

New Zealand Model of Charter Schools Working Party

Notes of First meeting 03 April 2012

Apologies Mike Hollings

9.30 Introductions and ways of working

It was agreed that the group would be very open and consultative in style. It would ensure in particular that parties with serious concerns about the project would have an adequate opportunity to present their views to the group.

The Chair noted that anyone considering establishing or operating a charter school would be required to step down from the group. A register of interest will be established and members were asked to record any relevant interests.

While the group wants to be well briefed, it does not want to be overwhelmed, with too many presentations at meetings or lengthy papers. Members want to ensure there is enough time at meetings to focus on and discuss the key questions it needs to identify and respond to.

It was agreed that the Chair is responsible for media communication on behalf of the group. An approach for dealing with requests from specialist media needs to be developed.

10.00 Terms of reference and name

Several amendments to the Terms of Reference were proposed and discussed. An amended Terms of Reference will be included in the papers for sign-off at the second meeting.

A range of names were put forward and discussed. While there were no clear favourites, some were preferred by one or more group members. These will be discussed further at the next meeting.

12.00 Minister Parata and Associate Minister Banks met with the group

Minister Parata spoke of New Zealand's reliance on a well educated population, and the New Zealand model of Charter Schools as a catalyst for change. She drew the group's attention to the need to resign from the group should they wish to propose starting or running such a school during its term. Minister Parata noted the formal role of officials, and offered any support from her that might be needed.

Minister Banks spoke of education as the key to overcoming socio-economic deprivation. He also offered support from his office for the group's work.

1.30 Consultation

There are many parties with an interest in the project, many of whom would like an opportunity to be consulted or to present to the group. Members will bring suggestions to the next meeting on who should be approached.

The group discussed the matter of submissions and other processes for consultation. Given the timetabling of legislation and the select committee process, there needs to be clarity about what the Working Group is consulting on.

These issues will be discussed further at a future meeting.

2.30 Review of papers to date

The group asked for information on what is needed in the way of legislative changes, and for further information on successes and failures overseas and in innovative approaches in New Zealand. It also requested information about areas of under capacity in the schools network, areas of low educational achievement, Kura Kaupapa Māori, Christchurch educational performance post earthquake, and alternative education.

3.10 Lesley Longstone, Secretary for Education, met with the group.

Lesley described her vision for New Zealand education from her perspective as Secretary for Education, and in particular spoke of the development of the Academy and Free schools programme in England and key lessons learned from that work. These included:

- Running a school is not the same as running a business – academies that failed were trying to emulate businesses, rather than focusing on teaching and learning
- Strong educational leadership is critical,
- Academy sponsorship shouldn't be seen as a marketing opportunity for companies. The schools need an education ethos and a long-term commitment from sponsors
- Opening up sponsorship to universities saw greater focus on academic outcomes, but they were not as focused on good staff management
- Need to ensure there is no exclusion of any students – an independent authority was established to monitor this
- Programme started in the worst performing areas, then schools in the middle started feeling threatened and wanted the same freedoms. So starting from the top performing schools, the programme was extended and now 40 percent of state secondary schools are academies. They came at it from both ends: top performing schools could convert easily, but they were much more prescriptive for low performing schools
- Fund fairly, and focus on autonomy and learning, not the physical environment, for best outcomes
- Focus on the hardest places and then expect high standards despite poverty – poverty does not equal underachievement
- Measure the schools on academic success
- Plan how to deal with failure – they didn't close down failing academies quickly enough.

New Zealand Model of Charter Schools Working Party

Notes of meeting on 16 April 2012

Apologies Nil

9.30 Introduction and update

The Group reviewed and agreed the notes from the previous meeting. The Group also agreed to put the notes from each meeting on the website, in order to keep their work as open as possible.

The Group discussed the recently released *Charter Schools for New Zealand* report by the Education Policy Response Group at Massey University. The Group intends to look more closely at the report's findings as their work progresses. The Chair will issue a statement responding to the report.

