



ANNUAL REPORT

2021

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GOVERNING BOARD

Chairperson

Joshua Taylor
Chris Laming (effective November 21)

Members

Marie Rapley
Hayden Inkster
Anna Reihana
Steve Richmond
Julianne Sutherland (Teacher Rep)

General Manager

Dave Hawkey

Senior Teachers

Angela O'Connor
Tracey Nelson
Sarah Bryce

Administration

Richelle Cannell
Tania Rose
Clare Jack
Lee-Anne Lang

Life Members

Jocelyn King
Kathy Hunter-Reid
Sue Lurajud
Rosalie Macintyre
Pip Marley
Anne Mitchell
Marie Robinson
Sally Hall

Honorary Members

Syd Horgan
Lynne Bruce
Jo Hurst

Patron

Anne Mitchell

CHAIRPERSON'S REPORT

Kia Ora Koutou to all SCK Whanau, Kaiako, Tamariki and Tangata Whenua.

A Review of 2021

2021 and into 2022 has probably ended up being one of the most challenging years we have ever faced. Challenging not from a financial sense, but from an emotional and psychological state.

We have battled uncertainty in the Covid response, the need to keep as many of our kindergartens open as possible, and the health risks that our community faced. Through all of this, our priorities remained unchanged. They were to keep our tamariki and kaiako safe. We received a strong encouragement and support from the Ministry of Education to maintain our kindergartens as close to full service as possible over this time. As you can appreciate, this was considerably challenging.

The key to tackling this uncertainty, was excellent communication. Communication to kaiako and to our whanau. The Governing Board (GB) had recently requested feedback on the level of communication our Kindergartens received around the ongoing Covid/Omicron response, and the feedback was consistently positive. This is a direct reflection of Dave and the Senior Teacher's management of our Covid response. The GB wholeheartedly thank them for this. 2021 has also seen significant work into our renewed strategic plan and incorporating this into our Whare visual. This has been developed from the 'ground-up', rather than a 'top-down' approach. We started by sorting feedback from our all our kaiako, organising into themes, and building our strategic initiatives from there.

2021 has also seen some significant milestones and growth. They include:

1. Acquiring, renovating, and opening the Under-Twos area at West End
2. Bringing Clandeboye Kindergarten under the SCK umbrella
3. The introduction of iPayroll software
4. Exterior painting & new balustrade at Hanan Kindergarten
5. Purchase of van for the Property Manager

Looking ahead

Like all New Zealand businesses, we face the pressure of rising costs. Whilst our income should be reflective of this, we rely on the Ministry to correct our funding to match. We have also had several large CAPEX (capital expenditure) projects,

and as such, the Board will be taking a more cautious approach to growth, and any discretionary expenditure in 2022. The Association remains in a very sound financial position, and this approach is to protect that position, not because we are concerned about the financial health of SCK.

Having said that, we have been successful in acquiring the Plunket building next to Ranui. We have not yet determined exactly what the best use of this site will be.

Incorporating Te Reo and Te Tiriti into the Board's documentation and language has become a strong focus. We are currently reviewing our Purpose, Vision and Values. For purpose we are focusing on three key words: Whakamana, Whakapiri and Whakarama. We have landed here as we know as a Board that these three elements will grow our tamariki into bright and resilient learners, ready for school and ready for life.

Relationship with NZK

Our relationship with NZK remains strong, and they are an integral resource available to us. NZK are currently piloting a new idea of a 'Network Board', a concept they have been progressing for the last 12 months. This is where the NZK board would effectively take over the governance responsibilities of the current SCK Board, but the local Association would remain independent, with all financial and property assets remaining within the local Association. The SCK General Manager's position would also remain, but they would be accountable to the NZK Board. Part of the rationale for promoting a single network board is the difficulty most kindergarten Associations in New Zealand face in trying to recruit new Board members and getting them up to speed with governance matters. That said, the SCK Board is currently in a good space with capable members and an effective structure in place, so we have adopted a 'wait and see' approach while the pilot progresses.

The Board believes the ideal number of members is somewhere between 6-8. Currently, with five members we are still one short of this. We have recently co-opted a new member who comes from a legal background and will join us in August 2022.

Late in the year we welcomed Steve Richmond to our Board. Steve currently works for Fonterra at Clandeboye, bringing a background of primary school teaching experience to the governance role. Steve has three children, the youngest of which is at our very own Ranui kindergarten.

We have also welcomed Julianne Sutherland as the teacher representative. Julianne's knowledge and professionalism is greatly valued.

CHAIRPERSON'S REPORT

We are looking forward to working with both Steve and Julianne.

Succession remains a key consideration of our Board. A well-functioning board generally consists of diversity in skillsets, gender, and background. Working toward a more balanced cultural perspective in line with our whanau community is particularly important. Our Board would benefit from more experienced individuals from a financial, human resources or management background. We are interested in talking to any prospective members be they parents, or grandparents or community members, anyone that might possess these skills and attributes.

Thank you

On behalf of the Board, I thank Josh Taylor for the excellent job that he has done as Chairperson from 2020-2021, and as a Board member from 2017. Josh's calm leadership leaves big shoes to fill, and we wish him all the best with his PhD.

I would also like to thank Marie Rapley for her wonderful commitment to the SCK Board since 2017. We have greatly valued Marie's talents and positive energy.

To Dave, the SCK office team, the Senior Teachers, our Head Teachers, Kaiako, and all the SCK staff, you are the true assets of SCK, and we would not be what we are without your passion and dedication.

Finally, to our SCK whanau, our tamariki and their families, we appreciate your support, it is a privilege to have you as part of our community and we look forward to continuing to provide quality early childhood education for children in South Canterbury.

Chris Laming
Board Chair

"We have battled uncertainty in the Covid response, the need to keep as many of our kindergartens open as possible, and the health risks that our community faced. Through all of this, our priorities remained unchanged. They were to keep our tamariki and kaiako safe. "



GENERAL MANAGER'S REPORT

Kia ora, Talofa lava, Malo e lelei, Kia orana, Bula vinaka, Fakatalofa atu, Fakaalofa lahi atu, Halo Oloketa, Ia Orana, Mauri, Aloha, Malo ni, Hafa Adai

The events of multiple years easily converge, separating these for the purposes of an Annual Report is a challenge for the memory especially when writing this 2021 report mid-2022. 2021 was a year which started thinking Covid lockdowns were behind us but then in August another outbreak and we entered into our second nationwide lockdown. The ramifications posed by the on-going Covid outbreak impacted on kindergarten life. Everyone was forced to change their practice and routines, no more so than the tamariki. Adults had the benefit of understanding Covid and how New Zealand as a country was adapting to a new way of living, but a child's world was one where every adult was now masked and pick-ups and drop offs became more like an efficient handing over routine. Understandably this was not ideal, the daily interaction and building of the relationships between kaiako and families was now inhibited by a quick changeover and the coldness of a surgical mask. Interestingly the tamariki just accepted this new norm and got on with the enjoyment of kindergarten and childhood play. We have a lot to learn from their positive mindset and uncomplicated approach!

Health and Safety requirements placed on us because of Covid meant that there were limited kindergarten events and no excursions outside the kindergarten grounds. With two consecutive years and less community contact it almost started to feel normal, kindergartens were operating in isolation, who would have ever imagined this a few years prior. I was incredibly proud of all our staff who remained focused on supporting tamariki and their whanau. Staff kept all kindergartens open and operating despite the challenging circumstances. A true sense of professionalism was very evident.

