

Correspondence between the Ngā Parirau Mātauranga Charitable Trust and the Minister of Education/Ministry of Education regarding the Performance Notice, Specialist Audit, and Remedial Plan related to Te Pūmanawa o te Wairua Partnership School.

1. Trust's letter to Deputy Secretary, Sector Enablement and Support (11/5/2015)
2. Trust's letter to Minister of Education, plus Appendix (12/6/2015)
3. Minister's Letter to Trust (17/6/2015)
4. Trust's letter to Minister (24/6/2015)
5. Minister's reply to 24/6 letter – offer of Remedial Plan (4/7/2015)
6. Trust's Action Update (3/7/2015)
7. Trust's letter to Minister re Remedial Plan (16/7/2015)
8. Deputy Secretary's reply to Trust (17/7/2015)
9. Deputy Secretary's response to Remedial Plan (request for budget) (20/7/2015)
10. Trust reply with budget (budget withheld, s 9(2)(b)(ii) OIA) (22/7/2015)

NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



11 May 2015

Katrina Casey
Deputy Secretary
Ministry of Education
PO Box 1666
WELLINGTON

Dear Katrina

On 20 March 2015 we provided you with a report in response to the 28 day Notice of Performance commissioned by Hon. Hekia Parata, Minister of Education delivered in person on 20 February 2015. Since the update on 20 March 2015 positive changes have been implemented and plans continue to be formulated to improve the performance concerns raised by Minister Parata.

We deem it important to advise you of our progress as Minister Parata deliberates on her decision as to whether or not the continuation of the kura is a viable option.

The issues raised are:

Governance and Management Capacity

1. The first significant change has been the restructure of the senior management team at the kura. The General Manager and Curriculum Director positions were dis-established and the incumbents were made redundant and are no longer employees of Nga Parirau Matauranga Charitable Trust.
2. The position of a Principal was advertised nationally for a period of three weeks in the NZ Herald and Northern Advocate. We only received one applicant, a former teacher residing in Australia whom we believe, was unsuitable for the role.

We have re-advertised and will be widening our audience scope by advertising in the Gazette and Seek early next week.

s 9(2)(a) OIA

s 9(2)(a) OIA

The Trust has appointed Wayne Johnstone as an interim CEO to provide overall management in conjunction with the most senior teacher at the kura, [REDACTED], who is overseeing the curriculum component, until a suitable Principal is appointed. [REDACTED] has held numerous roles throughout her career in the education sector over the last 25 years, ranging from a secondary school Te Reo teacher, HOD Māori, HOD Languages, Kai Whakahaere/Dean for Maori Students, Assistant Principal and Careers advisor.

Wayne has a masters in Education from the University of Auckland and was a PhD Candidate. Wayne has a background in Maori health research, including data collection and analysis and has been the recipient of contestable funds to financially support projects. Wayne has also co-published in refereed journals. He has worked at the James Henare Research (University of Auckland), as a researcher, and a senior project manager at Waikato District Health Board in addition to tutoring and evaluation work in the education sector. Wayne is chairman of a local Maori Trust in Whangaruru and is well respected in the local community

3. In terms of Governance, Ngā Parirau Mātauranga Trust appointed a new trustee Dee-Ann Brown. Dee-Ann is currently employed by the Ministry of Social Development and is the Regional Executive Manager for Child, Youth and Family, Te Tai Tokerau Region. Dee-Ann offers skills around corporate governance, sound policy initiation, and has extensive networks across the statutory and non-government social sector. Dee-Ann in her day to day role works extensively with the Ministry of Education, The Northland Principals Association and New Zealand School Trustees Association and has an understanding of the education sector. Dee-Ann spent four months as the Interim CEO at the kura in 2014 and is aware of the situation surrounding the Kura.

