

ANNUAL GENERAL MEETING

Aro Arataki Children's Centre

Wednesday 12 March 2025
at 6.30 pm

CONTENTS

• Management Statement	Page 03
• Agenda	Page 03
• Minutes of AGM 2024	Page 04
• Annual Report	Page 06
• Treasurer’s Report	Page 08
• Operational Budget	Page 10
• Notes to Operational Budget	Page 11
• Capex Projects for Consideration	Page 12
• Strategic Plan	Page 13
• Annual Plan	Page 15

GOVERNANCE GROUP AT 31 December 2024

- Janani Mohanakrishnan - Chair
- Julianne Exton – Treasurer
- Vacancy – Secretary
- Susanne Dorge - Member
- Kate Hogan - Member
- Grzegorz Ojrzanowski - Member
- Randima Rajapaksha – Member
- Ellie Chung – Centre Director
- Edwin Naidu, – Te Whatu Ora Representative

MANAGEMENT STATEMENT FOR THE YEAR ENDED 31 December 2024

The Governance Group is responsible for the judgements made in the operations of the Society and the financial statements presented at this meeting.

The Financial statements fairly reflect the Society's financial position and operations for the year ended 31 December 2024.

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

The Centre Director has delegated responsibility for ensuring a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

AGENDA

1. Opening
2. Apologies
3. Minutes of previous meeting
4. Matters Arising from minutes
5. Annual Report – Janani Mohanakrishnan, Chair for Governance Group
6. Treasurers Report and Presentation of Audited Financial Statements – Julianne Exton, Treasurer
7. Appointment of Auditor
8. Confirmation of Governance Group
The following four (4) parent members are available for re-election for the coming year: Grzegorz Ojrzanowski, Kate Hogan, Susanne Dorge, and Randima Rajapaksha.

There are two further parent member nominations received by the required date for: and Poonam Kumari and Amy Judd.

Ellie Chung - Director, Julianne Exton - Treasurer, and Edwin Naidu - Te Whatu Ora Representative are also available for the coming term.

As the number of members nominated and others available does not exceed the maximum permitted under the Constitution, a confirmation vote, not an election is required.

9. General Business

- (a) Proposal to change the name of the Society to the Aro Arataki Early Learning Centre Incorporated to more clearly reflect that the society operates an early childhood education centre.
- (b) Proposal to change the Constitution to meet the requirements of the Incorporated Societies Act 2022.

MINUTES

Minutes of the Annual General Meeting of
Aro Arataki Children's Centre Incorporated
held at 4.00 pm on Thursday 27 March 2024.

Members Present:

Jarrold Blundell, Ellie Chung, Jessica lepper, Kate Hogan, Janani Mohanakrishnan, Roxanne Park, Susanne Dorge, Randima Rajapaksha, Hayley Pritchard, Nick Kuan, Nalisha, Una Palsdottir, Aaron Palomares, Clara Snow,

Others present:

Janet Malcolm, Staff member

1. Apologies

Apologies have been received and accepted from:

Julianne Exton, Lynn Scott, Daniel Lovatt, Karthika John, Sarah Bewick, and Steve Woodman

Moved: Ellie Seconded: Jessica - CARRIED

2. Minutes of previous meeting

The minutes of the previous AGM held in 2023 were confirmed.

Moved: Ellie Seconded: Jessica - CARRIED

3. Matters Arising

There were no matters arising from the minutes.

4. Annual Report

Due to Steve Woodman, Chair being unable to attend, Jarrold Blundell presented the annual report for the Governance Group.

5. Financial Report and adoption of Financial Statements

The financial report was presented by Jarrod Blundell, and the financial statements were presented.

IT WAS RESOLVED THAT the audited financial statements for the year ending 31 December 2023 were adopted:

Moved: Ellie Seconded: Jarrod - CARRIED

6. Appointment of Auditor

IT WAS RESOLVED THAT Alex Houghton from BVO Blackmore Virtue and Owens Chartered Accountancy is appointed as our independent auditor for the coming year.

Moved: Jarrod Seconded: Ellie - CARRIED

7. Election of Governance Group

The following parent members indicated their availability for a further term.

