <li>• Re-normalise te reo Māori;</li> <li>• Engage whānau Māori;</li> <li>• Be inclusive and authentic with important expressions of identity, language, and culture;</li> <li>• Ensure all Trustees are culturally competent with working in partnership and honouring Te Tiriti o Waitangi;</li> <li>• Develop an organisation-wide Tiriti of Waitangi Policy;</li> <li>• Engage in authentic consultation with tangata whenua;</li> <li>• Further develop knowledge and skills to work more effectively with Playcentre whānau, including appropriate communication styles and behaviours, processes and protocols for relationship development and management;</li> <li>• Work with a Tiriti dual worldview to develop and implement monitoring and accountability standards;</li> <li>• Develop leadership policy regarding future governance;</li> <li>• Develop strategic plan to ensure Māori succeed in a Māori way within Playcentre;</li> </ul>

		<ul style="list-style-type: none"> <li>• Use tikanga in all aspects of Playcentre Aotearoa to ensure enhancement of Māori development; and</li> <li>• Actively promote and support Māori initiatives.</li> </ul>
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## Roles and responsibilities

Playcentre acknowledges and recognises the partnership within Te Tiriti o Waitangi as the founding document of Aotearoa. This recognition is reflected in our commitment to bicultural practices and protecting Māori culture and heritage.

## Trustee Board

Trustee Board members should have a deep understanding of Te Tiriti o Waitangi, be committed to the success of all tamariki within Playcentre, and fulfil their obligations to mātauranga Māori through clear strategic planning with consultation of whānau Māori.

## Rōpū

Rōpū are groups made up of current and previous Playcentre whānau who are tangata whenua or who have tamariki who whakapapa Māori. Rōpū sit within Te Whare Tikanga Māori and work in partnership with Clusters.

## Clusters

Clusters are groups within Tangata Tiriti House of Playcentre Aotearoa that exist to carry out governance functions. Each Cluster's members are derived from a number of Playcentres, and Clusters are organised on a geographical basis to allow the greatest opportunities for Playcentres within the Cluster to network with each other.

## Hapori

Hapori means community. These are groups within Playcentre Aotearoa who provide the space to build relationships with geographically close centres, to have a place to talk, connect, discuss issues, support and celebrate the centres within. Each Hapori will be unique to their geography, and the wants and needs of their centres.

## Playcentres

Playcentres are Early Childhood Services that are managed and supervised by whānau with support from Playcentre Aotearoa. Playcentre philosophy states that parents are the first and best educators for their tamariki, and empowers whānau to work, play and learn together while honouring Te Tiriti o Waitangi.

## References

Te Tiriti o Waitangi/Treaty of Waitangi Guidance, 22 October 2019, Cabinet Office circular (CO (19) 5 Audit-of-Playcentre-NZ-1999.pdf



## Rule 1a. Two-Whare Model

### Introduction

The Two-Whare Model is a consensus decision-making model which seeks to honour the cultural practices or tikanga of each treaty partner and mitigate any imbalances in numbers between the two treaty partners.

### Background

The Raukawa-Mihinare Model, known within Playcentre as the Two-Whare Model, is based on the principles of two-cultures development and partnership embodied in Te Tiriti o Waitangi. The Raukawa-Mihinare Model was created by Dr Whatarangi Winiata and first presented in 1984 at a national conference at Tūrangawaewae. The Two-Whare Model was presented in a decision paper to New Zealand Playcentre Federation in 2011 by Rachele Hautapu, when it was adopted by our organisation.

### Purpose

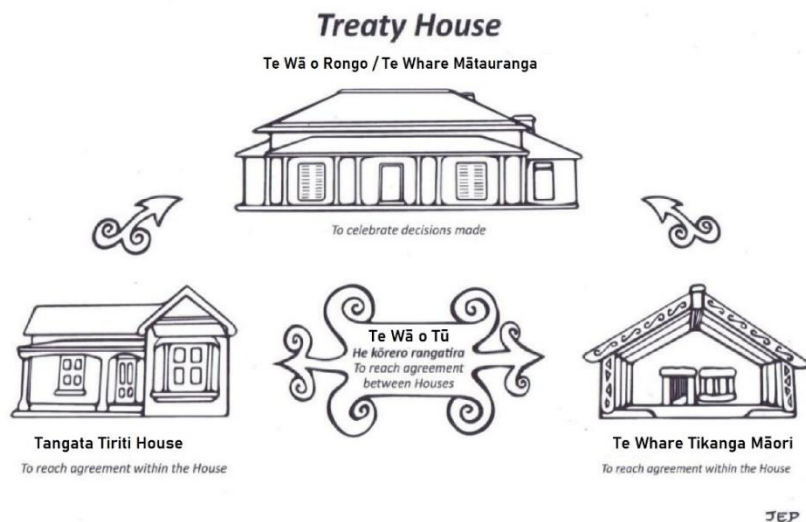
The Two-Whare Model is relationship-focused. The key relationship being managed is the power relationship between Te Whare Tikanga Māori and Tangata Tiriti, especially the power to protect, to define and to decide. It is on this premise, that in order to have strong relationships, Te Whare Tikanga Māori and Tangata Tiriti should work on issues separately before coming together in a combined space to resolve issues of common concern. The purpose of each whare (house) is to provide a culturally appropriate and safe way to discuss, define and prioritise issues and to promote relationships amongst the whare.

### Philosophy, principles and values

The Two-Whare Model upholds the philosophy of Playcentre Aotearoa by organising its affairs within the cultural tikanga of Te Whare Tikanga Māori and Tangata Tiriti and fostering equitable collaboration between the whare.

*For more information about the principles and values of each whare, refer to Rule 1b for Te Whare Tikanga Māori and Rule 1c for Tangata Tiriti House.*

## The purpose of the houses



### The two whare

- Tangata Tiriti House is a group within Playcentre Aotearoa that is made up of current and previous Playcentre members who do not identify as tangata whenua or have tamariki that whakapapa Māori.
- Te Whare Tikanga Māori is a group within Playcentre Aotearoa that is made up of current and previous Playcentre members who are tangata whenua or who have tamariki who whakapapa Māori.

These whare mirror the attributes of Te Wā o Tū but are spaces that allow the business to be conducted according to the customs, traditions, and ways of each culture.

### Te Wā o Rongo

This space is about unity, peace, and celebration. We gather together to welcome and farewell, to share information, listen to presentations, ratify and celebrate decisions made. Debate occurs outside this space.

### Te Whare Mātauranga

When further clarification is needed, both whare will come together within Te Whare Mātauranga. Both Te Whare Tikanga Māori and Tangata Tiriti House receive the same information at the same time.

### Te Wā o Tū

This space is about debate, negotiation, concession, utilising the wisdom and experience of the group, and seeking clarification and consensus. It is the place between Te Whare Tikanga Māori, Tangata Tiriti House and Te Wā o Rongo.

## Rule 1b. Te Whare Tikanga Māori

### Definition

Te Whare Tikanga Māori is a group within Playcentre Aotearoa of current and past Playcentre whānau who are tangata whenua or who have tamariki who whakapapa Māori. This group of Māori governors within Playcentre Aotearoa work in partnership with the governors from Tangata Tiriti House.

### Ngā mātāpono me nga wāriu o Te Whare Tikanga Māori

These principles and values underpin the tikanga, the way in which the members of the whare behave, communicate, and engage in all processes and aspects of governance.

Ngā mātāpono	Ngā wāriu
<p><b>Rangatiratanga:</b> Rangatiratanga refers to governance of the organisation, leadership in achieving objectives and guardianship of the kaupapa.</p> <p><b>Mana:</b> Mana gives essence, strength and meaning to all whānau and personnel of Playcentre, to ensure all tamariki continue to learn and grow in their environment. Mana is the means by which a person or organisation maintains its clarity of vision and purpose.</p> <p><b>Whanaungatanga:</b> Playcentre will operate in a manner which promotes caring, nurturing and sharing in order to grow as a whānau with aroha and understanding. Whanaungatanga encourages co-operation and unity to achieve goals and objectives.</p> <p><b>Wairuatanga:</b> Where a Playcentre whānau takes on board the above ownership (governance) of the organisation, then the leadership to play, work, learn and grow together, and the guardianship of the kaupapa, will ensure the spiritual wellbeing of all its whānau members.</p>	<p><b>Kaitiakitanga:</b> Guardianship of the kaupapa/objectives purpose.</p> <p><b>Aroha:</b> Always treating everyone with respect, honour, and love.</p> <p><b>Manaakitanga:</b> Caring, nurturing, sharing, encouraging, and supporting everyone.</p> <p><b>Te reo:</b> Language is key for communication. All languages will be heard.</p> <p><b>Maramatanga:</b> Working to find understanding and clarity in all areas of Playcentre.</p> <p><b>Tika:</b> Correctness in terms of Playcentre objectives and purpose.</p> <p><b>Pono:</b> Honesty and truth in all.</p>

### Eligibility to participate in Te Whare Tikanga Māori

Persons eligible to participate in governance through Te Whare Tikanga Māori should meet one of the following criteria:

- Be a current or past member of a Playcentre, who is tangata whenua;
- Be a current or past member of a Playcentre, where they attend/ed as whānau of tamariki Māori;
- Be a recognised kuia/kaumatua of Te Whare Tikanga Māori (*Note: A process to recognise kuia and kaumatua will be developed in consultation*).

## Function/Role of Te Whare Tikanga Māori

- A mechanism for national governance discussions and decision-making for Māori within Playcentre Aotearoa;
- A place for Māori within Playcentre Aotearoa to develop leadership capabilities and, in some cases, emerge as Trustees for the organisation;
- A space where the voices of Māori within Playcentre Aotearoa can be shared and discussed at a national level;
- A space for Māori within Playcentre Aotearoa to connect with other whānau Māori;
- A forum to develop rules and policies for the operation of Te Whare Tikanga Māori and Rōpū Māori;
- A space for Māori representatives to work in partnership on matters of governance, with Tangata Tiriti; and
- A forum to decide and plan for the aspirations of Māori within Playcentre.

## Selection of Candidates for Te Whare Tikanga Māori – *to be developed*

### Glossary

- **Whānau Māori** are defined within Playcentre Aotearoa as past and current Playcentre members whose tamariki whakapapa Māori.
- **Rōpū Māori** are defined as groups of whānau Māori from several Playcentres within a region or area.
- **Māori within Playcentre Aotearoa** are defined as whānau Māori within Playcentres who may be current members; Playcentre life members or past members who still support their Playcentre or Rōpū; Rōpū Māori; Kuia and kaumatua of the organisation; and/or tuakana of Te Whare Tikanga Māori.

*Note: Consultation required with Te Whare Tikanga Māori to choose and develop the processes for this whare.*

## Rule 1c. Tangata Tiriti House

### Definition

Tangata Tiriti House is a group within Playcentre Aotearoa that is made up of current and previous Playcentre members who are not in Te Whare Tikanga Māori. Tangata Tiriti House's role is to support tangata tiriti whānau at all levels, to facilitate governance, to meet our obligations as treaty partners of Te Whare Tikanga Māori, and to uphold the core values of Tangata Tiriti House, the philosophy of Playcentre Aotearoa and Te Tiriti o Waitangi.

### Purpose

Tangata Tiriti House's key purpose is to work in partnership with Te Whare Tikanga Māori while supporting and representing the voices of tangata tiriti whānau, both in Playcentres and Clusters, across governance levels and at national meetings, while being led and supported by the Tangata Tiriti House Trustees.

### Values

Tangata Tiriti House has identified that underpinning Playcentre philosophy are the principles of a family environment and a co-operative movement which fosters emergent leadership, is community based, and values play as meaningful learning.

Tangata Tiriti House considers that the values aligned with these principles, which shall guide the actions and behaviours of this whare, include Generosity of Spirit, Respect, Endeavour, Compassion, Integrity, and Cooperation.

*Note: These are the whare values as currently written, but this whare may choose to look at reviewing or discussing whether these are the values they wish to continue with in the future, and/or may decide to choose new values which are more specific and meaningful to the roles, purposes, and aspirations of this whare.*

## Roles and responsibilities of the whare

Roles	Responsibilities
Honouring and upholding our obligations as treaty partners.	<ul style="list-style-type: none"> <li>• Encouraging the normalisation of te reo Māori me ngā tikanga Māori being used at a centre, Cluster, and national level;</li> <li>• Bringing in and advocating for the knowledge and practice of te ao Māori within centres;</li> <li>• Engaging with Te Whare Tikanga Māori.</li> </ul>
Holding the trustees responsible and supporting them as needed.	<ul style="list-style-type: none"> <li>• Consulting with Playcentre whānau at meetings, through discussions and in other consultation, to discuss the strategic and operational effectiveness of our organisation;</li> <li>• Providing consultation-based feedback to trustees and supporting them to work towards outcomes consistent with the values and needs of both Playcentre whānau and the wider organisation;</li> <li>• Acting as intermediary between Playcentre whānau and the Trustee Board where needed, and, if it is felt that needs are not being met, consulting with both groups on actions to be taken.</li> </ul> <p><i>Refer to Rule 9b and 9d for more information.</i></p>
Holding regular meetings and promoting active participation and engagement in whare membership.	<ul style="list-style-type: none"> <li>• Holding a national Tangata Tiriti House hui at least once a year, in person if practicable or via communications technology otherwise;</li> <li>• Holding and promoting regular hui at Cluster and national levels;</li> <li>• Creating a restorative process that allows for respectful debate to take place when disputes occur within the whare, between the two whare, and with Clusters.</li> </ul> <p><i>Refer to Rule 11 for more information.</i></p>
Moving to working interculturally and meeting the diverse needs of the entire range of whānau.	<ul style="list-style-type: none"> <li>• Celebrating and raising up the voices of people of all backgrounds, ethnicities, abilities, sexual orientations, and gender identities;</li> <li>• Including all those who are in Tangata Tiriti House who are either present or past Playcentre whānau or life members.</li> </ul> <p><i>Refer to Rule 3 for more information.</i></p>
Developing emergent leadership skills.  <i>Refer to Rule 8b for more information.</i>	<ul style="list-style-type: none"> <li>• Being a forum to develop policies and procedures and develop leadership capabilities;</li> <li>• For interested Playcentre whānau, developing emergent leadership skills, which may include but are not limited to:             <ul style="list-style-type: none"> <li>○ Centre presidents/coordinators;</li> <li>○ Representatives;</li> <li>○ Kapa mahi roles;</li> <li>○ Trustee Board roles;</li> <li>○ Facilitation;</li> <li>○ Policy development;</li> <li>○ Strategic development;</li> <li>○ Treaty partnership.</li> </ul> </li> </ul>

Representatives should represent Tangata Tiriti House in all matters.