Student Achievement

5. Student Achievement continues to be a high priority for the Trust. We acknowledge capability needs to improve from a governance and operational perspective as a matter of urgency. Therefore, the Trust has formed an Education Advisory Group, whose sole purpose is to provide advice, coaching and mentoring in the areas of curriculum restructure/development, academic pathways and transition pathways to trade and tertiary. The advisory group will be assisting to promote a shared culture between governance, senior leadership and teaching staff to improve their practice.
6. Members of the Education Advisory Panel are: Chris Saunders, Tunny McFadyn, Samu Isopo, and Dr Georgina Stewart. Chris and Tunny were the Ministry appointed advisors for the kura in 2014 and have extensive background in the Education sector, both are experienced Commissioners and are also committed to the kaupapa of Partnership Schools. Samu too is experienced in the education sector and was the local senior advisor during the preliminary planning of Partnership schools in Te Tai Tokerau. Samu also has extensive skills in curriculum development and pastoral care for young people who present with high risk behaviours. Dr Georgina Stewart is a senior lecturer for Auckland University, Te Tai Tokerau campus and brings a wealth of knowledge from a cultural perspective; her strengths are in Māori education and Māori Medium Curriculum.
7. Since the change of school management we have instilled a culture of student achievement both among staff and students. Student NCEA Achievement is the prime focus of all our programs and activities.

Specifically we are bolstering this area by:

- Reformatting the Personal Learning Plans (PLPs) to reflect, encourage and record student achievement
- Setting a minimal standard that school attendance will reflect on student achievement and reminding all parents of this
- Informing staff that ALL student activities must be cognisant of potential student achievement
- Having a regular weekly meeting with the Interim CEO and Curriculum Assistant [REDACTED] focused on achievement. This will be a regular component of the full Staff Meeting held weekly
- Producing a laminated, magnetic term two Assessment Calendar for every student and whānau to see what assessments are happening this term and when and how many NCEA credits they have on offer to them this term. This will occur again at the start of terms three and four

s 9(2)(a) OIA

Unjustified Absence

8. The Student Attendance, Absences and Truancy Report, as generated from KAMAR, for the period 1st February 2015 to March 5th 2015, highlights an overall total attendance of 66.7% (23 students on average attending daily; n=35). We have not factored in a regression analysis due to four students being withdrawn from the kura during the period of the formal notice from the Minister. Justified absences were recorded as 15.7 % (just over five students on average per day). When justified absences (15.7%) are coupled with student attendance (66.7%) for the period 1 February to 5th May 2015, we reach a figure of 82.4% (26; n=35).

We have refined processes surrounding the following up and recording of student absences on a daily basis.

9. An Attendance policy has been formulated which includes descriptors for unjustified attendance; therefore the recording of unjustified attendance will now be an accurate reflection of the policy.
10. Supposedly, the administration team would implement the well-known 5 + 5 + 5 rule, however this has been inconsistent. Upon review of this we have now implemented a monitoring component whereby the Administration Manager will be providing an attendance report to the weekly Senior Management Meeting. A pastoral care process utilising the social worker on school grounds has also been implemented, if at any time during the 5 + 5 + 5 process the Interim CEO will engage the social worker with the families of those students to assess their situation and provide relevant support required to re-engage students back into school. Currently the social worker is working with the families of five students.

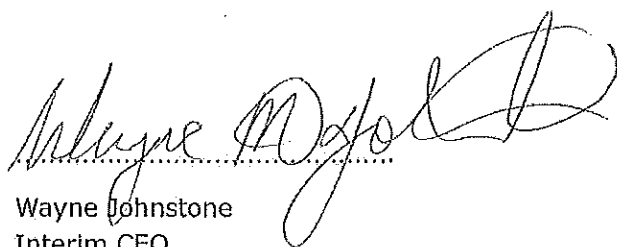
Enrolment Variance

11. Since 20 March 2015 at the submission of our Final Report to the Minister, we have had four new students enrol at the Kura, bringing our total roll to 37 students. We are contracted for 40 students. Our roll has also been searched for those still enrolled, yet who do not attend. These students are now off our roll. We are currently recruiting through our personal networks in order to reach the 40 student mark prior to the end of term two. We have also improved communication with parents regarding academic progress as a means to retain the students we have. We are also keeping our parents and community updated on school initiatives and changes which has created positive discussions and support in the community. We are confident our roll will increase.

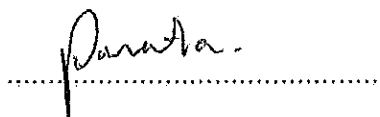
The performance letter from Minister Parata received on 20 February 2015 highlighted a number of areas of concern. Since this time, we have strived to rectify immediate issues, and acknowledge on-going work is required. We believe we have made necessary changes, particularly within governance and management which has placed us in a position that allows us to move forward with confidence both among students and staff in conjunction with the wider community.