The NZMCS website was discussed, with the group agreeing to use this resource proactively to engage with interested parties. It was noted that correspondence received through the website at present is at a low level, but this will continue to be monitored, and as more material is posted on the site an increased level of interaction is expected.

The Chair again encouraged members to note any relevant interests to be added to the register.

10.00 Terms of reference

The amended terms of reference were discussed and further refined. A final draft will be circulated to the group for comment, before being presented to Ministers by the Chair for agreement.

11.00 Outcomes

Outcomes that are being sought by establishing charter schools, and how these outcomes are measured, are key to the analysis of charter school success.

The group discussed various outcome measures, and some of the possible indicators that should be considered beyond traditional occasional measures. Members agreed that value-added measures may be appropriate in this setting.

Members agreed that schools would need to support the Government's commitment that 85% of 18 year olds attain NCEA Level 2 or an equivalent by 2016.

The group also discussed possible measures around identity, language and culture, as well as the possibility of schools providing destination data.

These issues will be discussed further at future meetings.

1.30 Legislation

A paper on legislative principles and process was discussed. It outlined some of the areas that may be included in the proposed Cabinet papers on a New Zealand model of charter school.

Discussions focused on the rationale behind charter schools, and possible governance arrangements for schools. The role of sponsors, and how they relate to the day-to-day running of schools was also discussed.

Members considered further possible names for the New Zealand model. These will be discussed with the Ministers.

2.40 Consultation

The group considered a list of interested parties with whom it may be helpful to meet at this early stage. It was agreed that the Secretariat will invite the NZEI and the PPTA to the group's meeting on 15 May.

The group also discussed the possibility of field visits to schools and education groups who are already achieving success in working with the target groups. The Secretariat will suggest possibilities for such visits.

3.10 Frequently asked questions

Members were asked to put forward questions that are frequently being asked of them by members of the public and the sector. The Secretariat will develop answers to these questions for consideration by members at the next meeting.

New Zealand Model of Charter Schools Working Party

Notes of the meeting on 1 May 2012

Apologies Nil

9.30 Introduction and update

The Group discussed the notes from the last meeting, and suggested amendments. Once these have been finalised they will be uploaded to the NZMCS website.

Associate Minister Banks and the Chair have been invited by the Auckland University Faculty of Education to attend a public meeting regarding the recently released Massey University report on charter schools. The Chair indicated that the Associate Minister would not be attending the meeting, but asked Tony Falkenstein to accompany her.

The Group discussed the growing interest in overseas evidence, and the need to be fully informed on this, especially on success and failure factors. The Secretariat will investigate the possibility of commissioning a piece of independent research to assess the evidence for this purpose.

10.30 Possible freedoms for charter schools

The Group considered the possible freedoms that could be allowed for charter schools including those concerning:

- Employment matters
- Curriculum, qualifications and National Standards
- Governance and management
- Resourcing and property, and
- Accountability

Discussions focused on allowing the New Zealand model of charter schools to have greater freedom in these areas, while at the same time ensuring that the authorising body has rigorous criteria for assessing applications to operate a school and strong systems of monitoring and review in place prior to a school's opening.

Key decision points:

- Any curriculum that a school proposes to use must be mapped against the vision statement, principles, values and key competencies of the NZC.
- Schools would not be required to offer NCEA, but any qualification they offer must be able to be benchmarked against NCEA, and provide clear pathways for further education.
- Community representation or input into governance would not be a requirement, but a sponsor would need to propose a clear process for achieving community engagement.
- The head of a charter school need not be a registered teacher.
- Schools would be free from having staffing entitlements provided in kind, but other services being cashed up would be decided on a case by case basis.
- It is possible that another review body other than ERO may be appropriate. This is to be investigated further.
- Police vetting for teaching staff would be a minimum requirement, but schools would not have to employ registered teachers. Sponsor would

need to illustrate the knowledge, skills and competencies required of their staff, and this would need to be assessed as part of the performance management agreement.

1.30 Possible process for establishing a charter school

The Group considered the possible process for establishing a charter school, as illustrated in the A3 charts provided by the Ministry. Discussions focused on the responsibilities that could be bestowed on the authorising body, and how they would sit within the establishment process.

