



Auckland Hospital Preschool Society Incorporated

## **Annual General Meeting & Parent/Whānau Night**

*Thursday 4 April 2024, 7pm*



Kids' Domain ELC

Building 15, Auckland City Hospital

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## GOVERNANCE GROUP AT 31 DECEMBER 2023

- Shivani Fox-Lewis – Chairperson
- Rhys Johnston – Treasurer
- Emma Wackrow – Secretary
- Emma Gilbert
- Medha Rao
- Kim Aikins
- Nicola Griffin
- Jason Mareroa
- Bridgette Towle – Centre Director

## MANAGEMENT STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

The Governance Group are responsible for the judgments made in the operations of the Society and the financial statements being presented at this meeting.

The Financial statements fairly reflect the Society's financial position and operations for the year ended 31 December 2023.

The Governance group are responsible for overseeing the financial reporting processes undertaken by management.

Authority is delegated to the Centre Director who is responsible for maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.



## AGENDA

1. Apologies
2. Minutes of Previous Meeting
3. Chairperson's Report – Shivani Fox-Lewis
4. Treasurer's Report – Rhys Johnston
5. Confirmation of Financial Statements
6. Appointment of Auditor
7. Confirmation of Governance Group

The following current members are available for the coming year:

Shivani Fox-Lewis, Rhys Johnston, Emma Wackrow, Medha Rao and Nicola Griffin.

Three new nominations were received from Charlotte York, Holly Del La Varis and Lucy Ferrick.

8. General Business

## MINUTES

Minutes of the Annual General Meeting of the Auckland Hospital Pre-School Society Incorporated held via Zoom Meeting (ID 853 3278 4975) at 7.30 pm on Thursday 30 March 2023.

Members present:

Bridget Little, Rhys Johnston, Anna Creak, Shivani Fox-Lewis, Hilton Johnson, Emma Wackrow, Emma Gilbert, Kim Aikins, Medha Rao, Jason Mareroa, Nicola Livingstone, Kyle Tam, Jamie Kaio, Sarah Marmoush, Naomi Quitoriano, Nicola Griffin, Martin Wackrow, Nat Lawrence, Sarah Thompson, Enya McPherson, Peter Zeng, Chanel Martin, Amanda Aumua, Kim Varghese.

Staff present:

Bridgette Towle, Shirlene Murphy, Mereseini Ravono, Agnes Topia, Eileen Smith, Donna Veldkamp, Yvonne Taylor, Tayla McMurchy, Josie Fletcher, Charlotte D'Silva, Marguerite Moala, Ripeka Page, Angela Heape, Milan Hanak-Martin, Moana Long, Shiree Meikle, Amita Khanna, Tian Lan, Stephanie Samu, Anna Jackson, Miaki Miyamura, Laraine Tuaputa.

### 1. Apologies

Apologies were received from:

Alice Minhinnick, Emma McLean, Sneha Nithin, Miriam Duffy, Luke, Thompson, Hetty Gaskell-Hahn, Fleur Chapman, Kate Montgomery, Connie Tam, Rochelle Elnar, Louise Crowe, James Caldwell, Katie Burkitt, Phyllis Phukubye-Johnson, Imogen Caldwell, Diane Saecker-Battley, Gemma Rundle, Heidi Leung, Ritu Khanna, Laurenn Lee, Wendy O'Donnell, Lizzy Fong, Manjit Kaur, Michelle Teau, Atsushi Ukito.

Confirmed quorum of 10 parents present.

Moved: Emma Wackrow                                      Seconded: Rhys Johnston                                      - CARRIED

### 2. Minutes of previous meeting

The minutes of the previous AGM, held on 7 April 2022, were approved.

Moved: Anna Creak    Seconded: Shivani Lewis-Fox                                      - CARRIED

### 3. Matters Arising

There were no matters arising.

### 4. Chairperson's Report

The Chairperson's report presented by Bridget Little was confirmed.

### 5. Treasurer's Report and confirmation of Financial Statements

The Treasurer's report presented by Rhys Johnston was confirmed.