We are extremely mindful the audit commissioned by Minister Parata will highlight further issues, we concede with utmost seriousness and we are committed to do whatever is required to address these issues for the future continuation of the kura.

Ngā mihi



Wayne Johnstone
Interim CEO
Te Pumanwa o te Wairua



Hori Parata
Chairperson
Nga Parirau Matauranga Trust

NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



3527 Russell Rd
RD4 Hikurangi 0184

12 June 2015

Hon. Hekia Parata
Minister of Education
PO Box 1666
WELLINGTON

Dear Minister Parata

On 20 March 2015 we provided you with a report in response to the 28 day Notice of Performance, delivered by you in person on 20 February 2015. We also provided an updated progress report on 11 May 2015 to Deputy Secretary Katrina Casey.

Since the update in May we have continued to move forward to rectify issues within the school. Below is a summary detailing our progress:

Management Structure/Student Achievement

1. The management structure remains the same with an Interim CEO and Curriculum coordinator. Despite ongoing attempts to recruit a Principal there has been no interest. Until such time there is stability in the school and certainty about its continuation, the likelihood of interest will remain low
2. In May our Education Advisory Group conducted an internal review of the kura focusing on Student Achievement, Curriculum Development and Pastoral care. Recommendations came out of the internal audit and the following decisions have been made to increase student achievement:
 - Two members of the advisory group Mr Chris Saunders and Dr Georgina Stewart (University of Auckland) have been appointed as Advisors in the Kura to provide responsive, detailed support and guidance to school leadership during the forthcoming 6-12 months of stabilization. Their predominant focus will be student achievement and curriculum development

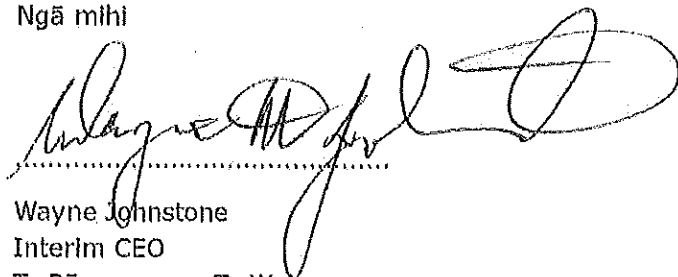
- Enhancing student achievement is the highest priority for the Kura. Enablers to strengthen this priority include:
 - A) The re-administration of student baseline tests. This will provide an immediate snapshot of any gains in the area of student progress across baseline areas
 - B) Individual realignment of career pathways as per ILP/PLPs. Previous PLPs were not fully capturing both achievement and aspiration data. This proposed realignment will more fully enhance student goals and educational pathways
 - C) Timetable changes will be implemented by the start of term three to increase learning time. The current daily timetable starts at 9.50 am and finishes at 3.45 pm (5 hours 55 minutes) yet allows for only four periods of curriculum time, 2 of 60 minutes and 2 of 65 minutes (4 hours 10 minutes). The new timetable will have five periods of 55 minutes each day (4 hours 35 minutes learning time) in a slightly shorter day (5 hours 45 minutes). The second immediate change that could be made is to group the current 40 students into two whānau groups, Te tama tane me Te tama wahine, each with two teachers, to allow for better group sizes, and provide an opportunity for tuakana-teina relationships to work
 - D) In term two there have been some positive academic achievement which we have attached as Appendix 1. We also celebrate the success of a year 9 female student who represented Te Pūmanawa O Te Wairua at the 2015 Ngā Manu Korero Te Tai Tokerau competition held on 9 June. [REDACTED] placed 2nd (by half a mark) overall in Te Tai Tokerau in the Te Rawhiti Ihaka, junior Māori section. s 9(2)(a) OIA
- Since the change of leadership there has been significant interest from the community regarding the survival of the school, resulting in the Kura being committed to holding monthly hui as there is a need to re-engage with whānau/hapu/iwi. The first of these hui is being scheduled for Friday 19 June 2015. Instilling confidence back into the school is also progressing. During term two we had two students leave the kura for another school, one student return back to the kura after leaving in term one and seven new students enroll in term two