Members agreed to give further thought to the authorising body, and what shape that might take.

Key decision points:

- The authorising body could be a group contracted through the Ministry, which provides advice to the Minister through the Secretary for Education.
- Monitoring of schools' performance would be rigorous, with prompt and clear interventions. Proxy measures should be established to allow intervention to take place even before learner achievement statistics indicate problems.

2.30 Enrolment at and removal from a charter school

The Group considered the rules around enrolments, exclusions and expulsions for charter schools.

While recommendations could be made regarding the discipline process, the Group indicated that having criteria with respect to discipline in the authorising process would be a more effective way of ensuring that charter schools are held to account regarding exclusions and expulsions.

Further consideration of the details around the enrolment process is required. While the Group agrees that charter schools should offer open enrolment, there remain some questions around how a school with a special character could prioritise entry for learners who meet the special character criteria.

Key decision points:

- A school's specialism should be seen as a mode of learning, and not a selection criterion for entry.
- Setting the schools an expectation of having no suspensions and expulsions would be unrealistic, and could lead to gaming of the system. Schools could instead be required to have the existing provisions for suspension and expulsion, but be expected to do better than surrounding schools.

3.30 Frequently asked questions

The Group considered the list of frequently asked questions they provided last time, and the draft answers for these questions. Members provided a number of other questions to be included in the list, and will send through any further questions to the Secretariat

The Group agreed that once the questions and answers were finalised that they should be posted on the NZMCS website.

New Zealand Model of Charter Schools Working Party

Notes of the meeting on 15 May 2012

Apologies John Taylor

9.30 Introduction and update

The Group approved the notes from the last meeting. These will be uploaded to the NZMCS website.

10.00 Meeting with the Post Primary Teachers Association

The Group met with delegates of the PPTA, including President Robin Duff and Bronwyn Cross. Topics discussed included enrolment policies, funding, accountabilities, opportunities for innovation and lessons to be learned from other jurisdictions.

The group indicated to the PPTA that they would like to engage in further discussions as the process continues.

1.00 Meeting with the New Zealand Educational Institute

The Group met with Ian Leckie (President) and Paul Goulter (Secretary) of the NZEI to discuss issues raised by the NZEI. Discussions focused primarily on how charter schools would contribute to system wide improvements in education.

The group indicated to the NZEI that they would like to engage in further discussions as the process continues.

2.00 Key issues for inclusion in the first Cabinet paper

The Group discussed the key points of advice for inclusion in the first Cabinet paper to Ministers. The points of advice covered:

- The place of charter schools in the New Zealand education system
- Outcomes, curriculum and qualifications
- Staffing and resourcing
- Enrolment
- Approval, authorisation and accountability.

New Zealand Model of Charter Schools Working Group

Notes of the meeting on 25 June 2012

Apologies Hana O'Regan
 Tony Falkenstein (from 12.30pm)

9.30 Feedback from meetings with community groups

Members discussed the meetings they have had over the past months with groups and individuals who had indicated an interest in the New Zealand model of charter school. They included people intending to apply to open a charter school, teacher organisation leaders, academics, teachers, community groups and other interested parties. There was a lot of positive support for the concept but also questions and concerns, and these will help inform the group's work as it moves forward. It was clear from the meetings that more information about the concept needs to be disseminated.

The group will prepare a report on community feedback for Ministers, and hold further meetings with other interested parties.

10.30 Review of draft Cabinet paper

Members reviewed the revised draft of the first Cabinet paper on the New Zealand model of charter school, and provided comment for inclusion by the Secretariat.

Members commented that the Cabinet paper lacked clarity around the case for charter schools, with more focus needed on charter schools being a new approach to working with the Government's identified target groups, and an opportunity for innovation. More meaningful context around the financial implications was also required.

The Secretariat will take these comments on board and revise the Cabinet paper to reflect this.

