

MEMO

To: Coralanne Child, Director of Education for Canterbury
From: Susan Schneideman
Cc: Vanessa Goodwin, Senior Adviser
Date: 22 January 2016 **File:** IO26/03/312/5
Subject: **First Review of the 78N(1) Intervention for Rangiora High School with Recommendation to Continue**

Purpose

1. This memorandum provides information to allow you to review the statutory intervention for Rangiora High School and asks you to:
 - confirm there is insufficient evidence that the risk to the school has been addressed and
 - continue the statutory intervention;

Background

2. On 26 February 2015 an intervention under section 78N(1) was applied to the Board of Rangiora High School because of the serious risks to the operation of the school.
3. Beverley Moore was appointed as Commissioner on 26 February 2015 with the powers of the Board.
4. Since the end of the scoping period the Ministry has received monthly written reports from the Commissioner and has met regularly with the appointee.
5. This is the first formal review of the intervention.
6. The school's profile information is attached as Appendix 1.

Review Delegations

7. As the Secretary's delegate you are required to undertake a formal review of an intervention within its first year and annually thereafter, under section 78R of the Education Act 1989.
8. You may continue a 78N intervention without any changes; or you may recommend revocation or amendments (including a change in appointee) to the Minister's/Secretary's delegate. The 78N intervention ends when the Minister's/Secretary's delegate is satisfied that the appointment of the

Commissioner is no longer required, based on your recommendation following a review.

9. We have undertaken a formal review of the operation of the intervention and gathered evidence of progress against the required outcomes. This evidence is summarised in the attached table (Appendix 2) and supports the recommendation made below.
10. A summary of the intervention costs is attached as Appendix 3.

Consultation

11. The Ministry met with the Commissioner to review progress on 13 January 2016. An analysis of the intervention (Appendix 2) was completed and the original outcomes were reviewed against progress to date. Unanticipated issues outside of the original scope and issues that have been more complex than anticipated were also discussed and are summarised in Appendix 2.

Justification to Continue

12. Insufficient progress has been made in addressing the risks facing the school and the intervention should continue for another year. This would allow the Commissioner to work through the remaining areas that need to be addressed to minimise risk to the operation of the school and allow for a board election to occur.
13. The Commissioner has made considerable progress towards the outcomes of the original MOU but has found areas of significant risk that were either not identified in the original scope or have been more complex than originally considered.
14. [REDACTED] and the financial and property issues need to be further addressed.

s 9(2)(a) OIA

Financial Assistance

15. The Ministry has made a commitment to cover travel related expenses for out-of-town appointments.
16. Ms Moore is based in Blenheim so the Ministry will need to continue to provide financial assistance to cover travel costs.

Media Strategy

17. In order to prevent any further risk, the Ministry will manage any media enquiries which relate to this specific intervention. The Commissioner will manage any communications for the school.

Recommendations

18. It is recommended that you:

- a **agree** there is insufficient evidence that the risks have been addressed and the Commissioner should continue;

AGREE / DISAGREE

And

- b **sign** the attached letters to the Commissioner advising them of your decision.



Susan Schneideman
Education Manager

Enc.



Coralanne Child
Director of Education for Canterbury

28/1/2006

School Profile

1. Rangiora High School is a decile 9, state, co-educational, secondary school situated in Rangiora, in the Waimakariri electorate.
2. The July 2014 roll was 1754, comprising 9.5% Māori, 1% Pasifika and 85.8% Pākehā learners. Over the last five years, the roll has remained stable. The staffing entitlement is 99.70 full time teacher equivalents.

Student Achievement

3. The Education Review Office (ERO) reviewed Rangiora High School in May 2012 and is expected to review the school again in 2016. The areas for development and review outlined in the report included extending self review on how "the board evaluates its own effectiveness in governing the school; how effectively the senior leadership team operates as a team and communicates with staff; and how planned or unexpected developments and changes have affected staff." ERO also recommended the board, as a good employer, should regularly carry out an anonymous survey of all employees.
4. In 2014, 76.2% of school leavers from Rangiora High School had attained NCEA Level 2 or above and 64.9% of Māori school leavers. This was a drop from the 2013 results where 81.4% of school leavers from Rangiora High School had attained NCEA Level 2 or above and 70.8% of Māori school leavers.
5. The school has a strong focus on land-based courses, including agricultural and equine studies.