Enrolment Variance/Unjustified Absence

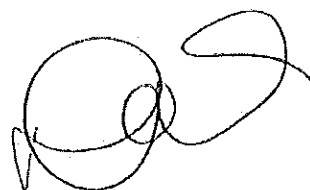
5. The correct recording of Unjustified Absences is now a standard feature, as also are our efforts to address this concern, including instilling a culture of regular attendance equates to increased learning and achievement in conjunction with making daily contact with caregivers of absent students to determine their status and offer encouragement on a regular attendance

6. We now have 39 students enrolled and this is also reflected in ENROL and KAMAR

Ngā mihi



Wayne Johnstone
Interim CEO
Te Pūmanawa o Te Wairua



Dee-Ann Brown
Trustee
Ngā Parirau Mātauranga Trust

APPENDIX 1

Academic Achievements 2015

- In term 2, the following credits have been offered:

English	L1 = 3; L2 = 6; L3 = 6
Te Reo Māori	L1 = 12; L2 = 10; L3 = 10
Te Reo Rangatira	L3 = 9
Maths	L1 = 4; L2 = 3; L3 = 4
Possums	L2 = 4; L3 = 19
Predator	L3 = 15
EFS*	L2 = 6; L3 = 6
Mana Moana	L2 = 8
Dance	L1 = 6
Surfing	L2 = 4
Basketball	L2 = 7
- At this date, the following assessments have been completed and results have been reported:

English	90052
Mathematics	91587; 91026; 91036; 91256
- All remaining credits stated above have commenced as of this date and results will be reported on by 30 June 2015. All NCEA results will be included in the term 2 report to parents and will have a term 2 NCEA credit count attached.
- Achievement standard 91101 was requested by NZQA for moderation on 1 July, 2015. Further to this we have advised [REDACTED] SRM, that we will also be submitting the following assessment materials including student evidence for moderation at that date: s 9(2)(a) OIA
 - English 90052
 - Maths Level 2 - 91256, Level 1 – 91026
 - Te Reo Rangatira Level 3 - 90787 s 9(2)(a) OIA
 - Te Reo Māori Level 1 - 91086All assessment materials to be submitted to [REDACTED] by Friday 19 June, ready for mailing the following week
- At the 2015 Ngā Manu Kōrero O Te Tai Tokerau competition held this week [REDACTED] placed 2nd by half a mark in the Te Rawhiti Ihaka junior Māori speaking section.

s 9(2)(a) OIA



Office of Hon Hekia Parata

Minister of Education

17 JUN 2015

Hori Parata
Ngā Parirau Mātauranga Charitable Trust
3527 Russell Road
Whangaruru
Northland.

Tēnā koe e te rangatira

Tēnā koe, otira koutou te poari whakahaere, i runga i ngā āhuatanga o te wā.

Thank you for your letter outlining the progress that you consider has been made since the completion of the Specialist Audit. Notwithstanding the efforts you have made, I want you to understand the critical point that we have reached in terms of the contractual undertakings between your board and the Government.

I have asked Hira Gage, the Director of Education in Tai Tokerau, to take you through the findings of the specialist audit, in detail. You will see that there are a number of significant and worrying breaches, all of which point to system failures. I am deeply concerned, and I want you and your board to fully understand the seriousness of this situation.

Under the contract, there are a number of options available to both your board and to me, including the right of either of us to terminate. Before either of us makes any decisions, I have asked [REDACTED] to come and meet with you to discuss these options, and to ensure that you understand the choices that you have.

s 9(2)(a) OIA

As you know, [REDACTED] is of Ngāti Wai, has been a longstanding, very senior, public servant and has significant experience in governance, contract and commercial management.

s 9(2)(a) OIA

I have asked [REDACTED] to meet with you after you have met with Hira, and you have a full and shared understanding of the specialist audit.

I am keen to find a mutually agreeable outcome.

Heoi anō, kei a koutou, tātou, te whakaotinga

Hon Hekia Parata
Minister of Education

NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



24 June 2015

Hon. Hekia Parata
Minister of Education
PO Box 1666
WELLINGTON

Dear Minister Parata

We confirm receipt of the Deloitte Audit Report, dated 20th May 2015, in conjunction with your letter to Nga Parirau Maturanga Charitable Trust, dated 17th June 2015. These documents collectively were hand delivered to all members of the trust on 17 June 2015 by the Te Tai Tokerau Director of Education, Mrs Hira Gage.

Mrs Gage read the letter and explained all areas of the report in depth.