## Roles and responsibilities of Representatives

<b>Roles</b>	<b>Responsibilities</b>
<p>Building engagement and capacity of Clusters and centres to share their needs, challenges, and celebrations with the Trustee Board to develop and enhance the sustainability of Playcentre Aotearoa.</p>	<ul style="list-style-type: none"> <li>• Communicating and espousing the values of our whare and Guiding Principles of Playcentre Aotearoa;</li> <li>• Creating a space to collaborate with a diverse range of voices at a national and Cluster level;</li> <li>• Consulting with Clusters, centres and Playcentre whānau through a range of media: email, social media, telephone, and kanohi ki te kanohi (face-to-face) where practicable;</li> <li>• Bringing concerns and consulting with the Trustee Board to ensure representatives, Clusters and centres are properly resourced to meet governance needs;</li> <li>• Building an awareness of and working with Playcentre whānau interested in moving into representative roles in the future.</li> </ul>
<p>Guiding Clusters and centres on developments in policy, strategic direction and governance issues as set out by the Trustee Board of Playcentre Aotearoa.</p>	<ul style="list-style-type: none"> <li>• Attending centre, Cluster and national meetings via communications technology or kanohi ki te kanohi, to develop an understanding of policy developments, strategic plans and governance issues and reporting back to cluster;</li> <li>• Ensuring that Tangata Tiriti House operates within the deed, rules, and policies of the whare;</li> <li>• Enacting and developing rules and policies for the operation of Tangata Tiriti House;</li> <li>• Maintaining and developing a mechanism for national governance discussions and consensus decision-making for whānau within Playcentre Aotearoa;</li> <li>• Representing views of Playcentre whānau within the centres of their Cluster and seeking clarification from the authors on papers presented at national meetings.</li> </ul>
<p>Developing tuakana-teina relationships between representatives, Clusters, centres and nominees to create a pool of competent treaty partners at all levels of the organisation and create a pool of potential Tangata Tiriti House Trustee Board members.</p>	<ul style="list-style-type: none"> <li>• Maintaining a communication space to allow for hearing from and learning from the expertise of experienced and past members;</li> <li>• Creating a space for understanding the governance of Playcentre Aotearoa;</li> <li>• Encouraging others and feeding into the Emergent Leadership Group;</li> <li>• Working with new and emerging Playcentre whānau to develop an understanding of governance;</li> <li>• Creating a space for the development and growth of new representatives</li> <li>• Developing and supporting interested whānau members to become nominees for the Trustee Board</li> </ul>

## Candidate selection process

In Tangata Tiriti House, candidates shall be selected through a three-stage process:

1. Preparing potential candidates for selection;
2. Selecting potential candidates for voting;
3. Holding a candidate election process.

### Candidate criteria

Candidates for Tangata Tiriti House:

- Will either self-nominate or be nominated by their centre or Cluster;
- May be in the Emerging Leadership Group but do not need to be;
- Will submit a Candidate Outline consisting of a CV and an outline of what they would like to achieve on the Trustee Board;
- Will be eligible to be a nominee under clause 9.2 of the Trust Deed, taking into account clause 9.8 of the Trust Deed as needed.

### Preparing potential candidates

Tangata Tiriti House is responsible for preparing potential Tangata Tiriti candidates for the Trustee Board, which it will do through the Emergent Leadership Group (for more details, refer to Rule 8b).

Trustee candidates do not need to come through the Emergent Leadership Group. However, this group is the forum through which Tangata Tiriti House will discharge its responsibility to prepare potential candidates.

### Selecting potential candidates

The whare may choose to create tools to support their decision-making, which could include asking candidates to complete a skills matrix where candidates assess their skills, attributes and experience, including their Playcentre experience.

At hui, whare representatives will select appropriate candidates through a whare process to be determined and recorded by the whare. As per Clause 9.7 of the Trust Deed, where possible, the whare will select more candidates than there are vacancies available.

### Holding a candidate election process

*Please see Clause 9.11 of the Trust Deed for the process of electing a candidate to the Trustee Board.*

<i>Note: Consultation required with Tangata Tiriti House to develop the processes for this whare.</i>
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## Rule 2. Governance Structure

### Background

Playcentre Aotearoa has a commitment to governance based on treaty partnership, with this primarily expressed through equal representation on the board.

Centres sit at the heart of the organisation, and Playcentre whānau will have the power to choose new trustees. Playcentre whānau will work cooperatively to decide how their Playcentre runs – allowing each centre to keep its individual characteristics, while operating under the Playcentre philosophy, Trust Deed and Rules which bind all Playcentres together.

The two whare, Rōpū, and Clusters all play pivotal roles in amplifying Playcentre and whānau Māori voices at the national level. The responsibility to develop emergent governance leaders, including future trustees, lies within each of the two houses.

### Governance Structure Diagram



### Playcentres and Hapori

- **Playcentres** (or “centres”) are at the heart of Playcentre Aotearoa. They feed into the two whare, which in turn communicate back to and support the centres. *For more information, refer to Rule 4.*
- **Hapori** as communities surround and support all the centres. *For more information, refer to Rule 5.*

### Rōpū and Clusters

- **Rōpū** are governance bodies within the larger whare of Te Whare Tikanga Māori. *For more information, refer to Rule 6.*
- **Clusters** are governance bodies within the larger whare of Tangata Tiriti House. *For more information, refer to Rule 7.*
- **Rōpū** and **Clusters** include, as smaller subsets, their respective leadership groups of Kāhui Kōkiri and the Emergent Leadership Group.
  - **Kāhui Kōkiri** is a group of emergent leaders from Rōpū/Te Whare Tikanga Māori. *For more information, refer to Rule 8a.*

- The **Emergent Leadership Group** is a group of whānau from Tangata Tiriti House interested in developing emergent leadership skills. *For more information, refer to Rule 1c and Rule 8b.*

### The two whare

- **Te Whare Tikanga Māori** is a group of whānau within Playcentre Aotearoa that is made up of current and former Playcentre whānau who are tangata whenua or whose tamariki whakapapa Māori. *For more information, refer to Rule 1b.*
- **Tangata Tiriti House** is a group of whānau within Playcentre Aotearoa that is made up of current and former Playcentre whānau who are not in Te Whare Tikanga Māori. *For more information, refer to Rule 1c.*
- Both whare feed into the Trustee Board through providing new kaitiaki and through feedback, both at national meetings and in regular discussions throughout the year. The Trustee Board feeds into both whare through regular consultation with whānau.

### The Trustee Board

- **The Trustee Board** is responsible for the governance and management of Playcentre Aotearoa. *For more information, refer to Rule 9b.*

### Pā harakeke: an explanation

*Hutia te rito o te harakeke. Kei hea te kōmako e kō? Kī mai koe ki ahau. He aha te mea nui o te ao? Māku e kī atu he tāngata, he tāngata, he tāngata.  
Pluck the centre shoot from the flax bush. Where will the bellbird sing? Ask me what is the most important thing in the world? I say, it is people, it is people, it is people.*

Pā harakeke (the flax bush) has long been used as a metaphor for Playcentre whānau, the family unit. At its centre is the central shoot (te rito, the child), surrounded by fully grown shoots (awhi rito, the parents), which in turn are surrounded by the mature shoots (tūpuna, grandparents and older generations).

The ingoa Māori (names) of these parts of the plant are evidence that for hundreds of years Māori have considered harakeke a symbol of whānau. Awahi in the name awhi rito means to embrace – the child is constantly in the embrace and protection of their parents. Tūpuna means grandparents, ancestors. This shows that the parents and child are protected by the tūpuna, due to how the bush grows. It also demonstrates Māori cultural practices regarding harvesting, ensuring the survival of the child and parent shoots, as our ancestors ensure our health and wellbeing and indeed survival.

### How does this relate to governance/leadership within Playcentre Aotearoa?

Pā harakeke describes how we retain and strengthen the voices of whānau “from the sandpit.” We can view Playcentres and Playcentre whānau as te rito; the groups beyond Playcentres (Hapori, Rōpū and Clusters) as awhi rito; and the Trustee Board as tūpuna shoots.

So, within Pā harakeke, governance or determination radiates from its core – not from grassroots upwards or top-down. It also gives context to the rights and responsibilities of each part: te rito, awhi rito, tūpuna and the importance of each in the health of the whole. That is, if either te rito or awhi rito are removed or non-existent, the entire plant would die. If the tūpuna shoots are removed or ineffective, then the awhi rito is exposed, and again the plant would die.

### **How does this relate to trustee elections, voices from the sandpit, rights, and decision-making?**

- Te rito (whānau, centres and Hapori) are recognised and supported to make decisions about their core focus – the wellbeing of the tamariki and whānau in their Playcentre. This is the most valuable part of the entire structure, never dismissed as merely playing in the sandpit – decisions at this level are valued.
- Awhi rito (Rōpū and Clusters) have the responsibility to ensure they hear the voice from the sandpit. As awhi rito, they are best placed to say how this should happen – as in the Pā Harakeke, they are closely connected to the whānau and Playcentre(s) that choose them and could well be current Playcentre whānau. They have the responsibility and right (“delegated” to them by te rito) to amplify that voice within awhi rito and beyond.
- Tūpuna (Trustee Board members – although this could also include others) have the responsibility to ensure the survival, health, and growth of the Pā Harakeke. They are supported and connected by awhi rito to our core, elected by whānau in te rito.

Additionally, the Pā Harakeke demonstrates “growth” through our governance structure, as emergent leadership. We all start as te rito; some develop further to awhi rito; then may develop further to tūpuna.

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## Rule 3. Whānau

### Background

Whānau is often translated as ‘family’, but its meaning is more complex. It includes physical, emotional, and spiritual dimensions and is based on whakapapa. Whānau can be multi-layered, flexible, and dynamic, based on a Māori and a tribal worldview. It is through whānau that values, histories, and traditions from ancestors have been adapted for the contemporary world. Whānau within a Playcentre is at the heart of Playcentre Aotearoa, nestled at the heart of the Pā Harakeke. Hence, this is reflected in the governance structure, with each whānau having one vote in the election of Trustee Board members of their whare, as per Clause 9.11.5 of the Trust Deed.

Te Tiriti o Waitangi (Article 2) guarantees to Māori the full authority, status, and prestige with regard to their possessions and interests. The commitment of Playcentre Aotearoa to the principles of Te Tiriti o Waitangi highlights the need for effective means of participation and representation in decision-making processes. Playcentre Aotearoa has taken the positive action to protect the rights of Māori, including rangatiratanga over taonga, by having one whānau one vote and two electoral rolls. This enables tangata whenua and whānau who have tamariki Māori to vote for Te Whare Tikanga Māori Trustee Board members to represent Playcentre Aotearoa.

### Definition of Whānau for this rule

Within these rules, the definition of whānau relates to the governance of Playcentre Aotearoa. As per Clause 18.1.3 of the Trust Deed: **Whānau** means the immediate family/care group of one or more enrolled tamariki.

Each whānau with one or more tamariki enrolled in Playcentre at the time of the election shall have one vote for each vacant Trustee position in their chosen whare.

### Contact Person

This is the person selected by the whānau, in accordance with clause 5.8 of the Trust Deed, who will cast the vote on behalf of the whānau. This representative provides a voice for the whānau, whom they also report to in regards to Playcentre Aotearoa governance issues, such as Cluster or Rōpū hui decisions. See *Registration process* below for the process.

The contact person will:

- Be the primary point of communication for all governance-specific matters
- Have one or more tamariki enrolled at a Playcentre branch
- Provide an intermediary role between the whānau and the Trustee Board; the first point of communication between the parts within the governance structure.

## Rights and responsibilities of Playcentre whānau within governance

<b>Rights</b>	<ul style="list-style-type: none"> <li>• To be given all the information required to make an informed decision;</li> <li>• To have speaking rights at meetings, with the contact person having the right to speak on behalf of the whānau;</li> <li>• To have one vote for each vacant Trustee position in their chosen whare;</li> <li>• To be able to exercise their right to vote in the appropriate whare.</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• To act responsibly, with consideration, discretion and respect for the rights, beliefs, and values of others at Playcentre.</li> <li>• To participate in the election of Trustee Board members, by registering to vote and voting in elections. It is compulsory to be enrolled, although voting is a choice;</li> <li>• To stay informed of the issues affecting Playcentre Aotearoa. This includes being well informed about the issues and candidates before voting in an election;</li> </ul>

### Registration process

Upon enrolment, through the website, whānau will have the opportunity to identify if they or their tamariki whakapapa Māori and would like to be part of Te Whare Tikanga Māori (including on the electoral roll). If not, they will be part of Tangata Tiriti House (including on the electoral roll). This information will be stored along with enrolment data.

### Selecting a contact person

Upon enrolment, whānau will be asked to nominate a whānau member to appoint as their contact person at the discretion of the whānau. Each contact person will only be able to vote on behalf of one whānau.

If whānau do not select a contact person, the parent or caregiver (legal guardian) completing the enrolment of their tamariki with Playcentre Aotearoa will be the default contact person and will be deemed to have the authority to represent their whānau.

### Electoral roll

An electoral roll is a list of Playcentre whānau who have enrolled to vote under the Two-House Model (*refer to Rule 1a for information on the Two-House Model*). Playcentre Aotearoa has two electoral rolls. Te Whare Tikanga Māori roll is open to voters of Māori descent or voters whose tamariki are of Māori descent, and who are registered through their whare selection at enrolment as members of Te Whare Tikanga Māori. The Tangata Tiriti House roll is open to all voters who are registered as members of Tangata Tiriti House through their whare selection at enrolment. These two electoral rolls are a way Playcentre Aotearoa works in partnership with Te Whare Tikanga Māori, protecting whānau Māori rights to full representation in the decision-making process as per Article 2 of Te Tiriti o Waitangi (see Rule 1 for more information on treaty partnership). Whānau members may only be on one roll at a time, but may be eligible to change rolls, as discussed below.

## Eligibility criteria

<b>Te Whare Tikanga Māori</b>	<b>Tangata Tiriti House</b>
Whānau are eligible to be part of Te Whare Tikanga Māori if they are: <ul style="list-style-type: none"><li>• Tangata whenua;</li><li>• Whānau who, while not being tangata whenua, have tamariki who whakapapa Māori.</li></ul>	Whānau are eligible to be part of Tangata Tiriti House if they are not part of Te Whare Tikanga Māori.

Subject to eligibility, whānau can move between Tangata Tiriti House and Te Whare Tikanga Māori up to 50 days prior to an election. However, no whānau can be a member of both whare at the same time. Once whānau are enrolled, they can change rolls by completing the form on the website (to be developed).

### Enrolment details

Personal information will be collected at the point of enrolment or when there is an update to enrolment details for tamariki. As in accordance with Playcentre Aotearoa's Enrolment Policy, names and addresses of all families will be kept up to date.

### Collection of personal information to enrol to vote

This information is used to identify people and confirm eligibility to vote.

