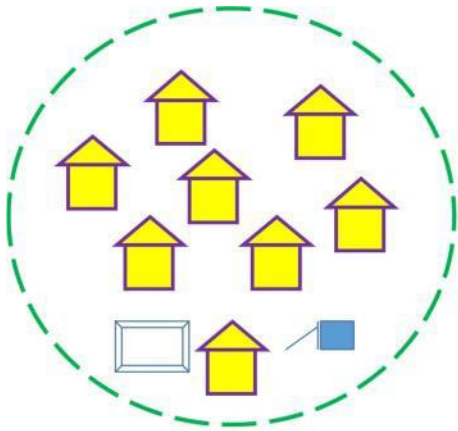


Playcentre Aotearoa Cluster Toolkit

Playcentre 

Rārangi upoko / Contents

Three Tier Governance Model	4
Our Philosophy.....	4
Centres	6
Clusters	7
How to Run a Cluster Meeting	8
Tools and Resources.....	8
Meeting Processes	9
Who Attends Cluster Meetings	10
Operational Support for Clusters	11
Embracing Te Ao Māori at Cluster Meetings.....	12
Beyond the Cluster Meeting.....	12
Appendix One: Agenda Template.....	13
Appendix Two: Minutes Template	14
Appendix Three: Karakia and Waiata Examples	15
Hīmene / Hymn	17
Waiata / Song.....	19
Karakia Mutunga	20
Appendix Four: The Three Cs – Communication, Consultation, Collaboration.....	21
Appendix Five: Āta Principles	23
Appendix Six: Our Philosophy.....	24
Glossary.....	25



Clusters

- Their purpose is to engage with the wider organisation
- Are by centres for centres (collaboration between centres)
- Are self-determining, self-managing and can change
- Are a support mechanism with a little bit of governance
- Will discuss the budget/levy, strategic plan, annual plan, remits, selection of trustees
 - To a greater or lesser extent depending on their capability and desire at the time (communication and consultation)
- Will feed centre views into the Tangata Tiriti hui
- Can be a forum for two-way information sharing with the management structure

A cluster can be between 5 and 20 centres. Smaller than five makes it less effective and larger than twenty becomes unmanageable. Invite the Association Rōpū.

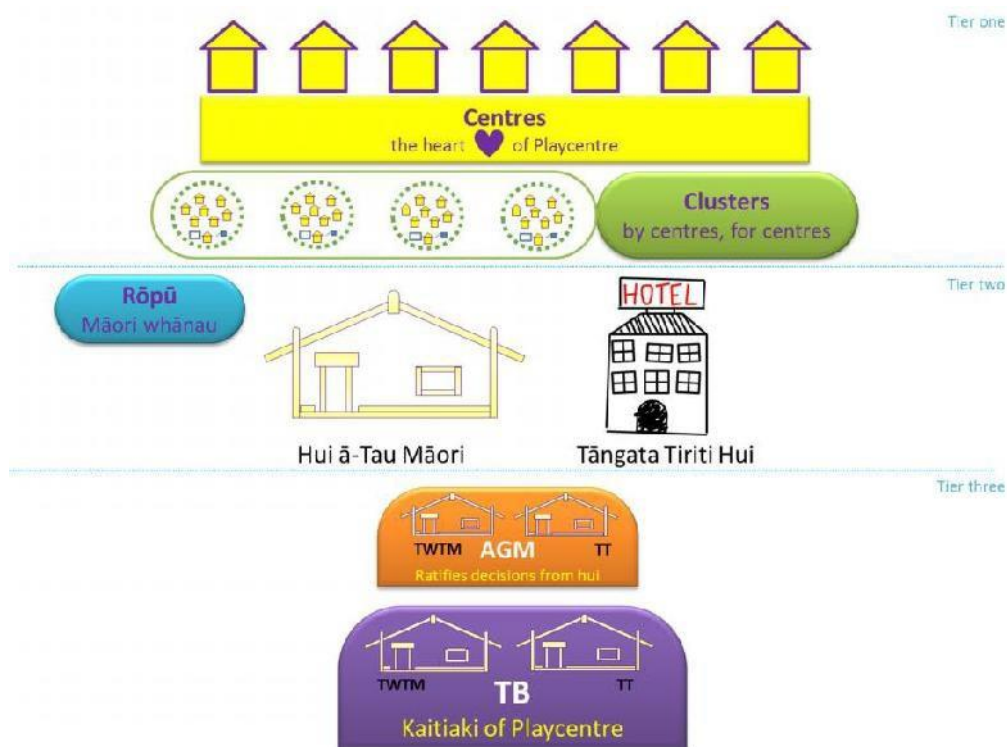
Call or email your neighbouring centres and association rōpū and arrange a time to meet.

If you are a rural or isolated centre, who finds it hard to attend meetings, perhaps you could contact other centres and arrange to meet online (if that's feasible). It is very important that we receive your feedback on what will work for rural and isolated centres.