Despite Covid, kindergartens and our Association were determined to move forward and there were significant highlights for the year from my perspective.

The strategic direction of the Association is governed by a set of key focus areas. Two of these in particular were to the fore in 2021. As an organisation we are continually looking to move from a more paper-based administration to digital platforms and programmes. Secondly, we are always looking for opportunities to grow our business that will ultimately be beneficial for everyone.

In January, Clandeboyne Kindergarten (formerly Clandeboyne Pre School) joined our Association and became kindergarten number 13. We were delighted to welcome this rural community to our network and assured them that despite losing a small degree of autonomy, they would by and large remain a local kindergarten and be able to continue to meet the needs of their community. Having nearly a half-acre of

grounds is a very special feature of their environment.

The other highlight of the year was the opening of the West End Under 2 space. This project was many years in the making going back as far as 2016 when we first enquired about the old Plunket building and their intention to rationalise building stock and centralise all Plunket services. This Plunket property was an ideal location for us as it was adjacent to the existing West End Kindergarten. The obvious question at the time was how we could use this building to complement the existing kindergarten and the service it provided to the local community. We knew from our experience at Ti Kouka that there was a huge demand for children under two years of age, therefore the renovation of the old building to a 'fit for purpose' Under 2 space would accommodate this demand and provide a seamless transition for children when they moved through to the existing kindergarten. This was also an opportunity to restructure the whole operation on this site and change to a full day model. I do wish to acknowledge the positive approach Head Teacher, Caylee Bell and her team adopted in accepting this significant change.

An idea promoted years earlier by a kindergarten to have their own kowhaiwhai pattern finally lead to an even bigger project. In 2021 all kindergartens explored the concept of culture and local identity and over time developed their own kowhaiwhai visual. With the grateful assistance of artist, Moana Tipa and Arowhenua member, Kalinia Terahui-Harris a deeper understanding of culture was explored that resulted in a visual developed by and for each kindergarten community. The use and benefit of these visuals will only be fully realised in the next few years.

In 2021 we moved to a 'one stop shop' system for the purchase of kindergarten consumables, materials, and basic resources. In partnering with Dowells Office Supplies we were able to improve the service and administration efficiencies compared to working with multiple suppliers.

The appointment of Clare Jack as a specialised payroll person was a welcomed addition to the administration team in 2021. Not only was Clare tasked with having to learn a rather complicated payroll system, but she was also given the responsibility to investigate an online payroll programme that staff could use when applying for and monitoring their leave. Again, this was a move away from a paper-based system that better aligned with our focus on sustainability.

Finally, a few special thankyou's. Our Dee Street based team are a highly committed group of professionals to work alongside. Senior Teachers Angela O'Connor, Tracey Nelson and Sarah Bryce are very focused and successful in supporting Kaiako to grow their practice and I thank them for all that they contribute. Tania Rose, Richelle Cannell, Clare Jack, Colin Willcock, Lee-Anne Lang and Caroline Collins are a hardworking and diligent administration and property team.

GENERAL MANAGER'S REPORT

I thank them for their collegiality and the major contribution they make to the smooth running of our Association.

This high level of administration is very well supported by a capable governing body. My sincere thanks to Hayden Inkster, Anna Reihana, Chris Laming, Marie Rapley and Julianne Sutherland ably led by Board Chairperson, Joshua Taylor.

Marie leaves the Board having made a huge contribution over four years most notably, writing the book on the history of the local kindergarten Association which commemorated 75 years since the first kindergarten opened in Timaru.

After joining the Board in 2017, Josh attended his last meeting in December 2021 before his relocation to Auckland where he is to undertake his Doctor of Theology. We wish him and his family well on this move and thank him for his considered leadership and contribution as a parent and Board member.

To parents and whanau, I thank you for allowing us the privilege of educating and helping your tamariki grow. We are very grateful for your support and trust.

In a Kindergarten Association the work of the Governance Board and management team seems somewhat removed from teaching and learning but I want to assure everyone that the ultimate focus for us all in these roles is, what is best for the development of all tamariki. This should always be genuine service leadership on our part.

After a Covid dominated two years we are all looking forward to a more settled and normal 2022.

Nga mihi nui

Dave Hawkey



"Despite Covid, kindergartens and our Association were determined to move forward and there were significant highlights for the year from my perspective."

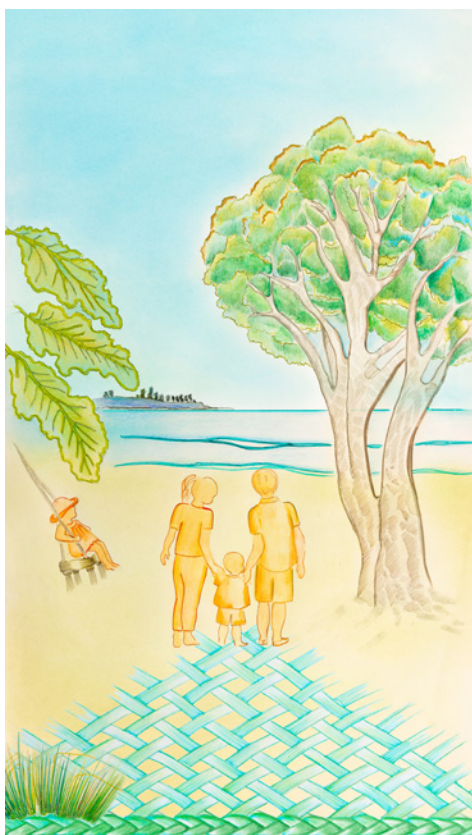
CLANDEBOYE KINDERGARTEN



He taonga te mokopuna, kia whāngaia, kia tipu, kia rea.

A child is a treasure to nurture, to grow and see flourish.

WAIMATAITAI KINDERGARTEN

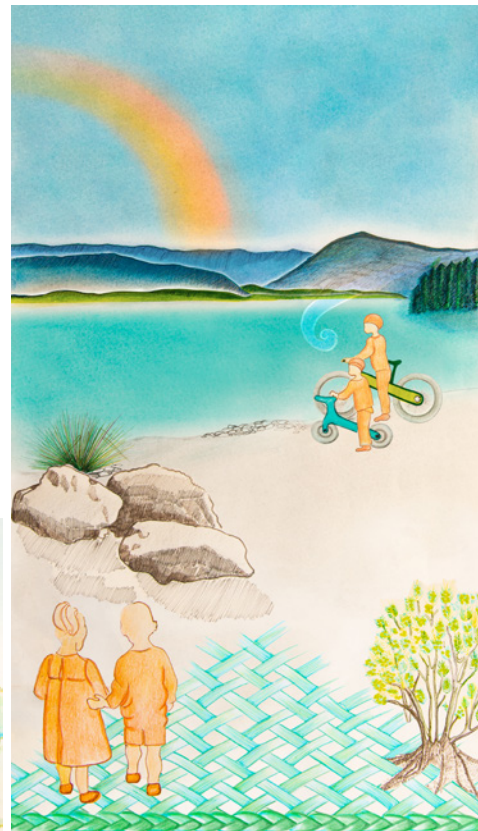


*Kia huri te wairua o ngā tamariki mokopuna,
ki te loi o te orangatanga.*

Turn the natural energy of children into skills for life.