IT WAS RESOLVED THAT THE financial statements for the year ended 31 December 2021 be accepted and the budgets for the forthcoming year confirmed

Moved: Rhys Johnston                                      Seconded: Medha Rao                                      - CARRIED

### 6. Appointment of Auditor

IT WAS RESOLVED THAT Alex Houghton from BVO (Blackmore, Virtue and Owen) be appointed as our independent auditor for the coming year.

Moved: Rhys Johnston                      Seconded: Shivani Lewis-Fox                      - CARRIED

7.      Election of Governance Group

Seven members of the Governance Group have indicated their availability for a further term. They are:

- Shivani Fox-Lewis
- Rhys Johnston
- Emma Wackrow
- Emma Gilbert
- Hilton Johnson
- Kim Aikins
- Medha Rao

The following two nominations were recieved:

- Nicola Griffin
- Jason Mareroa

IT WAS RESOLVED THAT THE parent members above would be confirmed as the Governance Group for the coming year.

Moved: Anna Creak                      Seconded: Bridgette Towle                      - CARRIED

8.      General Business

There were no items of general business.

9.      Thank you

Bridget Little, as chair, offered thanks and gift to Anna Creak as exiting secretary

Bridget Little introduced/ handover to Shivani Fox-Lewis as incoming chair.  
Shivani as incoming chair, offered thanks and gift to Bridget Little as exiting chair.

The Annual General Meeting closed at 7:58 pm.

## REPORTS

### 1. Chairperson's Report – Shivani Fox-Lewis

Tēnā koutou, tēnā koutou, tēnā tatou katoa,

It is my honour to present my first report as Chair of the Governance Group of the Auckland Hospital Preschool Society Incorporated, at this, our annual general meeting of the 2024 financial year.

At this stage I'm just going to share my screen as I think this image, copied from one of our Governance Group reports, sums up this past year pretty well:

We finally stepped out of the shadows of the "C-word" (COVID) bright eyed and bushy tailed, to be met with another C-word: Cyclone Gabriel. This wasn't exactly what any of us had hoped for, but all rose to the circumstances with efficiency, optimism and kindness. Kids' Domain shut for two days of emergency closure as mandated. Thankfully, we had no more C- words or natural disasters to contend with for the rest of the year!



#### Professional development events

This gave space for a number of fantastic events and learning opportunities. From May to August Kids' Domain hosted the Education Hub who filmed day-to-day encounters and as well as interviewing the leadership team to explore specific themes. If you haven't seen these videos as yet I highly recommend seeking them out on the Education Hub website. You will be beaming with pride at our wonderful Centre!

Professional learning is an essential component of teaching practice at Kids' Domain with all teachers undergoing an annual professional growth cycle. This year kaiako had the opportunity to attend workshops on professional learning, effective feedback and peer coaching hosted by Jan Roberston, to support the most effective use of their professional growth cycles.

The Kererū team attended a workshop with Dr Sandra Duncan from US on "using spatial conditions of emotions to design inspiring early childhood environments". The team received glowing feedback on their work with Dr Duncan stating this is only the second centre she has visited that so embodies her concepts and frameworks.

In October our kaiako attended a noho marae (overnight stay at a marae), which was amazing and enriching for all involved. This was an opportunity to strengthen the basis in tikanga Māori and how this is interwoven into daily practice at Kids' Domain. Huge thanks to Shirlene Ripeka and Lah for the hard work that went in to preparing this heart-filling weekend.

Kids' Domain hosted a group of ECE educators from the USA in November. This is an example of how extensive our reach is, and how widely our team seek to share knowledge and learn from others.

We conducted a parent/whānau survey, and thank you to those who contributed. Your ideas shape how the Centre engages and communicates with whānau. We will be trying out a few ideas in time to come, and that is thanks to your input.