All centres now have a @Playcentre.org.nz email address, go to the [website](#) for more information.

See here for more information on [cluster meetings](#).

Three Tier Governance Model



Our Philosophy

Section 3 of the Kaupapa Constitution of Te Whānau Tupu Ngātahi o Playcentre Aotearoa says the following.

Playcentre Aotearoa is a family organisation which:

- empowers adults and children to work, play, learn and grow together;
- honours Te Tiriti o Waitangi and celebrates people's uniqueness;
- values and affirms adults as the first and best educators for their children
- so that whānau are strengthened and communities enriched.

Playcentre Aotearoa acknowledges Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand.

Within Playcentre Aotearoa, Tāngata Whenua and Tāngata Tiriti work in partnership and shall be given the same rights, privileges and responsibilities.

Principles of partnership and bicultural development require Playcentre Aotearoa to:

- organise its affairs within the cultural tikanga/protocols of Tāngata Whenua and Tāngata Tiriti;
- be diligent in identifying and keeping open all avenues leading to common ground;
- recognise, value and share each other's knowledge, wisdom and experience;
- promote inclusive practices; and
- foster equitable collaboration between Tāngata Whenua and Tāngata Tiriti.


How we enact our philosophy

Playcentre has one philosophy and this will continue to be the philosophy of Playcentre Aotearoa. You may have developed ways that you enact this philosophy over the years, and there will be differences in this across the country.


In 2011 we published a poster outlining our principles and values, and we have included it over the page and in an [appendix](#).

It is worth thinking – especially in this time of great change – about how you enact this philosophy at your centre(s). It is good to think about how that impacts on the actions of your cluster. There may be ways you enact the philosophy which define your version of Playcentre. This is a good time to identify those ways and to discuss the importance of them.


We would like to encourage you to discuss this in your trial meetings – and continue to discuss it if need be – so that you can distill what it means to your centre(s) to be a Playcentre and part of the new Playcentre Aotearoa family. Reaffirming your understanding and enactment of philosophy may need to be repeated occasionally to ensure new members are familiar with it.



NZ Playcentre Federation Philosophy



Tangata Tiriti Playcentre Philosophy Statement



Principles

- Children and whānau learning and growing together.
- A family environment.
- A co-operative movement which fosters emergent leadership.
- Community based.
- Te Tiriti-based partnership.
- Play is valued as meaningful learning.

Values

- Generosity of spirit.
- Accepting people for who they are, having confidence in others.
- Tolerating difference, not

Compassion

- Caring for people.
- Building esteem in self and others.
- Nurturing a sense of inclusiveness, of being a community.
- Belonging.

Integrity

- Being trusted and trustworthy.
- Being honest in all interactions.
- Keeping our word, to be counted on to do what is required.
- Acting in a manner that is fair and just for all.
- Courage to do the right thing.

Co-operation

- Working together towards a common goal.
- Building confidence in learners.
- Communicating – sharing information, open dialogue, talking to people rather than about people.
- Achievement – completion of tasks, acknowledgement of contributions/effort.


Respect

- Judging others by our own standards.
- Taking care of others, doing what they need.
- Sharing knowledge / skills without expecting anything in return.
- Putting others ahead of self, being someone others can rely on.
- Forgiving.

Endeavour

- Valuing all contributions.
- Treating people as they should be treated.
- Embracing diversity – of talent, of ability, of culture ...
- Respecting the environment.
- Respecting cultural traditions, beliefs.
- Respecting the inherent value and dignity of each person.

Tangata Whenua Playcentre Philosophy Statement



Principles

Rangatiratanga: In terms of relevance for Playcentres, Rangatiratanga refers to governance of the organisation, leadership in achieving objectives and guardianship of the kaupapa.

Mana: Mana gives essence, strength and meaning to all whānau and personnel of Playcentre, to ensure all tāmatiki 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.

Whanungatanga: Playcentres will operate in a manner which promotes caring, nurturing and sharing in order to grow as a whānau with aroha and understanding. Whanungatanga encourages co-operation and unity to achieve goals and objectives.

Wairuatanga (spiritual wellbeing): Where a Playcentre whānau takes on board the above

ownership (governance) of the organisation, leadership to play, work, learn and grow together, and guardianship of the kaupapa does ensure the spiritual wellbeing of all its whānau members.

Values

- **Kaitiakitanga:** Guardianship of the kaupapa/objectives and purpose.
- **Aroha:** Always treating everyone with respect, honour and love.
- **Manaakitanga:** Caring, nurturing, sharing, encouraging and supporting everyone.
- **Te Reo:** Language is key for communication. All languages will be heard.
- **Maramatanga:** Working to find understanding and clarity in all areas of Playcentre.
- **Tika:** Correctness in terms of Playcentre objectives and purpose.
- **Ponot:** Honesty and truth in all.