Analysis of Intervention as at First Formal Review

1. Replace examples below with original outcomes from MOU.
2. Review outcomes and assess progress towards them.
3. Interview relevant participants
4. ERO report if timely.
5. Assessment of cost/benefit against progress made on outcomes including review of total costs of intervention to date of review. (Attach completed Appendix G)

General Comments:

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No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
1	Employment								
2									

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
3			<ul style="list-style-type: none"> Ensure there is a clear definition of the key governance and management roles. 			✓			<p>Throughout the year the Commissioner worked [redacted] on clarifying what is governance and what is management.</p> <p>[redacted] who was brought in to support [redacted] in Term 3 and 4 has also assisted in helping [redacted] the management of the school while gaining an understanding of the governance role the Commissioner (board) fulfils.</p>
4			<ul style="list-style-type: none"> Review and implement appropriate employment policies and procedures to ensure the Board is acting as a good employer. 			✓			<p>Sensitive expenditure policy developed.</p> <p>Review of credit card use completed.</p> <p>Travel policy adopted.</p> <p>Fraud prevention policy adopted.</p> <p>Review of use of credit card for international marketing completed and conditions implemented.</p>

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
5			<ul style="list-style-type: none"> Review all delegations. 			✓			This was Review was completed but the implementation is only partially progressed
6			<ul style="list-style-type: none"> Ensure the school personnel policy and practices meet all obligations to staff. 			✓			<p>Review and implementation of leave policy completed.</p> <p>An organisational structure map is being developed to identify all roles and responsibilities/reporting.</p> <p>There are a number of fixed term positions in the school that have not been reviewed and contracts that have not been kept current past the original contracts. This is currently being reviewed and processes put in place to ensure the school is acting as a good employer and putting resources where they are most required.</p>
7			<ul style="list-style-type: none"> Review retention and recruitment practices. 			✓			<p>In progress – includes the review of positions, tightening of processes to ensure good employer practices.</p> <p>The exit survey process has been reviewed and updated to ensure a confidential and robust system for feedback to the board and Principal.</p>
8	Curriculum and Assessment	Allocate and monitor its resources effectively to support effective teaching and continuous improvement in student progress and achievement.	<ul style="list-style-type: none"> Ensure the Principal provides the Board with accurate and useful reporting on student achievement. 			✓			<p>In progress.</p> <p>are developing new targets in line with the new strategic plan for 2016. Clear reporting to the Commissioner (board) is being developed and will be used to report progress on the 2016 achievement targets.</p>
9			<ul style="list-style-type: none"> Review planning and reporting policies and processes to ensure that achievement continues to improve for all students, with particular focus on 			✓			<p>A policy has been developed on reporting to the board including exemplars from other secondary schools, clarification of expectations and a review of reporting.</p>

Statutory Intervention Process: Appendix 2

No.	Area	Aspect	Desired Outcomes					Notes				
10			priority students.						The focus for 2016 is on retention of students at risk and retention of Māori students in Yr 12 and 13.			
			<ul style="list-style-type: none"> Ensure that strategic planning is informed by accurate data on student achievement. 			✓			In progress.			
11	Communication	Engage with parents, whānau, and the community effectively to establish a vision and values for its community, and the school's key areas for educational improvement and its progress against this.	<ul style="list-style-type: none"> Review the effectiveness of school wide communication with the community and between all stakeholders 			✓			<p>This has improved. The Commissioner has given regular updates to the school and wider community. She has an open door policy and has met/communicated with a number of parents, local agencies, businesses and members of the public. She has actively engaged with the tenants of RHS, the local council, the neighbours of the school and the feeder schools for RHS.</p> <p>A community survey and consultation was used to develop the strategic plan for the next 3 – 5 years.</p> <p>Another survey will be completed in 2016.</p> <p>A priority for the Commissioner in 2016 is to work with the North Canterbury Community College and recreation centre to improve communication and strengthen opportunities for students.</p>			
12			<ul style="list-style-type: none"> Consult with staff, students and the community to ensure there is a positive culture for learning. 			✓			<p>Consultation with staff led to the development of a staff wellbeing programme in term 3 and 4. This will be continued in 2016 and the Commissioner will continue to gain feedback on the wellbeing of staff and their thoughts on the culture of the school.</p> <p>As above (no. 11) there has been wide community consultation and feedback will continue to be gained in 2016.</p>			