12.00 Outstanding issues to be addressed

The following issues were considered:

- Teacher registration
- Tuition fees
- Review arrangements
- Maximum roll

1.30 Discussion regarding the Health Science Academy at Otahuhu College

Debbie Sorensen of the Pasifika Medical Association and Gil Laurenson of Otahuhu College made a presentation to the group on the Health Science Academy at Otahuhu College. They identified what they thought were the key factors in ensuring success for those students in the Government's target groups, including leadership, staffing, student leaders, parental involvement and outside support from the wider community.

2.30 Further issues to be covered in second Cabinet paper

Members had initial discussions on further issues to be covered in a second paper to Cabinet. These issues include:

- Legal status of a charter school
- Governance
- Special Education.

New Zealand Model of Charter Schools Working Group

Notes of the meeting on 10 July 2012

Apologies Nil

9.30 Welcome and discussion

Members discussed their desire to have Ministers appoint a person to fill the position on the group left vacant following Mike Hollings resignation, due to a change in his employment.

Members also reviewed the purpose of the working group, and discussed future actions.

10.30 Key outstanding issues

Members discussed and made recommendations on a number of issues including:

- Name
- Outcomes expected from New Zealand model of charter schools
- Measures to assess these outcomes
- Teacher credentialing
- Curriculum
- Qualifications
- Governance and management
- Resourcing and property
- Accountability
- Enrolment
- Maximum roll
- Secular education
- Parental involvement in governance and school life
- Public information and reporting
- Interventions
- Suspension and expulsion

3.00 Other matters

It was agreed that a consultation plan would be developed. The group also resolved to prepare a submission to the forthcoming review of the Teachers' Council.

New Zealand Partnership Schools/Kura Hourua Working Group

Notes of the meeting on 13 August 2012

Apologies Hana O'Regan

9.30 Welcome and discussion

Members discussed actions from the last meeting.

The group agreed it will make a submission to the review of the New Zealand Teachers Council that is currently underway. The group also proposed to meet with the Teachers Council, the review team and the ERO in the near future.

Members also discussed the announcement by joint Ministers on 2 August 2012, and feedback they had received following the announcement.

10.00 Recent engagement

The Chair provided feedback to members on her recent meeting with schools from Eastern Christchurch, organised by Lianne Dalziel, MP for Christchurch East.

The Chair and Dr Margaret Southwick also provided feedback on their meeting with RAISE Pasifika, and a public meeting in Mt Wellington hosted by Pesteta Sam Lotu-liga MP. The Chair had also had meetings with Hon Hekia Parata, Hon John Banks, Hon Bill English, Alwyn Poole, John Morris and Education Secretary Lesley Longstone.

11.00 Future engagement

Members discussed the importance of engaging with potential sponsors now the Partnership Schools initiative has been announced. This includes meeting with groups and individuals, as well as producing information that can be distributed. The group has asked the Secretariat to prepare a brief document which can be used when talking to interested parties to provide them with further information.

Members had a number of meetings with interested parties scheduled over the next two months, and various speaking engagements,

The group also asked the Secretariat to look at improving communications, with options including a regular newsletter and improved website.

1.15 Authorisation

Members looked at a range of application forms from across the United States and the United Kingdom, including a redacted approved application from New York.

2.30 Meeting with New Zealand School Trustees Association

The group met with Lorraine Kerr and Ray Newport of the New Zealand School Trustees Association (NZSTA) to discuss the recent Partnership Schools announcement. The discussions were positive and the group will look to engage with NZSTA into the future.

3.30 Resourcing

Members considered the high level principles of resourcing for New Zealand Schools. The Secretariat will develop more detailed advice for the group to consider at further meetings.

Next meeting: 27 August

New Zealand Partnership Schools/Kura Hourua Working Group

Notes of the meeting on 27 August 2012

Apologies Hanna O'Regan, Frances Kelly

9.30 Welcome and discussion

Members discussed actions from the last meeting.

Members considered recent correspondence to the working group mailbox, and discussed a strategy for contacting interested parties.

The group asked the Secretariat to develop a regular newsletter.

