

AUCKLAND HOSPITAL PRE-SCHOOLS SOCIETY INC



ANNUAL GENERAL MEETING

Marion and Ernest Davis Library Building,
Auckland City Hospital

22 June 2017

CONTENTS

• Management Statement	Page 4
• Agenda	Page 5
• Minutes of AGM 11 June 2016	Page 6
• Chairperson's Report	Page 8
• Treasurer's Report	Page 10
• Operational Budget	Page 12
• Notes to Operational Budget	Page 13
• Capital Expenditure Budget	Page 14
• Strategic (Long Term) Plan	Page 15
• Annual (Short Term) Plan	Page 16

PRESCHOOL EXECUTIVE COMMITTEE AT 31 MARCH 2017

- Elizabeth Stallworthy – Chairperson
- Gary McAuliffe – Treasurer
- Anna Creak – Secretary
- Mitzi Nisbet
- David Perry
- Kheng Ho
- Julianne Exton – Centre Director

MANAGEMENT STATEMENT

FOR THE YEAR ENDED 31 MARCH 2017

The Executive Committee was responsible for the judgments used in these statements. They fairly reflect the Society's financial position and operations for the year ended 31 March 2017.

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

Annual General Meeting

Auckland Hospital Preschool Society Incorporated
Thursday 22 June 2017 at 7.00 pm
Marion and Ernest Davis Library Building, Auckland City Hospital Grounds

AGENDA

1. Apologies
2. Minutes of Previous Meeting
3. Chairperson's Report – Liz Stallworthy
4. Treasurer's Report – Gary McAuliffe
5. Confirmation of Financial Statements
6. Appointment of Auditor
7. Confirmation of Governance Group

The following members are available for a further term:

David Perry, Kheng Ho, Gary McAuliffe, Mitzi Nisbet, Anna Creak

The following two nominations were received for appointment to the Governance Group:

Alexis Cameron, Stuart Angel

8. General Business

No items of general business have been received

Guest Speaker

At the conclusion of the AGM we have Bridgette Towle – Pedagogical Leader at Kids' Domain presenting "The Cup Phenomenon". There will be the opportunity to purchase copies of our recently published book CUP at the discounted price of \$35 (usually retails for \$40).

Minutes of Annual General Meeting

Held at Marion Davis Library, Auckland City Hospital Campus, Grafton
at 7.30 pm, Thursday 30 June 2016

The meeting opened at 7.40 pm

Members Present:

Anna Creak, Anna Penney, Arend Groen, Cath Gawith, David Perry, Debbie Blackbourn, Chris Sharma, Hamish Gawith, Ilse Dirkzwager, Jen Chesbrough, Kate Burkett, Misty Bean, Kheng Ho, Kitty Bach, Liz Stallworthy, Mariam Hurst, Mitzi Collingwood, Owen Chesbrough, Regina Yap, Lindsay Twiss, Sam Blackbourn, Thedy Bratu, Angus Dale-Jones

Staff present:

Agnes Topia, Amanda Loft, Angela Heape, Charlotte D'Silva, Durga Devi Toolap, Jan White, Janet Malcolm, Jaspreet Kaur, Julianne Exton, Kim Varghese, Lizzy Fong, Maeling Davids, Mere Ravono, Priyanka Gahlot, Roya Sadeghian, Sandra Pearce, Sheree Teau, Shirlene Murphy, Wendy O'Donnell, Ashley Bowen.

1. Apologies

Daniela Vogel, Andrew Collingwood, Charlotte and Andrew Craydon, Craig and Nicola Gordon, Ann and David Fry, Emma Gilbert, Lyn Mongolkolsuk, Jenny and Andrew, Claire and Lindsay Tarring, Elsa Pinfold, Elroy Pinto

Moved: Elizabeth Stallworthy Seconded: Kheng Ho - CARRIED

2. Minutes of previous meeting

The minutes of the previous AGM, held in June 2015, were approved.

Moved: David Perry Seconded: Lindsay Twiss - CARRIED

3. Matters Arising

There were no matters arising.