<p>there is a clusive ure.</p>	<p>• Ensure that regular, well-analysed information is received about the emotional, safety and welfare of employees and students, including appropriate recommendations to address any identified issues.</p>	<p>✓</p>	<p>s 9(2)(a) OIA</p>
<p>community is rational, will and has confidence in the process.</p>	<p></p>	<p></p>	<p>s 9(2)(a) OIA</p>

No.	Area	Aspect	Desired Outcomes					Notes
15	Financial, Property, Health and Safety	Manage the effective business operations of the Board to comply with legislation relating to health and safety, property and financial management.	1	2	3	4	5	
		<ul style="list-style-type: none"> Implement an effective complaints policy and process. 			✓			
16		<ul style="list-style-type: none"> Review the financial delegations to the Principal. 			✓	s 9(2)(a) OIA		As above (no. 5) - this review was completed but the implementation is only partially progressed
17		<ul style="list-style-type: none"> Assist in the development of a balanced, "breakeven" budget based upon the operational funding and income the school expects to receive for the year. 			✓	s 9(2)(a) OIA		In progress – the financial adviser and staff are working on this
18		<ul style="list-style-type: none"> Establish a timetable so future budgeting processes are completed in a timely manner 			✓			In progress. Improved budget processes implemented, a balanced budget planned for 2016 and a change of auditor occurred in 2015.
19		<ul style="list-style-type: none"> Ensure the development of a long-term strategic plan and a financial and investment strategy to support this, which should include communication and consultation with the school community. 			✓			The Commissioner undertook community consultation in 2015 and a strategic plan for the next 3 – 5 years (2016 – 2020) has been developed.
						s 9(2)(a) OIA		was appointed to assist with the development and refining of the strategic plan. His particular focus has been assisting to align it roles and responsibilities with the plan. In 2016 he will be completing school-wide PD on the new plan and will continue to work
						s 9(2)(a) OIA		In 2016 the Commissioner will start to work with the financial adviser for RHS on the development of a long term financial plan

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
20			<ul style="list-style-type: none"> Consider the recommendations from the recent review of the Rangiora Education Trust. 			✓			and investment strategy. The Commissioner clarified the legal status of the trust and reviewed the financial accounts and expenditure.
21	Board Systems and Processes	<ul style="list-style-type: none"> Regularly monitor its performance against its goals to continually improve student progress, achievement and engagement. Regularly monitor its performance against its goals to continually improve student progress, achievement and engagement. 	<ul style="list-style-type: none"> Review the policy framework and prioritise policies which define Governance and Management roles and the employment relationship between the Board as the employer, and the Principal. 			✓			This is a priority for 2016 and will begin in term 2. The Commissioner will work with the reference group and staff to bring the policies into line with the NZSTA updated model. s 9(2)(a) OIA
22			<ul style="list-style-type: none"> Implement a robust self review system for all policies and procedures. 			✓			This is a priority for 2016 and will be assisting the Commissioner with this work in term 1 and 2.
23			<ul style="list-style-type: none"> Ensure the school's charter includes specific targets for student achievement informed by accurate data. 				✓		In progress. The 2016 charter will include specific targets for student achievement, with baseline data and processes for regular reporting and tracking of targets throughout the year.
24			<ul style="list-style-type: none"> Ensure that all legislative requirements are met. 				✓		Clear processes in place for meeting legislative requirements. Further PD for staff to occur to further clarify requirements.
25	Prepare for an Election	Work with a reference group or community focus group/s (if appropriate) and timing	<ul style="list-style-type: none"> Work with a reference group or community focus group/s. 			✓			The Commissioner established a reference group in 2015. The group includes a local primary principal/parent, 4 senior students, 4 parents, and a representative from

SM Professional support for Board to be able to act
able to sustain this without any additional

participated?

participated?