We acknowledge the report has highlighted serious breaches of our contract, to which we take responsibility for addressing.

Since reading this report, the Trust has acted immediately through the following developments:

- The formal resignations from sponsor trustees; Mr Hori Parata, Mr Robert Carpenter and Mrs Rose McLean. Mr Robert Carpenter was subsequently invited to come back on as a trustee to support the current work moving forward particularly in the cultural and community engagement spheres. These resignations were deemed necessary in determining a more robust pathway to both strengthen and enable proper governance by Trustees. The current trustees are now Ms Dee-Ann Brown (Chair) and Mr Robert Carpenter.
- We have appointed an advisor, [REDACTED] (Ngati Wai) to assist us in the change management process. s 9(2)(a) OIA
- We have also engaged with Mr Hadyn Edmonds, Chair Ngati Wai Trust Board who has formally confirmed that the Ngati Wai Trust Board will support Nga Parirau Maturanga Trust in its endeavors for the kura to remain open.

s 9(2)(a) OIA

Both [REDACTED] and Mr Edmonds are also assisting to increase capability on the trust by providing recommendations for new trustees who possess the required business acumen, financial and associated skills.

With new changes to governance and leadership, we believe we have the capability to immediately address our contractual requirements that were detailed as substandard in the Deloitte's Report. Since March, systematic changes to operational components within the kura have been implemented which have resulted in an accurate reflection on student attendance, enrolment, student achievement data and finance.

There is still more to do and we propose the Ministry consider the following:

1. Allow the kura to remain operational for the duration of 2015, while the trust and kura, with support of their advisors formulate and implement a robust action plan to address all areas of the contract. This action plan will also include whānau/community consultation. This plan will also allow our year 11, 12 and 13 students to complete NCEA for the year.
2. The Trust will provide a copy of the action plan to the Ministry
3. The trust will provide updates to the Minister at the end of every month commencing July 2015
4. The trust welcome an ERO review and/or Audit Review in the first or second week of November 2015
5. If the ERO review and/or Audit Review identifies that the changes made are deemed insufficient, as agreed to by both parties, then the trust is willing to discuss exit negotiations with the Ministry
6. If the ERO review and/or Audit Review identifies that the changes made are sufficient for the kura to remain open, then the trust is willing to commence negotiations with the Ministry to discuss a monitoring plan for 2016 to ensure the changes are sustainable

s 9(2)(a) OIA

At our meeting with Mrs Hira Gage on 17 June we accepted the opportunity to meet with [REDACTED] as suggested in your correspondence, subsequently the trust met with [REDACTED] on 19 June 2015.

s 9(2)(a) OIA

In reference to your letter, we understood [REDACTED] was to discuss options with us. While noting that [REDACTED] invited the Trust to determine those options best suited to our needs, the only option advocated by [REDACTED] to the Trust was possible 'Termination'. [REDACTED] went on to explain that it is now up to the trust to think about options that would assist

s 9(2)(a) OIA

s 9(2)(a) OIA

in the termination process and he would be back in one week to discuss these options further.

s 9(2)(a) OIA

Much to our disappointment, it was also concerning that [REDACTED] asked us 'while deliberating on termination options' to think about Ngati Wai first and the students second, he prompted us to consider the current Ngati Wai Treaty Claims that are in progress and that the land upon which the school is located and currently owned by the trust could be used for alternative means such as a 'health center' under the Ngati Wai Trust Board as part and parcel of the Treaty Settlement process. . Minister Parata, we confirm with you the 'students' come first; they are center of this kaupapa and our future planning is to ensure each of the current 39 students have their educational needs met.

We believe the person you commissioned to speak with us has sought, whether intentionally or not, to advocate a single pathway; that of termination, and subsequent land banking for the pending Treaty claim process involving the Ngatiwai Trust Board. This in our view represents a potential conflict of interest by [REDACTED]

s 9(2)(a) OIA

[REDACTED] We would like to continue conversations with your office but respectfully request that another person who is less conflicted is appointed to carry these conversations forward, we are happy for this person to come from the local Ministry Office in Te Tai Tokerau.

We thank you Minister Parata, the Director of Education Hira Gage and the wider Ministry for your patience and insight in relation to our Kura, and we envisage to work towards a way forward that meets the needs of both parties, inclusive of our students and wider Whanau, Hapu and Iwi.