Janani Mohan – (New appointed Chair)

Jessica Lepper – parent member

Hayley Pritchard – parent member

Kate Hogan - parent member

Grzegorz Ojrzanowski – parent member

Randima Rajapaksha – parent member

The following new nominations were received by the closing date for nominations.

Susanne Dorge

Victor Canela

IT WAS RESOLVED THAT the parent members above would be confirmed as the Governance Group for the coming year along with Ellie Chung - Director, Julianne Exton - Secretary, and Edwin Naidu - Te Whatu Ora representative.

Moved: Jarrod Seconded: Randima - CARRIED

8. General Business

There was no general business

9. Special Thanks

The Treasurer (Jarrod) expressed appreciation for the Director Ellie's leadership and management abilities, acknowledging her support and skills in driving the Centre and team towards ongoing success.

Janet Malcolm Kiwi room Team Leader conveyed her appreciation and gratitude to the Director and the Governance Group for their continued support of the team and the Centre, as well as for fostering a positive and supportive environment that promotes ongoing learning and development.

The Annual General Meeting closed at 4:35 pm

1. Annual Report

Hello everyone, and welcome to Aro Arataki's AGM. I'm Janani Mohanakrishnan, and I'm pleased to present my report as Chairperson for the financial year ending March 2025.

Before we begin, I'd like to acknowledge the lovely children, staff, parents, and governance group members who make our centre such a thriving and special place. Aro Arataki would not be what it is today without each of your contributions.

A special mention goes to Tausili, a dedicated Tui Room teacher, who celebrated her 30th anniversary with us in 2024. Her enthusiasm, stamina, and talent for creating music and engaging activities continue to enrich the lives of the children in her care.

I'd also like to congratulate Ashika and Sarah on completing their teacher registration and Howard on completing 'full' registration - an important milestone in their professional journeys.

A big thank you to Lynn, our experienced administrator, who is dedicating this year to training our Centre Director and a potential future replacement in administrative and regulatory compliance tasks, ensuring a smooth transition and continuity of knowledge.

Another big thank you to Julianne, our Treasurer, whose wisdom has been invaluable to our governance group. Her guidance has greatly supported many of us as we navigated various challenges and initiatives throughout the year.

And of course, a heartfelt thanks to our Centre Director, Ellie, whose passion and vision allow us to sign in and sign out our children each day with complete peace of mind. Ellie is cultivating a vibrant community of collective leadership in 2025, implementing research-based practices that inspire creativity and curiosity in both children and the adults who engage with them. The 'Ray of Light Atelier' is an example of this. If you have ideas or would like to collaborate with Ellie, please reach out.

Aro Arataki's mission is to support children on their unique journeys of learning and development. We achieve this by investing in our people, knowledge, practices, and community. Our work aligns with Te Whāriki, Aotearoa New Zealand's bicultural early childhood education curriculum.

Reflecting on the past year, here are some key highlights:

- We ended the financial year with a small surplus, thanks to effective budget management and financial stewardship by our Centre Director and Treasurer.
- While enrolment numbers have fluctuated, each room has maintained a balance that allows children to be well cared for without overburdening teachers.
- We have accelerated our maintenance and infrastructure improvement programs, introduced new play equipment and upgraded facilities.
- StoryPark has been an effective tool for keeping parents informed about their children's experiences.

- We have opted into full pay parity to better support our teachers, who are also receiving active professional growth support from their team leaders. Leadership, in turn, is benefiting from guidance provided by Barbara Watson from Inspired ECE and Ministry of Education, which directly enhances learning outcomes for children.
- We implemented an operational model update to establish a more efficient, flat line reporting structure. This means teaching and support staff now report directly to the Director, enabling more seamless decision-making as the Centre evolves.
- We remain committed to the Healthy Heart program, continuously improving our ability to cultivate healthy food habits for our children.
- Over the past year, we have reviewed and updated key documentation, including the Constitution, administrative policies, and the Director's performance appraisal. Thank you to everyone who contributed to these efforts. These updates also encourage us to reflect on what is working well and where we can improve, so we truly appreciate all parent feedback.
- We had the opportunity to reconnect as a community with Matariki, a pizza night, and Christmas tea in 2024. We want to continue hosting celebrations that are enjoyable and convenient for families, so if you'd like to help organize events in 2025, please reach out to the Centre Director.