WAIMATAITAI KINDERGARTEN, TIMARU

TWIZEL KINDERGARTEN



*Koinei te turangawaewae o ngā mokopuna,
he kōhure ngā āra akonga ki tenei taiao,
ka hononga o ngā tamariki me āna hapori.*

This is a place of belonging, learning streams are unique in this environment,
joining children, families and communities.

FAIRLIE AREA KINDERGARTEN



Ko te tamaiti te pūtake!

The child, the heart of the matter!

GLENVIEW KINDERGARTEN



*Mā tātou e tiaki tonu, hei kotahi ai tātou
te harikotanga o te mātauranga.*

Together we nurture and share in the joy of learning.

HANAN KINDERGARTEN



*E tautē ana te kakano o mātauranga ki roto i ngā
tamariki, mā rātou e puāwai.*
Nurture the seed of learning within children and they will flourish.

WEST END KINDERGARTEN



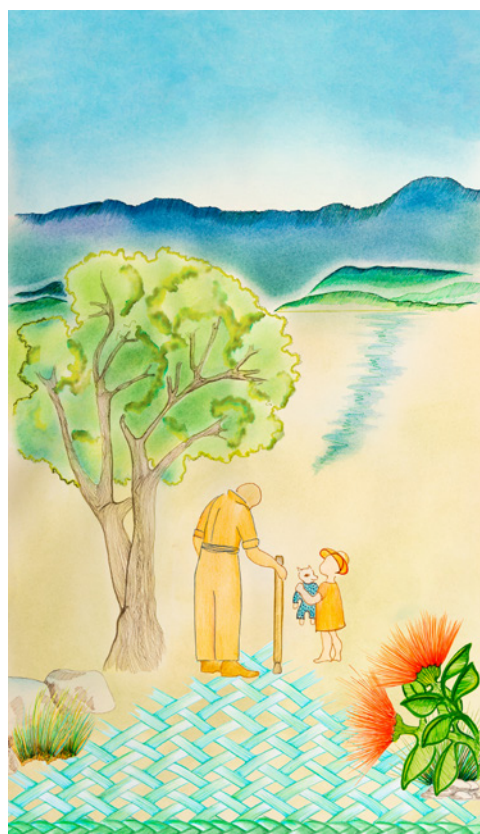
Ka whāngaia, ka tipu, ka puāwai!
Nurture it, it will grow, then blossom!

RANUI KINDERGARTEN



*Tū mai te moko, te whakaahua o ō mātua.
te moko o ō tipuna.*
Stand strong a child in the reflection of your parents, the blueprint of your ancestors.

RATA KINDERGARTEN



Hei manāki te mana manāki!
In generous care, the innate essence is fostered!

RHONA DAY KINDERGARTEN



Manāki whenua, manāki tangata, haere whakamua!
Care generously for the land, uphold the dignity of people, go forward!

KINDERGARTEN REPORTS

CLANDEBOYE KINDERGARTEN

Over the past year we have been working towards investigating and establishing our Curriculum Priorities, which are important for shaping our assessment and curriculum design. This has been a purposefully slow process to ensure we have been able to consult with the community and authentically capture what is of value at Clandeboye Kindergarten. At the beginning of 2022 we were able to set these as Whanaungatanga/Relationships, Kaitiakitanga/Sustainability, and Manaakitanga/Kindness.

We have begun our Enviroschool journey which has shaped much of our teaching and learning over the past year. The introduction of more loose parts play for the tamariki, learning centred around te ao maori especially the Maori Atua, and ongoing mahi in our outdoor environment to support tamariki knowledge and appreciation for papatuanuku.

The last 12 months has also seen a focus on supporting tamariki with their communication skills, with us also receiving funding in term 2 from the MOE to employ Bev O'Connor to release Kaiako to work one-on-one with our priority learners in this area.

There have been a few changes made to our indoor and outdoor environments, with renovations to the bathroom, the laying of new bark in the playground. We look forward to the car park being resurfaced and the installation of a dishwasher in 2022.

Kaiako have been committed to their personal growth by engaging in their personal professional growth cycles, attending regular professional development hui organised by the Association and continuing our engagement with Kahui Ako.

Over the past year we had both the Ministry of Education and ERO visit us as part of the re-licensing process, with both being successful and going as planned.

FAIRLIE AREA KINDERGARTEN

He Waka Eke Noa, we are all in this together reflects accurately the year of 2021 where our communities (kindergarten, our own home regions, the country as a whole) lived out our 'new normal' surrounded by the influence of covid 19. The impact for kaiako, tamariki and whānau were all quite different but the ways in which we met the challenges posed reflected the flexible, creative and holistic way we teach and learn in today's society. This included supporting tamariki via online learning and home visits during times of covid restrictions.

We welcomed Liz Mills to our teaching team which reflected the growth in our rolls enabling ten additional tamariki to attend across two days a week. This roll growth has sustained since then so it has been pleasing to have been able to meet demand.

Our 2021 internal evaluation review reflected the strong commitment we place on teaching from a Te Ao Māori world view and focused on our effectiveness of using Te Reo Māori as a relevant and living language. The outcome of this review was the development of a Te Reo language

plan signalling a long term approach to language learning and implementation.

We are indebted and thank from the heart our wonderfully supportive parent committee whose enthusiasm and motivation to provide funding through fundraising consistently enables purchases of resources and ongoing development of our indoor and outdoor environment.

We thank also the governing and management arm of SCK whose leadership and support ensures our role as highly effective kaiako in the many ways that this plays out in our communities is nurtured and strengthened.

GLENVIEW KINDERGARTEN

One of Glenview Kindergarten's curriculum priorities is the sharing of manaakitanga where respect, kindness and fairness support everyone to feel safe and valued in their contributions to the learning environment. For tamariki, kaiako and whānau to gain a shared understanding around this, teachers began 2021 by introducing the 'manaaki jar' which saw children celebrating their kindness and care and placing a glass bead in the jar. Firstly children acknowledged when they were sharing manaaki and over time a deeper understanding saw them identifying when they saw, heard or felt another child sharing manaaki with them, or someone else. This teaching approach was hugely successful as together we learnt the importance of these positive interactions contributed to a culture of kindness, fairness and an overall sense of belonging.

Another huge success for 2021 saw Glenview achieve an Enviroschool Bronze for all the work we did around sustainable practice, reducing waste, repurposing and thoughtful selection of resources being used to support learning. Working together also saw the kindergarten gardens flourish and produce an abundance of vegetables and fruits that were shared not only with the Glenview whānau but also with the surrounding community. The Koha Shed positioned up by the gate summed up the learning that was happening here: Share what you can – Take what you need! Gaining a deeper understanding around what whānaungatanga looks like in action flourished just as our gardens did.

HANAN KINDERGARTEN

At 76 years old, and the oldest kindergarten in town we were treated to a face lift of our beautiful building, our balcony and fencing, the impact on our roadside appeal is impressive and has given us all a real sense of pride.

With Covid times changing the traditional face to face teaching, our Kaiako morphed into movie stars, boredom busters and couriers. Our committed team continually came up with new and exciting ways to engage our whanau and tamariki interest to learn and communicate by distance. Not only did it provide a few laughs, it kept us united as a kindergarten community.

Matariki gave us a great reason to celebrate, we did this by joining each other in the evening, eating kai together and dancing the night away. To conclude, each child received the gift of a book.