4. Chairperson's Report

The Chairperson's report presented by Liz Stallworthy was confirmed.

5. Treasurer's Report and confirmation of Financial Statements

The Treasurer's report presented by Owen Chesbrough was confirmed.

IT WAS RESOLVED THAT THE financial statements for the year ended 31 March 2016 be accepted and the budgets for the forthcoming year confirmed.

Moved: Owen Chesbrough Seconded: Elizabeth Stallworthy - CARRIED

6. Appointment of Auditor

7

IT WAS RESOLVED THAT Alex Houghton from BVO is appointed as our independent auditor for the coming year.

Moved: Elizabeth Stallworthy Seconded: Kitty Bach - CARRIED

7. Election of Committee

The members below gave notice of their intention to resign from the committee following the AGM:

Owen Chesbrough
Lindsay Twiss

These members indicated their availability for a further term.

Elizabeth Stallworthy
Kheng Ho
Gary McAuliffe
David Perry
Kitty Bach

The closing date for nominations was 4 pm Thursday 23 June 2016. Two nominations for the committee were received in time to be put forward.

Mitzi Nisbet
Anna Creak

IT WAS RESOLVED THAT THE committee members above would be confirmed as the Executive for the coming year.

Moved: Kitty Bach Seconded: Owen Chesbrough - CARRIED

8. General Business

There were no items of general business.

The Annual General Meeting closed at 8 pm.

At the conclusion of the meeting special guest speaker Colette Muir was introduced.

REPORTS

1. Chairperson's Report - Liz Stallworthy

Good evening Society members and Kids' Domain staff. This is my third and final report as Chair of the Kids' Domain Governance Group. My third child leaves Kids' Domain in October to start school. The Auckland Hospital Preschool Society was incorporated in 1985 and in the last 32 years many families' early childhood experiences have been wound into the fabric that is now Kids' Domain. We are fortunate to have many staff who have been with us for decades and who help to hold these threads together. One of our strategic foci for the coming year is to foster our sense of community and connection to each other, the past, present and future so as I present this report I am displaying a little of our past as illustration.

The first big issue of 2016/2017 for the Governance Group has been occupancy and deficit. For the last 2 years we have targeted 96% centre occupancy when setting our budget. This was after targeting around 92% for several years and exceeding it, contributing to our series of surpluses. In 2015/2016 we met this target but for the 2016 calendar year our average occupancy dropped to 93%. Our greatest expense as a society is staff salaries. We are bound by strict Ministry of Education child-staff ratios so even if we wanted to we can not reduce the number of staff we employ. We employ highly qualified staff and I have talked in previous years about why this sets Kids Domain apart from many other centres and the quality that this brings to the Kids' Domain program. The government subsidy portion of your children's fees has not increased in line with inflation for the last five years. To balance our budget we have, on average, increased parent fees by more than inflation each year and for the last two years in particular we have targeted high occupancy. Achieving high occupancy is made more challenging with fewer families looking for full time places. Our increasing proportion of part time children comes with the challenge of trying to spread the children across all five days of the week; inevitably some days will be more popular than others. Families are required to give four weeks' notice of departure from Kids' Domain but children on the waiting list are not ready to start tomorrow. Some might not need to start until their parent finishes maternity leave or they may need to give notice to their current ECE provider. We are building again from 84% occupancy in January to 92% in May and Aroha is now full. Gary will talk in his report about some of our initiatives to improve occupancy again. Our occupancy target also does not capture the variation in MoE funding for different age children which causes variability in our income. At the end of the day we are a not-for-profit so in some ways when we budget conservatively and generate regular surpluses we are charging parents more than we need to. As Gary will outline, our deficit last year was small in the scale of our operation and does not jeopardise us. If in the next few months the 96% target seems unachievable for this financial year then the Governance Group will revise our current budget. We have already trimmed some expenses, including not replacing Jan White from the office when she left. Maintaining our quality of education and trying to remain affordable for as many ADHB staff as possible is an ongoing challenge in the face of what is in real terms shrinking government funding.