Of course, there are areas for improvement, and we are actively working on the following:

- Maintaining appropriate teacher-to-child ratios throughout the day to minimize incidents and accidents.
- Increasing awareness of food allergies and other sensitivities within the Aro Arataki community. As an allergy parent myself, I know how important this is, and I appreciate everyone's efforts to learn, remain mindful, and reinforce best practices.
- Ensuring safety remains a top priority through first aid certifications for teachers and regular fire, earthquake, and emergency drills.
- More focussed communication on StoryPark about your child, as parents have requested.

I encourage everyone to review the Strategic Annual Plan, which extends through December 2026. If you haven't had a chance to do so yet, please take some time this weekend and reach out to the governance group with any questions. As my tenure as Chairperson comes to an end, I want to express my deep gratitude to the entire Aro Arataki community for your ongoing support. I wish you and your families a wonderful rest of 2025, and I look forward to seeing the Centre continue to thrive in the years ahead.

Thank you.

Dr. Janani Mohanakrishnan
Chair

2. Treasurer's Report

Good evening, everyone.

It is my duty to present the Treasurer's report on the financial state of the Society for the fiscal year 2024.

In the annual report, Janani has outlined key highlights of the year achieved through thoughtful planning, implementation, and consideration to balance potential and risk, with every decision impacting the Society's finances in some way. Decisions, including restructuring, were made carefully, while others, such as providing enriched environments and well-compensated staff, were taken with an optimistic vision towards future sustainability of the service. All these efforts ensure that Aro Arataki remains a place of excellence and a community of learning for both children and educators.

Along with the highs, this past year has presented some lows, with challenges for the Governance Group around fluctuations in enrolments, affecting occupancy rates and thus some initial uncertainty around income from fees paid by parents and funding from the Ministry of Education. Other factors included constraints and mobility within the Te Whatu Ora workforce, increasing costs for services and supplies, required maintenance, and replacement of larger assets.

Our commitment to maintaining adult-child ratios, certified and professionally skilled teachers, well maintained premises and environments, continuous learning, research, and development were kept in balance, and the final outcome saw occupancy increase from an average of 68% in 2023, to 82% in 2024, and other key performance indicators hold their own.

Therefore, I am pleased to report that the Society has concluded the financial year with a modest surplus. This outcome was primarily achieved by aligning staffing requirements with measured occupancy, maintaining expenditures in line with the operational budget set each year with the Director, and carefully timing capital spending and term investments.

Now, let us move to a summary of the resulting bottom line as detailed in the Audited Financial Statements for the year ending 31 December 2024. You should have received a copy by email, and I encourage you to review it if you have not already done so.

Income:

AACC derives its income from two primary sources: Parent Fees and Government Funding. The overall income increased from \$1.343 million in 2023 to \$1.714 million in 2024. Parent Fees rose from \$566,000 in 2023 to \$744,000 in 2024, while Government Funding increased from \$719,000 in 2023 to \$916,000 in 2024. Profits were approximately \$20,000 in 2023 (after adding back depreciation) compared to \$93,000 in 2024. This financial improvement will enable the service to consider several projects currently on hold and allow for catch-up maintenance in the coming year. Please refer to the projects schedule under the budgets section of the AGM document.

Expenditure:

Overall expenditure has risen from \$1.362 million in 2023 to \$1.646 million in 2024. Employee remuneration and related costs, including relief teacher expenses, constituted the majority (93% of

revenues) of the Centre's operational costs in 2024. Due to gradual steps towards full pay parity for certified teachers, employee remuneration and related costs increased from \$1.172 million in 2023 to \$1.453 million in 2024.

Additionally, AACC benefits from a zero-cost lease for our premises from Te Whatu Ora, along with utilities, cleaning, and other services provided at zero or below market cost. This support allows us to offer a comprehensive service that includes fresh, nutritious meals and snacks prepared on-site for the children, with better than regulation adult-child ratios and the majority of teachers certified. This at below market costs. These cost savings are invaluable, enabling AACC to remain committed to quality care despite inflationary pressures.