#### Infrastructure improvements

We have also been hard at work improving our physical environment. Aside from general maintenance, major Capex projects of note have included flood repairs across the Centre, and then repairs from water damage caused by pipes blocked by tree roots, and then again from water damage caused by a burst pipe! You may not have known about the latter two due to how efficiently they were handled. One of these instances was identified and repaired all from a Friday evening to a Sunday morning, such that no closure was required at all, and we were open for business on the next working day! I'd like to extend huge thanks especially to Bridgette for the hours of hard graft she (and her family!) put in to achieve this. We have replaced the gutters and put in fantastic new canopies outside Pounamu and Kererū. We have spruced up the water feature, pond and vegetable garden in the Aroha outdoors areas, added some relaxing garden benches and a fantastic new easel. We have a new water feature in Pounamu on its way. And we have had more drama than you would think possible caused by the back gate by the carpark... all is well and the gate still stands steadfast 😊

#### Staffing changes

We have had some changes in our staff this past year. We have said farewells to Gabrielle Arnold, Milan Hanak-Martin, we welcomed and farewelled Sophia Xu, also Tian Lan, Angela Heape, Lizzie Fong and Wendy O'Donnell. I would like to thank all these staff for their contributions to Kids' Domain, especially those who had been with us for decades. I was honoured to say a few words at Wendy's farewell morning tea. It was so heartwarming to see people there from when the Auckland Hospital Preschool first opened and to see the timelines that Wendy has woven together across her years with us. We wished Michelle Teau and Kim Varghese well on their maternity leave, and have recently welcomed Michelle back to work. I'd like to acknowledge Stephanie Samu who stepped into the role of Head Teacher of Tumanako, and Lah Tuaputa who as pedagogical leader has been supporting the leadership team in Aroha. We have this year warmly welcomed new staff into our group, Atsushi Ukito, Lin Lin, Sandra Oh, Amanda Zhang, Samantha Ashton and Shania Hussain as chef. Thank you to all who have been with us across this past year for your hard work.

#### Governance Group and Annual plan

We have been working hard on the Governance Group also. At the start of the year we welcomed two new members, Nicola Griffin and Jason Mareroa. We conducted our annual governance training session with Carol Scholes – key learning outcomes from this were 'flipping the agenda' to spend our time discussing the most important topics first, and to conduct Governance Group evaluation. This is something we have been building through the year, and is part of our commitment to grow and ensure we provide a useful and effective service to Kids' Domain. A significant piece of work we conducted was reviewing the various complex funding structures that were in play over the past year. After extensive research and discussion, we opted in to extended pay parity. This is a step closer to ensuring fair remuneration for our kaiako.

We ratified the annual plan as developed by the leadership team in consultation with staff. Our annual plan for 2024, which fits nicely within our five-year strategic plan, focusses on strengthening our resources within our Centre, strengthening the process of inquiry, continuing to develop our approach to leaderfulness and creating space to come together as a community.



I would like to extend gratitude to the members who left the Governance Group this year, Hilton Johnson and Kim Aiken, for their hard work and input throughout the year. This meeting we also farewell Jason Mareroa as it is his last meeting as a Governance Group member. Jason thank you for your contributions over this year.

#### Social events

We have also had a lot of fun this year with a number of social gatherings! Matariki was even bigger than last year! We had a delicious breakfast provided to us whānau, with the Māori ropu arriving before dawn to help prepare it. With the kind support of Jason Mareroa, and the hard work of Shirlene and Ripeka, the Matariki celebrations for our tamariki included going over to the events held at the hospital including meeting the Māori King, and observing kapahaka. Kaiako even got to let their hair down with a staff Matariki weekend getaway in Taupo. We're told what happened in Taupō stays in Taupō!

In September we held a whānau night – lovely to have a chance for us big kids to get a feel for the environment in each room and get stuck in with the inquiries. The teachers were impressed by the creativity and new perspectives parents brought to each room's inquiry. And we left a few surprises for the tamariki the next day! I'd like to extend a big shout out to the Pounamu tamariki, who enjoyed and maintained intact their very tall skytower-come-christmas tree all the way from September to Christmas! Ka pai!

We whānau were fed again as part of the Diwali celebrations. Huge thanks to Manjit and Lizzie for preparing such delicious kai. The children enjoyed it too, alongside the fun colourful celebrations.