Another issue being grappled with by the Governance Group is the wisest use of our investment funds. Our Society has accumulated in excess of a million dollars from the small surpluses generated over its 30+ years. We engaged an independent financial advisor this year, Murray Weatherston, and he has challenged our thinking about the purpose of this money. We need reserves to fall back on in case of losses or being asked to relocate but should we be spending more of our surpluses from good years on your children's care and education now rather than saving for a rainy day? In the short term we have decided to postpone any change to the investment funds until after we have secured our next service supply agreement with ADHB. Our current agreement expires next year.

The largest item in our Capex budget for last year was the playground upgrade designed by landscape architect Jill Rice. Money for this had been put aside in previous Capex budgets and I believe we need to keep the Centre in good condition to attract new families and retain old ones. Part one of the redevelopment is underway and the Governance Group has just approved parts two and three to be put out to tender.

Other significant management and governance tasks for the last year included contracting Work Place Risk to ensure that our Health and Safety policies are in line with new legislation. We gained our food business license from Auckland Council and passed our first Telarc verification audit as required by the Food Act 2014. We employed a childcare assistant through the Mainstream funding initiative that helps fund employment for people who face disability barriers to work. David Perry has been working on a Hardship Fund to assist Kids' Domain parents in financial difficulty with Centre fees. An interesting development to watch is the implications of the Education Act that came into law last month. ECE are being encouraged to join "communities of learning" with local primary and secondary schools. We transition children to primary schools across the whole of wider Auckland so have no obvious local "community". Primary schools may now choose to cohort entry to school at the beginning of terms and this will probably impact on when we have places for new children and when we transition children through Kids' Domain.

The Kids' Domain teachers continue their pursuit of excellence, reflected in our strategic foci for this year. We aim to embed a culture of inquiry based learning that is responsive, reflective and innovative, and make this visible in new ways. Bridgette Towle, our pedagogical leader, will present later tonight on the book Cup written along with Angela Heape. This book demonstrates how much progress we have already made in this area. Two well respected American ECE educators and authors recognized Bridgette and Angela's talent, vision and innovation and wrote the foreword for the book. Bridgette is also in the process of submitting her Masters thesis. We aim to sustain and grow our research capacity, scope, and influence both nationally and internationally. Kim Varghese, Aroha teacher, received her Masters Degree with first class honours this year; she wrote her thesis on happiness. Pending Bridgette's results we will have 3 teachers with Masters level degrees. The insights from our teachers' research feed directly into their teaching of our children. The Tuakana-Teina concept of relationships explored by Shirlene Murphy, our Education Manager, in her eFellowship research has filtered into our strategic plan. We already influence other early childhood educators. We have had two groups visit from Japan, 2 groups from the USA, and teachers from Dargaville and Greenlane's Aro Arataki, CMDHB's The Treehouse and other Auckland groups visit. We will soon host an upcoming group of 30 teachers from Melbourne. Several of our staff have presented to visiting groups along with Shirlene and Bridgette who have also presented at conferences and to Auckland University students. We have again sent teachers to a variety of local, national and international conferences and study tours. The Aroha team are participating in a government funded initiative to strengthen transitions to school.

I would like to acknowledge the fabulous people who have left us in the last 12 months, Elroy Pinto, Sandra Pearce, Wilbert Romulo, Lyn Mongkolsaosuk (temporarily), Jan White and Emma Glynn. We have welcomed Lydia Edwards, Ritu Khanna, Ana Jackson, Gina Granwal and welcomed back Angela Hogan.