Assets:

AACC balances asset replacement with profitability to ensure financial viability in order to maintain cash reserves for generating interest to support operations. In this way we can preserve some contingency for any unexpected event such as a cyclone or pandemic while not overlooking to provide all that is needed to maintain the service. The Governance Group reviews ways to improve the resources and learning environments for children, ensuring these improvements are spread as evenly as possible from year to year so that all children and their families benefit. There is approximately \$260k in the Milford investment account, which grew by \$25k (9.4%) over the last year. Additionally, there is \$668k in cash deposits with ASB Bank, with returns supporting AACC's operating budget. Increasing this capital base remains a medium-to-long-term goal to secure the Centre's long-term sustainability.

Liabilities:

The liabilities of AACC are primarily related to GST and staff holiday pay. Notably, AACC has no external debt to third parties, such as bank loans.

Summary:

In summary, AACC has taken a turn around with an increase in Accumulated funds which were \$911395 a 2023 and have risen to \$985,719 in 2024. This remains well-capitalized, profitable, and sustainable. We acknowledge the effects of inflation on our capital reserves and expenditure pressures. The Governance appreciates the trust in our management of the Society's finances, ensuring high standards, resource maximisation, risk minimisation, and sound stewardship.

Thank you to Ellie and her team for their continued support of Aro Arataki's financial policies and dedicated service to our community.

Julianne Exton
Treasurer

BUDGETS

Aro Arataki Children's Centre Operational Budget January to December 2025

	2025
INCOME:	\$
Fees – ECE from Parents	739,084
ECE Funding Grant from MOE	926,916
Gain/(Loss) Milford	18,000
Interest earned	24,000
Total Income	\$1,708,000
 EXPENSES:	
ACC Levy	6,000
Accounting	9,120
Advertising and recruitment	1,200
Audit	6,000
Bank fees	360
Cleaning & bathroom supplies	18,000
Computing resources and maintenance	600
Contractors	12,000
Depreciation	36,000
Educational equipment & resources	18,000
Events and society expenses	6,000
Freight and courier	140
General and administration	1,200
Groceries and kitchen supplies/equip	48,000
Insurance	3,000
Legal	3,000
Licenses for software	7,200
Linen and laundering	9,600
Office equipment and assets <500	1,800
Parking	1,000
Printing and stationery	4,800
Relieving teachers	60,000
Repairs & maintenance	24,000
Salaries & Wages (Inc. holidays, Kiwi saver)	1,375,180
Staff meetings, events, and welfare	6,000
Subscriptions & Registrations	14,000
Telephone and internet	600
Training, Prof Dev, and research	24,000
Website maintenance and costs	1,200
Total Expenditure	\$1,698,000
TOTAL Surplus/ (Deficit)	\$10,000

NOTES TO OPERATIONAL BUDGET FOR 2025

All amounts in the budget are GST exclusive.

1. Fee Income based on targeted average child occupancy of 76% with a maximum role of 70 children. 18 in Kiwi, 18 in Kea and 34 in Tui. A 2 % base fee Increase has been applied from 1 January 2025. Allows two weeks closure over Christmas and New Year.
2. Ministry of Education Income based on 76% occupancy at the 80-99% Full Pay Parity MOE funding rate from 1 February 2025. The MOE 20 Hours ECE subsidy is applied to children 3 years and over. Allows for closure for two weeks over Christmas and New Year.
3. Salaries (with holiday pay, kiwi saver and allowances included) Consideration has been made for staff due salary increases for parity with state Kindergarten pay awards, study steps, qualification step, or promotion. We have aligned MOE Full Pay Parity Scale for all certified staff from 1 February 2025. Other staff salaries aligned with living wage increases and cost of living factors. There is holiday pay provision and a 3% loading for Kiwi Saver compulsory employer contributions. Payment for staff to attend evening staff meetings included.
4. Relieving teacher cost is the best estimate for the provision of relief teacher cover from approved agencies when teaching staff take planned or unplanned leave. This includes allowance for practicum leave for two teachers in ECE qualification training. Relieving teachers may be required above best estimates in this budget which may negatively impact financial results. Strict minimum adult: child ratios mandated by the Ministry of Education allow this service to operate to best practice standards and be eligible for government funding.
5. Contractor, accounting, and legal provides for engagement of contract services.
6. Training and professional development provides qualification training for two teachers in 2024 and professional learning for all staff and supervision costs for provisionally registered teachers working towards full Registration.
7. The ACC Levy is based on current ACC levy rates x projected salary allocation.
8. Interest income is based on \$500,000 contingency funds placed on fixed term deposits at 4.8 % interest plus funds in the society savings account. The best interest rates for term deposits up to 12 months at approved banks will be sought.
9. Dividends are based on \$250,000 funds invested in Milford Group Managed Funds according to the Aro Arataki Investment policy guidelines.
10. Depreciation expense is based on current rates applicable as per IRD schedules. These are listed on the Aro Arataki Children's Centre asset schedule and calculated using diminishing value method and accrued monthly.
11. All other expenditure estimates are based on actual figures for the previous year.
12. Any surplus allocated to fund future projects.