- name of the person(s) mentioning the new brand.

s 9(2)(i) OIA

- A whole school site plan has been updated.
- A staff survey was completed regarding the condition of teaching spaces and a plan has been developed prioritising where conditions impact on student and staff well being.
- The Commissioner has met with the school's neighbours, the [REDACTED] and the WDC engineers in an attempt to resolve a long standing issue over drainage and a proposed development. Advice from the school lawyers and approval by MOE has meant that an outcome has been found with improved drainage at no cost.
- The Commissioner has signed off on the 10YPP.
- The Commissioner held meetings with MOE, Alumni, [REDACTED] and [REDACTED] in term 4 2016 to clarify the status of farmland funds following a formal title search that confirmed no caveat existed.
- Preparation for implementing new OSH requirements has begun and the PD has occurred for the property manager and Commissioner. A review of policies and procedures is prioritised for 2016 and a review of POD with third parties to identify risks for the school.
- There are still a number of concerns needing to be addressed and property will continue to be a priority for the Commissioner in 2016.

School Special Education Support

s 9(2)(a) OIA

Leadership/Employment

s 9(2)(a) OIA

s 9(2)(a) OIA

s 9(2)(a) OIA

- The Commissioner identified a lack of understanding by [REDACTED] of the difference between governance and management, the strategic direction of the school and the importance for student achievement to be the centre of all decisions. This was not due to unwillingness by [REDACTED] but that they were bogged down in operational day to day matters that made it difficult for them to think more strategically or make long term plans. Time has been made for [REDACTED] to review their current workloads and reprioritise. This work will continue in 2016.
- The structure in the school has meant that there are a large number of middle leadership positions, a lack of clarity of roles, and communication processes that have led to people working in silos.
- There are a large number of fixed term positions in the school that have never been reviewed, have expired contracts and gaining clarity on how or why some were established is proving time consuming and challenging.
- The Commissioner has found that there is very limited self review in the school and the current systems do not allow for change or innovation to occur easily.

Documentation/Processes

s 9(2)(ba)(ii) OIA

- No references checks for relievers – this has been changed to be in line with requirements.
- Lack of process around stand-downs and suspensions and clarity required on who is responsible for what.
- [REDACTED]

Major concerns still unresolved:

- [REDACTED] s 9(2)(a) OIA s 9(2)(a) OIA
- A self review process needs to be developed and once the Commissioner has completed this at a governance level it needs to be implemented by the management of the school in every level so that self review occurs throughout the school.
- Property issues still need to be resolved – sorting out the final lease agreements, ensuring a plan of work that addresses the urgent property needs and putting mechanisms in place to ensure the school does not end up with buildings in a state of disrepair again.
- A priority for 2016 will also be the implementation of the strategic plan and school-wide alignment. Putting systems and processes in place for review and reporting which will allow a new board to continue the governance role with a clear framework to help them implement the future aspirations of the community.

Recent ERO Report available?

- ERO will be reviewing the school in the first half of 2016.

Assessment of future need:

s 9(2)(a) OIA

- a) *Level of intervention* – while a lot of progress has occurred there is still some key issues/tasks that need to occur before a board election can occur. In [REDACTED] and the financial and property issues need to be further addressed.
- b) *Hours* – the Commissioner is estimating 25 hours/week for 2016. This may be less depending on the outcome and/or progress of the main priority areas.
- c) *Projected costs* –
 - a. Estimated travel related expenses for 2016 - \$55,300.00 (ex gst)
 - b. Estimated Commissioner hours - \$107,500.00 (ex gst) 25 hours/week for 43 weeks or as negotiated with the Ministry
 - c. Estimate of specific contracted service – \$59,000 (refer to 'Agreement for the Commissioner to contract specific services' memo 22/01/2015)

- Data extracted on the 19 January 2017
- Data is live and subject to change

Notes:

- Below is the list of active interventions (LSM and Commissioners only) from 2014 to 2016
- The length of an intervention has been calculated as the number of complete months between start and end date of an intervention, where a Commissioner or Limited Statutory Manager (LSM) is still in place, this length has been calculated for the period ending 19 January 2017
- Where the number of complete months is less than one, number of days have been provided.
- Windsor School (3596) and Burwood School (3306) were merged on the 27 January 2014. Windsor School is the continuing school. Therefore the intervention was applied to Windsor school as shown in the table below.