KINDERGARTEN REPORTS

Enviroschools saw us focus on our environment. To kick start this our committee fundraised to purchase hanging baskets, a wall garden and a variety of edible herbs and vegetables. The tamariki planted and nurtured them until they were able to enjoy the taste of their mahi. This gave the tamariki a real hands-on approach to learning the value of Kaitiakitanga. A local gardening group gifted us a working worm farm, which was an amazing source of interest and learning about sustainability. We introduced atua into our outdoor environment and with this addition our tamariki gained a real practical knowledge of their significance to our environment, our whenua and the important roles that they have.

Our teaching and learning is continually strengthened and enriched with the knowledge and support of outside agencies.

KOWHAI KINDERGARTEN

In 2021 we experienced ongoing challenges around managing Covid 19 restrictions at kindergarten, especially in terms of maintaining strong and authentic relationships with our whanau and wider community.

Our whanau rose to the occasion and consistently demonstrated their resilience and ability to continue contributing to their children's learning in any way they could.

A working bee at kindergarten when restrictions were relaxed showed us the number of whanau invested in the kindergarten culture, environment, and children's learning.

Teaching and learning for both Kaiako and tamariki focussed on developing an environment that supported emotional /social competencies. Over time and with support we were able to develop a culture at Kowhai that recognised and grew the mana of all children through responsive teaching practices.

We worked hard on developing an environment that provided space and places for tamariki to have independence, agency and ownership over their learning.

We continued our journey towards the Silver Healthy Heart Award and set the groundwork for Enviroschools Bronze Award.

We were excited about developing our Kowhaiwai design and capturing Kowhai's identity within the community.

Our parent committee has re-established and back up and running for over a year now, we would like to acknowledge their commitment and enthusiasm for the growth and development of Kowhai.

LAKE TEKAPO KINDERGARTEN

In 2021 we continued to focus on sustainability and enhancing our natural environment. We make regular visits to the community garden (Rainbow Garden) and harvested herbs and vegetables for cooking, as well as noticing the seasonal changes and enjoying the 'wildness' of this space.

Teachers and tamariki enjoyed learning about the Robust grasshopper, endemic to the Mackenzie. We were fortunate to have a visit from one of the scientists from the Department of Conservation. Tamariki then shared their learning during our Matariki celebrations, introducing whanau to specific characteristics of this interesting creature through song and drama.

A native garden has long been a dream for us here at Lake Tekapo Kindergarten. Tamariki helped to draw a plan of what might be possible. This included plants, paths and special rocks to acknowledge our Atua. The design has been a feature on our wall, regularly revisited, as we applied for grants and continued our discussions. Late in the year we received a grant for work to begin. It will be exciting for us all to see our plan finally become a reality.

RANUI KINDERGARTEN

Ranui started the year with two excursions within the first term. The Pleasant Point train provided an opportunity for the tamariki to ride on the steam train to the museum. Our next excursion was with all of the kindergarten, along with over half our families visiting Caroline Bay, supporting our learning about the wider community. Opportunities to extend tamariki learning using our community as a resource is something the team at Ranui embraces and values. We continued this throughout the year, with a trip around Timaru seeing sights of importance to the children ending up at the fern house in the Botanical gardens where we went on a bear hunt! Visitors throughout the year came to extend group interests, these included; a visit from Bike Barn for our wheels day, a visit from a midwife, horse riding in the park, monthly visits from the Timaru Library, and a Matariki dinner and disco which was greatly supported by a large number of families.

Through kind donations we were able to provide each child a warm pair of pyjamas and a book from the Duffy Books in Schools programme which is something we want to continue with on an annual basis.

Work continued in developing our environment and building upon the skills and knowledge about being a kaitiaki. We purchased two vegetable pods which meant we had plenty of vegetables to share with our families. Our mini orchard helped provide fruit for morning teas and to share with whānau.

Before the end of the year, we had a Christmas lunch where tamariki designed the menu, created decorations, picked flowers from our garden for the table, and made ice cream using strawberries from our strawberry patch. Reflecting back, we had an amazing year and navigated the restrictions Covid placed on us.

RATA KINDERGARTEN



**Clandeboyne
Kindergarten**



**Fairlie Area
Kindergarten**



**Glenview
Kindergarten**



**Hanan
Kindergarten**





**Kowhai
Kindergarten**



**Lake Tekapo
Kindergarten**



**Ranui
Kindergarten**

KINDERGARTEN REPORTS

Consolidating our Moemoea He Manaaki, caring for ourselves, others and our place and Mana Manaaki, building the mana of our environment through nurturing, growing and challenging has been the major focus for Rata Kindergarten over the last year. Our internal evaluations, programmes and professional learning have all aligned to enhance the kaupapa of our environment.

Kaiako have grown their teaching practise relating to social and emotional competence and developed consistent teaching strategies that were more responsive to individual tamariki. Manaakitanga became the kaupapa of our learning environment. To complement this there were significant changes made to our routines and kai times which supported a greater sense of agency for tamariki. A specific kai area was created with outdoor carpet on the verandah area enabling uninterrupted learning opportunities inside and a lovely social atmosphere at kai times.

Hei manaaki has influenced our environmental education journey and we are developing a deeper connection to our whenua and how to care for it. Our vegetable gardens have provided ngā tamariki with authentic learning opportunities about sustainability and how to become kaitiaki.

Covid restrictions challenged our creativity as to ways to remain connected to our whānau and our friends at Wallingford. Kaiako practiced their acting and teaching skills via Educa and social distancing, deep cleaning and mask wearing became the norm.

RHONA DAY KINDERGARTEN

Whanaungatanga – Relationships

Kaiako have been visiting local kura (primary schools) strengthening this relationship, creating more conversations and points of interest for tamariki within the kindergarten and connecting with those tamariki who are transitioning, or have recently transitioned to school.

Tamariki were engaged in creating an art exhibition that was on display in a shop window in Temuka for all our community to see. Rhona Day received great feedback from whānau and the community regarding the mahi that was displayed.

Tauparapara – To play together

Mindfulness practices have been introduced within the routines and rituals within the programme, and over the course of the year have become embedded in the programme, these have had a positive impact on tamariki, supporting them with strategies to help self-regulate, and to have opportunities to feel calm and relaxed within the group.

Tikanga Rua – Bicultural Development

Kaiako and tamariki have been exploring where and how our Atua can be included within play across our environment. Providing opportunities for tamariki to engage together, share ideas, and deepen their knowledge and connection with the Atua, as they manipulate and use the wooden Atua figures to help tell our stories.

Kura Whakamana taiao – Enviroschools.

Connecting with our place in New Zealand, through hearing and learning about local stories relating to landmarks at Peel Forest, and Tarahoa (Mt Peel), tamariki and whānau were able to utilise time between Covid restrictions and a Covid lockdown to visit this place. Enabling all of us to create a stronger connection to where we live, being able to hear, see, touch our environment, making these places 'come to life'.

Tamariki have been learning how to lead our morning whānau time, building their image of themselves as leaders, and being seen to be a leader by their peers. This is an aspect of the programme that will continue to grow, develop and be enhanced over time.

TI KOUKA KINDERGARTEN

Ti Kōuka Kindergarten has had an amazing year. The teaching team has once again come together to provide a high-quality teaching and learning programme. The community culture grew stronger with amazing events such as our Diwali night being the highlight of the year. We had over 100 people come and embrace the Hindu culture. This night was organised and led by families with teachers working and learning together (Ako). Dancing and delicious food were highlights of this celebration. A new annual tradition was started with us holding the Trike Trek at Bluestone School.

Ti Kōuka environment also continues to go from strength to strength with new additions of furniture, drop down blinds and resource's adding to the strength of the teaching and learning programme.