10.00 Meeting with the Education Review Office

Members met with Graham Stoop, Chief Review Officer and Di Anderson, National Manager Evaluation Services of the Education Review Office (ERO). Discussions focussed on current review practices, and what ERO believes make an effective school.

11.00 Meeting with New Zealand Teachers Council Review Committee

Members met with Pauline Winters, Chair, Judith Aitken, Deputy Chair and Robyn Baker, member, of the Teachers Council Review Committee. Discussions focussed on the work of the Teachers Council Review.

12.00 Meeting with New Zealand Teachers Council

Members met with Peter Lind, Director of the New Zealand Teachers Council, to discuss the current make-up and practices of the Teachers Council.

1.15 Application

The group considered a wide range of application forms from across the United States and England.

Members considered the key things that they would be looking for in an application process, and directed the Secretariat to draft a framework for consideration at the next meeting.

Next meeting: 17 September

New Zealand Partnership Schools/Kura Hourua Working Group

Notes of the meeting on 17 September 2012

Apologies Tony Falkenstein, John Taylor

9.30 Welcome and discussion

Members discussed actions from the last meeting.

Members discussed the wider communications strategy, including contact with interested parties and a regular newsletter. The regular newsletter is under development.

10.00 Upcoming visit by Dr. Mike Feinberg, Founder of KIPP

Members discussed the upcoming visit to New Zealand by Dr. Mike Feinberg, organised by the Aotearoa Foundation.

The group will meet with Dr. Feinberg next week to discuss charter schools, with a particular focus on application and authorisation.

11.00 Application process

Members discussed the process of applying to be a Partnership School/Kura Hourua, and what would be expected of interested parties.

The group will soon release some early information on the application process.

1.00 Selection process for Secondary-Tertiary Programmes

Members and the secretariat discussed the selection process for Secondary-Tertiary Programmes, and any lessons learned from the process that could be applied to the selection process for Partnership Schools/Kura Hourua.

2.15 Evaluation

The group had initial discussions on the process for evaluating any applications to be a Partnership School/Kura Hourua.

Next meeting: 24 September

New Zealand Partnership Schools | Kura Hourua Working Group Notes of the meeting on 23 October 2012

Apologies Vicki Buck

9.30 am Welcome and debrief on recent activities

Members discussed recent activities including:

- meetings with potential Partnership School sponsors and supporters
- Dr Mike Feinberg's public lectures in Auckland, Wellington and Christchurch
- Ministry of Education contact with the National Association of Charter School Authorisers (NACSA) in the USA.

10.30 am Partnership School funding model

Members discussed the Working Group's position on a funding model for Partnership Schools. Members agreed on the principle that Partnership Schools should be neither advantaged nor disadvantaged in terms of the funding they receive relative to state schools.

12.00 pm Update on communications

Members discussed topics for upcoming newsletters, key messages and website updates. Organisations that may have an interest in the Partnership School initiative were identified.

1.00 pm Authorisation process

Members discussed the application and authorisation process, and draft assessment criteria. Members agreed that key success factors should be communicated clearly to potential applicants, in line with best-practice procurement processes.

2.00 pm Potential visit by NACSA

Members discussed the proposed visit by an authorising expert from NACSA, William Haft, and agreed that the focus of the visit should be on working with Ministry officials on refining the application and authorisation process.

2.30 pm Legislation

Members had a Q&A session with a representative from the Ministry on the Education Amendment Bill and the work of the select committee.

Next meeting: 12 November 2012

New Zealand Partnership Schools/Kura Hourua Working Group Notes of the meeting on 10 December 2012

Apologies Nil

9.30 am Welcome and debrief on recent activities

Members discussed recent activities including:

- meetings with potential Partnership School sponsors and supporters
- recent developments relating to authorisation.

10.00 am Authorisation

The Secretariat reported back to members on the National Association of Charter School Authorisers (NACSA) conference, and the visit by William Haft, an authorisation expert from NACSA.

Members discussed William Haft's suggestions on authorisation processes and timeframes.