Whānau tupu ngātahi – families growing together

18 Playcentre Journal ISSUE 142 SPRING 2011

www.playcentre.org.nz

www.playcentre.org.nz

ISSUE 142 SPRING 2011 Playcentre Journal 19

Centres



In the new Kaupapa Ture/Constitution (2016) it says:

At the heart of this organisation are Playcentres. Each centre will continue to engage in management and governance functions.

5.4. Each Playcentre shall be responsible for:

5.4.2. co-operatively managing the Playcentre in accordance with the policies and procedures of that Playcentre and of Playcentre Aotearoa; developing an annual centre management plan and budget, determining fees and undertaking fundraising as required to avoid operating at a deficit; keeping accurate financial records;

5.4.3. being an active member of Playcentre Aotearoa by:

- i. maintaining good communication and contributing to the development of national policies and programmes with Playcentre Aotearoa;*
- ii. receiving guidance and support from Playcentre Aotearoa management;*
- iii. paying such levies as may be set by the Annual Meeting of Playcentre Aotearoa;*
- iv. keeping such records as may be required for the effective management/operation of the Playcentre;*
- v. being innovative, creative and responsive to the needs of its community.*

From this we preserve the centre as a co-operative which makes management and governance decisions for the centre and contributes to the national governance decision-making processes.

Management decisions at centres are the day to day running of sessions, and decisions about what is happening right now in your centre.

Governance decisions at centres are the ‘big picture’ thinking such as annual planning and budgeting, and decisions about the future.

Effective centre-level decisions are a strong foundation on which to build the rest of our governance system.

Clusters

Nāku te rourou nāu te rourou, ka ora ai te iwi.



With your basket and my basket, the people will live.

What is a Cluster

Their purpose is to enable engagement with the wider organisation

- Are by centres for centres
- Are self-determining, self-managing and membership can change
- Are a support mechanism, with a bit of governance
- Will discuss the budget and levy, strategic plan, annual plan, remits, and selection of trustees
 - to a greater or lesser extent, depending on their capability and desire at the time
- Will feed centre views into the Tāngata Tiriti Hui and choose people to attend Tāngata Tiriti Hui
- Can be a forum for two-way information sharing with the management structure.

Clusters are the primary forum for centre-voice in Playcentre Aotearoa.

Clusters will primarily focus on centre needs and centre issues and allow centres to discuss common issues – of a local or national nature. Clusters are a space for centres to share where they are on their journey, give and receive help and support, and share information.

The role of the Cluster is to encourage networks and relationships between centres, which are pivotal to building strong centres and encouraging 'emergent leadership'.

At this tier enacting our commitment to Te Tiriti o Waitangi is focused on relationship building and educating yourself regarding Te Tiriti o Waitangi. Cluster meetings will use processes that reconfirm this commitment.

How to Run a Cluster Meeting

The first step is to find a volunteer, or team of volunteers, to organise the meeting, you will need a facilitator and a coordinator.

The Kaitorotoro/Kaitūhononga or team will need to:

- organise a meeting space
- arrange for a facilitator
- build and circulate the agenda
- arrange for a minute taker
- decide on how kai will be provided

We have a meeting agenda template, as well as minutes template, and karakia and waiata examples to get you started, in the [Appendices](#).

Keep the agenda light and focus on the networking and sharing function of a cluster meeting.

Tools and Resources

- NZPF Philosophy Statements, Playcentre Journal, Issue 142, 2011;
- The Playcentre Diploma in Early Childhood and Adult Education; Learning and teaching, Playcentre in the New Zealand context & Practical experience strands, Student Handbook, 2007;
- Timeline of Decisions made in relation to Playcentre's Bicultural Development; NZPF March 1996;
- Making Consensus Work: Decisions that All Can Live with; Robbie Burke, 2011
- A Guide to Consensus; Candy Smith, Playcentre Journal, Issue 116, 2003
- The Centre is The Centre; Jackie Bedford, Playcentre Journal, Autumn 2003
- E Tipu e Rea – A Mōteatea for Playcentre Aotearoa, Playcentre Journal, Issue 149

More information on meeting processes can be found [here](#).

What Happens at Cluster Meetings

Most of the discussion will be about issues that affect all or most of the centres in your cluster.

If possible, issues that can be resolved between or before meetings should be, so that the meetings can be a productive use of everyone's time.

There is an agenda template in [Appendix One](#), feel free to use this.

The [3Cs framework](#) describes different levels of engagement with the wider organization. Clusters will primarily engage via communication and consultation with other centres, management, and the Trustee Board. For major, more complex issues, a collaborative process will be followed, in which clusters will be asked to share perspectives of the situation, needs, and aspirations.

Fun

Most of the agenda and discussions will be information sharing, resource sharing, and working as a team to support all the centres in your cluster. Cluster meetings are **by** centres **for** centres.