And then we had our Christmas party! We enjoyed amazing food and entertainment in a fun-filled busy wonderful evening. What a fantastic send off to a great year!

#### Ngā mihi

I would like to thank all our Kids' Domain staff for another great year done well. Thank you for the loving care and respect you extend to our precious tamariki. I would like to extend special thanks to Bridgette Towle for going above and beyond on so many occasions. I joked with her that she ought to keep gumboots and a mop in her office after the first few months of last year! Thank you for the huge effort you put in so that our children can have excellent care. Thank you parents and whānau for entrusting Kids' Domain with your precious tamariki, and for coming together to create this enriching community. Finally, thank you to the Governance Group for volunteering your time to support Kids' Domain and for being a pleasure to work with.

I would like to close my report with this whakataukī, which I believe speaks to the essence of our goals for the next year: to work together, support one another, strengthen that which is working so well, and learn together from the experiences that challenge us. For each of us, whānau, staff, kaiako, leaders and children, when we all come together we make Kids' Domain the wonderful community that it is.

Nāu te rourou, nāku te rourou, ka ora ai te iwi  
With your food basket and my food basket the people will thrive.

**Shivani Fox-Lewis, Chair**  
**Auckland Hospital Preschool Society Incorporated**

## 2. Treasurer's Report – Rhys Johnston

The 2023 financial year was arguably a lot more stable than the prior two years, as only the tail end of Covid played a slight hand in the early stages. The previous years were also impacted by extreme volatility in the international markets, which hindered our investments. I take this opportunity to thank everyone in the Kid's Domain community for your ongoing support.

The preceding years have certainly been a test of our Kid's Domain financial resilience and I think we have passed it with flying colours. This holds us in good stead for the coming periods, where there is obviously uncertainty and changes in funding approaches brought about by the new government. There is always something happening!

For 2023, we recorded a surplus of \$147k, versus a loss of \$201k for the prior year. The main driver of this surplus is an unrealised gain of \$120k on our Pie Funds Investments. Excluding investments, we have incurred a surplus of \$27k, which is attributed to revenue increasingly proportionately more (albeit only slightly) than our costs. One notable uplift in costs occurred with Relievers – ECE employment market remained tight.

Overall I am pleased with this result. The Governance Group commends Bridgette and the leadership team for their diligent management of the finances during the year.

We remain committed to deploying cash into resources and projects that enables us to achieve our desired educational outcomes and make Kids' Domain an enjoyable place to work and attend. There is an exciting pipeline of capital expenditure work that is scheduled to be completed through the 2024 year – you may have seen the builders busy in the outdoor areas during March.

As mentioned above, Pie Funds (aka Consilium Platform) benefitted from favourable market conditions in 2024. However, if I'm honest I still feel like we are on a knife-edge – things can change so dramatically depending on inflation figures and overseas wars, for example. To counter this, we continue to adopt a balanced risk appetite – in practice, this means we have a good chunk of our investments in stable term deposits and bonds. This investment pool provides Kid's Domain with the ability (financially) to do additional works that other ECE centres would struggle to do without significant fundraisers or raising debt – we therefore take the stewardship of this very seriously, and continue to use Simon Hepple as our advisor.

Our monthly management accounts continue to be prepared by an independent Chartered Accountant (Rubiix) and the full year accounts have been audited. A clean audit opinion has been granted. Both of these functions provide really good oversight. We have also recently updated all policy documents.

We remain in a strong financial position with a healthy level of equity (\$2.0m as at 31 Dec), which signifies our management of assets and liabilities.