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
9	Northland College	78N(1)(2) Commissioner	June 2012 - October 2015 (39months)	Board Systems / Processes Property Student Achievement
9	Northland College	78M Limited Statutory Manager	Since October 2015 (15months)	Student Achievement Employment Finances
10	Te Kura Taumata o Panguru	78M Limited Statutory Manager	Since May 2015 (20months)	Employment Student Achievement Board Organisation and Management
45	Henderson High School	78M Limited Statutory Manager	May 2012 - April 2014 (22months)	Student Achievement Board Systems / Processes Employment
53	Auckland Girls' Grammar School	78M Limited Statutory Manager	Since March 2016 (40months)	Employment Health and Safety Board Systems / Processes
97	Sir Edmund Hillary Collegiate Senior Sch	78M Limited Statutory Manager	Since December 2015 (13months)	Board Systems / Processes Student Achievement Employment
101	Papakura High School	78M Limited Statutory Manager	Since January 2014 (35months)	Employment Student Achievement Board Systems / Processes
119	Huntly College	78M Limited Statutory Manager	Since September 2015 (15months)	Student Achievement Health and Safety Employment
127	Ngaruawahia High School	78M Limited Statutory Manager	April 2013 - May 2016 (37months)	Finances Employment Student Achievement
145	Edgecumbe College	78M Limited Statutory Manager	September 2011 - January 2014 (27months)	Employment Finances
147	Te Whanau-A-Apanui Area School (147 Closed: 27-Jan-2016)	78M Limited Statutory Manager	May 2015 - January 2016 (8months)	Student Achievement Finances Board Organisation and Management
148	Opotiki College	78M Limited Statutory Manager	Since May 2015 (20months)	Finances Employment
162	Piopia College	78M Limited Statutory Manager	Since December 2015 (13months)	Employment Communications Property
170	Waitara High School	78M Limited Statutory Manager	Since December 2015 (13months)	Employment Student Achievement Board Organisation and Management
183	Ruapehu College	78M Limited Statutory Manager	July 2012 - July 2014 (23months)	Student Achievement Employment Board Organisation and Management
185	Patea Area School	78M Limited Statutory Manager	July 2014 - June 2016 (22months)	Student Achievement Employment Board Systems / Processes
194	Turakina Maori Girls' College (194 Closed: 27-Jan-2016)	78M Limited Statutory Manager	December 2012 - January 2016 (37months)	Finances Employment Property
206	Ngata Memorial College	78M Limited Statutory Manager	Since March 2015 (22months)	Employment Finances Communications
210	Gisborne Girls' High School	78M Limited Statutory Manager	October 2014 - June 2016 (20months)	Employment Finances Board Systems / Processes

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
214	Wairoa College	78M Limited Statutory Manager	Since July 2016 (5months)	Employment Student Achievement Communications
236	Horowhenua College	78M Limited Statutory Manager	June 2013 - February 2015 (19months)	Employment Finances
238	Kaitia Abundant Life School	78N(1)(2) Commissioner	April 2013 - October 2014 (18months)	Employment Board Organisation and Management Board Systems / Processes
241	Wairarapa College	78M Limited Statutory Manager	September 2015 - December 2015 (3months)	Finances Employment Property
241	Wairarapa College	78N(1)(2) Commissioner	Since December 2015 (13months)	Finances Employment Property
250	Upper Hutt College	78M Limited Statutory Manager	September 2015 - December 2016 (15months)	Finances
251	Heretaunga College	78M Limited Statutory Manager	Since December 2015 (13months)	Finances Board Organisation and Management Communications
254	Mana College	78M Limited Statutory Manager	Since March 2015 (22months)	Employment Student Achievement Finances
279	TKKM o Hoani Waititi	78M Limited Statutory Manager	October 2009 - April 2014 (53months)	Board Organisation and Management Student Achievement Health and Safety
291	Rai Valley Area School	78N(1)(2) Commissioner	March 2011 - April 2014 (37months)	Board Organisation and Management Communications Employment
299	Murchison Area School	78M Limited Statutory Manager	April 2013 - August 2014 (15months)	Employment Communications Board Organisation and Management
300	Karamea Area School	78M Limited Statutory Manager	Since March 2015 (21months)	Employment Board Organisation and Management Finances
303	Greymouth High School	78N(3) Commissioner	September 2011 - August 2014 (35months)	Unconstitutional Governance Student Achievement Board Organisation and Management
307	Kaikoura High School	78M Limited Statutory Manager	July 2015 - July 2016 (11months)	Board Organisation and Management Board Systems / Processes Student Achievement
312	Rangiora High School	78N(1)(2) Commissioner	Since February 2015 (22months)	Board Systems / Processes Employment Communications
329	Mangakino Area School	78M Limited Statutory Manager	June 2010 - March 2014 (45months)	Student Achievement Employment Finances
337	Linwood College	78M Limited Statutory Manager	September 2014 - January 2016 (15months)	Employment Student Achievement Communications
354	Ophi College	78M Limited Statutory Manager	November 2012 - July 2014 (20months)	Finances Property Employment
365	Waitaki Boys' High School	78N(3) Commissioner	Since October 2014 (27months)	Board Organisation and Management Employment Health and Safety
371	East Otago High School	78M Limited Statutory Manager	April 2015 - September 2016 (16months)	Finances Property
402	Waiau Area School	78N(3) Commissioner	September 2012 - June 2014 (21months)	Board Organisation and Management Health and Safety
409	Aparima College	78N(3) Commissioner	Since September 2014 (28months)	Employment Board Organisation and Management Board Systems / Processes