Over the last twelve months I have become aware that, as a parent, my world is moving on from the early childhood stage. The exciting new challenges in our house have included the Weetbix triathlon and year 6 school puberty lessons. The Kids' Domain Governance Group has been a great experience. I would like to thank all the other parent members who have served on the Governance Group with me for debating and making the tricky decisions and putting their hands up to review Centre policies. I have met talented parents from across ADHB and wider Auckland. I have learnt volumes from the Kids' Domain teachers, perhaps most importantly I have learnt to take time to stop, wonder and really take notice of my children. I have gained professionally from the opportunity to work with Julianne Exton, Kids' Domain Centre Director. I have appreciated the opportunity to observe and discuss leadership with someone who so very consciously considers the culture she would like in her workplace and then sets about creating it. Julianne

is a very skilled mentor and coach and I am confident that she is building the skills in her management team to carry on the

great work happening at Kids' Domain should we ever lose her. I hope some of you in the audience will consider joining the Governance Group and I wish the Society, Governance Group and Centre management every success in continuing to develop world class teachers and provide world class early childhood education to the children of ADHB staff.

Liz Stallworthy, Chair
Auckland Hospital Preschool Society Incorporated

2. Treasurer's Report – Gary McAuliffe

I took over the Treasurer's role at the beginning of this year, and am grateful to Julianne and the committee for the help they have provided to support me in my new role. My daughter, Clover is currently in Kereru and both my son Max, and older daughter Scarlet graduated from Tumanako in the last few years.

There continue to be challenges for the Kids' Domain budget, particularly an ongoing freeze on government funding over the last five years. For the 2016-2017 financial year we have experienced for the first time difficulties maintaining consistently high occupancy across the centre. We had set a break-even budget, but unfortunately recorded a small deficit of \$56,000. However, in the context of our yearly budget of just over \$2 million, we are satisfied this outcome achieved our original fiscal plan. As a committee we have used this deficit as an opportunity to examine strategies to improve the financial efficiency of our service in order to maximize our income within operational constraints.

In the forthcoming 2017-2018 financial year, we have also set out an estimated break even budget as highlighted in this AGM report. To achieve this, with the continued freeze of governmental funding, the governance group has again approved a parental fee increase of 4% for the coming financial year. As parents ourselves, we recognize that increases to fees are unavoidable yet aim to keep these to the minimum required to maintain the quality of our centre. We believe that despite the challenges to our budget, continued investment in our facilities and our teachers are necessary to maintain the quality of Kids' Domain.

Income

The actual income for the 2016-2017 financial year reduced in comparison with the previous year, despite the prior year's parental fee increase. This reflects both the predictable stasis in government funding, and difficulties in maintaining an occupancy level above 96%. Even with a waiting list, the transition of children moving within Kids' Domain, preference for part-time care and movement of children on and off enrolment means that the overall occupancy rate can quickly fall below 96%, which has immediate repercussions for our income.

Both the centre management and executive committee recognize this challenge and continue to look at and institute measures to improve occupancy rates. One such measure was changing the composition of the rooms to allow more flexibility for part-time enrolments. Another focus in the early months of 2017 has been to improve the marketing of Kids' Domain within the hospital, with inclusion of information for new staff members, and promotion of the availability of casual days for existing children. We will continue to work on this area.

Looking towards the future, the committee has also been evaluating the best ways to maximize our investment returns yet maintain a low level of risk for the organization. **11**

Expenses

The management and executive committee continue to monitor and control expenditure and this is reflected in the budget document where minimal variance has occurred compared with previous years. For the 2016-2017 financial period, this resulted in a small (\$5,000) reduction in expenditure compared with budget.

Balance Sheet

The balance sheet remains in a strong position with the centre holding reserves of \$1.6m currently held mainly in term investments. We have engaged independent financial advice to assist with the development of an investment plan for the centre.

Audit

We have submitted our financial records to be audited by BVO - Blackmore Virtue & Owens Accountants and Business Advisors as per best practice. We are pleased to announce that the report has met our expectation and standards required.