Nga mihi



Dee-Ann Brown
Chair
Nga Parirau Matauranga Trust



Wayne Johnstone
Interim CEO
Te Pumanawa o te Wairua



Office of Hon Hekia Parata

Minister of Education

4 July 2015

Ms Dee-Ann Brown
Chair, Ngā Parirau Mātauranga Trust

Mr Robert Carpenter
Trustee

cc Mr Wayne Johnstone
Interim CEO, Te Pūmanawa o te Wairua

Tēnā korua Ms Brown and Mr Carpenter

Otira, tēnā koutou i runga i ngā ahuatanga o te wa.

Thank you for the Trust's letter of 24 June 2015, detailing actions the Trust has taken to address the findings of the Specialist Audit report.

The Specialist Audit, commissioned following the Performance Notice I issued under the contract, confirmed the failures and identified serious breaches of the contract. You have been fully briefed on the findings of the Specialist Audit and have had the opportunity to consider the options available to you under the contract.

Your proposal is for the Trust and Kura to develop a detailed action plan to completely address the identified issues, with the Kura operating for the remainder of 2015 while these actions are taken. You further proposed that should the failures and breaches be shown by an audit not to be sufficiently addressed that you would hold exit negotiations with the Ministry of Education.

Throughout this process my overriding concern has been, and continues to be, securing the best outcome for the 39 students at the Kura. I acknowledge that these are very challenging students, many of whom have been excluded from other schools and closure of the Kura would be highly disruptive to them. For that reason alone, I am considering the proposal from the Trust to keep the Kura open.

I recognise that the Board has taken some critical measures removing Trustees and the Education Director, and bringing in expertise to improve systems at the Kura. Securing support from Ngāti Wai is an important and significant step also.

However, given the time that has elapsed since I issued the Performance Notice these measures are not sufficient for me to make a definite decision to keep the Kura open. To make such a decision I require the following conditions to be agreed to today and met **within the next ten business days**:

- You will agree to:
 - appoint by resolution one or more Trustees nominated by me, at least one with an education focus;

- appoint by resolution one or more Trustees, at least one with a recognised financial and business background;
- in consultation with the Ministry of Education, secure the Kura's new education leader;
- prepare and present to me a detailed Remedial Plan which must include correcting all the critical deficiencies identified in the Specialist Audit;
- agree that you will then:
 - be subject to a second audit in October 2015. Should it find breaches of the Partnership School Agreement and/or performance standards, or question the ongoing viability of the Kura, I will terminate the Partnership School Agreement at the end of the year;
 - in the event of termination, realise the value of the land and chattels to reimburse the Crown for as much of the funds invested in the Kura as possible.

I cannot state strongly enough that, given the seriousness of the shortcomings identified in the Specialist Audit, if I were not so concerned for the students and their transition to other educational opportunities, I would not be offering the Board this final chance.

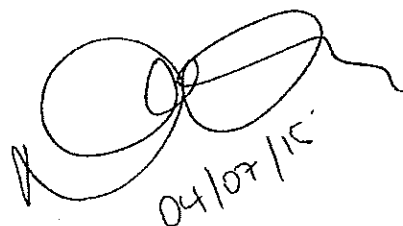
Nevertheless, if I am not satisfied that the proposed Remedial Plan will provide the students with a standard of education that meets their needs for the remainder of the year, I reserve my right to terminate the Agreement.

If we are unable to reach agreement, in good faith, on the above conditions, then I will issue a Notice of Intent to Terminate the Agreement today.

Heoi anō



Hon Hekia Parata
Minister of Education



NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



July 3rd 2015

Audit Findings	Current Update
1.5 (16.1c) Student Achievement	<p>Students Achieving NCEA: For term 2, 2015, we have achieved a total of 692 credits by 37 students Year 13 (78 credits); Year 12 (241); Year 11 (144); Year 10 (144); Year 9 (85) By comparison, the total 2014 number of credits received by the 22 students who returned to the Kura this year was 489 credits for the entire 2014 year We have expanded our curriculum to now include science, starting term 3. We have engaged a science teacher to lead this area</p>
1.5 (16.1h) Student Engagement	<p>Unjustified absences: The implementation of a student attendance policy and the engagement of a social worker has reduced the unjustified absences significantly. Of the 39 students the average attendance is 34, of this only two students are often unjustified due to family transiency which the social worker is addressing with the family.</p> <p>Stand-downs and suspensions: There have been no stand downs or exclusions this term. An administrative recording template is being developed to ensure any future stand downs or exclusions are recorded to evidence a correct process was followed.</p> <p>Enrolment variance: Our contract requires a minimum roll of 40, we currently have 39 enrolled. The number has increased since the 28 day notice.</p> <p>Parent engagement: We held a parent hui which was very positive. We have committed to have parent hui once a month. Parents are also engaged in ILPs.</p>