Personal information collected:

- Full name
- Address information
- Name of Playcentre
- Name of Playcentre whānau and tamariki representing
- Contact phone number(s)
- Email address

### Removal from the roll

A contact person will be removed from the roll if:

- They cease to have tamariki enrolled at Playcentre;
- Membership is revoked as per the Playcentre Aotearoa Complaint Resolution Policy.

Playcentre Aotearoa (possibly a Funding Administrator role) will be notified of the family's removal through the established processes, and will notify the Returning Officer of the amendments required.

An Electoral Roll Policy will be developed and reviewed annually by an operational team.

### Privacy

To see how personal information is managed, refer to the *Playcentre Aotearoa Privacy Policy and Disclosure of Personal Information Procedure*.

### Storage

This information will be securely stored along with the enrolment details.

## Rule 4. Playcentres

### Introduction

Playcentres are Early Childhood Services that are managed and supervised by whānau with support from Playcentre Aotearoa. Playcentre philosophy asserts that parents are the first and best educators for their tamariki. Playcentres empower whānau to work, play and learn together while honouring Te Tiriti o Waitangi. Playcentre Aotearoa acknowledges Te Tiriti o Waitangi as its founding document. This has developed into the Two-Whare Model of Te Whare Tikanga Māori and Tangata Tiriti, the two houses, which work together in partnership as written in Rule 1a. Playcentres sit within te rito as the heart of Playcentre Aotearoa. Whānau that attend a Playcentre follow the Philosophy, Trust Deed and Rules of Playcentre Aotearoa.

### Requirements of a Playcentre

Each Playcentre provides licensed, child-led play sessions for enrolled tamariki.

These sessions:

- Are mixed-age sessions, to enhance tuakana-teina relationships within and alongside whānau;
- Are delivered under an approved supervision plan and with a ratio of at least one adult for every five tamariki present;
- Provide at least one, and not more than five, half-day sessions per week for any one tamaiti;
- May be attended by each tamaiti once only per day;
- May be attended by a tamaiti from birth until their sixth birthday, provided that any tamaiti under the age of two and a half is accompanied by their caregiver;
- May be attended by not more than 30 tamariki per session; and
- Are operated in accordance with licensing criteria as set by the Ministry of Education from time to time.

### Duties and functions of a Playcentre

Each Playcentre is also required to carry out the following duties and functions. Playcentres will be supported in this by employed staff, acting in accordance with each Playcentre's needs.

At Playcentre, tamariki and adults learn and grow together. Adults should:

- Apply the principles of Te Tiriti o Waitangi in the learning environment, protect tāonga through the normalisation of te reo Māori and tikanga Māori on sessions, and ensure bi-culturalism is embedded in the centre's culture;
- Play and learn alongside their tamariki through child-led play experiences, covering the broad range of play areas and minimum equipment as described in the Playcentre Aotearoa Equipment List;
- Follow Te Whāriki, the Early Childhood Education Curriculum;
- Be involved in the planning, assessing, and evaluating of the learning of tamariki, including adults' aspirations for tamariki and the centre;
- Encourage whānau participation in the Playcentre Aotearoa adult education programme, Playcentre Professional Learning and Development (PLD) programmes, and in the governance and operations of their Playcentre;

Playcentres will be organised, equipped and managed on a cooperative basis. Centres will:

- Develop understanding and share knowledge of governance, consensus decision making, the Two-Whare Model, and encourage participation in Te Whare Tikanga Māori and Tangata Tiriti;
- Collectively manage the governance and operation of their Playcentre. Operations will include:
  - Holding centre meetings for Playcentre whānau to meet, discuss issues and make decisions using consensus decision making;
  - Allocating roles, such as centre president, secretary, or bicultural officer, among others. Roles needed will be determined by each centre to help organise and equip the centre to function effectively; and
  - Managing its finances appropriately, using an annual budget and acting in accordance with all centre financial management processes.
- Recognise the responsibility held by the Trustees and Playcentre Aotearoa for the operations of each Playcentre, and receive guidance and support from them;
- Recognise that all its obligations and assets are the responsibility and in the name of Playcentre Aotearoa;
- Work to maintain good communication and positive working relationships with all groups within Playcentre Aotearoa, and its employees;
- Be encourage to participate in Hapori;
- Contribute to relevant consultations, including policy review; and
- Carry out any other activities required for it to be innovative, creative, and responsive to the needs of its community, while working within the framework set out above.

### Change in Playcentre branch status

The Trust Deed states that following a consultation process determined by the Trustees, to be relevant to the circumstances, the opening, recess or closing of any Playcentre branch, together with any subsequent disposal of assets, requires the approval of the Trustees according to clause 11.2 of the Trust Deed. The consultation approach and processes will be used in relation to the proposed changes in Playcentre status. *For more information, refer to Rule 14.*

A closed Playcentre can no longer meet the requirements of being a Playcentre as set out in these Rules, and will be deregistered by the Trustee Board.



## Rule 5. Hapori

### Definition

The word hapori means "community". Hapori are unincorporated groups of Playcentres designed to promote connections between geographically close centres and provide encouragement, idea-sharing and support. Each Hapori will reflect the centres and communities within it, and work to support the needs of those communities.

### Purpose

Central to Hapori is whakawhanaungatanga, creating connections and relationships between current and past whānau from nearby Playcentres. It is a space for whānau to meet to network, build relationships, talk Playcentre, discuss common issues, celebrate successes, upskill in relevant areas, connect with marae, organise community outings and/or request community support that other centres can provide. Issues or concerns raised at Hapori hui may be taken to Cluster and Rōpū meetings as appropriate.

### Composition

As communities for their Playcentres, Hapori are best placed to know how to run to support their Playcentres. However, the following ideas may be useful:

- Playcentres and whānau are at the heart of Playcentre Aotearoa, with Hapori closely connected to their whānau and Playcentre(s).
- In areas which currently have clusters, centres may choose to form their Hapori based on the centres in their current cluster;
- In areas which do not currently have clusters, or in areas where centres want to change from their former cluster structure, these centres may form a new Hapori;
- Ideally, each centre will belong to a Hapori;
- Ideally, each Hapori will include between three and 20 member Playcentres, but this may be adjusted according to each area's needs, as defined by its centres;
- Playcentre Aotearoa staff will connect and support centres within Hapori as requested;
- Hapori do not provide national governance support: this is provided by Clusters (for Tangata Tiriti House) and Rōpū (for Te Whare Tikanga Māori);
- All current and past Playcentre whānau may join and participate in all meetings for their Hapori.

### Function

As communities for their centres, Hapori are best placed to know how to run to support their centres. However, the following ideas may be useful:

- Meeting at least once a term.
- Using the centre resource kit (as described below) to support meetings;
- As part of Hapori meetings, running other events such as:
  - Social (networking, sharing, support)
  - Meetings (problem solving, decision making, project development)
  - Workshops and/or professional learning and development

- Education/study catch-ups
- Celebrate (qualifications, projects, holidays, other success)
- If capacity allows, different centres hosting and facilitating Hapori meetings, potentially on a rotational basis;
- Running meetings kanohi ki te kanohi where possible, at the discretion of each hosting centre. Where this is not a feasible or preferred option, communications technology may be used to host Hapori meetings, with support from Playcentre Aotearoa staff as needed;
- Connect to wider community – schools, expos, local marae, excursions.

### Hapori resource kit (to be developed)

- Whakawhanaungatanga
- Meeting ideas
- Karakia and waiata
- Introduction template (mihi/pepeha)
- Playcentre Aotearoa core values
- Te Tiriti o Waitangi information pack

### Te Tiriti o Waitangi information pack (to be developed)

Playcentre Aotearoa is committed to upholding its obligations under Te Tiriti o Waitangi, and this commitment is embodied at each level of our Pā Harakeke structure. The following resources shall be contained in an information pack to support Hapori with integrating this knowledge and commitment into Hapori.

- A summary of Te Tiriti o Waitangi, including a brief discussion and comparison of the articles in the Māori and English versions;
- A clarifying statement on why our organisation's commitment is specifically to the Māori version of Te Tiriti;
- A short timeline showing how Playcentre Aotearoa has worked to meet its commitment to Te Tiriti o Waitangi throughout our organisation's history;
- An explanation of how Playcentre Aotearoa is currently working to meet its commitment to Te Tiriti o Waitangi;
- A link to the Playcentre Aotearoa Te Tiriti o Waitangi policy (to be developed).

### Rōpū and Clusters

Beyond Hapori are Rōpū and Clusters (for more information on Rōpū, see Rule 6; for more information on Clusters, see Rule 7). Playcentre whānau can move beyond Hapori to be involved in Rōpū or Clusters if they choose to, but there is no requirement to participate in Hapori in order to be part of the Rōpū or Cluster. However, engaging in Hapori is an effective way to build relationships and understand what whānau Māori and tangata tiriti in the Playcentre community want and think.

## Rule 6. Rōpū

### Context

Rōpū are part of Te Whare Tikanga Māori. They are a mechanism within Playcentre Aotearoa for Māori to have their identity and/or the identity of their tamariki recognised as tangata whenua. It provides a space for tino rangatiratanga and kawanatanga. Rōpū enable Māori to meet together to share whakawhanaungatanga, to create belonging and identity and to undertake activities, projects, experiences, learning and governance. It is a space for Māori to discuss the strategic direction, impact change in Playcentre Aotearoa and discuss their aspirations for whānau Māori.

### Definition

Rōpū are made up of current and previous Playcentre members who are tangata whenua or have tamariki who whakapapa Māori. Rōpū sit within Te Whare Tikanga Māori and work in partnership with Clusters, which are groups within Tangata Tiriti House that exist to carry out governance functions.

Rōpū follow the same core values as Te Whare Tikanga Māori, as written in Rule 1b.

### Whaingā/Purpose

- Kotahitanga, Whanaungatanga, Ūkaipōtanga
- Mana Whakahaere, Rangatiratanga
- Kaitiakitanga
- Manaakitanga

### Roles, rights and responsibility

- Kotahitanga/Unity: Connecting Māori across centres; growing in our tikanga and relationships; building our community; tamariki Māori connecting with other tamariki Māori
- Rangatiratanga/Upholding Te Tiriti o Waitangi: Rōpū have a sound and lived understanding and commitment to Tiriti o Waitangi and work alongside their treaty partners to ensure Māori success within Playcentre
- Pūkengatanga/Emergent leadership: Growing the Rōpū; creating leaders (tuakana-teina); building numbers; connecting with centres and Hapori, Te Whare Tikanga Māori and Trustee Board
- Rōpū have a responsibility to consult on items brought to them by the representatives and Trustee Board and can provide feedback
- To make decisions: Encouraging voting for whanau Māori, encourage members to become involved in governance and attend hui.
- To work with/alongside Clusters.

### Mana reo Rōpū (communication)

Each Rōpū is encouraged to use the following methods in order to exercise its governance functions, rights and responsibilities:

- Grow Rōpū Māori by publicising the group and recruiting members interested in being part of their local Rōpū;

- Establish a database of whānau Māori;
- Establish and maintain a social media profile for the Rōpū Māori;
- Communicate via emails, meetings, social media groups, hui, noho marae;
- Be active within the Hapori that their centre (if a centre member) is part of;
- Register through the methods developed by Playcentre Aotearoa.

## Representatives

Representatives are elected members that represent the perspectives of the Rōpū and Whānau Māori of Te Whare Tikanga Māori. They must meet the criteria of being a part of Te Whare Tikanga Māori. They should be available to attend all hui and be prepared for their attendance by reading relevant information and consulting with whānau Māori to bring their feedback to Te Whare Tikanga Māori including the trustees. The purpose of a representative is to bring the voice of whānau Māori into the governance space.

## Roles and responsibilities of Representatives

Roles	Responsibilities
<ul style="list-style-type: none"> <li>• Be a pathway for communication between whānau Māori and the Trustee Board;</li> <li>• Guide whānau Māori to develop their understanding of governance within Playcentre Aotearoa;</li> <li>• Attend meetings/hui/general meetings, as required;</li> <li>• Draft any modification the Trust Deed or Rules, in partnership with Tangata Tiriti;</li> <li>• Are able to vote/ mediate on behalf of whānau Māori, as required;</li> <li>• Understand different viewpoints of whānau Māori and bring that with them.</li> </ul>	<ul style="list-style-type: none"> <li>• Be actively involved Rōpū Māori;</li> <li>• Organise meetings;</li> <li>• Have a clear understanding of the governance structure of Playcentre Aotearoa;</li> <li>• Be informed, read all information relevant (Trust Deed, Rules, Booklets);</li> <li>• Follow the Trust Deed and Rules;</li> <li>• Determine and record policies, procedures, and processes for Te Whare Tikanga Māori;</li> <li>• Organise a regional hui to effectively feedback the learning and outcomes from hui with the whānau they represent;</li> <li>• Can represent and share the opinions of their Rōpū; and</li> <li>• Work in partnership with Tangata Tiriti House.</li> </ul>

## Selection process for Rōpū Representatives for national hui

- Trustees set a timeframe as to when Selection Meetings must occur by and the Rōpū decide on a date for the Selection Meeting and communicate this date to the Board Secretary/Executive Assistant, who will establish the meeting links and communicate out the information required to all whānau Māori. These meetings may be in person or online.
- The Rōpū organise their own facilitator and minute-taker of the Selection Meeting.
- Representative nominees introduce themselves and share why they would like to be a representative.
- The meeting discusses the Representative nominees and makes a decision by consensus.
- Rōpū Representatives are announced at the Selection Meeting and minuted.

- All meeting minutes to be sent with the Board Secretary/Executive Assistant within the timeframe given by the Trustee Board.

*Note: Consultation required with Te Whare Tikanga Māori.*

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## Rule 7. Clusters

### Background

A form of cluster has existed within Playcentre Aotearoa since the 2019 amalgamation. At that time, clusters were intended to act primarily as a support mechanism between Playcentres, with a secondary limited governance function. This was a space for Playcentres to discuss issues that were significant to them. As a result, Tangata Tiriti House did not have a space that was for the purpose of governance, and many of these clusters became inactive and disengaged, not meeting the needs of the Playcentres. This Trust Deed creates the governance space for Tangata Tiriti with this new type of Cluster.

### Definition

A Cluster is a group within Tangata Tiriti House that exists to carry out governance functions. Each Cluster is made up of a number of Playcentres, and Clusters are organised on a geographical basis to allow the greatest opportunities for Playcentres within the Cluster to network with each other, as set out in clause 7.4 of the Trust Deed.

**Statement of intent: The geographical basis will be determined following consultation with Tangata Tiriti House.**

### Governance functions, roles, and responsibilities of each Cluster

Each Cluster should exercise the following governance functions, roles, and responsibilities.