Garry McAuliffe, Treasurer
Auckland Hospital Preschool Society Incorporated

3. Operational Budget 2017 to 2018

	\$
INCOME:	
Fees	1,060,000
Education Grant	1,140,000
Mainstream Grant	24,000
Fundraising/Other	3,600
Interest	48,400
TOTAL INCOME	\$2,276,000
EXPENSES:	
ACC Levy	12,000
Audit	3,500
Activities Equipment	14,000
Activities Supplies	14,000
Administration	1,200
Advertising and Recruitment	1,200
Bank Charges	480
Books	3,200
Cleaning and Hygiene Supplies	15,000
Computer Software	480
Computer & Printing Supplies	7,200
Computer Support	1,800
Depreciation	48,000
Dues & Subscriptions	4,800
Entertainment & Parent Events	6,000
Executive & Society Expenses	3,600
Buildings R & M	3,600
Equipment R&M	3,600
Grounds R & M	3,600
Insurance	7,000
Linen & Laundering	12,000
Kitchen Supplies & Equipment	3,600
Groceries	60,000
Medical Supplies	1,800
Office Supplies	1,800
Photocopying & Printing	4,000
Postage & Delivery	240
Seminars & Conferences	18,000
Telephones	3,600
Training & Professional Development	15,000
Salaries (Inc Holiday and Kiwi Saver)	1,873,700
Contract Relievers	88,000
Staff Meetings	2,400
Staff Welfare	3,600
Staff Clothing Allowance	10,800

Staff Parking Allowance	22,000	13
Staff Telephone Allowance	1,200	
Total Expenditure	\$2,276,000	
Surplus/ (Deficit)	0	

NOTES TO OPERATIONAL BUDGET FOR 2017-2018

1. Fee Income is based on targeted average child occupancy of 96% with a 4% increase to fees charged to parents from April 2017.
2. Ministry of Education Income is based on 96% occupancy at the 80% MOE funding rate. The MOE 20 Hours ECE subsidy is applied to children 3 years and over. No changes have been announced to date to MOE funding rates.
3. Salaries (with Holiday Pay and Kiwi Saver) include a conservative 1.25% 'cost of living' increase applied to all salaries from 1 April 2017. This includes holiday pay provisions and a 3% loading for Kiwi Saver compulsory employer contributions.
4. Contract Reliever costs are estimates only based on previous years, and provide for relief teacher cover for 40% of teaching staff leave. There is also provision for practicum leave for teachers in qualification training. 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.
5. Training, Conference and Seminar cost centres allow for qualification training, advanced training and professional development for all staff and management. One teacher will be involved in Bachelor level qualification training in 2017-2018, and one will be studying at Postgraduate level. All provisionally registered teachers are involved in a minimum of 2 years in house programme.
6. The ACC Levy is based on current ACC levy rates x projected salary allocation.
7. Interest income is based on \$1,300,000 funds fixed on term investment at 3.4% interest rate per annum along with interest earned for residue funds in on call savings accounts. The best possible interest rates for term investments of up to 12 months at approved banks will be sought.
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. All other expenditure estimates are based on actual figures for the previous year.
10. Any surplus future projects. Any loss incurred will be funded by taking up surplus from the 2016/17 financial year.

All amounts in the budget are exclusive of GST.

4. Capex Budget 2017-2018

Total planned Capex with carried forward and this year \$136,000

5. Strategic (Long-term) Plan – 2015 to 2020

15

PREVIOUS YEARS PROJECTS CARRIED FORWARD	
Playground Project – Phase 1 Aroha Redevelopment and landscaping Replace safety surfaces with natural wood chip Relocate cubby house, remodel sandpit area Removal or relocation of fences Landscaping and naturalizing areas <i>Design work carried out – landscaping work deferred to April 2017</i>	62,000
Pounamu – Remodel Storage/Kitchenette area <i>work deferred</i>	6,000
Total carried forward	\$68,000
NEW PROJECTS FOR CURRENT YEAR 2017-2018	
Playground Project – Phase 2 Pounamu and Kereru Redevelopment and landscaping Removal of barriers between two infant and toddler sandpits to create one larger sandpit, enlarge Kereru side adding new edging to retain sand Create exploratory walk/tactile space in Kereru by cubby house deck Remove small sections in wooden bollard fence to allow access between two infant and toddler outdoor spaces. Landscaping and naturalizing areas <i>Design work completed - work to be put out for tender for approval by governance group</i>	40,000
Replacement Data Projector/s	4,000
Replacement Wooden Tables and infant Chairs for Pounamu and Kereru	4,000
Teacher Release Space – Remodel to create collaborative multiuse spaces	12,000
Double Glazing and or film/blinds sleep room viewing window Pounamu Kereru	4,000
Replace Vinyl Floor Laundry. Repaint surfaces.	4,000
Total new work	\$68,000