1.6 and 1.7 Financial Performance	<ul style="list-style-type: none"> Financial systematic gaps have been identified. The formulation of a new budget for terms 3 and 4 is being drafted and will ensure the kura operates within the surplus required. We have received confirmation from BDO (Northland), that they will be our accountants. This will address many of the concerns in the Deloitte's Audit Report. Many of the system failures highlighted in the Deloitte's Report are currently being addressed by Management and the Trustees
16.1k An appointment of a person responsible for teaching and learning at all times	We have been unsuccessful in securing a School Principal. In the interim an experienced Ministry Commissioner has been contracted into the school on a 0.4 basis to assist in this area.
16.1(l)(m) Registered teachers	Almost Met. All teachers are registered in accordance to the provisions of the contract, with the exception of our newest staff member who still waiting for confirmation of his registration renewal as it expired at the beginning of this month.
16.1(n) Police Vetting	All staff and contractors have been police vetted and an administrative process has been implemented which includes the use of a spreadsheet which captures the administrative process
1.10 Health and Safety	We meet all health and safety requirements.
1.11 Governance and Leadership	<p>There has been a significant change to the leadership and governance as articulated in the last two letters to the Minister.</p> <p>The trust are now working with Iwi to strengthen their membership, key Ngatiwai business directors have been recommended and we are awaiting confirmation as to whether or not they can commit. In the interim there is sufficient capability for the kura to continue, and we expect to have an additional two trustees within the next two weeks.</p>

NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



16 July 2015

Hon. Hekia Parata
Minister of Education
PO Box 1666
WELLINGTON

Dear Minister Parata

We refer to our meeting of 4 July 2015.

As you are aware, we agreed to provide a detailed Remedial Plan by 17 July 2014 (among other things) and we are on track for completing and providing the plan by that date.

We understand that requiring a Remedial Plan is one of the interventions set out under Part 4 of our Agreement. The process under the Agreement provides for the Remedial Plan to be provided in draft, where the Minister can then either approve or require further amendments before approval.

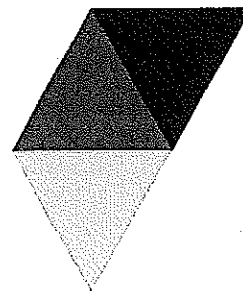
While our Remedial Plan will be complete by 17 July 2015, in the spirit of working together in good faith to address some challenging issues, we suggest there would be value in providing it as a "draft" in the first instance. This would ensure the process is aligned with Agreement, but also means we can incorporate any feedback you may have, thereby providing you with further assurance that the Remedial Plan will meet its intended purpose.

We are also making very good progress on the appointment of new appropriately qualified Trustees. We immediately contacted appropriately qualified people following the meeting on 4 July and have been updating Hira Gage, the local Ministry director, on progress. However it is possible, given the due diligence processes to be followed, that appointments may not be completed by 17 July. We are expecting to receive confirmation from one of the potential Trustees tomorrow. We are confident that if that date is not met, appointments will be completed soon after. We seek your understanding in this respect.

We look forward to hearing from you.

Kind regards

Dee-Ann Brown
Chair



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17 July 2015

Dee-Ann Brown
Chair
Ngā Parirau Mātauranga Trust

Email: deeann.brown@tkhkhwhangaruru.school.nz

Dear Dee-Ann

Remedial Plan Correspondence

Thank you for your letter of 16 July 2015 to the Minister of Education, about the Remedial Plan you are providing her today. I have discussed this with the Minister.

As you have noted, the Agreement provides for presentation to the Minister of a draft Remedial Plan for her consideration. This allows an opportunity for any amendments to be made that the Minister might consider necessary to be confident that the Plan will meet its purpose.