Roles	Responsibilities
<ul style="list-style-type: none"> <li>• Self-managing, and need to define the operations of the cluster by documenting the following, which must include but is not limited to:               <ul style="list-style-type: none"> <li>○ Decision-making;</li> <li>○ Quorum;</li> <li>○ Budget considerations (set by Playcentre Aotearoa), which could include but is not limited to professional learning and development (“PLD”);</li> <li>○ Meeting management;</li> <li>○ Meeting attendance; and</li> <li>○ Social media presence.</li> </ul> </li> <li>• Participate in the consultation process. <i>For more information, refer to Rule 14.</i></li> <li>• Engage in PLD around governance, treaty partnership, and Playcentre-specific training;</li> <li>• Select Representatives according to clause 7.5 in the Trust Deed and in accordance with the process detailed below;</li> <li>• Be in communication with the Trustee Board when required;</li> </ul>	<ul style="list-style-type: none"> <li>• Act in treaty partnership with Rōpū;</li> <li>• Strive to grow participation within the Cluster and develop whanaungatanga;</li> <li>• Promote and support consultation with other groups within Playcentre Aotearoa;</li> <li>• Promote participation in governance wherever possible, such as by encouraging exercise of voting opportunities, attendance at hui, participation in governance PLD, and active discussions;</li> <li>• Empower emergent leadership and promote knowledge of the Emergent Leadership Group;</li> <li>• Feed centre views into Tangata Tiriti Hui, through Representatives;</li> <li>• Display behaviours that reflect the principles and values of Tangata Tiriti House;</li> <li>• Support centres to thrive through collective problem solving; and</li> </ul>

<ul style="list-style-type: none"> <li>• Be in communication with the operations structure when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply a developed understanding of consensus decision-making.</li> </ul>
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Playcentre Aotearoa staff will support Clusters to operate in accordance with the Trust Deed and these Rules.

### Pathways for developing strong Clusters

Each Cluster is encouraged to use the following methods in order to exercise its governance functions, rights and responsibilities:

- Regular hui, scheduled on both a proactive basis and to accommodate the Playcentre Aotearoa hui;
- Regular communications such as emails, newsletters, telephone calls and other communications technology as appropriate;
- The establishment of an active social media profile; and
- Being active within relevant Hapori.

### Representatives

**Statement of intent: The geographical basis and the number of representatives for each Cluster will be determined following consultation with Tangata Tiriti House on the draft Rules. It is suggested that a tuakana-teina relationship be enabled.**

### Definition of representatives

Representatives are appointed members that represent the perspectives of the Clusters and whānau of Tangata Tiriti House. They must meet the criteria for being part of Tangata Tiriti House as stated in Clause 7.2.

Each Representative should exercise the following governance functions, roles, and responsibilities within Tangata Tiriti House.

### Roles and responsibilities of Representatives

Roles	Responsibilities
<ul style="list-style-type: none"> <li>• Channel communication between the Playcentres and the Trustee Board;</li> <li>• Guide centres to develop their understanding of the governance within Playcentre Aotearoa;</li> <li>• Draft any modification to the Trust Deed or Rules, in partnership with Te Whare Tikanga Māori;</li> <li>• Attend hui and general meetings as required;</li> <li>• Feed into the Emergent Leadership Group if they wish to;</li> <li>• Organise relevant PLD for the Cluster;</li> </ul>	<ul style="list-style-type: none"> <li>• Organise regular meetings;</li> <li>• Maintain reciprocal networks and relationships between centres, to build strong centres and encourage emergent leadership;</li> <li>• Display behaviours that reflect the values and principles of Tangata Tiriti House;</li> <li>• Work in partnership with Representatives from Te Whare Tikanga Māori;</li> <li>• Operate in accordance with the Trust Deed and the Rules;</li> <li>• Actively participate in the consultation process when required by the Trustee Board;</li> </ul>

<ul style="list-style-type: none"> <li>• Vote at general meetings as stated in Rule 11;</li> <li>• Be consulted with if Playcentre Aotearoa are put into liquidation.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep abreast of developments within Playcentre Aotearoa;</li> <li>• Be impartial when seeking the perspectives of centres, and accurately represent and share the perspectives of others;</li> <li>• Have a sound understanding of the Two-Whare Model and how it operates within Playcentre Aotearoa;</li> <li>• Have the time capacity to gather, clarify and communicate the perspectives at hui or general meetings as required and vice versa; and</li> <li>• Understand the Restorative Process (to be developed) within Playcentre Aotearoa.</li> </ul>
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### **Selection of Cluster Representatives**

- Nomination forms are completed by those people within the Cluster that wish to be considered as a Representative. The Trustee Board will circulate the relevant forms and timeframes to all centres.
- The Trustee Board will set a timeframe as to when Selection Meetings must occur by, and the Clusters will decide on a date for the Selection Meeting. Clusters will then communicate this date to the Board Secretary/Executive Assistant, who will establish the meeting links and communicate out the information required to all centres via email.
- Selection Meetings may be in person or online. The Cluster must organise their own facilitator and minute-taker. Past representatives seeking re-election should not act as the facilitator when an alternative exists.
- A standard meeting process should be followed.
- The facilitator shall assess quorum for the meeting, in accordance with that Cluster's quorum requirement.
- Representative nominees then introduce themselves.
- The meeting discusses the Representative nominees and attempts to decide by consensus. If a decision is made by consensus, the nominees are selected as the Representatives.
- If the Cluster is unable to decide through consensus, then the Cluster must go to a vote. Each Playcentre will have one vote per Representative vacancy, to be exercised by secret ballot if in person, or by way of private message to the facilitator if via communications technology.
- Once the vote has been counted or received by the facilitator, the person with the highest number of votes is selected as the Representative and so on in descending order, to match the number of Representative vacancies.
- Representatives are then announced by the facilitator and the decision minuted.
- All meeting minutes must be sent with the Board Secretary /Executive Assistant within the timeframe given by the Trustee Board.

### **Term of Representative**

The term of a Representative is one year from the date of selection. A Representative may nominate themselves more than once. The Selection of Cluster Representatives process must be followed each year.



### **Resignation of a Representative**

If a Representative wishes to resign from the position of Representative, they must email the Board Secretary/Executive Assistant as soon as possible, as well as informing the other Representatives in their Cluster of their resignation.

Once the Board Secretary/Executive Assistant has been notified of the resignation, the remaining Representatives must set a date for a Cluster meeting for the selection of a replacement Representative. Once this date is decided, the Selection of Cluster Representatives process is followed for the new vacancy.

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## **Rule 8. Emergent Leadership Plan**

### **Introduction**

Emergent leadership enables individuals who have a connection to Playcentre to arise from within Playcentre Aotearoa. Those with a desire to develop their leadership potential can join the Emergent Leadership Group (ELG) of Tangata Tiriti, or Kāhui Kōkiri of Te Whare Tikanga Māori. Each house has their own framework that has been developed to support the individual needs and aspirations of their whare.

### **Definition of leadership**

Leadership can be defined as influence with purpose. It is about taking people and ideas and translating them into actions. It is the practice of mobilising people to tackle tough challenges and thrive. It involves establishing and maintaining a culture that enables people to adapt, thrive and collaboratively work, that has a positive impact on the agreed vision and purpose.

Emergent leadership is a core feature of Playcentre philosophy. Tess Conran-Liew (2001) defines it as both a leadership style and a group goal, as well as “an attitude and a collection of group processes that provide a group with a supply of future leaders” (pg.55).

### **Principles of an Emergent Leadership Plan**

- To present a clear framework for Te Whare Tikanga Māori and Tangata Tiriti to develop unique groups of potential leaders, focused on fostering and strengthening their own unique qualities;
- To support leadership development across Playcentre Aotearoa; and
- To enable increased clarity about the leadership capabilities required for Playcentre Aotearoa.

### **Kāwanatanga/Governance**

To provide good governance, ensuring empowerment of Māori and their treaty partners in making decisions about the direction and enhancement of our partnership.

### **Kaitiakitanga/Stewardship**

To work in harmony with a unity of purpose to ensure a shared understanding of Playcentre Philosophy, working, playing, and learning alongside those who will come after us.

### **Kotahitanga/Unity in diversity**

To develop a unity of purpose and direction. Working collaboratively towards a sustainable vision of Playcentre Aotearoa that works in partnership and is culturally responsive to each individual whare.

### **Pūkengatanga/Skills**

To build and foster a shared understanding within Playcentre to the skills and abilities of those in the emerging leadership groups so they can exercise these skills in the organisation and wider community.

### **Ako**

To gain experience and develop skills to foster depth and breadth in leadership capacity building at different stages on a learning journey, through reciprocal non-hierarchical relationships between kaiako (teachers) and ākonga (students).

## Rule 8a. Kāhui Kōkiri for Te Whare Tikanga Māori

### Introduction

Kāhui Kōkiri is a leadership strategy developed for Te Whare Tikanga Māori that supports, encourages, and invests in the development of Māori leaders across all aspects of Playcentre Aotearoa.

### Purpose

To guide the development of leadership capabilities for Māori within Playcentre Aotearoa and to provide a guiding framework for building leadership capabilities. This will include identifying priorities for investment in leadership.

### Leadership development for Māori across Playcentre Aotearoa

Kāhui Kōkiri intends to target those tangata whenua within Playcentre Aotearoa who have a desire to develop their leadership potential. An important component of the professional personal development is to be engaged in all aspects of leadership in Playcentre and beyond. Playcentre Aotearoa provides many learning opportunities: Playcentre facilitation; engaging in Hapori; growing Rōpū; participating in Te Whare Tikanga Māori; and other organisational experiences such as kapa mahi and the Trustee Board. Although Kāhui Kōkiri draws from tangata whenua within Playcentre, it will develop leaders to take up positions of influence beyond Playcentre, across all sectors of society.

### Objectives of Kāhui Kōkiri

- Develop Māori members with leadership potential and a desire to support the growth of whānau Māori within Playcentre;
- Develop Māori members who have skills that may be useful for the governance of Playcentre;
- Develop Māori leaders who have the potential to become Te Whare Tikanga Māori Trustees;
- Create learning and development opportunities for potential leaders;
- Equip the next generation of Māori leaders with skills, knowledge and attributes to advance the aspirations of iwi Māori, whether in a social, cultural, environmental, political or commercial context.

### Principles of the Emergent Leadership Plan

#### Kāwanatanga

To ensure robust Māori representation, while working in partnership at the governance level of Playcentre.

Actions	Key Outcomes
<ul style="list-style-type: none"><li>• Participate in reciprocal collaborative relationships within Hapori, Tāngata Tiriti and the Trustee Board;</li><li>• Communicate with whānau Māori.</li></ul>	<ul style="list-style-type: none"><li>• Increased engagement and participation within Rōpū and Te Whare Tikanga Māori;</li><li>• Improve member commitment and retention within Te Whare Tikanga Māori.</li></ul>

### Kaitiakitanga

To work in unity within Playcentre philosophy while ensuring honourable conduct, fair processes, robust consultation, and good decision-making for Te Whare Tikanga Māori.

Actions	Key Outcomes
<ul style="list-style-type: none"><li>Actively contribute to working within Playcentre Aotearoa in the pursuit of achieving success for Māori;</li><li>Mentorship: Tuakana/teina.</li></ul>	<ul style="list-style-type: none"><li>Actively participating in leadership opportunities, e.g. kapa mahi, facilitation, developing consultation frameworks with the Trustee Board.</li></ul>

### Kotahitanga

To ensure Māori spaces, leadership roles and entities are created and maintained where tikanga Māori prevails, and engaging with and acknowledging Māori rights over te reo and mātauranga Māori.

Actions	Key Outcomes
<ul style="list-style-type: none"><li>Connect with Playcentres, Hapori, Rōpū and whānau Māori within Playcentre;</li><li>Actively contribute to working within Playcentre Aotearoa in the pursuit of achieving success for Māori.</li></ul>	<ul style="list-style-type: none"><li>Maintain positive relationships with whānau Māori, other members of Kāhui Kōkiri, Te Whare Tikanga Māori and Trustee Board members;</li><li>Grow Rōpū so they are sustainable and future-orientated.</li></ul>

### Ako

To foster the pathway of knowledge to strengthen Māori tikanga and develop skills within Playcentre Aotearoa.

Actions	Key Outcomes
<ul style="list-style-type: none"><li>Commit to engaging in professional development;</li><li>Practise and develop the use of te reo Māori and tikanga Māori;</li><li>Engage in learning opportunities to develop own understanding of te ao Māori, Te Tiriti o Waitangi and co-governance.</li></ul>	<ul style="list-style-type: none"><li>Culturally competent regarding te ao Māori, Te Tiriti o Waitangi, co-governance and bi-culturalism, the Two-Whare Model, and the Consensus Decision-Making Process.</li></ul>

### Pūkengatanga

To build and develop the leadership skills that will support and grow Te Whare Tikanga Māori and mātauranga Māori.

Actions	Key Outcomes
<ul style="list-style-type: none"><li>Develop and grow skills;</li><li>Display behaviours that reflect the principles and values of Te Whare Tikanga Māori.</li></ul>	<ul style="list-style-type: none"><li>Model working in partnership;</li><li>Possess some of the characteristics and capabilities necessary to be on the Trustee Board.</li></ul>

*Note: Consultation required with Te Whare Tikanga Māori.*

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## Rule 8b. Emergent Leadership Group for Tangata Tiriti

### Introduction

The Emergent Leadership Group (ELG) supports the growth and development of leadership capabilities for members of Tangata Tiriti House (for more information, refer to Rule 1c); encapsulates Playcentre Aotearoa philosophy by empowering adults to learn within a collaborative space; and celebrates members' uniqueness and learning pathways to strengthen Tangata Tiriti House and enrich communities.

It is essential that leaders within Tangata Tiriti House understand and enact Te Tiriti o Waitangi in policy, organisation, and practice; and serve the whānau Māori within Playcentre effectively. Tangata Tiriti House has a collective responsibility to provide strength in a leadership approach that enables partnership with whānau Māori to uphold our obligations of Tiriti o Waitangi.

### Purpose

The purpose of the ELG is to:

- Develop strong leadership capabilities within Tangata Tiriti House;
- Create strong unity within the house, simultaneously building strong relationships with Te Whare Tikanga Māori (for more information, refer to Rule 1b);
- Build a sustainable pool of potential Trustee Board candidates (for more information, refer to Rule 9a);
- Identify priorities for resourcing leadership capability development;
- Create a space for growth, allowing Tangata Tiriti to identify and meet their own needs within leadership capabilities; and
- Provide a guiding framework for building leadership capability and growing leaders at all levels.