Meeting Processes

As with all Playcentre meetings there will need to be:

- A group agreement for behavior at the meeting (see Ata Principles in appendix as an example)
- An agenda.
- A minute taker.
- A time the meeting should finish by.
- Established bicultural practices.
- Agreement between the Centres of a cluster of how the meeting will be facilitated, ie,
 - It could be a rotating roster, a life member, or a Kaitorotoro (or team member) could facilitate the meeting.

A cluster meeting will:

- be held physically or online (with all or some participants joining the meeting via an online meeting provider), or a combination of both,
- utilise other forms of communication for inclusion,
- be made up of a group of rural centres who cannot regularly make physical meetings but who share commonalities with others from around the country.
- be alternated ie, online/physical – first meeting being face-to-face,
- be a whānau day to build relationships between centres,
- be held in the evening, during session or on weekends.

Feel free to be creative, however, remember that relationships are best built when you are face-to-face.

Kaitorotoro (or team)

There is a clear need for someone, or a small team of volunteers, to manage the meeting processes. They will coordinate the meeting and guide the consensus process when needed as well as model effective leadership.

Many current or past association volunteers have indicated they would be willing to take on these roles while fostering emergent leadership by bringing less experienced members with them.

The kaitorotoro (team) will need to arrange and manage the meetings by:

- organising meeting spaces,
- arranging resources,
- maintaining email lists and RSVPs,
- building and circulating agendas,
- identifying governance/management decisions,
- circulating information before the meeting,
- supporting the meeting volunteer facilitator,
- arranging for guest speakers or professional development,
- compiling and circulating minutes,
- communicating with the right people in the organisation as part of the follow-up from meetings,
- make sure that minutes and action points are distributed to the right people.

Getting this person or team established will be a key element in the success of cluster meetings.

Who Attends Cluster Meetings

All Playcentre members are welcome at Cluster meetings. In the interests of practicality, it may be beneficial to limit the numbers to centre representatives and other invited guests.

Centres will be the cluster members. Rōpū members are encouraged to attend. Partnership is at the heart of Playcentre and building relationships is key to partnership. As with all Playcentre meetings tamariki are always welcome.

Centres and Rōpū will send representatives to represent the centre's and Rōpū's views; not their individual view. At least one member per centre should attend, but there is an expectation that the representative will bring another member along to help with continuity and to encourage and enable emergent leadership. The centre will decide which cluster they wish to belong to. There may be another cluster close by which suits the centre's needs better.

There is no requirement for a quorum. If a centre is unable to attend, and the issues to be discussed are important to that centre then they can arrange for someone already attending to represent their views or they could join online, for example. Remembering that all centres (as much as practical) will have internet service provided as part of the amalgamation.

While it is not compulsory to attend cluster meeting and to engage with the governance of Playcentre Aotearoa, at its heart Playcentre is a grass-roots organisation which takes its direction from the centres. If centres do not wish to have a say on the important matters facing the organisation, then this will erode the nature and philosophy of Playcentre. We do not believe this is what centres want, but understand that engagement with the wider organisation requires a centre to be stable enough to have the capacity to do so. This will not always be the case, as centre membership and involvement is cyclical.

While centre-paid supervisory staff may attend as centre representatives, it must be upon the centre's request, at the centre's cost, and be as a stop-gap measure. It is intended that cluster meetings be for centre members, and where a centre does not have the capacity to send a member, it should be the role of the paid staff member to assist in emerging a centre member into the role. The supervisor must be clear they are to represent the best interests of the centre's children and whānau, and not their role as a paid employee.

Who pays

Centres will need to budget for covering the expenses incurred by their representatives. Costs may be able to be minimised, by carpooling for example.

If centres are hosting the meeting, then it's not unreasonable for participants to bring along shared kai, and for the hosting centre to absorb any other costs, just as they would for any other meetings or workshops.

If professional development is going to be provided the costs would need to be negotiated with the Regional Manager as to who is paying. It may be covered by the regional operations budget, or the centres may need to contribute – depending on the nature of the training.

We recognise that many centres are struggling with having enough money to operate, and the additional costs of sending representatives to meetings, or to host meetings, can be a burden. We can

only encourage centres to try their best to ensure their voice is heard, and remember clusters are for centres by centres – your fellow centres may be able to help you, just ask.

When and Where

We recommend

- at least one meeting per term, but you might like to do more.
- in **week four** of the term, which gives the centre a chance to meet before the Cluster, and to meet after (if your centre has two business meetings per term) to discuss any relevant agenda items. Clusters being standardised across the country allows operational staff and the Trustee Board to coordinate their consultation schedules.
- Meetings can be held at centres or other appropriate venues. It is entirely up to the cluster members and their budgets.
- If meetings are held at centres, then it could be rotated around centres to share the costs.

Agenda

The Cluster will set the agenda by suggesting items for inclusion. The operational staff may also request items to be added to the agenda. The Kaitorotoro will include items as requested by the Trustee Board or as a result of governance meetings.