Ti Kōuka continues to be a highly regarded in providing a home away from home for families, resulting in the teaching rooms, the Under twos and Over twos, being full throughout the year, both with long waiting lists. We look forward to bigger and brighter things in our seventh year of operation and would like to thank everyone who has been involved with Ti Kōuka over this time for their efforts in making it the special taonga (treasure) it is today.

The teaching and learning programme is rich and the community continues to be a wonderment and joy for lifelong learning. Ti Kōuka akonga have spent the year raising their own chickens and building the chicken enclosure, taking care of the feeding has become the new daily routine. This has brought a richness of learning supporting our Enviroschools journey and the culture that Ti Kōuka Kindergarten brings. The baking and cooking with our own produce at Ti Kōuka continues to be part of the programme and is a koha we offer whānau to acknowledge their support and contribution to our strong community spirit.

Sickness hit Ti Kōuka early in the year with the RSV virus causing a large number of children to be absent. The community spirit at Ti Kōuka led to the children and kaiako making care packages for all the tamariki at home and these were delivered to everyone's homes. Ako and manaakitanga remain strongly embedded in the practice of our learning community.

We have also successfully sourced funding from the community organisations which has allowed us to re-

KINDERGARTEN REPORTS

carpet the entire learning space and install sunshades in both areas.

Ti Kouka continues to blossom into an amazing kindergarten environment.

TWIZEL KINDERGARTEN

It has been an eventful year at Twizel Kindergarten with the ongoing challenges of Covid restrictions for kaiako, whānau and community. Our teaching team along with SCK has been proactive in supporting whānau, exploring strategies that enables pathways for empowering connections and ensuring Mana atua and Mana whenua for our tamariki and whānau.

Our teams internal review last year has supported kaiako being more informed of learning environments that provide positive learning outcomes for infants and toddlers. This ako has supported kaiako knowledge and skills in providing quality care and learning for all tamariki in our mixed age group environment.

Whānaungatanga has been a focus for our team and committee as we have found ways to make connections to people places and things in our community.

- Whanau photos at the entrance way.
- Market day fundraisers.
- Calendars (Children's art works)
- Family Portraits
- Cultural celebrations
- Child artwork tea towels
- Quiz nights
- Diane Levy speaking at our parent education evening.

The major project for 2021 was our playground revamp, with the support of SCK, Meridian and local business it is now finally completed. We have achieved our goal which was to support tamaiti agency to access the full potential for learning in a well-planned inclusive outdoor environment. Funding has been secured to paint and refurbish our indoor environment in the year ahead.

Looking to the future, our growing rolls are demonstrating the importance of the need to maintain and provide a quality teaching and learning environment for tamariki from birth to school in our community.

WAIMATAITAI KINDERGARTEN

The past year proved to be an interesting 12 months at Waimataitai with a mix of changes to the teaching team, and changes and disruptions due to Covid 19. One thing however, that did not change was the ongoing love of learning that our tamariki have.

There was a focus on strengthening tamariki social and emotional competencies, and as tamariki learnt to understand their feelings and emotions this helped them to positively express themselves through conversations, creativity and play. This also supported Waimataitai's curriculum priorities of having respectful relationships

with people, places, and things through the values of whānaungatanga and manaakitanga.

The value of kaitiakitanga was also well supported as we continued to build our

relationships with the land, particularly our turangawaewae (the place where we stand). This included a focus throughout the year on living landscapes and involved the shifting of our vegetable gardens, and the redevelopment of our bike track. Tamariki were actively involved in all aspects of this development and were then able to reap the rewards of their mahi. The learning surrounding this incorporated many different curriculum areas and supported our Enviroschools journey.

The bike track had been a plan in progress over the past two years and it really was a team effort in achieving the final result. The support that we received was greatly appreciated and we extend a huge thank you to our kindergarten committee, tamariki, whānau, local businesses and the wider community for their support with this project.

WEST END KINDERGARTEN

Throughout 2021 West End Kindergarten remained a learning environment where the culture is all about manaakitanga/kindness. Our tamariki, kaiako and whānua enjoy learning together whilst developing reciprocal relationships that support all ākonga to grow their self-confidence and independence. Our moemoea – Growing confident, competent and capable tamariki with mana through learning ā tōna wā (in their own time) and curriculum priorities – Whanaungatanga, Manaakitanga and Ako are evenly reflected in our learning environment.

There were a lot of changes within our kindergarten over the year including the refurbishment of the tamariki bathroom in our main kindergarten building, the much anticipated opening of our infant and toddler area and our teaching team doubling in size with five new kaiako joining us.

Covid-19 again impacted on our programme this year, so many annual events were either cancelled or were altered to fit with stricter health and safety requirements. We were still able to hold some events such as 2020 graduates and Little Hearts Day morning teas, Teddy Bears Picnic, Matariki lunch and afternoon tea, spontaneous trips to the park, and dress up days. With whānau not being able to enter the building for an extended period of time we began to post Te Wiki i Tena/ The Week That Was on Educa so that we could share the important learning that was occurring for our tamariki.

We also gained our Bronze Award for Enviroschools, which was recognition of the combined efforts of kaiako, tamariki and whānau in becoming more ecologically aware and sustainable within our kindergarten and the wider community.

SENIOR TEACHER'S REPORT

Mā te kimi ka kite, Mā te kite ka mōhio, Mā te mōhio ka mārama

Seek and discover. Discover and know. Know and become enlightened.

It is when we take the time to stop and reflect on the year that has passed, we realise the ways that our work, knowledge and understandings have grown and changed. 2021 was a year when we had new learning across a range of areas of our practice, which led to many developments in the ways that Senior Teachers and Teaching Teams work to grow our practice to improve outcomes for all tamariki.

The Senior Teacher team stopped and reflected on the way we are working, we asked kaiako how they experience our work, sought knowledge from others and then began to plan new ways of working. We surveyed all kaiako and found most aspects of our work were effective but also received some very strong messages for moving forward. We worked with Jill Bond from New Zealand Kindergartens (NZK) to learn about current research on leading learning and identified some key drivers for our work. The outcome of this was to develop a new way of working and to share this with Associations, Head Teachers and Kaiako. This evaluation of our practice grew our knowledge and opened many new opportunities for the role of Senior Teachers to ensure we are providing a service that is supporting kaiako to strengthen their teaching practice to provide positive outcomes for all tamariki.

At the July Hui the Education Review Office (ERO) presented their new way of reviewing Early Childhood Education (ECE) services, Nga Ara Whai Hua: Quality Framework for Evaluation and Improvement. These changes direct kaiako to look to those things that matter most when supporting learning for all tamariki, Te Whariki is foregrounded in outcome indicators and process indicators help us to provide the conditions that contribute to high quality ECE and realise positive learning outcomes for our tamariki. The new process gives us a tool to evaluate our practice, Nga Aranga Whai Hua, in a deeper way, which will lead to greater growth in teaching practice and support positive learning outcomes for all tamariki. The key messages from ERO are to focus our mahi on what is important in a kindergarten and inquire deeply into that aspect of teaching practice to be responsive to all tamariki and their whanau.

With Covid continuing to impact on kindergartens we invited Jase Te Patu from M3Mindfulness to the Term One Hui, his presentation gave kaiako strategies to support tamariki well-being from a more holistic Te Ao Maori perspective including movement and mindfulness. This gave kaiako new strategies and grew their understanding of ways to grow bicultural practice in the kindergarten. Kaiako continue to promote a bicultural focus for teaching and learning, challenging themselves to learn and use more te reo, incorporating a wider range of natural resources and encouraging tamariki to be aware of their environments. The finalising of the Kowhaiwhai begun in 2020 gives each kindergarten a visual of their place that represents their environment that they can use to promote the kindergarten.