### Overall Emergent Leadership Group Framework

Actions	Outcomes
<ul style="list-style-type: none"> <li>• Establish emergent leadership groups that are aligned based on what skills members want to develop, such as skills around the Trustee Board, facilitation, etc;</li> <li>• Develop a leadership capability framework that includes and encapsulates distinctive features of Playcentre Aotearoa;</li> <li>• Design a comprehensive, coherent, and flexible professional learning system, consistent with the leadership capability framework, which will enable personalised leadership learning;</li> <li>• Facilitate networking across all levels of leadership; and</li> <li>• Support the ongoing development of leadership between the two houses.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an open leadership system;</li> <li>• Develop a shared understanding of leadership;</li> <li>• Embed leadership capabilities in order to effectively engage with our organisational leaders;</li> <li>• Clarify the capabilities within the leadership of our organisation;</li> <li>• Provide equitable leadership development opportunities and support personal growth pathways; and</li> <li>• Have the opportunity to work, learn and share with others, in a wide range of real contexts.</li> </ul>

### **Playcentre Aotearoa's responsibilities to the ELG will include:**

- Providing mentoring to members as needed.
- Ensuring a Trustee Board member is available to have oversight and leadership of the group.
- Providing adequate resourcing as reasonable.
- Paying for and/or providing professional learning and development (PLD) courses as identified by personal development plans, as appropriate and reasonable.

### **Members of the ELG**

The ELG would be made up of no more than 30 people, who have self-nominated or been nominated by their Cluster or Playcentre, by completing the nomination form. The ELG is not solely for the selection of Trustee Board, but is to develop emergent leadership skills in a range of leadership spheres within Playcentre Aotearoa, which may include but are not limited to:

- Trustee board roles;
- Kapa mahi roles;
- Facilitation;
- Policy development;
- Strategic development; and
- Treaty partnership development.

People wishing to upskill in different areas may be divided into different groups related to those skills. These groups would be supported by structures and processes, developed by the ELG, to enable collaborative work. Although the ELG members will drive the group, there will be at least one Trustee Board member who will have oversight of the ELG, and who will ensure that the skills developed are those needed.

### **Each ELG member will have the following responsibilities:**

- To seek and use feedback for continued personal growth;
- To build high-trust relationships within the group and the organisation;
- To share knowledge and help to upskill others within the group and organisation;
- To be a good treaty partner who actively develops their understanding and competency around Te Tiriti o Waitangi;
- To contribute to building knowledge within Playcentre Aotearoa and working on how to grow and develop the organisation;
- To work actively towards the goals of their personal development plan;
- To take the initiative as appropriate;
- To use critical thoughtfulness around their own development and consider how best to upskill and move forward.

### **Capabilities framework**

The leadership capabilities will enable a common language and shared understanding of leadership. The framework outlines high level guidelines for leadership development, and an understanding of what these leadership capabilities look like in practice within Playcentre Aotearoa and a two-whare governance model. The members of the ELG will co-construct this capabilities framework.

The capabilities framework should be used to shape and critically reflect on individual pathways and the strengths and needs of Playcentre Aotearoa, and to make decisions about the priorities of a person's learning pathway. This will include the capabilities that will shape PLD, whichever

leadership skills it is focused on, enabling the leadership capacity within Playcentre Aotearoa to be sustainable. The capabilities are not intended as checklists.

### **Personalised learning**

In conjunction with the leadership capability framework, personal development plans will be developed to create unique learning pathways. Learning about leadership is an ongoing developmental process and the leadership capabilities needed are dependent on the demands of their learning pathway and the needs of the organisation. Those in the ELG, with the support of a critical friend, mentor, or Trustee Board member(s), will need to be able to individually identify and access relevant leadership learning opportunities, including purposeful, timely learning and development opportunities in preparation for new roles.

This personal development plan will be discussed with a critical friend, mentor, or Trustee Board member(s), as per the agreed ELG process (to be developed), checking in periodically, to assess progress that has been achieved using the capabilities framework and personal development plan. As the ELG develops, more experienced members of the ELG can form a core leaders' team, collaborating with others to support the development of the personal development plans and gauge progress.

### **Creating relationships across Playcentre Aotearoa**

In the establishment of the ELG, effective ways to support the ongoing development of sustainable connections within Playcentre Aotearoa will be explored and supported. Members of the ELG will establish, cultivate, and sustain positive relationships with others, within collaborative teams and across the houses.

### **Leaving the Emergent Leadership Group**

Members will leave the ELG in the following events:

- Becoming a Board of Trustee member;
- Not being involved in ELG meetings/regular ELG check-ins;
- Not making sufficient progress towards the obligations under their personal development plan;
- Resigning.

### **The Emergent Leadership Group will, as a whole:**

<b>Actions</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Display behaviours that reflect the core values of Tangata Tiriti House;</li> <li>• Engage in professional development identified in their personal development plan;</li> <li>• Engage in learning opportunities to develop their own understanding of te ao Māori, Te Tiriti o Waitangi and co-governance;</li> <li>• Engage in reciprocal collaborative relationships within Hapori, Clusters, Te Whare Tikanga Māori and the Trustee Board;</li> </ul>	<ul style="list-style-type: none"> <li>• A sustainable emergent leadership pool to feed into the Trustee Board for Tangata Tiriti House;</li> <li>• Strong Treaty partnership;</li> <li>• Retaining Playcentre knowledge;</li> <li>• Becoming a recognised incubator of leaders;</li> <li>• Being a stronger, more professional organisation;</li> <li>• Giving back to Playcentre through the PLD received;</li> </ul>



<ul style="list-style-type: none"><li>• Mentor Clusters through governance knowledge; and</li><li>• Develop mentoring abilities to support others within the ELG.</li></ul>	<ul style="list-style-type: none"><li>• Supporting the governance structure by actively contributing to Clusters; and</li><li>• Building and sustaining collective leadership and a professional community with Playcentre Aotearoa.</li></ul>
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## **Rule 9. Board of Trustees**

### **Rule 9a. Trustee Selection Process**

#### **Context**

As set out in the Trust Deed, the selection of Trustee members is conducted by election, with one whānau one vote (for more information, refer to Rule 3). This Rule provides further explanation and detailed mandatory procedures for implementing the appointment of Trustees.

#### **Trustee eligibility**

The eligibility criteria for selection to be a candidate for the Trustee Board is outlined below:

- Any person who is not prevented by law from being a Trustee; and
- Has or has had one or more tamariki enrolled with Playcentre Aotearoa; and
- Is not an employee of Playcentre Aotearoa.

#### **Prior to trustee selection**

Prior to determining the trustee selection date, the Trustee Board, with input from the Kāhui Kōkiri (refer to Rule 8a) and Emerging Leadership Group (refer to Rule 8b), is to identify the relevant skills and experiences it is seeking from candidates to be so appointed. These are to be collated in a statement of skills and experiences sought.

To the extent possible, the Representatives of Te Whare Tikanga Māori and Tangata Tiriti House shall select more candidates than there are Trustee vacancies, to fulfil the vacancies each whare has on the Board using the candidate selection processes defined for each whare in the Rules (*refer to Rule 1b and Rule 1c – to be developed*). The Trustees of each whare shall provide the Returning Officer with the names of the candidates for selection in each whare no later than 60 working days before the trustee selection date, in accordance with clause 9.10 of the Trust Deed.

#### **Appointment of Trustees**

##### **Returning Officer**

The Board shall appoint a person who is independent of Playcentre Aotearoa to function as Returning Officer. Their primary responsibility shall be to ensure that the Trustee Selection Process and the vote for Trustees follow the processes set out in the Deed and the Rules.

##### **Contact Person**

For the trustee selection, the Returning Officer must set the date on which each person's eligibility to vote is determined. On that date, the Returning Officer must compile a list of all the people who are eligible to vote ("contact person"). Each contact person shall have one vote for each vacant Trustee position in their chosen whare.

## **Election dates and notice of election**

The Trustee Board will:

- Set the start and finish date and time for each election in accordance with clause 9.6 of the Trust Deed; and
- Give notice of an election no less than 10 working days before the start date for the election.

The notice of Trustee Selection:

- Must be sent to all contact person and Playcentres' email address, and published in any such Playcentre publications as the Returning Officer may require; and
- Will contain details of the election, including but not limited to:
  - The name of the election;
  - The number of positions to be filled;
  - Election start and finish date and time;
  - Method of voting outlined;
  - The Candidate Outline for each of the candidates; and
  - The contact details for the Returning Officer to which notices of candidacy and all other communications arising under these procedures are to be addressed.

## **Candidates**

To be a candidate for Trustee Selection, an eligible candidate must:

- be selected by their whare processes as determined in the Rules (for more information, refer to Rule 1b and Rule 1c). If a selection in this manner does not produce enough candidates to fill all vacancies, the whare may then seek candidates outside their whare, in accordance with clause 9.8 of the Trust Deed; and
- submit a Candidate Outline to the Returning Officer.

The Candidate Outline will be submitted no less than 50 working days before the due date for voting on the Trustees, and will:

- Include a CV and an outline of what they would like to achieve;
- Include an outline of how the candidate has contributed bi-culturally to their Playcentre;
- Include an outline of how the candidate will contribute to Te Whānau Tupu Ngātahi o Aotearoa;
- Include an outline of what the candidate will contribute to the Trustee Board;
- Include a brief non-Playcentre work, volunteer, education, and life history prior to and/or during Playcentre;
- Be no more than 750 words;
- Be information about the candidate that is relevant, accurate and fair; and
- Be information that relates only to the candidate.

If a candidate has submitted a Candidate Outline that does not comply with the requirements, the Returning Officer may allow the candidate to revise and resubmit the notice before the closing date, to comply with these requirements.

The Returning Officer must acknowledge receipt of each Candidate Outline submission in such manner as they see fit.

### **Withdrawal of candidacy**

A candidate at the Trustee Selection may withdraw their candidacy by authenticated notice to the Returning Officer no less than 5 days before the due date on voting for trustees. This will be done in the form of an email that has the candidate's full name, withdrawal statement, address, and contact number.

Notification to the Returning Officer of incapacity of a candidate is deemed to be a notice of withdrawal. Where the Returning Officer receives a notice of withdrawal they must:

- Take such steps (if any) as the Returning Officer decides to confirm that the notice of withdrawal is genuine;
- Where the instructions for voting have not yet been distributed, and where practicable, remove the candidate's name from the election or give notice of the withdrawal in such Playcentre publications as they see fit; and
- Where the instructions for voting have been distributed, take such steps as are practicable to advise the contact person that the candidate has withdrawn and ensure that the name of the withdrawn candidate is removed from the candidate list for that election.

A vote cast for a withdrawn candidate is void.

If, by the withdrawal of a candidate, the number of candidates is less than the number of positions to be filled, clause 9.8 of the Trust Deed will apply.

### **Method of voting**

If a contact person chooses to vote, they must exercise their vote on behalf of the whānau they represent in accordance with the instructions for voting sent by the Returning Officer.

The contact person will cast their vote and return it to the Returning Officer by email return or electronic means, as established by Playcentre Aotearoa, no later than the due date for voting as in accordance with clause 9.11.4 of the Trust Deed.

### **Validity of votes**

A vote in the Trustee Selection is valid only if:

- The contact person's identification adopted by Playcentre Aotearoa is entered into the electronic voting system;
- The contact person has not already exercised their vote in that election; and
- The contact person's vote is recorded on the day or days of the election.

### **Counting of votes**

Votes are tallied electronically. Votes will be counted, and the highest polling candidate in each whare will be declared as a new Trustee by the Returning Officer. If there is more than one Trustee position vacant, the next highest polling candidate will be declared, until each vacant position is filled as in accordance with clause 9.11.6 of the Trust Deed.

### **Declaration of result**

The Returning Officer will declare the result of the Trustee Selection, giving the name or names of the candidates elected, as soon as reasonably practicable after closing of voting.

The result of the Trustee Selection will be sent to all contact person and Playcentre email addresses and published in Playcentre Aotearoa publications.

### **Equality of votes**

Where two or more candidates get an equal number of votes, the Trustees and Representatives of the appointing whare shall vote on which candidate is to fill the vacancy until there is a highest polling candidate as outlined in clause 9.11.7. This will be overseen by the Returning Officer in accordance with these Rules.

### **Re-run**

Where an online Trustee Selection fails to give a final result or the result is incorrect due to a technical reason, the Returning Officer may decide to re-run the Selection of Trustee.

A re-run must be conducted as soon as reasonably practicable, by such means as the Returning Officer sees fit.

Where the Returning Officer directs a re-run, candidates must be notified of the necessity of a re-run, and it must follow the same process as the original Selection of Trustee.

### **Destruction/deletion of votes**

The Returning Officer is to arrange for all records of contact person' votes to be destroyed or deleted in a manner which ensures that the confidentiality of voting information is preserved, no earlier than:

- Three months after the declaration of the result of an election; or
- If the Returning Officer has directed an election re-run, three months after the Returning Officer has declared the results of the re-run,

whichever is the later.

### **Term of Office**

As stated in Clause 9.11.9 of the Trust Deed, each candidate selected as a Trustee shall hold office from the trustee selection date on the terms and conditions set out in in the Trust Deed. The term of Trustee Member will be for three years, in accordance with clause 9.5 of the Trust Deed.

### **Uncompleted term**

A Trustee Board member may not complete a full term of three years. A vacant position arises when the Trustee Board are advised that a member has:

- Died;
- Resigned in writing to the Co-Presidents;
- Been declared bankrupt or in administration;
- Mental or physical incapacity;
- Conviction of a criminal offence that includes a term of imprisonment as a penalty;
- Failed to attend three consecutive meetings of the Trustees;
- Ceased to be eligible to be appointed as or to function as a Trustee under the law of New Zealand in effect; or
- Otherwise become ineligible to remain a Trustee Member in accordance with Clause 9.13.1 of the Trust Deed.

In the interim, Representatives of the relevant whare shall appoint an eligible person to serve as a Trustee up to the next trustee selection date, in accordance with the processes of that whare as outlined in Rule 1b and Rule 1c.

## Rule 9b. Operational Rules

### Introduction

These Rules describe the processes by which the Board of Trustees meets and makes decisions.

### Collective responsibility

Collective responsibility means that individuals (Trustees) are held accountable for the decisions and actions of the group (the Trustee Board).

Collective responsibility has two main components. The first is the principle that Trustees should be able to have free and frank discussions prior to coming to a collective decision, and that these discussions should remain confidential. The second is that once a position has been agreed, all Trustees are expected to abide by that position.

The Trustee Board can only be successful if each Trustee plays their part well. So, Trustees must learn to hold each other accountable for the organisation's outcomes. This means that in terms of the Trustee Board as a collective entity, responsibility will be shared between individual members for their actions.

### Meetings

#### Meeting frequency

Clause 8.5 of the Trust Deed states, "*The Trustees shall meet at least six (6) times per year.*" These meetings must be held at regular intervals throughout the year (approximately every two months). The Board of Trustees may meet more frequently if required to fulfil their duties, the aronga (direction/purpose), and whāinga (aim/goals) of Playcentre Aotearoa.

