

- teaching positions
- support staff, and
- operational staff.

Please include the nature of qualification/experience which will be expected for each group. This chart should only identify positions, not specific individuals.

Our actual staffing chart for 2013 will be available soon. A 2014 projection will be added.

Evaluation

Reviewers will be looking for a staffing chart that clearly identifies roles that will support the statement of purpose and goals of the school.

3. Proposed Enrolment

Complete the following table for the year levels your school intends to serve.

Year Level	Student Numbers					
	2014	2015	2016	2017	2018	At Capacity
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						

Describe the rationale for the number of students and year levels served in 2014 and the basis for any planned growth.

Actual student numbers for 2013 are now available. Our projected student numbers hinges mainly on our ability to secure bigger premises, which hinges on our ability to secure more funding. I will generate projections based on current student numbers and assuming state funding is available for 2014. This will be included in our application unless requested sooner.

Evaluation

Reviewers will expect a table which demonstrates sustainable growth and a rationale which supports the statement of purpose.

4. Proposed Facilities

What facilities will you need to accommodate your school at set-up and at full enrolment?

Our current premises are leased from the Office of Treaty settlements. We expect to get a new iwi landlord this year once claims are settled. We have a current roll of 55 and 60 students is our comfortable maximum. We expect to be at our physical capacity of 60 students later this year. Our grounds are inadequate in size so there is no room to add extra buildings. We need to relocate to a larger facility. We expect a new campus plus reduced cost to parents will see a jump in student numbers. The sooner we can secure the funding the sooner we can build or buy a better campus.

Describe how you intend securing these facilities.

We have already begun fundraising toward a new campus. We would love to purchase a site on the edge of the town and build a purpose built campus. This would be a staged development based on growth. We have investigated several properties close to town including obtaining valuation reports. These investigations have helped us clarify our needs and learn about the environmental and planning issues. We have held several meetings with district council staff to discuss locations and necessary consents. Our investigations could never proceed to a sales and purchase offer as we did not have the funds. We estimate it would take two years to complete stage one development from the time funding was confirmed.

Currently the school does not generate a cash surplus so we are not able to take on debt. Our fundraising efforts so far indicate it will take many years to have adequate funds unless a major benefactor is found, or we secure government backing.

There are no existing schools or suitable facilities for sale. There is one or two buildings that may be suitable and we have talked to the owners. Our discussions

did not progress far as we were unable to make an offer to purchase or lease. With financial backing we could reopen these negotiations.

We have also talked to the Wakatu Incorporation and Ngati Rarua Atiawa Iwi Trust who are major land owners in this area. It appears they would be interested in a build to lease arrangement. Again, we do not currently have the cash surpluses to afford such a lease so discussions have stalled.

In summary, we have explored several options to secure suitable premises. Remaining on our current site is not a growth option. Which solution we take will depend on funding.

Evaluation

Reviewers will expect to see evidence that you know what facilities you need to support your school as it develops and how you will go about securing these.

D. BUSINESS PLANNING

Establishing a Partnership School | Kura Hourua will require expertise in areas such as:

- financial management
- fundraising and development, and
- accounting.

How will you access this expertise?

We believe we already have adequate financial and business skills for our current set-up. Financial management and accounting is handled by the school treasurer, who is an employee. He is supported by a financial sub-group and all major decisions go through the Trust Board. Our accounts are audited externally. We investigated subcontracting some of the accounting duties but decided the current system was the most cost effective.

The Trust Board employs a fundraising and development officer (title- Development Manager). Given the urgency to find bigger and better premises this is seen as a necessary investment. Both the Treasurer and Development Manager are employees chosen for their expertise.

When we move beyond planning and fundraising for the new campus we will need to access external expertise such as financial advisors, planners, architects, etc. All these professional skills are available locally.

Describe any partnership arrangements that you have in place or planned to support the business plan and the operation of the school.

We have no partnership arrangements with organisations that financially support our business plan. We are supported by our national federation in all other ways. The federation will be our main advisor in the transition from a privately funded

school to a state funded school. The federation already supports 8 state integrated schools so it has this expertise.

Evaluation

Reviewers will be looking for evidence that:

- the school has access to financial expertise, and
- partnerships are appropriate and support the statement of purpose and goals.