The Minister looks forward to receiving your draft Remedial Plan later today, as you have indicated. We will contact you on Monday 20 July to advise whether or not any amendments or additional work is required, and discuss these with you, so that a finalised Plan can be provided, and what the timeframe for that will be. This will also be an opportunity for you to provide any update on appointment of the new Trustees.

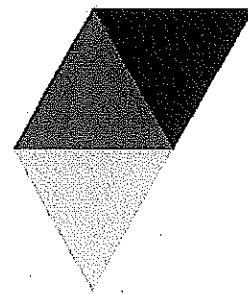
We are still aiming for a very quick decision process one way or another if we can, with a view to a resolution by the end of next week if that is possible.

Thank you again for keeping the Minister informed of progress.

Yours sincerely



Katrina Casey
Deputy Secretary
Sector Enablement and Support



20 July 2015

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Dear Dee-Ann

Draft Remedial Plan

Thank you for your letter and draft Remedial Plan of 17 July 2015. The Minister has asked me to respond to you on her behalf.

We recognise that this is a plan aimed at keeping the Kura open so that the Board can address critical deficiencies identified in the Specialist Audit of March 2015; not a plan to address long term sustainability. We accept that addressing immediate deficiencies is a necessary first step before long term sustainability can be addressed.

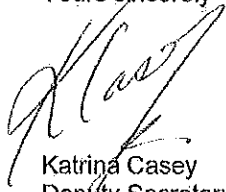
The Minister needs confidence in the affordability of the actions you propose, especially as your Plan involves engagement of a number of external providers.

We accordingly are not able to clearly view the affordability of the actions you propose, and while we appreciate you are getting BDO to undertake a detailed financial review we need some evidence of financial certainty for the remainder of this year.

To be able to assess the Kura's financial viability we need the Plan to include a budget for the planned actions and school operation for the remainder of 2015.

We require this information by noon on Wednesday 22 July 2015. Please forward this budget information to myself and Hira Gage. We are working on the basis of potentially being able to provide some certainty to you on Thursday 23 July with a possible, but not confirmed, announcement on 24 July 2015.

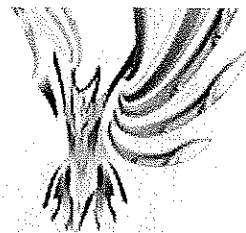
Yours sincerely



Katrina Casey
Deputy Secretary
Sector Enablement and Support

NGĀ PARIRAU MĀTAURANGA TRUST

KAITIAKI O TE KURA HOURUA KI WHANGARURU
SPONSOR OF WHANGARURU PARTNERSHIP SCHOOL



22 July 2015

Hon. Hekia Parata
Minister of Education
PO Box 1666
WELLINGTON

Dear Minister Parata

Thank you for your letter dated 20 July 2015. We acknowledge your concerns regarding the affordability to implement our proposed remedial plan. Upon review we have hereby attached two versions of a draft budget.

Version one shows our current financial position in the absence of finance associated with the remedial plan. We forecast a cumulative balance of \$120,000 at the end of the 2015 calendar year with a projected closing balance of \$66,000 for the same period.

This surplus is gained through a reduction in operational expenditure to allow funding for Professional Learning Development (PLD) and the capital cost of a farm maintenance fencing programme on the property.

We estimate an additional \$30,000 for PLD will be required; our intention is to improve the quality of teaching and learning for our teaching staff to raise student achievement.


We estimate the cost of fencing which is intended to be part of the project based learning curriculum plan, will cost an additional \$25,000. Whilst fencing is required and something we would like to do as part of the curriculum plan with our students, PLD would be our priority. The estimated fencing cost is not part of our budget because if it is not affordable then we will remove it from the current curriculum plan.

Version two shows what the financial position will look like inclusive of the additional expense of the remedial plan, which includes funding for the new Curriculum Leader, the Education Advisory Group and BDO (our proposed accountants). In total this cost is \$129,000. With this additional cost to the budget, this leads into a cumulative deficit of \$8,000 and a shortfall of cash at \$64,000.

We believe the remedial plan is achievable and will be strengthened with additional financial resource.

We hereby propose the Ministry consider a financial contribution of \$129,000 to assist in the implementation of our remedial plan. We are willing to engage in further discussions to reach an agreement if the full \$129,000 is not a viable option.

Nāku noa, nā



Dee-Ann Brown

Chair

Ngā Parirau Mātauranga Trust