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
471	Zayed College for Girls	78M Limited Statutory Manager	July 2014 - November 2014 (4months)	Employment Health and Safety Board Systems / Processes
478	Wainuiomata High School	78M Limited Statutory Manager	Since June 2015 (19months)	Employment Student Achievement Finances
544	Al-Madinah School	78M Limited Statutory Manager	Since May 2016 (7months)	Finances Employment Health and Safety
559	Te Wainui a Rua	78N(3) Commissioner	August 2011 - June 2014 (34months)	Board Organisation and Management Student Achievement Property
589	Te Kura o Nga Ruahine Rangī	78N(1)(2) Commissioner	October 2009 - August 2015 (70months)	Board Organisation and Management Employment Finances
658	Murupara Area School	78M Limited Statutory Manager	Since August 2014 (29months)	Employment Finances Communications
1022	Kaikohe Intermediate	78M Limited Statutory Manager	August 2013 - May 2014 (9months)	Student Achievement Finances Employment
1022	Kaikohe Intermediate	78N(1)(2) Commissioner	Since May 2014 (31months)	Board Organisation and Management Board Systems / Processes Student Achievement
1034	Kerikeri Primary School	78N(1)(2) Commissioner	June 2014 - April 2015 (10months)	Employment Finances Communications
1037	Mangamuka School	78N(1)(2) Commissioner	May 2014 - December 2015 (18months)	Board Systems / Processes Employment Student Achievement
1047	Maungakaramēa School	78N(3) Commissioner	Since June 2015 (19months)	Employment Communications Board Organisation and Management
1055	Ngataki School	78N(1)(2) Commissioner	Since October 2013 (39months)	Board Organisation and Management Employment Student Achievement
1060	Omanaia School	78M Limited Statutory Manager	September 2013 - December 2014 (15months)	Finances Employment
1065	Oromahoe School	78M Limited Statutory Manager	July 2015 - July 2016 (12months)	Employment Student Achievement Communications
1073	Pakaraka School	78M Limited Statutory Manager	Since August 2016 (5months)	Student Achievement Employment Communications
1076	Pamapuri School	78N(3) Commissioner	August 2012 - May 2014 (21months)	Health and Safety Board Systems / Processes Board Organisation and Management
1083	Poroti School	78N(3) Commissioner	August 2013 - August 2014 (12months)	Unconstitutional Governance Board Organisation and Management
1088	Pouāroa School	78M Limited Statutory Manager	Since September 2016 (3months)	Board Systems / Processes Student Achievement Employment
1102	Te Kura o Hata Maria (Pawarenga)	78N(1)(2) Commissioner	Since December 2016 (28 days)	Board Organisation and Management Employment Student Achievement
1105	Tangowahine School	78N(3) Commissioner	February 2014 - November 2014 (9months)	Board Organisation and Management Board Systems / Processes Unconstitutional Governance
1109	Te Hapua School	78N(1)(2) Commissioner	September 2013 - July 2014 (10months)	Board Organisation and Management Student Achievement Employment