Supporting tamariki social and emotional competence is a key aspect of the daily work of kaiako and many tamariki require specific teaching strategies to help them achieve

success at kindergarten. Head Teachers attended a two-day Trauma Responsiveness Training Hui led by Kathy Puna and Andrea Greer from Nurturing Relationships Consultancy. The Hui identified the characteristics of tamariki who had experienced trauma, the behaviours they may exhibit and the specific strategies that kaiako can use to support them. The Hui greatly increased kaiako understanding of reasons for tamariki behaviour and gave skills to plan programmes to respond to them.

The October Hui included a number of concurrent workshops presented by kaiako, this gave kaiako and teaching teams the opportunity to share their interests and expertise with colleagues. All kaiako found the workshops inspirational, and we see many of the ideas presented being implemented across kindergartens. The opportunity for kaiako to lead workshops grows the leadership capability of SCK and strengthens teaching practices. We will look to provide more opportunities for this in the future.

At the beginning of 2021 we welcomed Clandeboye to the Association, Tracey has worked alongside the teaching team to support the implementation of SCK policies, procedures and practices leading to a successful Licensing visit from the Ministry of Education. While there have been changes in the teaching team, the teaching and learning programme has continued to provide a quality programme for the tamariki and whanau. Thanks to the staff at Clandeboye for all their mahi that has led to a positive first year with SCK.

In August, West End Kindergarten expanded to a Full Day Kindergarten and opened an Under Twos area in the renovated former Plunket Building. The demand for ECE spaces for tamariki aged under two meant the roll was quickly filled and the new team of teachers led, by Jamie Hanifin quickly developed a whanau approach to supporting tamariki and whānau in a very welcoming and peaceful environment. The change in the Over Two Area was seamless with some tamariki moving to longer days in a still familiar learning environment. Bec Halkett and the expanded teaching team came together to provide a learning programme that met the needs of the tamariki throughout the day. The overall leadership of the changes was capably led by Head Teacher Caylee Bell who ensured that both areas worked together to ensure that all tamariki and whanau felt a sense of belonging at Westend.

South Canterbury Kindergartens is a great place to work, it is made up of people who are passionate about kindergartens and ensuring great learning experiences for tamariki, whanau and colleagues. Through collaboration, hard work and total commitment to quality our kaiako are consistently seeking ways to grow their practice, thank you to each and every one of you for your incredible efforts in 2021. Thanks to Sarah and Tracey for committing to evaluating the practice of our team and for their hard work in developing new ways of working. To our team who keep the wheels of SCK turning smoothly and calmly find solutions to any problems that arise, Tania, Richelle, Clare, Lee_Anne and Colin we truly could not manage without them, thank you. Once again, Dave's leadership has led us through a year of challenges and uncertainty while ensuring everyone feels a sense of belonging and well-being. Thank you Dave, for continuing to lead SCK and all of us to be the best we can be.

FINANCIAL REPORT

In simple financial terms 2021 was another positive year for South Canterbury Kindergartens. While our surplus was less than it was in 2020 it was nevertheless a good result in what is continuing challenging times. While there was a significant increase in income for the year, there was an equally significant increase in expenditure, a large portion of which was associated with the cost of renovating the ex-Plunket building adjacent to West End Kindergarten. This new fit for purpose Under 2 space came at a cost but it will over time add revenue to the Association and just as importantly, cater for infants and toddlers while providing a reliable feeder to the Over 2 space at West End.

Within the year our Balance Sheet strengthened. We have more cash on hand, and our Property, Plant and Equipment asset base increased. Overall, our equity increased by c. \$300k. Our net income from operations was c. \$531k, an increase from \$450k. As aforementioned, and significant portion of this was used in the capital developments undertaken.

Operating a not-for-profit organisation with an objective of generating a surplus might sound contradictory but it must be remembered that we have 13 kindergartens, all with various buildings that require on going upgrading and maintenance. Most of our buildings are of an age where there is a need for major work, it is therefore vital that we generate funds to allow such work to be planned for.

Our positive financial position has also been helped by the fact that the Ministry of Education (MOE) did not action any negative wash ups in 2021 and opted to give consideration to the impact Covid had on early childhood services and tamariki attendance. Negative wash ups occur when a kindergarten's roll reduces during the course of the year. We are funded in advance based on historical roll numbers, should these reduce then money is deducted from the next four monthly funding drop. Three of our kindergartens had declining rolls in 2021 but our funding remained the same. The MOE has made it clear that this is only a temporary reprieve while we are in Covid times.

Salary costs continue to increase, unfortunately this is not matched by an increase in MOE funding. The margin between Ministry funding and staffing expenses continues to narrow. In 2021 there was also a significant increase in cleaning costs, the consequence of additional Covid cleaning requirements. We, like any organisation, are feeling the effects of inflation, but our income is unfortunately not at this stage.

With our fortnightly payroll sitting around \$160,000, it highlights the need for the Association to have a safety net of reserve funds. We are continuing to build this reserve and balance it with a programme of development as kindergartens require. This development is not just associated with building upgrades and maintenance. There are many other aspects of our operation that we are looking to progress. In 2021 this development included every teacher having their own iPad and new IT infrastructure put in place to allow staff an internet connection anywhere on the kindergarten site. There were also additional costs associated with the introduction of iPayroll, an online payroll system that is more efficient and less paper dependent.

The Association's finances are well managed by the

Finance committee, central to most of this work is our Finance Manager, Tania Rose. We greatly appreciate Tania's knowledge and competence in this role. Tania is ably supported by Richelle Cannell as the Office Administrator and Clare Jack who is responsible for payroll. This team continues to progress the financial efficiency of our Association and we thank them for their ongoing commitment to the development of our organisation. A move to Xero is being planned for 2022.


The Governing Board is presented with a financial report every month. This allows them to monitor the Association's finances throughout the year and ensure management is accountable for all financial operations.

Managing the financial aspect of this business will continue to be challenging in the foreseeable future, certainly endeavouring to find the right balance between upgrading property, creating new income streams, investing in staff and building reserves will be central to this challenge.