As far as practicable, the calendar of meetings and locations should be set annually, by the Trustee Board. This does not preclude additional meetings being added to the calendar, and/or meeting locations altered, if required.

The agenda and other board papers should be sent to all Trustees at least one week before each meeting.

#### Meeting location

Meetings can be held either kanohi ki te kanohi or by communications technology (*refer to clause 8.9 of the Trust Deed*). Kanohi ki te kanohi meetings can be held in any location within Aotearoa. However, consideration must be given to overall cost (including travel for all meeting attendees), and accessibility for all meeting attendees.

If a trustee or meeting attendee is unable to attend a kanohi ki te kanohi meeting in-person, arrangements to attend via communications technology, where practically possible, should be supported.

#### Quorum

The quorum for Trustee Board Meetings is defined in clause 8.2 of the Trust Deed:

## **Attendance and speaking rights at meetings**

Clauses 8.4 and 8.7 of the Trust Deed state that every member of the Board of Trustees has a right to attend, speak and be heard at a Trustees meeting, and that the Trustees will determine which other persons may attend and speak at Board of Trustees meetings.

In addition to the Trustees, other persons generally in attendance at all Board of Trustee meetings are the Chief Executive and a minute-taker.

## **Decision making**

Clauses 8.10 and 8.11 of the Trust Deed outline Board decision making.

## **Consensus decision-making**

Consensus decision-making is about uniting behind an outcome that participants believe is the best way forward. It encourages full participation. It requires cooperation and collaboration, which engenders collective responsibility for decisions. Further reading on consensus decision-making in a Playcentre context can be found in the Guiding Principles Policy and in the work of Robbie Burke, Playcentre alumnus.

## **Recording decisions**

All decisions made during a Trustee Board meeting will be recorded in the minutes of that meeting. The Chief Executive shall hold a record of all Trustee Board meeting minutes and any other decisions made by the Trustee Board (for example, those approved electronically), which will be available to any Trustee at any time.

A quarterly summary report for the organisation will be compiled by the Trustee Board and Chief Executive. This report will be published in Playcentre Aotearoa's newsletter and on the website. The purpose of this report is to provide relevant information to the organisation, and to support transparency in decision-making. This report will provide information on relevant Trustee Board workstreams, significant projects and decisions made. A high-level financial report will be included in the summary report at mid-year and following year-end.

## **Conflicts of interest**

Members of the Trustee Board will disclose and manage any conflict of interest they may have, and act in a manner consistent with their responsibilities to Playcentre Aotearoa.

A conflict of interest is a perceived, potential, or actual conflict between the private or personal interests and the official duties and responsibilities of Trustees. A perceived or potential conflict of interest should be treated as an actual conflict of interest.

The guidelines for the identification and management of conflicts of interest in any situation are:

- Trustee Board members acting on behalf of Playcentre Aotearoa must be seen at all times to behave in an impartial and transparent manner;
- It is important to understand that the existence of a conflict of interest does not necessarily imply wrongdoing on the part of any person. However, any interests which could give rise to a conflict of interest must be disclosed;
- Trustee Board members need to be alert to situations in which they may have a conflict of interest and ensure that the situation is recognised and handled appropriately;
- Conflicts of interest must be dealt with quickly and transparently. They must be:

- Acknowledged;
- Disclosed;
- Put on record, where appropriate; and
- Effectively managed or avoided.

### **Identification and effective management of conflicts of interest**

At the beginning of each meeting, the Trustee Board must identify and disclose any actual or potential conflict of interest that may affect, or may be seen to affect, their impartiality when acting on behalf of Playcentre Aotearoa.

Each conflict-of-interest situation must be dealt with as soon as reasonably practicable after it is identified. When a conflict of interest exists, the Trustee must:

- Declare the nature of the conflict (actual, potential, or perceived conflict);
- Excuse themselves from proceedings, and not participate in discussions, deliberations, or proceedings in relation to the conflict of interest;
- To be assessed on a case-by-case basis, where a Trustee has relevant information to share, or the Board has questions for the Trustee, they may share/answer before excusing themselves from proceedings;
- Not participate in decision-making or voting in relation to the conflict of interest; and
- Not be counted in the quorum required for decision-making on the matter for which they have the conflict of interest.

### **Conflict of interest register**

All Trustees must record any conflicts of interest in the Conflicts of Interest Register, which will be held by the Chief Executive. This register shall be reviewed and updated at each Trustee Board meeting. Any conflicts of interest regarding any agenda item or decision should be declared at the start of the meeting, or as soon as the conflict is realised.

Details of the discussions and decisions made in relation to the conflict of interest must be recorded in both the minutes of the meeting and the Conflicts of Interest Register.



## **Rule 9c. Honoraria and Expense Reimbursement**

### **Introduction**

This Rule describes how Trustee honoraria are set and paid, and criteria for expense reimbursement.

### **Trustee honoraria**

The honorarium for Trustees shall be set at the beginning of Playcentre Aotearoa's financial year for the following year. The Trustee Board will biennially contract the Institute of Directors to conduct a review of Trustee honoraria, with the honoraria to be set at the midpoint of the remuneration to be paid to directors of a not-for-profit organisation with a comparable balance sheet and responsibilities to that of Playcentre Aotearoa.

Honoraria is paid in arrears on the 20th of December, April, and August. Where a board member resigns/retires, honoraria will be prorated.

### **Reimbursement of expenses**

All reasonable costs of travel, accommodation, and meals (excluding alcohol) incurred in relation to meetings required to be attended by Trustees (including but not limited to Trustee Board meetings, whare hui, and general meetings) shall be paid by Playcentre Aotearoa. Any bookings for travel or accommodation required as part of the Trustee role (e.g. for meetings) shall be booked through Playcentre Aotearoa.

Any travel by private vehicle to/from board of trustee meetings will be reimbursed at the current Playcentre Aotearoa mileage reimbursement rate.

A telephone allowance of \$25.00 per month and an internet allowance of \$25.00 per month will be deposited into each Trustee's nominated bank account. For the Co-Presidents, a telephone, or a telephone allowance of \$25 per month will be provided. These allowances are non-taxable.

Costs associated with attendance at professional development sessions may be met by the Trustee Board, but prior approval must be sought from the Trustee Board.

All other reimbursements are at the discretion of the Trustee Board and must be approved by the Trustee Board prior to any spending occurring.

The process for claiming expenses and reimbursement will be set out in Playcentre Aotearoa policies and procedures.

### **Reimbursement of expenses for representatives**

This rule sets out the principles for reimbursement of expenses incurred by Representatives whilst undertaking or fulfilling their responsibilities as Representatives.

As far as is practicable, Playcentre Aotearoa will make arrangements and pay for all travel, accommodation and meals for Representatives attending any national kanohi ki te kanohi hui/meetings. Any travel by private vehicle to/from the closest airport, or to/from the national hui/meeting (if flying is not warranted) will be reimbursed at the current Playcentre Aotearoa mileage reimbursement rate.

The process for claiming expenses and reimbursement will be set out in Playcentre Aotearoa policies and procedures.

Representatives are not, as of right, entitled to reimbursement for any other expenses incurred whilst fulfilling their Representative role. Any other reimbursements will be at the discretion of the Trustee Board and must be approved by the Trustee Board prior to any expense being incurred.

### Keeping of Accounts

The Board will keep accounts as required to meet the prevailing accounting standards and all audit, regulatory and reporting requirements that apply to Playcentre Aotearoa.

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## Rule 9d. Removal of Trustees

### Introduction

This Rule outlines the considerations and processes to be followed for the removal of Trustees, including the following:

- Suspension of a Trustee;
- Removal of a Trustee;
- Removal of the whole Trustee Board;
- Resignation of a Trustee;
- Death of a Trustee.

### Principles of Natural Justice

The Trustee Board is subject to legal rules and principles, including the possible application of the rules of “natural justice” (also known as procedural fairness), being the right to a fair hearing and lack of bias.

The principles of natural justice will be applied throughout these processes and to any decision made.

The principles of natural justice<sup>1</sup> require:

- Due and full notice to the parties of the grounds for the dispute;
- An opportunity for the parties to be heard on the dispute;
- Determination of the dispute by a person independent of the parties and free from bias or influence.

### Suspension of a trustee

Where an event (as outlined in clauses 9.13.1.3 – 9.13.1.12 of the Trust Deed) occurs, the remaining Trustees may consider suspending the Trustee. The following describes the process by which Trustee suspension will be considered.

- Determine whether the event has occurred. The remaining members of the Trustee Board must decide whether the event is proven to have occurred.
  - In many instances there will be clear evidence that an event has occurred. At other times, there may need to be further investigation and a process of gathering evidence completed. The Board may appoint either the Chief Executive, or another independent person, to investigate the event and compile evidence.
  - Playcentre Aotearoa’s insurer and legal advisor must be informed as soon as possible to mitigate risk.
  - The investigation and subsequent action/s should proceed in a timely manner.
  - Natural justice and fairness may require the Board to give the affected trustee one or more of the following:
    - Full information about the decision;

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<sup>1</sup> *General Principles of Civil Justice* - [https://www.courtsofnz.govt.nz/assets/4-About-the-judiciary/rules\\_committee/policies/principles-and-purposes-of-rules-of-civil.pdf](https://www.courtsofnz.govt.nz/assets/4-About-the-judiciary/rules_committee/policies/principles-and-purposes-of-rules-of-civil.pdf)

- A chance to be heard on the matter before the decision is made;
  - Reasonable time to prepare a case;
  - Opportunity for legal representation;
  - An oral hearing with legal representation and an opportunity to test evidence against them (such as, where appropriate, cross-examining witnesses);
  - Prior notice of proposed findings or the risk or likelihood of adverse findings;
  - Reasons for, or an explanation of, the decision.<sup>2</sup>
- If the event is proven to have occurred, the remaining members of the Trustee Board must determine whether suspension of the Trustee is warranted as a result of the event.
  - If the Trustee is suspended, then the remaining members of the Trustee Board must prepare a written motion seeking removal of the Trustee. The written motion will contain:
    - A description of the event;
    - A summary of the evidence gathered;
    - A summary of the Board's reasoning behind the decision to suspend the Trustee.
  - This motion will then be presented to the Trustee to be removed.
  - The process will then follow that outlined in clauses 9.14.5 – 9.14.10 of the Trust Deed.

### **Removal of a trustee**

The following describes the process by which removal of a Trustee will occur:

- As per clause 9.14.1 of the Trust Deed, the whare who elected the trustee to be removed must prepare a written motion seeking removal of the Trustee. The written motion will contain:
  - A description of the event, where applicable;
  - A summary of the evidence gathered;
  - A summary of the reasoning by the whare behind the recommendation to remove the Trustee;
- The process as outlined in clauses 9.14.2 – 9.14.10 of the Trust Deed will then be followed.

### **Removal of the whole Board**

The following describes the process by which removal of the whole Board will occur:

- As per clause 9.15.1 of the Trust Deed, the representatives of both whare must prepare a written motion seeking removal of the whole Board. The written motion will contain:
  - A description of the event, where applicable;
  - A summary of the evidence gathered; and
  - A summary of the Representatives' reasoning behind the recommendation to remove the whole Board.
- The process as outlined in clauses 9.15.1.1 – 9.15.1.12 of the Trust Deed will then be followed.

### **Resignation of Trustee**

As outlined in clause 9.13.1.2 of the Trust Deed, a Trustee may at any time resign from the Trustee Board in writing to the Co-Presidents. If the resigning trustee does not wish to resign immediately, they may stipulate a notice period in their resignation letter, by agreement with the Trustee Board. The resignation must be sent to the Co-Presidents email address.

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<sup>2</sup> *He aratohu mō te tuku whakatau pai me te ture i Aotearoa A guide to good decision-making and the law in New Zealand* - <https://www.crownlaw.govt.nz/assets/Uploads/JOYS-for-web.pdf>

The resignation will be acknowledged by the Co-Presidents within three working days, at which date the resignation will be considered effective unless a notice period has been agreed and stipulated in the resignation letter. The resigning Trustee will be officially removed as a Trustee at the resignation date.

The whare who elected the resigning Trustee will then appoint a replacement Trustee in accordance with the process set out in clause 9.12 of the Trust Deed.

### **Death of Trustee**

Should a Trustee die during their term, the Trustee position is considered vacant. The whare who elected the Trustee will then appoint a replacement Trustee in accordance with the process set out in clause 9.12 of the Trust Deed.

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## Rule 9e. Delegated Authorities Policy

### Introduction

This policy sets out the delegated authorities established and approved by the Trustees as outlined in clauses 4.3 and 16.4 of the Trust Deed:

*“4.3 The Trustees may execute all of the powers of Playcentre Aotearoa on behalf of Playcentre Aotearoa. The Trustees may delegate all or such of the powers of Playcentre Aotearoa in such manner and to such persons as might be considered desirable by the Trustees for the performance of the Guiding Principles or operation of Playcentre Aotearoa.”*

*“16.4 Playcentre Aotearoa may otherwise enter any contract recorded in writing in accordance with the delegated authorities established by the Trustees and recorded in the Rules.”*

### Delegated Authority

The Trustee Board delegates authority to the Chief Executive under this delegated authority policy. The Board will not engage in operational matters or communicate with staff without the prior knowledge and agreement of the Chief Executive.

The Chief Executive is the sole linkage and point of accountability between the Trustee Board and the operational organisation.

The Chief Executive is authorised to establish all operational policies, make all operational decisions and design, implement, and manage all operational practices and activities with no limitation beyond those set out in the delegated authority schedule, provided they align with Trustee Board policy.

This policy and the delegated authority schedule must be reviewed at least annually. The delegated authority schedule may be amended and approved by the Board at any time, as needed.

## **Rule 10. Whare Operational Rules**

### **Rule 10a. Te Whare Tikanga Māori Operational Rules**

This Rule will be developed in consultation with Te Whare Tikanga Māori

### **Rule 10b. Tangata Tiriti Operational Rules**

This Rule will be developed in consultation with Tangata Tiriti House

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## Rule 11. Meetings

### Introduction

This rule describes the meeting processes for Playcentre Aotearoa.

### Whare hui

#### Annual whare hui

Annual whare hui may be held concurrently, either in the same place or separately as determined by the Trustees. Annual whare hui will be held kanohi ki to kanohi whenever possible.

#### Notification

Trustees, as leaders of each whare, will call the hui with at least 12 weeks' notice to all centres, whare representatives and primary representatives (*refer to Rule 3*) with the date, time and location of the hui.