A	Curriculum, research and professional learning Regulation 43
	<i>Strategic Focus 1: Self of the Child</i> For children to be free to develop and explore their identity, relationships and existence in the material and the natural world

	<p><i>Strategic Focus 2: Community of Kids' Domain</i> To foster our sense of community and connection to each other, the past, present and future.</p>
	<p><i>Strategic Focus 3: New Zealand</i> To develop a stronger shared understanding of the bicultural identity of NZ and what this means in a multicultural society and for our practices.</p>
	<p><i>Strategic Focus 4: World citizenship</i> To ensure our thinking and practices reflect ethical, moral and socially just values and that as a collective we take seriously our responsibility for the world we share.</p>
	<p><i>Strategic Focus 5: Research</i> To sustain and grow our research capacity, scope, and influence both nationally and internationally.</p>
	<p><i>Strategic Focus 6: Inquiry Based Learning</i> To embed a culture of inquiry based learning that is responsive, reflective and innovative, and make this visible in new ways.</p>
	<p><i>Strategic Focus 7: Professional Learning</i> To inspire and support developing talent, vision and innovation in teachers and in their thinking and practices.</p>
B	Premises/facilities and health and safety: Regulations 45 and 46
	<p><i>Strategic Focus 8: Resourcing</i> To invest in, and resource the people and projects of today that will continue to support the strategic vision and historical aspirations of our organisation.</p>
C	Governance, management and administration: Regulation 47
	<p><i>Strategic Focus 9: Philosophy</i> To foster communication within our Kids' Domain community (parents, teachers, children), in ways that invite participation and shared understandings with our purpose and philosophy.</p>
	<p><i>Strategic Focus 10: Sustainable World Class Service</i> To provide world class early childhood education and care in a resourceful and financially sustainable manner.</p>
	<p><i>Strategic Focus 11: Auckland District Health Board</i> To foster a stronger sense of partnership between Kids' Domain and ADHB and make visible the unique role we play in supporting ADHB with its strategic focus through our service.</p>

6. Short-term Plan – April 2017 to December 2018

	<p><i>Strategic Focus 1: For children to be free to develop and explore their identity, relationships and existence in the material and the natural world</i></p>
Annual Goals	
△ A culture of inquiry is continually developed that engages children, fosters continual learning and creativity.	