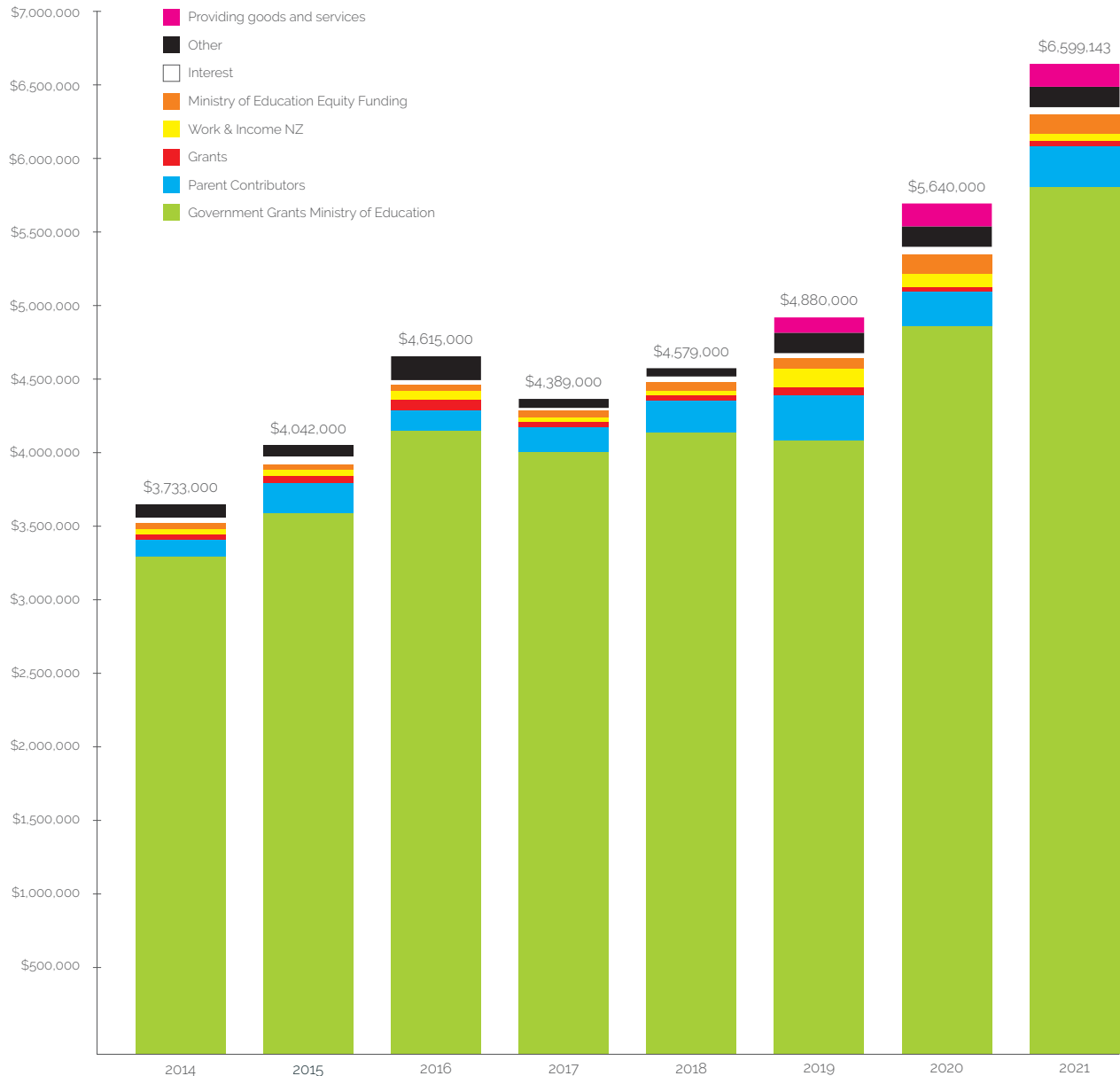
Finance Committee

Tania Rose (Finance Manager), Chris Laming (Governing Board) and Dave Hawkey (General Manager)

"Within the year our Balance Sheet strengthened. We have more cash on hand, and our Property, Plant and Equipment asset base increased. Overall, our equity increased by c. \$300k. Our net income from operations was c. \$531k, an increase from \$450k."



INCOME

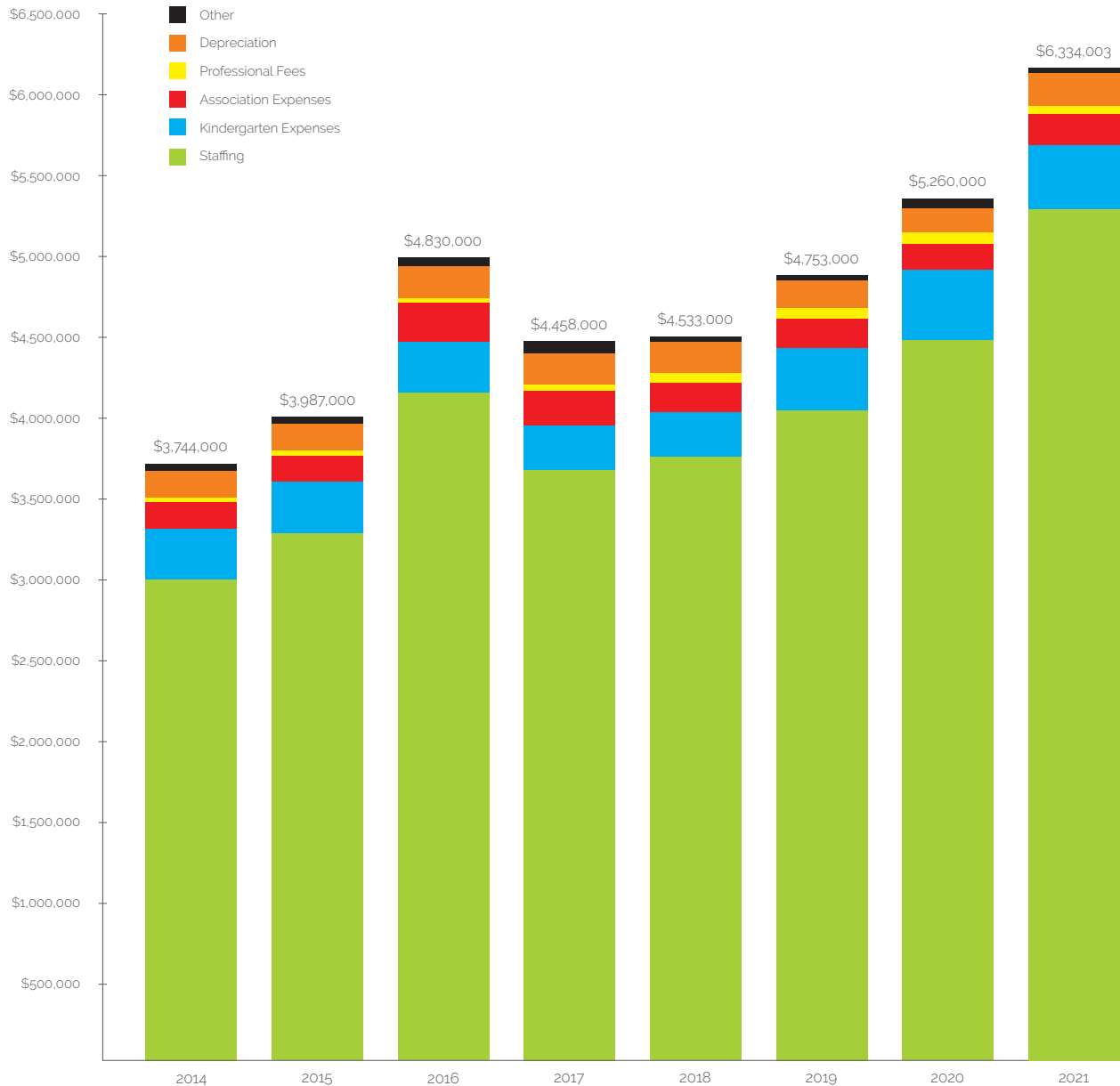


NB 12 month financial period and unaudited accounts

Income	2021	2020	2019	2018	2017	2016
	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)
MOE - Roll ased Funding and Subsidies (Ministry of Education)	5878	4965	4215	4132	4056	4223
Parent Contributions - Fees Donations	287	234	261	202	152	92
Grants	36	26	35	33	26	60
Work & Income NZ	40	58	68	32	17	49
MOE - Equity and Targeted Funding	80	80	59	61	41	28
Interest	7	5	4	12	5	16
Fundraising and Other	91	94	125	107	92	147
Providing goods and services	181	178	113			
Total Income	\$6,600,000	\$5,640,000	\$4,880,000	\$4,579,000	\$4,389,000	\$4,615,000

These figures are rounded to the nearest \$1000.