Aro Arataki Children's Centre

Maintenance Work and Projects for Consideration in 2025

Project Name	Detail	\$
Deferred Maintenance Work and Projects		
Concrete by front Door – replace	Replace rough concrete by front entrance	1,000
Kiwi Back Yard	Create a pathway. Relocate and relay tiles to form courtyard. New low height planter boxes. Install water tank. Preferred supplier Sturt Landscapes	8,000
Outdoor movable equipment	Replacement moveable wooden boxes, planks and loose materials for playgrounds. Product Outdoorable Range	10,000
Freestanding Shade Sail (umbrella type)	Repairs cleaning and strengthening Preferred supplier Fyfe Shade Sails	5,000
Repaint Centre Doors and Sleep Room surfaces	Interior doors and sleep room surfaces to be repainted Hospital Supplier or other	8,000
	Total deferred work carried forward	32,000
New Maintenance Work and Projects		
Front Entrance	Replace Front Entrance Door	5,000
Construction Zone Tui	Install work benches and storage for tools and materials and equip new outdoor construction zone for older children.	10,000
Autex Wall Panels Kea	Remove and replace Autex wall panels Kea to upgrade.	3,000
	Total new work	18,000
	Total Maintenance and Capex estimates	\$50,000

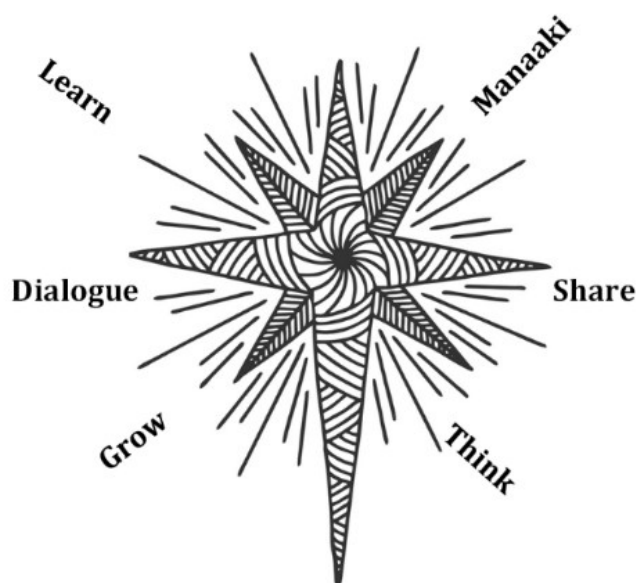
These are estimates only and are GST exclusive.

This budget is funded from the surplus invested from previous years.

Aro Arataki Children's Centre

1. Strategic Plan January 2024 to December 2026

Our North Star



‘Ehara taku toa i te toa takitahi, he toa takitini –
My strength is not as an individual, but as a collective.’

At the heart of Aro Arataki sits whakawhanaungatanga, the notion of building and keeping authentic relationships, promoting inclusiveness, balance, harmony and connectedness amongst us and within our community. Aro Arataki has undergone brave changes with a focus on improving and consolidating operational and curriculum practices. This foundation has led us to now focus on growing our people, knowledge, practices, and community.

The three main areas we will be concentrating on growth over the next three years are.

1. Growing our people
2. Growing our knowledge and practices
3. Growing our community

Growing our people, knowledge, practices and community will entail:

- Knowing well our people, knowledge, practices and community
- Engaging differently with our people, knowledge, practices and community
- Expanding what we do with our people, knowledge, practices and community

By focusing on our growth, we can further support the children on their unique journey of learning and development at Aro Arataki.