#### Attendance

The following people shall attend whare hui:

- All Trustee Board members, as far as is practicable;
- Whare representatives, to be decided in accordance with whare rules (refer to Rules 1b, 1c, 6, 7, and 10);
- Invited guests of the Trustees (Representatives may propose invited guests to the Trustees of the whare upon notification of the hui, but no later than eight weeks prior to hui);
- Other attendees as determined by each whare (for more information, refer to Rule 10).

#### Agenda

- Trustees will be responsible for setting the agenda and sharing documents eight weeks prior to hui;
- Whare representatives may propose additions to the agenda to the Trustee Board prior to the setting of the agenda and sharing of documents. These proposed additions must be submitted 10 weeks prior.

#### Organisation

An event manager may be engaged for organisation under the direction of the Trustees of the related whare or both whare, via the Chief Executive.

#### Facilitation

Trustees will arrange for appropriate facilitation for each whare, with a preference for the facilitator to have Playcentre experience wherever possible.

#### Decision making:

- Consensus decision-making will be the primary method with voting as the secondary method as determined by each whare (*refer to Rules 1b, 1c and 10*);
- Annual whare hui held concurrently will use the Two-Whare Model for decision making. Annual whare hui held separately will use the whare process for decision making in accordance with whare rules (*refer to Rules 1b, 1c and 10*);



- Quorum will be set by each whare (*refer to Rule 10*).

## Other whare hui

Whare hui may be called to address a decision or a need as required and determined by the Trustees, throughout the year. This may be held concurrently, in the same place or separately as determined by the Trustees. In most cases such hui will be held via communication technology unless otherwise determined by the Trustees.

### Notification

Trustees will call the hui with no less than four weeks' notice to all centres of date, time and place and will be determined by the urgency of the matter/s to be discussed at the hui and logistical/organisation considerations.

### Attendance

- All Trustee Board members, as far as is practicable;
- Whare representatives, to be decided in accordance with whare rules (*refer to Rules 1b, 1c, 6, 7, and 10*);
- Invited guests of the Trustees (representatives may propose invited guests to the Trustees of the whare upon notification of the hui, but no later than eight weeks prior); and
- Other attendees as determined by each whare (*refer to Rule 10*).

### Agenda

Trustees will be responsible for setting the agenda and sharing documents no less than four weeks prior to whare hui.

### Organisation

An event manager may be engaged for organisation under the direction of the Trustees of the related whare/both whare, via the Chief Executive.

### Facilitation

Trustees will arrange for appropriate facilitation for each whare, with a preference for the facilitator to have Playcentre experience wherever possible.

### Decision making

- Consensus decision-making will be the primary method, with voting as the secondary method as determined by each whare (*refer to Rules 1b, 1c and 10*);
- Annual whare hui held concurrently will use the Two-Whare Model for decision-making. Annual whare hui held separately will use the whare process for decision-making in accordance with whare rules (*refer to Rules 1b, 1c and 10*);
- Quorum will be set by each whare (*refer to Rule 10*).

## General Meetings

All meetings may be held in person, via communications technology or any other method permitted by law.

### Notification

- Trustees will call a general meeting within six months of the year end.
- Centres, where representatives and primary representatives will receive notice of the date, time and place of general meetings at least eight weeks prior to the general meeting.
- In the case of kanohi ki te kanohi general meetings, the logistics, costs and other arrangements for the meeting are determined by the Trustees, provided that any kanohi ki te kanohi general meetings, to the extent practically possible, shall also be held by communications technology.

### Attendance

- All Trustee Board members, as far as is practicable;
- Whare Representatives, to be decided in accordance with whare rules (*refer to Rules 1b, 1c, 6, 7, and 10*);
- Invited guests of the Trustees (representatives may propose invited guests to the Trustees of the whare upon notification of the hui but no later than eight weeks prior);
- Other attendees as determined by each whare (*refer to Rule 10*); and
- Any person who wishes to speak to a matter at a general meeting that is on the agenda for the general meeting. Any such person shall be entitled to attend and speak at a general meeting.

### Agenda

- Trustees will be responsible for setting the agenda and sharing documents eight weeks prior to the general meeting.
- Whare representatives may propose additions to the agenda to the Trustee Board prior to the setting of the agenda and sharing of documents. These proposed additions must be submitted 10 weeks prior to the general meeting.
- The chair shall have the discretion to alter the agenda to introduce any item of business that the Trustees or the Representatives of each whare consider requires discussion. The agenda of an annual general meeting shall include, but is not limited to:
  - 10.4.1 Present the Annual Report;
  - 10.4.2 Consider any matters any attendee from either whare wishes to have addressed at an annual general meeting;
  - 10.4.3 Address any other matter that by law must be addressed at an annual general meeting.

### Organisation

An event manager may be engaged for organisation under the direction of the Trustees of the related whare/both whare, via the Chief Executive.

### Facilitation

A General Meeting shall be chaired by the Co-Presidents or by a person(s) appointed by the Board of Trustees.

### **Decision-making**

- Consensus decision-making will be the primary method, with voting as the secondary method as determined by each whare (*refer to Rules 1b, 1c and 10*).
- Quorum is a simple majority of Representatives present and a minimum of two Trustees from each whare.
- In the absence of consensus, there shall be a vote in accordance with whare processes (*Rule 10*).

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## Rule 12. Recognising Service

### Introduction

Playcentre Aotearoa has procedures whereby it can recognise those members who have given distinguished or outstanding service to the organisation. The recognising of service at a national level is a great honour that recognises and celebrates the outstanding contribution by an individual for the betterment of Playcentre Aotearoa. This recognition is reserved for those whose contribution goes beyond the ordinary or even the excellent for an extended period.

### Honorific titles

All those that hold the title of Life members, Associate Life Members, Patrons, and Centre Life Members will retain this honorific title bestowed upon them by New Zealand Playcentre Federation, the Associations and Playcentres. However, moving forward, these honorific titles will no longer be awarded in the same way. The roles and responsibilities of these members will fall under the Trust Deed and Rules from the date of issue.

### Recognition of Service to the Organisation

The honour of National Life Member (to be renamed) is reserved for those whose contribution goes beyond the ordinary or even the excellent for an extended period of time. This title celebrates and recognises the contribution of an individual to Playcentre Aotearoa. Awarding this title honours a person whose loyal and outstanding service and contribution has provided a measurable benefit to Playcentre Aotearoa.

### Purpose

Recognition for outstanding and exceptional service to Playcentre Aotearoa as a whole.

<b>Rights</b>	<b>Responsibilities</b>
<ul style="list-style-type: none"><li>• Receive a certificate</li><li>• Retain an honorary membership that enables life members to attend hui at the request of the Trustee Board as invited guests</li><li>• Eligible to be part of the regulatory sub-committee at the request of the Trustee Board</li></ul>	<ul style="list-style-type: none"><li>• To uphold the values and philosophies of Playcentre Aotearoa;</li><li>• To remain impartial in governance matters;</li><li>• To support Playcentre Aotearoa development at the request of the Trustee Board.</li></ul>

Those that hold honorific titles must abstain from decision-making via consensus and voting.

### Nominations

The nomination is to be made on the proforma that is provided by the Board Secretary/Executive Assistant with all relevant sections to be completed. This nomination will form the basis of the “citation for a person to be awarded” with the symbol of Life Membership, as determined from time to time, if approved.

## Submission of Nomination

Nominations will be treated with the strictest of confidence. Nominees must be considered individually, on their individual merits, personal attributes, and achievements, and not in comparison to others or previous National Life Members. Motions will be considered at hui and need to be submitted 12 weeks before the proposed date of hui.

For the written motion of National Life Membership, the process is as follows:

- A written motion to nominate a person for National Life Membership can be submitted by the Trustee Board, either whare, Clusters, Rōpū or Playcentres.
- The nomination must include or be accompanied by the life member nomination form, which will:
  - Articulate the reasons why National Life Membership is to be considered appropriate; and, where possible,
  - Specify examples of work or involvement which has significantly progressed Playcentre Aotearoa, and is in line with the objectives and philosophy of Playcentre Aotearoa; and
  - Provide at least two written references supporting the nomination.

## Process for Whare

The nomination will be discussed at an annual hui. The nomination will be presented at hui to both whare. A champion of the nomination will present the motion of nomination. They may do this in methods including, but not limited to:

- A speech;
- A short video; or
- A slideshow presentation.

The whare may wish to ask questions to seek more information for the discussions in the whare. At this hui, the Two-Whare Model (refer to Rule 1a) and consensus decision-making will be used to make a decision. If consensus is met, the nomination proceeds to the whānau vote (for more information, refer to Rule 3).

In the absence of consensus, there shall be a first vote in accordance with the voting process. If the motion receives support from no less than 75% of the representatives of each whare (so 75% of the representatives from Te Whare Tikanga Māori and 75% of the representatives from Tangata Tiriti House), the nomination proceeds to whānau vote. If it does not meet the threshold, the nomination has failed.

## Process for whānau vote

- The Trustee Board will:
  - Set the start and finish date and time for each election in accordance with clause 9.6; and
  - Give notice of an election no less than 10 working days before the start date for the election.
- The notice of Nomination of National Life Membership:
  - Must be sent to all contact persons' and Playcentres' email address, in such Playcentre publications as required; and
  - Will contain details of the election, including but not limited to:
    - The name of the election;

- The number of positions to be filled;
- The election start and finish date and time;
- The method of voting outlined;
- The nomination, which will articulate the reasons why National Life Membership is to be considered appropriate and, where possible, specify examples of work or involvement which has significantly progressed Playcentre Aotearoa and is in line with the objectives and philosophy of Playcentre Aotearoa;
- The contact details for the Returning Officer, to which notices of candidacy and all other communications arising under these procedures are to be addressed.

If the nomination receives support from no less than 75% of the whānau of each whare (so 75% of the whānau from Te Whare Tikanga Māori and 75% of whānau from Tangata Tiriti House), the nomination is successful.

### Playcentre Branch Life Member (to be renamed)

Making someone a life member of a Playcentre branch is a special way to celebrate and honour someone who has made an extraordinary contribution to a Playcentre. This recognises their contributions, and encapsulates them into the centre whānau for life, so should be a rare and special honour. The process of awarding this recognition of Playcentre branch life member will be up to Playcentres to develop their own practice that aligns with Playcentre Aotearoa philosophy.

### Roles and responsibilities of Playcentre branch life members

Roles	Responsibilities
<ul style="list-style-type: none"> <li>• To provide support to their specific centre;</li> <li>• To support Hapori to develop and maintain the voices of Playcentres;</li> <li>• To be able to provide knowledge or history of the Playcentre.</li> </ul>	<ul style="list-style-type: none"> <li>• Are invited to events that the Playcentre decides;</li> <li>• To carry out tasks that the Playcentre decides.</li> </ul>

## Rule 13. Establishing, Varying or Removing Rules

### Context

The principle of this Rule is to set a broad framework and standard procedure for introduction, amendment and deleting of rules within Playcentre Aotearoa, and to articulate principles for consistency in the management of these.

### Development and amendments of Rules

The development or review of the Rules documents may result from:

- Recognition of a need (such as legislation, by the Trustee Board or by Te Whare Tikanga Māori and/or Tangata Tiriti);
- A change in strategy or circumstances;
- Organisational change;
- The regular cycle of the policy development, Rules review and lifecycle; and/or
- Issues in implementing or interpreting rules or gaps in rules or policy coverage.

### New Rules assessment

If a new Rule is sought, an assessment of the suitability will be undertaken (see below). If amending a current rule, The Trustee Board or Board Secretary/Executive Assistant will provide the relevant template and provide guidance on the process as required. To meet the needs of Playcentre Aotearoa, this may result in the addition of new Rules to support the governance of the organisation.

The assessment of suitability will include, but is not limited to, questions such as:

- Is the Rule required?
- Is there another way to achieve the same outcome?
- Is there another Rule or governance policy that contains similar or related information, and if so, can that be amended with the new content?

All new Rules will go through the process of an assessment on sustainability, whether it is from the Trustee Board, or from either Te Whare Tikanga Māori and Tangata Tiriti.

### The Trustee Board

In accordance with clause 4.4 and as outlined in Rule 14, the Trustee Board will consult on changes to the Rules. In principle, the Trustee Board will provide a framework to guide Playcentre Aotearoa to develop authentic consultation approaches.

### Consultation

The below continuum outlines the Playcentre Aotearoa approach to consultation, providing a framework to guide Playcentre Aotearoa on how to develop authentic consultation approaches. The below is based on the Consultation continuum (*refer to Rule 14 for more information*).

<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
To provide Playcentre whānau with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with Playcentre whānau or rōpū/clusters or whare representatives throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To partner with Playcentre whānau or rōpū/clusters or whare representatives or kapa mahi in each aspect of the decision, including the development of alternatives and the identification of the preferred decision.	To place final decision making in the hands of Playcentre whānau, Rōpū/Clusters or whare representatives.

### **Finalisation of Rule**

Once this consultation has been completed, redrafting of the Rule may be required, depending on the consultation that has occurred. When the finalised Rule is ready, the Trustee Board will make the final decision on the Rule. When making a decision on the amendments of the Rules, consensus decision-making will be the primary method of decision-making as in accordance with clause 8.10 of the Trust Deed.

Once a decision is reached, the Trustee Board will follow the implementation process as outlined below.

### **Amendment by the Houses**

Either Te Whare Tikanga Māori or Tangata Tiriti House may present, to the Trustees, any proposed establishment, introduction, correction, or deletion to the Rules. Submissions for Rule changes are able to be submitted throughout the year and approved at an SGM. Below outlines the process that will be followed.

### **Drafting**

Prior to drafting, and throughout the process, it is important to consider the issues and requirements.

Key actions include:

- Identifying the issue and considering the options for the appropriate solution;
- Reviewing existing legislative or regulatory requirements;
- Reviewing related and linked policy and Rule documents to ensure a cohesive approach;
- Establishing the Rule key principles.



## **Process of Submission**

For either whare to bring proposed establishment, introduction, correction, or deletion to the Rules, the process is the following:

- Rōpū, Cluster, Centre members are able to submit a Rule proposal.

The Rule proposal must include or be accompanied by:

- The Rule written in full;
- A statement of the objectives of the Rule;
- A justification for the Rule; and
- A statement of how the Rule accords with the object of the Trust Deed.

If the Rule is dealing with the governance of Playcentre Aotearoa, it must be written in partnership across both whare. If it is dealing with only one whare and its processes, it may not need to be written in partnership.

## **Submission**

Submissions for Rule changes are able to be submitted throughout the year. The Trustee Board will accept submissions if they meet the criteria above. A regulatory sub-committee will be established to look over the submission to ensure that submission accords with the objectives of the Trust Deed and is not contrary to law.

## **Resubmission**

If a Rule proposal does not pass the regulatory sub-committee, those that submitted it will have it returned with an outline as to why it will not go out to consultation. The Rule proposal will be able to be modified and resubmitted.