Members also discussed the membership and responsibilities of the authorisation body.

11.00 am Meeting with the Secretary for Education

Members met with Lesley Longstone to discuss a range of topics including: authorisation; monitoring; capability; and sector interest.

11.45 am Indication of interest

Members discussed indication of interest frameworks and information that potential sponsors would wish to know in order to begin preparing for the application process.

3.00 pm Supporting potential applicants

Members discussed the groups that have expressed an interest in establishing a Partnership School and how to provide them with the information and advice that they need.

Members also discussed ensuring that information is available to the wider public to increase knowledge around the initiative.

Next meeting: TBC early 2013

New Zealand Partnership Schools/Kura Hourua Working Group Notes of the meeting on 12 February 2013

Apologies Tony Falkenstein

9.30 am Welcome and debrief on recent activities

Members discussed recent events including:

- Changes in staffing at the Ministry and access to external support
- Progress of the Education Amendment Bill
- Progress on creating a funding model and performance management frameworks
- Performance against the proposed timeline for establishing Partnership Schools

09.45 am Update on Authorising Board and Working Group

Members discussed progress on establishing the AB. Members also clarified the likely ongoing role of the WG once the AB had been established. Members agreed that the WG would still have an important role in providing support and information to potential sponsors, as well as input in the performance management framework.

10.30 am Indications of Interest

Members discussed the importance of declaring conflicts of interest and abstaining from discussion where necessary. No conflicts of interest resulting from IOIs received were identified. Members agreed it was crucial they were transparent with any links to potential sponsors.

Members discussed the number of IOIs received. Members highlighted that the IOI process was voluntary and did not form part of the approval process and that personal information contained in IOIs should be kept confidential.

11.00 am Update on Performance Measurement Frameworks

Ministry representatives provided information on performance measurement frameworks provided by NACSA. Members discussed accountability frameworks and agreed on the importance of a rigorous and transparent model.

Members agreed that providing multiple pathways for students would be beneficial, including further education, training and employment. Members discussed the current ERO review process for schools currently and how the performance measurement framework could add to these measures.

Members agreed that as far as possible existing measures should be used, but that additional measures would add further value. Members agreed that robust recording and monitoring of data would allow benchmarks to be set and progress be tracked. Members agreed that in addition to academic measures, PSKH would benefit from organisational and community engagement measures. Members discussed whether PSKH should utilise Individual Learning Plans and track students' progress via a Ministry-approved Student Management System to demonstrate value-added measures.

Members agreed that the performance framework should be peer-reviewed by NACSA or a similar organisation in England to ensure best practice was followed.

11.30 am IOI Review

Members considered and discussed the IOIs received. Members agreed that timely feedback would be important in helping potential sponsors to develop their applications.

4.00 pm Next Steps

Members discussed ongoing communications and agreed to publish a newsletter in due course.

Next meeting: 13 March 2013

New Zealand Partnership Schools/Kura Hourua Working Group Notes of the meeting on 13 March 2013

Apologies Nil

9.30 am Welcome and debrief on recent activities

Members discussed recent events including:

- Release of the RFA and draft contract
- Presentation to the Education and Science Select Committee
- Appointment of the Authorisation Board
- Feedback to groups that submitted an Indication

10.00 am Discussion around procurement documents

Members discussed the recently released RFA and draft contract, including the funding information provided to guide the applicants. Members were impressed with the quality of the documents, and agreed with the weightings given to each section.

11.00 am Support for groups responding to the RFA

Members discussed the possibility of providing support to groups responding to the RFA. Members agreed that they would encourage any groups that contact them ask any questions through GETS.

Members agreed that following the dissolution of the working group they would not provide any support to groups during this round of applications, up to and including the contracting process.

11.30 am Update on Performance Measurement Frameworks

Members had further discussions around the performance measurement frameworks for Partnership Schools. Members agreed that Partnership Schools will be subject to the same academic measurements as state schools (National Standards, NCEA etc) while also subject to further measures around engagement, attendance etc.

The Ministry will continue to develop its advice on performance measurement frameworks.