	<ul style="list-style-type: none"> △ Time and attention is given to the environment in order to cultivate a place of new discoveries and enrichment for the children. △ Continue to refine the <i>provision of loose materials and resources to support children's learning.</i> △ <i>Explore opportunities for children to develop connections between the natural and material worlds – the world beyond our gate and the world within.</i>
	<p><i>Strategic Focus 2: To foster our sense of community and connection to each other, the past, present and future.</i></p>
	<p>Annual Goals</p> <ul style="list-style-type: none"> △ Ensure that the well-being and learning needs of all Tamariki are being met within the context of mixed age environments and that the best possible relationships are being nurtured between children, Teachers and Whanau. △ Look for ways to connect in meaningful ways as a community.
	<p><i>Strategic Focus 3: To develop a stronger shared understanding of the bicultural identity of NZ and what this means in a multicultural society and for our practices.</i></p>
	<p>Annual Goals</p> <ul style="list-style-type: none"> △ Promote tuakana teina relationships and the concept of ako as an alternative way of viewing teaching and learning. △ Implement the revised bicultural curriculum document Te Whariki in daily practice. △ Look at what bicultural identity means in everyday practice for us here at Kids' Domain.
	<p><i>Strategic Focus 4: To ensure our thinking and practices reflect ethical, moral and socially just values and that as a collective we take seriously our responsibility for the world we share.</i></p>
	<p>Annual Goals</p> <ul style="list-style-type: none"> △ Explore the values that we hold dear through meetings, conversations, and daily interactions. △ Align with people and organisations that promote dialogue around matters of equity and education.
	<p><i>Strategic Focus 5: To sustain and grow our research capacity, scope, and influence both nationally and internationally.</i></p>
	<p>Annual Goals</p> <ul style="list-style-type: none"> △ Launch research fund process to enable Kids' Domain teachers to engage ethics approved research. △ Create opportunities where teachers are able to disseminate research findings locally, nationally and internationally.
	<p><i>Strategic Focus 6: To embed a culture of inquiry based learning that is responsive, reflective and innovative, and make this visible in new ways.</i></p>
	<p>Annual Goals</p> <ul style="list-style-type: none"> △ Inquiry processes supported and strengthened through mentorship of head teachers as facilitators △ Continuing development of teacher competencies in inquiry work △ Teachers becoming increasingly aware of the core function pedagogical documentation plays in inquiry based learning. △ Begin to explore new possibilities for pedagogical documentation methods that encompass both collective and individual learning processes. △ Support teachers to share knowledge and collaborative in documenting children's learning stories and other pedagogical documentation.
	<p><i>Strategic Focus 7: To inspire and support developing talent, vision and innovation in teachers and in their thinking and practices.</i></p>

Annual Goals	
<ul style="list-style-type: none"> △ To establish and develop peer mentor relationships across Kids' Domain. △ Continue to foster an environment that encourages an open mindset and willingness to experiment with new and different ways of thinking, being and doing. 	
B	Premises/facilities and health and safety: Regulations 45 and 46
	<i>Strategic Focus 8: To invest in, and resource the people and projects of today that will continue to support the strategic vision and historical aspirations of our organisation.</i>
Annual Goals	
<ul style="list-style-type: none"> △ Health and Safety programme developed and introduced in 2016 to be further implemented. △ Outdoor Environments Project with landscaper Geoff Sturt oversight by Jill Rice Landscape Architect. △ Minor upgrades to spaces and equipment to ensure facilities are fit for use (see capex budget). 	
C	Governance, management and administration: Regulation 47
	<i>Strategic Focus 9: To foster communication within our Kids' Domain community (parents, teachers, children), in ways that invite participation and shared understandings with our purpose and philosophy.</i>
Annual Goals	
<ul style="list-style-type: none"> △ Website reengineering completed to facilitate improved opportunities for communication. △ Implement StoryPark to communicate better with parents and include them in children's learning. △ Ensure equipment, infrastructure and support is in place to ensure success of these innovations. 	
	<i>Strategic Focus 10: To provide world class early childhood education and care in a resourceful and financially sustainable manner.</i>
Annual Goals	
<ul style="list-style-type: none"> △ Refine the ways we use resources such as space and time to innovate for change. △ Review and refine human resource capacity. △ Broaden awareness with all staff of sustainable practices when purchasing and resourcing the centre. 	
	<i>Strategic Focus 11: To foster a stronger sense of partnership between Kids' Domain and ADHB and make visible the unique role we play in supporting ADHB with its strategic focus through our service.</i>
Annual Goals	
<ul style="list-style-type: none"> △ Refresh KD visibility and presence amongst ADHB staff via our website, advertising and marketing, and networking with key human resources personnel. △ Renew service supply agreement and license to occupy premises with ADHB. △ Revisit ongoing relationship between ADHB and Kids' Domain. △ Explore placing 'visual installations' of Kids' Domain work in hospital/other public spaces. △ Seek to hold CUP book/art exhibition at Auckland City Hospital main public foyer. 	

Thank you for attending the AGM and
Parent Teacher Education Event tonight!

Governance Group Members 2017