**Rhys Johnston**  
**Treasurer, Auckland Hospital Preschool Society Incorporated**

## BUDGETS

### 1. Operational Budget January to December 2024

	2024 budget	2023 budget
<b>INCOME:</b>		\$
Fees	1,258,884	1,262,586
ECE Funding	1,548,515	1,317,897
Fundraising and other income	500	4,000
Interest and Investment Income	100,000	60,000
<b>TOTAL INCOME</b>	<b>\$2,907,899</b>	<b>\$2,644,483</b>
<b>EXPENSES:</b>		
ACC Levy	16,800	15,000
Advertising and recruitment	15,000	10,800
Audit	6,000	5,500
Bank fees	350	350
Cleaning supplies and equipment	22,000	24,000
Computing resources and maintenance	2,000	500
Consulting & Accounting	15,000	15,000
Depreciation	75,000	70,000
Educational equipment & resources	30,024	30,918
Entertainment & Events	12,000	12,000
General and office expenses	1,500	1,500
Groceries and kitchen supplies/equip	80,000	75,000
Insurance	7,500	8,000
Investment Fees	7,500	6,600
Legal expenses	5,000	3,000
Licenses for software	9,000	7,800
Linen and laundering	10,000	9,600
Printing and stationery	7,000	4,500
Relievers	110,000	110,000
Repairs & maintenance	18,000	15,000
Salaries (incl Holiday Pay and Kiwisaver)	2,412,425	2,168,915
Staff meetings and welfare	9,000	9,000
Subscriptions	6,000	7,500
Teaching Council Fees	3,800	-
Telephone and internet	2,000	3,000
Training, PD and research	25,000	30,000
Website maintenance and costs	Included under Computing resources	1,000
<b>Total Expenditure</b>	<b>\$2,907,899</b>	<b>\$2,644,483</b>
<b>Surplus/ (Deficit)</b>	<b>0</b>	<b>0</b>

## NOTES TO OPERATIONAL BUDGET FOR 2024

All amounts in the budget are exclusive of GST.

1. Fee Income is based on targeted average child occupancy of 90% with a 4% increase in parent fees. Actual occupancy target is 93%. We are budgeting for 90% to allow for 3 spaces to be provided to staff children (6 children @ 50% fees).
2. Ministry of Education Income is based on 93% occupancy at the 80% Extended Pay Parity MOE funding rate. The MOE 20 Hours ECE subsidy is applied to children 3 years and over. This includes a 4.6% increase to 20-Hours ECE from 1 March 2024.
3. Interest and Investment Income is based on 2023 interest income on bank and term deposits and dividend and investment income.
4. Salaries (with Holiday Pay and Kiwi Saver included) includes a 4 % 'cost of living' increase for non-qualified staff and extended pay parity salary rates for qualified staff. A buffer has been added to cover extended pay parity salary step increases when required. There is holiday pay provision and a 3% loading for Kiwi Saver compulsory employer contributions.
5. Contract Reliever costs are estimates based on relief teacher cover for 70% of teaching staff leave. Relievers contracted above estimates may negatively impact financial results as strict minimum adult: child ratios are required for our service to remain operational, and claim MOE funding.
6. Training, professional development and research allows for qualification and advanced training and professional learning for all staff, and teacher research. Provisionally registered teachers are involved in a minimum of 2 years in house programme.
7. The ACC Levy is based on current ACC levy rates x projected salary allocation.
8. Depreciation expense is based on current rates applicable as per IRD schedules. These are listed on the Kids' Domain asset schedule and calculated using diminishing value method and accrued monthly.
9. Teaching Council Fees have been reset as a separate cost centre with expenditure based on anticipated fees due in 2024.
10. All other expenditure estimates are based on actual figures from the 2023 year.
11. Any surplus will be put towards maintaining contingency and future capital development. Any loss incurred will be funded by taking up from capital investment.