EXPENDITURE

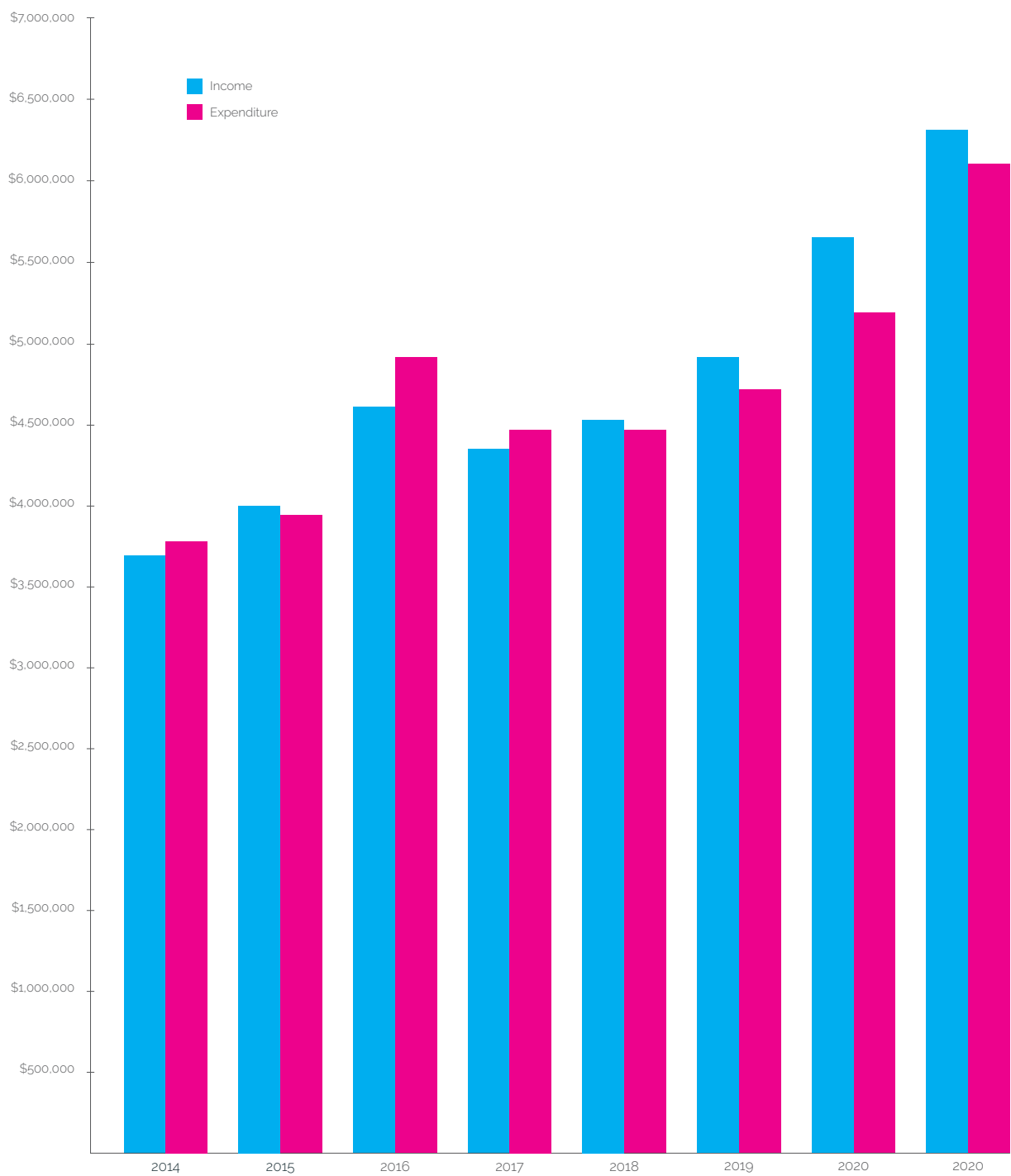


NB 12 month financial period and unaudited accounts

Expenditure	2021	2020	2019	2018	2017	2016
	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)
Staffing	5447	4458	3971	3762	3637	3905
Kindergarten Expenses	415	425	385	333	336	355
Association Expenses	295	244	255	264	313	412
Professional Fees	21	29	24	22	17	14
Depreciation	155	101	117	151	150	162
Other	1	3	1	1	5	3
Total Expenses	\$6,334,000	\$5,260,000	\$4,753,000	\$4,533,000	\$4,458,000	\$4,851,000
Net Surplus/(Deficit)	\$266,000	\$380,000	\$127,000	\$46,000	-\$69,000	-\$240,000

These figures are rounded to the nearest \$1000.

INCOME VS EXPENDITURE



LAKE TEKPO KINDERGARTEN



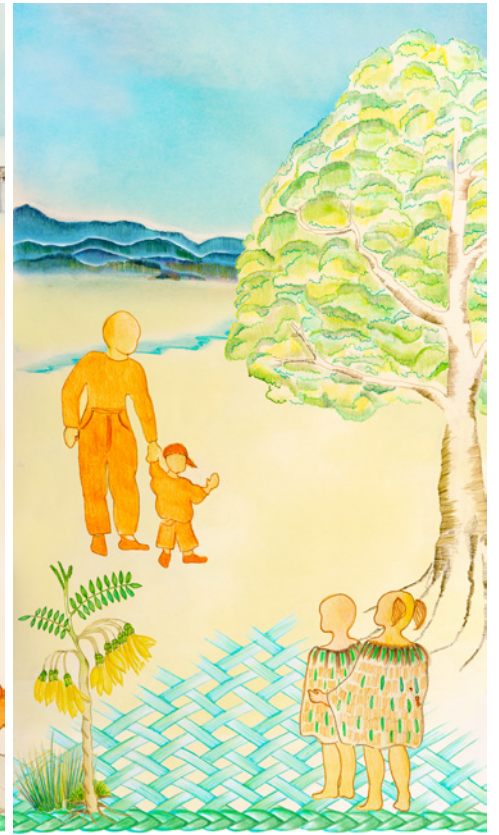
Manākitia te katoa!
Care generously for everyone!

TI KOUKA KINDERGARTEN

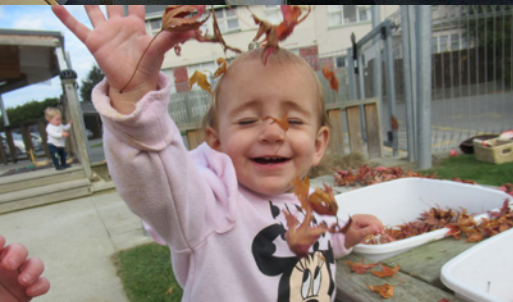


Ko te ahurei o te tamaiti, ka arahia ō latou mahi.
The uniqueness of the child will guide our work.

KOWHAI KINDERGARTEN



Poipoiā te kakano, kia puāwai!
Nurture the seed, it will blossom!





**Rata
Kindergarten**



**Rhona Day
Kindergarten**



**Ti Kouka
Kindergarten**





**Twizel
Kindergarten**



**Waimataitai
Kindergarten**



**West End
Kindergarten**