Once the Rule submission has passed the regulatory sub-committee, a consultation process will be developed in collaboration between the Trustee Board and the group that submitted the Rule amendment. (*For more information on the Consultation process refer to Rule 14.*)

At the end of the consultation process, the Rule may be redrafted based on the consultation feedback. Once this is finalised, a whare hui must be called, in accordance with Rule 11, to discuss the draft Rule.

## **Approval Process**

At this Whare Hui, the Two-Whare Model (*refer to Rule 1a*) and consensus decision-making will be used to make a decision. Once consensus is met, it is submitted to The Trustee Board for final approval, as outlined in clause 4.4 of the Trust Deed.

In the absence of consensus, there shall be a first vote in accordance with the process for voting set out in the Rules on the Rule decision. If the amendment receives support from no less than 75% of the Representatives of each whare (so 75% of the representatives from Te Whare Tikanga Māori and 75% of the representatives from Tangata Tiriti House), the Trustees shall make the modification to the Rules document.

If no decision is made through consensus or voting, the Trustees will discuss with the group that proposed the Rule amendment. If the group still wish to pursue the Rule amendment, the Trustees may seek mediation with the Representatives. If, after mediation, either by consensus or, in the

absence of consensus, by a vote of at least 75% of the Representatives, the amendment is agreed, the Trustees shall make the modification to the Rules document.


### **Implementation**

The Trustee Board must complete any legislative requirements to the updating of the Rules within the required timeframe. This would be communicated via email to all Playcentres, Clusters, Rōpū and Playcentre whānau, as well as being updated on the website.

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## Rule 14. Consultation

The below continuum outlines the Playcentre Aotearoa approach to consultation and provides a framework to guide and develop authentic consultation approaches.

	<b>Increasing Impact on the Decision</b> 				
	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>Participation Goal</b>	To provide Playcentre whānau with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with Playcentre whānau, whānau Māori, rōpū, clusters or whare representatives throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To partner with Playcentre whānau, whānau Māori, rōpū, clusters or whare representatives or kapa mahi in each aspect of the decision, including the development of alternatives and the identification of the preferred decision.	To place final decision-making in the hands of Playcentre whānau, whānau Māori, rōpū, clusters or whare representatives.
<b>Promise to Playcentre whānau</b>	The Trustee Board will keep you informed with key information	The Trustee Board will keep you informed, listen to, and acknowledge concerns and aspirations, and will provide feedback on how input has influenced the decision.	The Trustee Board will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives, and will provide feedback on how input influenced the decision.	The Trustee Board will look to you for advice and innovation in formulating solutions, and will incorporate your advice and recommendations into the decisions to the maximum extent possible.	The Trustee Board will implement what you decide.

Source: International Association for Public Participation. URL: [www.iap2.org](http://www.iap2.org)

Source: Tina Nabatchi, "Putting the 'Public' Back in Public Values Research: Designing Participation to Identify and Respond to Values", Public Administration Review

### Objectives of consultation

Playcentre Aotearoa will undertake consultation to:

- Gain effective and efficient feedback at various stages of development to help Playcentre develop governance policies and strategic direction;
- Build an understanding of "what works for different Playcentres" in a range of situations;
- Seek input from whānau Māori in designing how Playcentre Aotearoa participates in consultation;

- Build and maintain productive relationships with Playcentres, Clusters, Rōpū and Whānau;
- Share the development process of policies and direction with Playcentres, Clusters, Rōpū and whānau;
- Open up communication channels ahead of implementation;
- Meet its own responsibilities, including Playcentre Aotearoa consultation (*refer to Rule 14*).

### Principles of consultation

Principle	How The Trustee Board will do this
Choosing an appropriate and proportionate consultation approach.	<p>The Trustee Board will decide on the best consultation approach after considering:</p> <ul style="list-style-type: none"> <li>• Its legal, regulatory, and fiduciary obligations and responsibilities;</li> <li>• The impact of the decision on all Playcentre whānau and stakeholders;</li> <li>• The impact of the consultation process on all Playcentre whānau.</li> </ul>
Commitment to working in partnership.	<p>The Trustee Board will meet its obligations under Te Tiriti o Waitangi by:</p> <ul style="list-style-type: none"> <li>• Consulting with whānau Māori and Rōpū;</li> <li>• Ensuring the participation of Māori, based on the belief that those affected by a decision have a right to be involved in the decision-making process;</li> <li>• Striving to use consultation that aligns with kaupapa Māori methods.</li> </ul>
Identifying participants	<p>The Trustee Board will consider the groups in Playcentre Aotearoa that will participate in the consultation process, based on the impact of the decision and the level of commitment required for participation.</p>
Establishing effective ways of working	<p>The Trustee Board will:</p> <ul style="list-style-type: none"> <li>• Tailor the process to the topic of consultation, and the groups that are participating in the process.</li> <li>• Factor in the capacity of whānau we engage with, including competing priorities, resources and time required to effectively respond to a consultation request.</li> </ul>
Being accessible and timely	<p>The Trustee Board will:</p> <ul style="list-style-type: none"> <li>• Communicate the consultation scope clearly;</li> <li>• Build in sufficient time for gaining and assessing feedback from different groups and key stakeholders within Playcentre Aotearoa;</li> <li>• Create timelines with the aim of allowing groups sufficient time to feedback, including allowing more time for complex areas to be understood;</li> <li>• Do its best to provide efficient, accessible, and user-friendly formats for groups within Playcentre Aotearoa to provide feedback; and</li> <li>• Provide ways to get further information.</li> </ul>

Acting in good faith	<p>The Trustee Board will:</p> <ul style="list-style-type: none"> <li>• Consider all feedback openly;</li> <li>• Consider the preferred method of engagement of groups within Playcentre Aotearoa; and</li> <li>• Develop consultation processes that are purposeful and relevant to the groups within Playcentre Aotearoa.</li> </ul>
Being open and transparent	<p>The Trustee Board will:</p> <ul style="list-style-type: none"> <li>• Report the outcome of the consultation back to Playcentre Aotearoa and whānau; and</li> <li>• Employ a range of communication methods for providing feedback on the outcomes of the consultation.</li> </ul>

### Topics for consultation

The Trust Deed directs the Board of Trustees to consult with Playcentre whānau, whānau Māori, the community of the Playcentre, Rōpū, Clusters and whare representatives on the following topics:

- Establishment, introduction, variation, correction, and deletion of Rules
- Modification of the Trust Deed
- Strategic direction and operational strategies
- Policy development
- Opening, recess or closure of Playcentres
- In the event that the Trustees consider Playcentre Aotearoa should be wound up

A unique consultation process would be developed to meet the needs of the outcome for the topics above. At the beginning of the process, a consultation framework would be developed, using the continuum, objectives, and principles to ensure that authentic consultation is carried out.

## **Rule 15. Modification of the Trust Deed**

### **Context**

The principle of this Rule is to set a framework and standard procedure for the introduction, amendment and deletion of the Trust Deed, as per clauses 14.1 and 14.2 of the Trust Deed.

### **Development and modification of the Trust Deed**

The development or review of The Trust Deed may result from:

- Recognition of a need (such as legislation); or
- Issues in implementing, applying, or interpreting the Trust Deed or these Rules.

Such a development or review may be initiated by the Trustee Board, Te Whare Tikanga Māori or Tangata Tiriti House.

### **Assessment of modification to the Trust Deed**

If modification to the Trust Deed is sought, an assessment on the suitability of the proposed modification will be undertaken by the Trustee Board. All proposed modifications to the Trust Deed will go through this process, regardless of which group proposes it.

The assessment will consider:

- Whether the proposed modification is required, or whether there is another way to achieve the same outcome; and
- Whether there is another related rule or governance policy that could be amended instead.

This may result in the modification of the Trust Deed to support the governance of the organisation. If modifying the Trust Deed, The Trustee Board or Board Secretary/Executive Assistant will provide the relevant template and guidance on the process as required.

### **The Trustee Board**

The Trustees can make modifications to this Deed, subject to clause 14.2, and are able to do so by following the process outlined in clause 14.3. The Trustee Board must provide the representatives of both whare with a written motion setting out the modification sought.

The motion must include or be accompanied by:

- The modification in full;
- A statement of the objectives of the modification;
- Justification for the modification;
- A statement of how the modification accords with the object of The Trust Deed.

The Trustee Board will call a hui to present a written motion to Te Whare Tikanga Māori and Tangata Tiriti House. It will be at this hui that a consultation process will be co-designed between the two whare and the Trustee Board.

### **Consultation**

Once the two whare have received the written motion, a consultation process following Rule 14 will be engaged.

## **Approval process**

A general meeting will be held within 12 weeks of receiving the written motion from the Trustee Board. At this general meeting, the Two-Whare Model and consensus decision-making will be used. Once consensus is met, The Trustee Board can make the modifications.

In the absence of consensus, there shall be a first vote in accordance with the process for voting set out in the Rules on the modification to the Trust Deed. If the motion receives support from no less than 75% of the representatives of each whare (so 75% of the representatives from Te Whare Tikanga Māori and 75% of the representatives from Tangata Tiriti House), the Trustees shall make the modification.

If no decision is made through consensus or voting, and the Trustees still propose to make the modification to the Trust Deed with the original modification, the Trustees may seek mediation with the Representatives.

If, after mediation, either by consensus or in the absence of consensus, by a vote of at least 75% of the representatives, the amendment is agreed, the Trustees shall make the modification.

If, after this process, no decision is made, and the Trustees consider the modification should be made, clause 9.15 of the Trust Deed shall come into effect. *(For the process on this, refer to Rule 9d.)* Once the process of clause 9.15 of the Trust Deed has been completed, if the newly elected Trustee Board still proposes to make the modification to the Trust Deed as per the original motion, the Trustees shall make the modification to the Trust Deed.

## **Amendment by the Representatives of the Houses**

Either Representatives of Te Whare Tikanga Māori or Tangata Tiriti House may present, to the Trustees, any proposed modifications to the Trust Deed.

## **Drafting**

Prior to drafting, and throughout the process, it is important to consider the issues and requirements. Key actions include:

- Identifying the issue and considering options for an appropriate solution;
- Reviewing existing legislative and regulatory requirements;
- Reviewing related and linked policy and Rule documents to ensure a cohesive approach; and
- Establishing the modifications key principles.

## **Process of submission**

If Representatives of either whare decide to bring a proposed modification to the Trust Deed, the process is as follows:

A modification proposal must be submitted. The proposal must include or be accompanied by:

- The modification in full;
- A statement of the objectives of the modification;
- Justification for the modification;
- A statement of how the modification accords with the object of the Trust Deed;

- If the modification to the Trust Deed deals with the governance of Playcentre Aotearoa, it must be written in partnership across both whare. If it is dealing with only one whare and its processes, it may not need to be written in partnership.

### **Submission and consultation**

Modification proposals can be submitted throughout the year, and the Trustee Board will accept proposals if they meet the criteria above. A regulatory sub-committee will be established to look over the submission to ensure that the submission accords with the object of the Trust Deed; will not have such ramifications that would be significantly detrimental to Playcentre Aotearoa, e.g. financial considerations; and that it is not contrary to law.

If does not pass the regulatory sub-committee, those who submitted the modification will have it returned with an outline as to why it will not go out to consultation. This proposal will be able to be modified and resubmitted.

Once the modification proposal has passed the regulatory sub-committee, a consultation process will be developed in collaboration between the Trustee Board and the group that submitted the modification. This consultation process will be developed in accordance with Rule 14.

At the end of the consultation process, the modification to the Trust Deed may be redrafted based on the consultation feedback. Once this is finalised, a general meeting must be called, in accordance with clause 10 of the Trust Deed and Rule 11, to discuss the draft modification proposal.

### **Approval Process**

A general meeting will be held within four weeks after the consultation period has completed. At this general meeting, the Two-Whare Model (*refer to Rule 1a*) and consensus decision-making will be used.

If consensus is met, The Trustee Board will make the modifications to the Trust Deed.

In the absence of consensus, there shall be a first vote in accordance with the process for voting set out in the Rules on the Rule decision. If the amendment receives support from no less than 75% of the representatives of each whare (so 75% of the representatives from Te Whare Tikanga Māori and 75% of the representatives from Tangata Tiriti House), the Trustees shall make the modification.

If no decision is made through consensus or voting, the Trustees will discuss the modification proposal with those that submitted it, the Trustees may seek mediation with the representatives. If, after mediation, either by consensus or in the absence of consensus, by a vote of at least 75% of the representatives, the amendment is agreed, the Trustees shall make the modification to the Trust Deed.

If after this process no decision is made, this modification proposal is deemed to have failed.



## Glossary of terms

**Branch/centre:** Playcentres are branches of Playcentre Aotearoa, being groups of whānau, registered by the Trustees as being part of and resourced by Playcentre Aotearoa.

**Capabilities framework:** The foundation and common language to describe the knowledge, skills and abilities needed to perform work across all levels of the organisation

**Consensus decision-making:** Agreement on a decision by all members of a group, rather than a majority or a select group of representatives

**Contact person:** The person each whānau selects to cast the vote in Trustee Board elections on behalf of that whānau.

**Electoral roll:** The official list of Playcentre whānau who are entitled to vote in an election for Trustees for the whare they are registered in, with separate electoral rolls for both Te Whare Tikanga Māori and Tangata Tiriti House

**Emergent Leadership Group (ELG):** An emergent leadership group consisting of members of Tangata Tiriti House, as discussed in Rule 8b

**Kāhui Kōkiri:** An emergent leadership group consisting of members of Te Whare Tikanga Māori, as discussed in Rule 8a.

**Kāhui:** Group/cluster

**Kōkiri:** Develop, move forward, lead

**Kanohi ki te kanohi:** Face to face

**Kapa mahi:** Working group

**Mātauranga Māori:** Māori knowledge

**Playcentre whānau:** Family who has or has had one or more tamariki enrolled at a Playcentre

**Returning officer:** An independent person who ensures the Trustee Selection Process and vote for Trustees follows the processes set out in the Deed and the Rules, as per Rule 9a.

**Selection meetings:** Scheduled meetings to select Representatives of a Cluster or Rōpū.

**Te Whare Tikanga Māori:** A whare for Playcentre whānau who are tangata whenua or whose tamariki whakapapa Māori, as set out in clause 6 of the Trust Deed

**Tangata Tiriti House:** A whare for Playcentre whānau who are not members of Te Whare Tikanga Māori, as set out in clause 7 of the Trust Deed

**Tuakana/teina:** The relationship between older and younger (usually same gender). In Playcentre, a tuakana/teina relationship is the relationship between more and less experienced members

**Whakawhanaungatanga:** The process of establishing relationships, relating well to others

**Whānau Māori:** Māori family

**Whare hui:** House meeting

**Whare:** House

**Hui:** Gathering/meeting