Our Strategy 2024 to 2026

Growing our people

- Know**
 - Intentionally we will learn more about our team, their culture, histories, strengths and talents, to enable collective capability building across the organisation.
- Engage**
 - Taking a strengths-based approach, we will grow tuakana-teina learning relationships within teams and across the centre.
- Expand**
 - We will facilitate new experiences, targeted professional learning, and increased leadership opportunities to grow new leaders within teams and across the organisation.

Growing our knowledge and practices

- Know**
 - With commitment and curiosity, we will seek to know more about Te Whāriki by digging deeper into the document.
 - We will investigate how IT can be used in the context of learning to support communication and reporting.
 - Collectively we will ask more questions, engage in more dialogue, be curious together and provoke each other towards more learning and growth.
- Engage**
 - We will engage in external learning and collaborations to ensure our perspectives and knowledge are broadened.
 - Our increased knowledge and understandings will be applied to collaborative, and innovative inquiries and initiatives within and across teams. We will learn from each other as we do this.
- Expand**
 - We will increasingly expand our reach by working with others outside of Aro Arataki.
 - We will share our learning, knowledge and research through various forums.

Growing our community

- Know**
 - We will increase our knowledge of our local community and its histories.
- Engage**
 - We will build an iwi connection through existing connections for the purpose of building a relationship.
 - We will form new relationships within our context and community.
- Expand**
 - We will actively seek and build collaborations with parents, the Greenlane Clinical Centre, local community and ECE community.

Governance and management focus

- We will provide ongoing training for new members of the governance group to ensure roles and responsibilities are clearly understood and adhered to.
- We will have good quality and frequent communication to keep everyone involved and up to date.
- We will continue to develop, review, and follow through on policies

2. Annual Plan to December 2025

STRATEGIC PLAN FOCUS	ANNUAL PLAN ACTION POINTS
Growing our people	
With commitment and professional development support, we will enhance collaborative learning and build on individual strengths and leadership	<ul style="list-style-type: none"> Continue deepening internal PLD by inviting external experts or consultants for targeted workshops that align with team strengths, and professional goals. Foster peer-led learning, allowing team members to take lead with projects and discussions based on their individual expertise and interests.
We will strengthen partnerships with families and children	<ul style="list-style-type: none"> Create a family engagement plan to ensure that the voices of all families are heard, valued, and incorporated into the planning and teaching processes. Empowering children's voice by providing opportunities for children's questions and ideas, allowing them to participate actively in shaping their own learning experiences.
Growing our knowledge and practices	
With commitment and curiosity, we will seek to know more about Kowhiti Whakapae by digging deeper into the document.	<ul style="list-style-type: none"> Lay the foundation for understanding Te Whariki and Kowhiti Whakapae through professional development then unpack how this document can contribute to equitable outcomes for the children.
Collectively we will learn more about collaborative leadership across the centre, using a strength-based approach towards more learning and growth.	<ul style="list-style-type: none"> Empowering teachers' voice by providing opportunities for sharing ideas, knowledge and skills. Teachers will be encouraged to present at team meetings or professional development sessions. These presentations could focus on areas of personal expertise, such as inquiry-based learning, mindfulness, or cultural responsiveness. Leadership will be shared across the centre, with teachers encouraged to guide and mentor their peers. Building a culture where leadership is not top-down but inclusive and collective, with all team members actively contributing to the growth of the community. Regular opportunities where teams come together to share successes, challenges, and personal growth stories, building a stronger and more cohesive team.
We will investigate how IT can be used in the context of learning to support communication and reporting.	<ul style="list-style-type: none"> Together, we will update the centre's website to accurately reflect our current teaching and learning philosophies, as well as showcase images of the curriculum design available at the centre.
Growing our community	
We will increase our knowledge of our local community and its histories	<ul style="list-style-type: none"> Engage an expert on local histories and learn more Build visits within the local community into the knowledge building and sharing across Aro Arataki Support children's knowledge and connection to Papatūānuku (the land – the Earth mother), our local marae, Maungakiekie, and Greenlane Clinical Centre.

**We are committed to furthering the purposes of Aro Arataki Children's Centre
and to provide service to this community every day.
Thank you for attending the AGM**