Keep the agenda light and focus on the networking and sharing function of a cluster meeting.

Experience shows that it works best when the business is done first and the information sharing after that.

Facilitation

It may be appropriate for the Kaitorotoro (or team member) to facilitate the meetings, or not. There may be life members or other appropriate volunteers willing to take on the role. The Cluster should decide.

It is appropriate to share the role to encourage emergent leadership and the extension of personal skills.

Operational Support for Clusters

The Centre Support Worker (CSW) and/or Centre Administrator (CA) will check with centres to make sure they are participating in the cluster. If centres are consistently failing to attend cluster meetings the CSW/CA will discuss this with the Centre Support Coordinator and decide on a support strategy.

It is expected that centres will support each other, just as they do now. As someone has suggested, perhaps there could be a 'triad of sharing' – sister centre, you, and centre further away – to help centres participate.

We are also hopeful that administrative support will be available from the national operations team to help coordinate effective information sharing.

Communication Channels

The cluster may like to have a Facebook page and can equally engage with other Playcentre Facebook pages, but should make sure to utilise the Playcentre Connect services.

The cluster will be asked for feedback from the Trustee Board and the operational arm of Playcentre Aotearoa. In the future centres can expect to get more communications directly from the organisation, whereas previously these were managed by associations.

It will be critical that centres use their @Playcentre.org.nz email addresses, and we are investigating a way to communicate with each cluster.

We are also investigating an online site where information will be posted and updated and where clusters can keep updated. This would also be a resources depository for cluster administration.

Consultation Timetable

The Trustee Board have been thinking about the need for clear communication lines in the new structure and have assumed cluster meetings would happen in week four of each term. The board have arranged their meeting schedule to align with this to ensure any information coming through the governance channel will reach the centres in time to be discussed at the cluster meetings, hui, and AGM. It will also allow information and feedback to flow into the Trustee Board in a timely way.

Embracing Te Ao Māori at Cluster Meetings

Here are some suggestions for how you might bring Te Ao Māori into your cluster meetings.

- Contact your Rōpū and ask them to attend. Find out who your rōpū whānau are. Speak to the rōpū about their purpose and ask them to share that at the meeting.
- Ask the meeting: What does Te Ao Māori look like in Playcentre? What does biculturalism look like in Playcentre? The Blending of 2 worlds, Bilingual & Bicultural: Are they the same thing?
- Develop a relationship with mana whenua, hapū and iwi
- Use Tikanga and Kawa in Playcentre and at the meetings
- Understand the art of Manaakitanga
- Share kai
- Use karakia for all peoples

Beyond the Cluster Meeting

Clusters are all about building relationships. Whether that be the relationship between centres, or between centres and rōpū, between centres and the operational staff, between Māori and Pākehā.

Relationships are built on good communication, and this means we need good communication channels, with the correct information going to the right places.

The Kaitorotoro/Kaitūhononga (or team member) will be a pivotal role, making sure people are kept informed, in all parts of the organisation.

Appendix One: Agenda Template

Hui Tūhono / Cluster Meeting

Rārangi Take / Agenda

To be held at Day,

Date at Time

Whakatau / Welcome:

Please advise the Kaitoroto or Kaitūhononga prior to the meeting if you have any medical conditions or any other special needs they should be aware of.

Karakia tīmatanga:

Waiata:

Mihimihi / Introductions:

Insert Ko Wai Au?

Tamō / Apologies:

Whakawhānaungatanga / Establishing relationships:

Insert Ice breakers

Tūtohu Mahi Ngātahi / Working Together Agreement:

Insert Ata

Wāhi Paheko / Operational Sharing:

Wāhi Rauemi Pito / Centre Resource Sharing:

Wāhi Kāwanatanga / Governance Sharing: (Rōpū Māori & Tangata Tiriti):

E Tipu / Professional Development:

Karakia mutunga:

Appendix Two: Minutes Template

Hui Tūhono Miniti / Cluster Meeting Minutes

Held at <insert Playcentre name and address>

On Day, Date

Tae te hui / Present:

<i>Playcentre name</i>	<i>Centre member name</i>

Operations staff:

Manuhiri / Visitors:

Wā tīmatanga / Start time:

Whakatau / Welcome:

Tamō / Apologies:

Name (Playcentre name), Name (Playcentre name), Name (Playcentre name), Name (Playcentre name),
Name (Playcentre name), Name (Playcentre name), Name (Playcentre name)

Matters Arising from Previous Minutes:

<insert Matter and date of minutes. Note progress and Next steps>

<insert Matter and date of minutes. Note progress and Next steps>

Wāhi Paheko / Operational Sharing:

Operational staff will provide information for this section

Wāhi Rauemi Pito / Centre Resource Sharing:

Summarise the 'focus for sharing'

Highlight the Strengths and Challenges

Wāhi Kāwanatanga / Governance Sharing: (Rōpū Māori & Tangata Tiriti): Rōpū

Māori & Tangata Tiriti whānau will provide information for this section **E Tipu**

/ Professional Development:

Summarise the focus of the Professional Development delivered.