### 3. Capital Expenditure Budget 2024

<b>1 January 2024 to 31 December 2024</b> (Estimates only and GST exclusive)		
<i>Carried forward from 2023</i>	<i>Front of building improvements:</i> <ul style="list-style-type: none"> <li>• <i>Fixed park benches/tables front entrance</i></li> </ul>	<i>3,500</i>
	<i>Pounamu/ Kererū Playground:</i> <ul style="list-style-type: none"> <li>• <i>Landscaping design for covered areas and decking</i></li> <li>• <i>Refurbishment of outdoor areas</i></li> <li>• <i>Replacement of Pounamu water feature</i></li> </ul>	<i>60,000</i>
	<i>Aroha:</i> <ul style="list-style-type: none"> <li>• <i>Bathroom Refurbishment</i></li> </ul>	<i>50,000</i>
	<b>SUB TOTAL</b>	<b>113,500</b>
2024	Refresh interior paintwork throughout Centre	65,000
	Tūmanako Upgrade (as per design)	35,000
	Replace double gate to playground from carpark	15,000
	Outdoor Resources: <ul style="list-style-type: none"> <li>• Outdoor Mats x 4</li> <li>• Large Jumping Mat</li> <li>• Outdoor Painting Easel (Aroha)</li> </ul>	6,000
	Extractor Fan in Laundry	2,000
	Dyson Gen5detect Complete Vacuum Cleaner x 3 and Bissell Carpet Shampooer	6,500
	Apple Laptop Pro & accessories 3 x iPads	6,000
	<b>SUBTOTAL</b>	<b>135,500</b>
	<b>TOTAL</b>	<b>249,000</b>

**This budget is funded from depreciation and any surplus invested from previous years.**

## PLANS

### 1. Strategic (Long-term) Plan – 2022 to 2025

Kaitiakitanga is the overarching concept of this plan. Our mission is to protect and grow our strong whānau based learning culture and to create a sustainable future. The strategic plan has been created in consultation with the Kids' Domain community and reflects our philosophy. It has been designed to align with Te Ara Poutama's five domains of quality outcome and process indicators and, is informed by the National Education Learning Priorities (NELP).

Te Ara Poutama Domain	Strategic Priorities
<p>The learner and their learning.</p> <p><b><i>We are kaitiaki of whakamana and whānaungatanga.</i></b></p>	<p>1. Whānau are actively involved in partnering teachers in a wide range of curriculum design opportunities that support children's cultural identities, curiosity, and sense of belonging in the Centre and our local community.</p> <p><i>Rationale: To partner with whānau to design a responsive and innovative curriculum for children that strengthens and sustains their mana, identity, language and culture.</i></p>
<p>Collaborative professional learning and development builds knowledge and capability.</p> <p><b><i>We are kaitiaki of inclusive, culturally responsive and innovative curriculum.</i></b></p>	<p>2. Kaiako and leaders are collectively responsible for facilitating group inquiry and can understand and articulate the complex inter-relationship of the outcomes generated for all learners.</p> <p>3. Kaiako are actively and deeply inquiring into their individual practice, confronting bias, and ensuring inquiry and professional learning contribute to improved learner outcomes.</p> <p><i>Rationale: To embed a sustainable and collaborative culture of inquiry where children and kaiako learn from and with each other.</i></p>
<p>Evaluation for improvement.</p> <p><b><i>We are kaitiaki of sustainable quality.</i></b></p>	<p>4. All evaluative and inquiry processes focus on sustainable improvement and innovation, and all teachers have strong evaluative capability.</p> <p><i>Rationale: To make visible and understood the interconnection between evaluation, inquiry, sustainable growth and innovation, and improved outcomes for learners.</i></p>
<p>Leadership fosters collaboration and improvement.</p> <p><b><i>We are kaitiaki of a focused, collaborative culture.</i></b></p>	<p>5. Leaders actively foster teacher agency and facilitate the conditions for teachers to take and share the lead in both everyday practice and collaborative inquiry.</p> <p><i>Rationale: To develop the leaderful practice of all teachers so that they experiment, innovate, articulate and share their learning and expertise with others.</i></p>
<p>Stewardship through effective governance and management.</p> <p><b><i>We are kaitiaki of excellence, equity and innovation.</i></b></p>	<p>6. Centre resources are managed to develop and sustain a collective understanding of the priorities and approaches that support the wellbeing and learning of all those in the Centre community.</p> <p>7. Centre systems and processes are clearly and explicitly aligned with and designed to support strategic priorities.</p> <p>8. Centre relationships with external organisations and agencies, within and beyond the education sector, are actively pursued to support positive educational and community outcomes.</p> <p><i>Rationale: To grow and sustain organisational capacity and improve effectiveness.</i></p>