Karakia mutunga

Wā mutunga / End time:

Appendix Three: Karakia and Waiata Examples

Karakia Tīmata

Karakia Tīmatanga

Whakataka te hau ki te uru
 Whakataka te hau ki te tonga
 Kia mākinakina ki uta
 Kia mātaratara ki tai.
 E hī ake ana te atakura
 He tio, he huka, he hau hū
 Thei mauri ora.

Opening Incantation

Cease the winds from the west
 Cease the winds from the south Let
 the breeze blow over the land. Let
 the breeze blow over the ocean
 Let the red-tipped dawn come with a sharpened air
 A touch of frost, a promise of glorious day.
 Tis the breath of Life

Karakia mo te Rā Hou

E te atua, manaakitia mai mātou
 mo te roanga ake mo tēnei ra
 Āmine

Prayer for the New Day

God, bless and be with us so that we
 may continue throughout this day
 Amen

Karakia Tīmatanga

Manaakitia mai mātou
 I tenei hui
 Kei whakaaro mātou
 Mo te kaupapa
 O ngā Tamariki

Opening Prayer

Bless us
 At this gathering
 Our thoughts are
 For the rights
 Of the Children

Karakia Tīmatanga

E te Atua
 Manaakitia mai mātou
 Ārahina mai mātou
 I a mātou mahi i tēnei rā
 I runga i tōu ingoa tapu
 Āmine

Opening Prayer

Oh God
 Bless us, Guide us
 Show us the way
 In the work we do today
 In your holy name Amen

Karakia mo Te Kai / Prayer for Food

Whakapainga ēnei kai	Bless this food
Whakatakoto i mua i a tātou	Placed before us
Hei oranga mō ō mātou tinana	As sustenance for our bodies
Mō ō mātou wairua hoki	For our spirits also
Āmine	Amen

E tō mātou Matua-i-te-Rangi	Our Father who art in Heaven
Whakapainga ēnei kai	Bless this food
Hei oranga mō mātou tinana	As sustenance for our bodies
Te kaha me te korōria	The strength and the glory
Āke, Ake, Ake	Forever and ever.
Āmine	Amen

Whakataukī – Whakatauākī / Proverb, significant saying, formulaic saying, cryptic saying, aphorism

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei

Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain

This whakataukī is about aiming high or for what is truly valuable, but it's real message is to be persistent and don't let obstacles stop you from reaching your goal.

He kai kei aku ringa

There is food at the end of my hands

Said by a person who can use his basic abilities and resources to create success.

Ma whero ma pango ka oti ai te mahi

With red and black the work will be complete

This refers to co-operation where if everyone does their part, the work will be complete. The colours refer to the traditional kowhaiwhai patterns on the inside of the meeting houses.

Hīmene / Hymn

Whakaaria mai

Whakaaria mai
 Tōu rīpeka ki āu
 Tīaho mai, rā roto i te pō
 Hei konā āu
 Titiro atu ai
 Ora, mate, hei a āu koe noho ai
 (Repeat)

How Great Thou Art

Show your cross to me
 Let it shine
 There in the darkness
 To there, I
 will be looking
 In life, in death
 let me rest in thee

Ko tēnei te wā

Ko tēnei te wā
 Ka waiata āu
 Ka waiata ki a Īhowa
 Ko tēnei te wā
 Ka inoi ahāu
 Ka inoi ki te Ariki
 Waiata arohanui
 Waiata arohanui
 Waiata arohanui ki te Atua

This is the time

This is the time
 That I will sing
 That I will sing to Jehovah
 This is the time
 That I will pray
 That I will pray to the Lord
 Sing with gratitude
 Sing with devotion
 Sing with devotion to the Lord

He hōnore

He hōnore, He korōria	Honour, Glory (to God)
Maungārongo ki te whenua	Peace on Earth
Whakaaro pai e	Goodwill
Ki ngā tāngata katoa	To all people
Āke, ā---ke, Āke, ā---ke, āmine	Forever and ever
Te Atua	Amen
Te Piringa	
Tōku oranga	
(repeat verse)	
Tōku oranga	
Āmine	

E toru ngā mea

E toru ngā mea
Ngā mea nunui
E kī ana, te Paipera
Whakapono
Tūmanako
Ko te mea nui
Ko te Aroha

There are three things

There are three things
Very important things
As stated in the Bible
Hope,
Faith,
and the greatest thing,
Love

Te Aroha

Te Aroha	Love
Te Whakapono	Faith
Te Rangimārie	Peace
Tātou tātou e	All of us together
He tangata kē koutou	You are different
He tangata kē mātou	We are different
Engari i tēnei wā	But at this time
Tātou tātou e	We are as one.

Ehara i te mea

Ehara i te mea	It is not as though
Nō nāiane te aroha	Love is of this time only
Nō ngā tūpuna	It is a legacy of our ancestors
Tuku iho tuku iho	Transmitted through the generations
Te whenua te whenua	The land, our kuia
Te organga mō te iwi	Gives us wellbeing
Nō ngā tūpuna	A legacy our ancestors
Tuku iho tuku iho	Passed down through the ages
Whakapono tūmanako	Faith and hope
Te aroha ke te iwi	Compassion and love to our people
Nō ngā tūpuna	Gifts of ancestors
Tuku iho tuku iho	Protected and bequeathed to us

Waiata / Song

E tū kahikatea

E tū kahikatea
Hei whakapae ururoa
Awhi mai, awhi atu
Tātou tātou e
Tātou tātou e.

Stand like the kahikatea,
Spreading across the horizon.
Embrace one another,
We are as one.

E tū kahikatoa Kare
kau e hinga Awhi
mai, awhi atu
Tātou tātou e.

Stand like the kahikatoa,
that will not fall,
embrace one another,
We are as one.

E tū pūriri
Toha rā o peka
Awhi mai, awhi atu
Tātou tātou e.

Stand like the pūriri,
spread your branches,
embrace one another,
We are as one.

Karakia Mutunga

Karakia whakamutunga

Kua mutu a mātou mahi
Mō tēnei wā
Manaakitia mai mātou katoa
O mātou hoa
O mātou whānau
Aio ki te aorangi.

Closing incantation

Our work has finished
For the moment
Bless us all
Our colleagues
Our families
Peace to the universe

Karakia whakamutunga

Kua tae mātou ki mutunga ō a mātou mahi. Kia
ora rawa koe ki tō manaakitanga i a mātou
Tiakina mai i ō mātou whānau, ō mātou hoa
Me mā e hoki atu kit e kainga
Amine

Closing incantation

We have reached the end of our work.
We give thanks for the care we have received.
Guard our families, our friends
and our journey home.
Amen

Karakia whakamutunga

E te Atua
Kua tae mātou ki te mutunga
o ā mātou mahi Mō tēnei pō
Kia ora rawa koe
mō tōu manaakitanga i a mātou
Āmine

Closing prayer

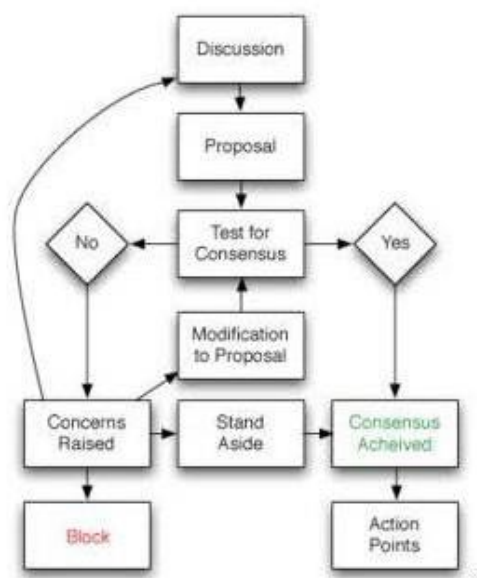
Our Father (God, Goddess)
We have reached the end
of our work for this night
Thank you very much
for taking care of us
Amine

Appendix Four: The Three Cs – Communication, Consultation, Collaboration

Consensus: communication, consultation and collaboration

Playcentre is committed to consensus decision making - a group process to find solutions everyone can live with. In recent times our national consensus making effort has been focused at the proposal stage in the diagram below (i.e. agreeing on decision papers). For Playcentres to be able to participate effectively in consensus making, we need better processes around the discussion which precedes proposals.

Consensus Decision Making Process



The discussion stage may look different for different types of issue or decisions; collaboration where interested parties work on the problem or idea together from the start; consultation where a small group are responsible for the process but seek the input of a wider group; or communication where a small group have the responsibility and skill to make a decision and just provide information to the wider group.

Collaboration

Collaboration is used for major, complex issues and involves those who have a strong interest in the outcome in the decision making process from the start. A collaborative process may involve²:

¹ <https://commons.wikimedia.org/wiki/File:Consensus-flowchart.png>

² Windle, Rod; Warren, Suzanne. 2001. Collaborative Problem Solving and Dispute Resolution in Special Education. Training Manual. Oregon State Dept. of Education, Salem.