## 2. Annual (Short-term) Plan – January 2023 to December 2023

Te Ara Poutama Domain	Strategic Priorities
<p>The learner and their learning.</p> <p><i>We are kaitiaki of whakamana and whānaungatanga.</i></p>	<p><b>1.</b> <i>Whānau are actively involved in partnering teachers in a wide range of curriculum design opportunities that support children’s cultural identities, curiosity, and sense of belonging in the Centre and our local community.</i></p> <ul style="list-style-type: none"> <li><b>a.</b> Explore new ways to use Storypark as a tool for communication and connection with whānau.</li> <li><b>b.</b> Make more explicit our collaborative inquiry approach to curriculum design and the opportunities for parent/whānau involvement.</li> <li><b>c.</b> Invite parent/whānau participation in inquiry design and the evaluation of learning outcomes for their child/ren.</li> </ul>
<p>Collaborative professional learning and development builds knowledge and capability.</p> <p><i>We are kaitiaki of inclusive, culturally responsive and innovative curriculum.</i></p>	<p><b>2.</b> <i>Kaiako and leaders are collectively responsible for facilitating group inquiry and can understand and articulate the complex inter-relationship of the outcomes generated for all learners.</i></p> <ul style="list-style-type: none"> <li><b>a.</b> Engage in ongoing professional learning programme to strengthen professional growth conversations and feedback skills.</li> <li><b>b.</b> Engage in collaborative inquiry across and within teams.</li> <li><b>c.</b> Engage with online platforms to support effective collaboration eg. Storypark, Jam Boards.</li> </ul> <p><b>3.</b> <i>Kaiako are actively and deeply inquiring into their individual practice, confronting bias, and ensuring inquiry and professional learning contribute to improved learner outcomes.</i></p> <ul style="list-style-type: none"> <li><b>d.</b> Embed kaiako ability and confidence to lead and engage in their PGC.</li> <li><b>e.</b> Deepen kaiako engagement with the principle of whakamana and build a collective understanding of what this looks like in practice.</li> </ul>
<p>Evaluation for improvement.</p> <p><i>We are kaitiaki of sustainable quality.</i></p>	<p><b>4.</b> <i>All evaluative and inquiry processes focus on sustainable improvement and innovation, and all teachers have strong evaluative capability.</i></p> <ul style="list-style-type: none"> <li><b>a.</b> Focus on the <i>process</i> of inquiry to support new and beginning kaiako.</li> <li><b>b.</b> Design pause points during the inquiry process that focus on identifying and assessing learning outcomes for all children.</li> </ul>
<p>Leadership fosters collaboration and improvement.</p> <p><i>We are kaitiaki of a focused, collaborative culture.</i></p>	<p><b>5.</b> <i>Leaders actively foster teacher agency and facilitate the conditions for teachers to take and share the lead in both everyday practice and collaborative inquiry.</i></p> <ul style="list-style-type: none"> <li><b>a.</b> Engage in a leadership inquiry to generate, share and strengthen strategies that foster teacher agency and leaderfulness.</li> </ul>
<p>Stewardship through effective governance</p>	<p><b>6.</b> <i>Centre resources are managed to develop and sustain a collective understanding of the priorities and approaches that support the wellbeing and learning of all those in the</i></p>

<p>and management.</p> <p><i>We are kaitiaki of excellence, equity and innovation.</i></p>	<p><i>Centre community.</i></p> <p><b>a.</b> Manaaki new kaiako and foster collaborative and inclusive teams dedicated to aligning everyday practice to the Centre philosophy.</p> <p><b>7.</b> <i>Centre systems and processes are clearly and explicitly aligned with and designed to support strategic priorities.</i></p> <p><b>a.</b> Review and update Incorporated Society Rules to align with Incorporated Societies Act 2022 and Incorporated Societies Regulations 2023.</p> <p><b>8.</b> <i>Centre relationships with external organisations and agencies, within and beyond the education sector, are actively pursued to support positive educational and community outcomes.</i></p> <p><b>a.</b> Host international students, volunteers and visitors from the education sector.</p>
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Thank you for attending the AGM  
Governance Group Members 2024