1. **Share Perspectives** - to understand others' perception of the situation, needs, wants
2. **Define the Issues** - clarify the topics for discussion
3. **Identify the Interests** - go beyond the stated positions or solutions to figure out what the parties really need to have satisfied in order to reach agreement, look for the common ground between all parties
4. **Generate Options** - brainstorm and generate ideas, looking at the problem from all angles and considering as many different ideas as possible
5. **Develop Criteria for Deciding** - use agreed criteria to combine and reduce options
6. **Evaluate Options and Reach Agreement**

There may need to be some going back and forth between steps to build sufficient understanding to reach agreement. Because it is an intensive process, to be effective a relatively small group is required. In the Playcentre context this might mean representatives of affected families, centres or areas rather than all interested individuals.

Consultation

Consultation is genuinely seeking the views of the community. It doesn't mean those views have to be adopted but they should be considered with an open mind and willingness to change or even re-start the decision-making process. Consultation can be open to a wide group, as not everyone who participates needs to agree. Tools used for consultation can include discussion documents, forums and meetings.

Attributes of good public consultation³:

- The method and level of consultation are appropriate to the proposal and audience.
- The views of the public/stakeholders are genuinely sought.
- Parties are provided with sufficient information to make informed submissions.
- There is adequate time for parties to make their submissions.
- Feedback is carefully recorded and summarised objectively.
- While you may begin consultation with a preferred option, submissions should be considered with an open mind before any final decision is made.

Communication

Communication allows for questions and comments, to achieve clarity and transparency. In this case recommendations are being made by a person or group with specific responsibility or expertise in an area.

³ [A Quick Guide to Effective Public Consultation - Allen + Clarke](#)

Appendix Five: Āta Principles

Āta Principles

Huhana Forsyth (2016)

Āta Haere

Be intentional and approach reflectively

Āta Whakarongo

Listen with reflective deliberation

Āta Noho

Giving quality time to be with people and their issues


Āta Whakaora

To think with deliberation, considering possibilities


Āta Korero

To communicate and speak with clarity


Appendix Six: Our Philosophy



NZ Playcentre Federation Philosophy



Tangata Tiriti Playcentre Philosophy Statement



judging others by our own standards.

- Taking care of others, doing what they need.
- Sharing knowledge / skills without expecting anything in return.
- Putting others ahead of self, being someone others can rely on.
- Forgiving.

Respect

- Valuing all contributions.
- Treating people as they should be treated.
- Embracing diversity – of talent, of ability, of culture ...
- Respecting the environment.
- Respecting cultural traditions, beliefs.
- Respecting the inherent value and dignity of each person.

Endeavour

- Reliability, commitment to Playcentre.
- Exercising self-control, discipline.
- Accepting responsibility and giving our best effort.
- Perseverance, learning from mistakes.

Values

- Generosity of spirit.
- Accepting people for who they are, having confidence in others.
- Tolerating difference, not

Tangata Whenua Playcentre Philosophy Statement



ownership (governance) of the organisation, leadership to play, work, learn and grow together, and guardianship of the kaupapa does ensure the spiritual wellbeing of all its whānau members.

Values

- **Kaitiakitanga:** Guardianship of the kaupapa/objectives and purpose.
- **Aroha:** Always treating everyone with respect, honour and love.
- **Manaakitanga:** Caring, nurturing, sharing, encouraging and supporting everyone.
- **Te Reo:** Language is key for communication. All languages will be heard.
- **Maramatanga:** Working to find understanding and clarity in all areas of Playcentre.
- **Tika:** Correctness in terms of Playcentre objectives and purpose.
- **Pono:** Honesty and truth in all.

Principles

Whānauatanga:
Playcentres will operate in a manner which promotes caring, nurturing and sharing in order to grow as a whānau with aroha and understanding. Whānauatanga encourages co-operation and unity to achieve goals and objectives.

Waituaatanga (spiritual wellbeing):
Where a Playcentre whānau takes on board the above

Mano:

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

Tangata Tiriti Playcentre Philosophy Statement

Compassion

- Caring for people.
- Building esteem in self and others.
- Nurturing a sense of inclusiveness, of being a community.
- Belonging.

Integrity

- Being trusted and trustworthy.
- Being honest in all interactions.
- Keeping our word, to be counted on to do what is required.
- Acting in a manner that is fair and just for all.
- Courage to do the right thing.

Co-operation

- Working together towards a common goal.
- Building confidence in learners.
- Communicating – sharing information, open dialogue, talking to people rather than about people.
- Achievement – completion of tasks, acknowledgement of contributions/effort.

Whānau tupu ngātahi – families growing together

18 Playcentre Journal ISSUE 142 SPRING 2011

19 Playcentre Journal ISSUE 142 SPRING 2011

Glossary

Torotoro

1. (verb) (-a) to visit (a number of times or places), reconnoitre.
2. (noun) scout, advance guard.
3. (noun) hawser, cable (for securing a canoe).

Tūhononga

1. (noun) connection.
2. (noun) cluster.

Kaiārahi

1. (noun) guide, escort, counsellor, conductor, escort, leader, mentor, pilot, usher.

Tūāpā

1. (verb) (-tia) to clear the way, facilitate