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
1113	Tikipunga Primary School	78M Limited Statutory Manager	December 2014 - December 2015 (11months)	Employment Board Systems / Processes Communications
1141	TKKM o Rangiahia (1141 Closed: 23-Dec-2016)	78M Limited Statutory Manager	July 2016 - July 2016 (21 days)	Health and Safety Student Achievement Employment
1141	TKKM o Rangiahia (1141 Closed: 23-Dec-2016)	78N(1)(2) Commissioner	July 2016 - December 2016 (4months)	Employment Communications Board Systems / Processes
1151	TKK o Te Puaha o Waikato	78M Limited Statutory Manager	Since May 2014 (32months)	Employment Finances Property
1167	Wanaka Primary School	78M Limited Statutory Manager	January 2014 - June 2014 (4months)	Employment Board Systems / Processes Communications
1167	Wanaka Primary School	78N(1)(2) Commissioner	June 2014 - April 2015 (10months)	Board Organisation and Management Board Systems / Processes Communications
1215	Sir Douglas Bader Intermediate School	78N(3) Commissioner	December 2013 - October 2015 (21months)	Student Achievement Employment Board Systems / Processes
1244	Chelsea School	78M Limited Statutory Manager	May 2012 - January 2014 (20months)	Student Achievement Board Systems / Processes Communications
1274	Ferguson Intermediate (Otara)	78M Limited Statutory Manager	Since January 2015 (23months)	Health and Safety Finances Employment
1318	Howick Intermediate	78M Limited Statutory Manager	September 2014 - January 2016 (15months)	Student Achievement Employment Finances
1351	Royal Oak Intermediate School	78M Limited Statutory Manager	October 2012 - January 2015 (27months)	Employment
1428	Papatoetoe Intermediate	78M Limited Statutory Manager	September 2013 - December 2016 (39months)	Finances Employment Board Systems / Processes
1428	Papatoetoe Intermediate	78N(1)(2) Commissioner	Since December 2016 (1month)	Finances Employment Board Systems / Processes
1434	Park Estate School	78M Limited Statutory Manager	Since March 2015 (22months)	Employment Health and Safety Board Organisation and Management
1453	Pukekohe North School	78M Limited Statutory Manager	May 2012 - February 2014 (21months)	Employment Board Systems / Processes Student Achievement
1468	Rongomai School	78M Limited Statutory Manager	September 2012 - March 2014 (17months)	Student Achievement Employment Board Organisation and Management
1505	St Mary's School (Northcote)	78M Limited Statutory Manager	Since August 2016 (4months)	Employment
1523	Takanini School	78M Limited Statutory Manager	Since December 2015 (13months)	Employment Health and Safety Board Systems / Processes
1559	Waikuku Primary School	78M Limited Statutory Manager	June 2014 - March 2016 (20months)	Employment Student Achievement Communications
1564	Wesley Intermediate	78M Limited Statutory Manager	February 2014 - December 2015 (21months)	Employment Student Achievement Board Systems / Processes
1577	Woodhill School	78M Limited Statutory Manager	November 2012 - January 2015 (26months)	Board Systems / Processes Employment Health and Safety
1577	Woodhill School	78N(3) Commissioner	Since November 2016 (1month)	Unconstitutional Governance Board Organisation and Management Employment
1617	TKKM o Ngati Rangi	78M Limited Statutory Manager	Since June 2016 (6months)	Finances Employment Board Systems / Processes

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
1635	Discovery One School (1635 Closed: 27-Jan-2014)	78M Limited Statutory Manager	November 2011 - January 2014 (26months)	Board Organisation and Management Board Systems / Processes Employment
1666	Te Kura o Waikare	78M Limited Statutory Manager	Since October 2016 (3months)	Student Achievement Employment Board Systems / Processes
1682	Amisfield School	78N(3) Commissioner	July 2015 - June 2016 (10months)	Board Systems / Processes Communications Employment
1695	Berkley Normal Middle School	78N(1)(2) Commissioner	April 2015 - June 2016 (13months)	Employment Communications Board Systems / Processes
1718	TKKM o Te Ara Rima	78M Limited Statutory Manager	October 2013 - November 2015 (24months)	Employment Board Systems / Processes Communications
1736	Hauturu School	78M Limited Statutory Manager	May 2014 - April 2015 (11months)	Employment Health and Safety Board Systems / Processes
1759	Kaingaroa Forest School	78M Limited Statutory Manager	Since June 2016 (6months)	Finances Board Systems / Processes Student Achievement
1772	Kea Street Specialist School	78M Limited Statutory Manager	September 2014 - April 2015 (6months)	Employment Board Organisation and Management Student Achievement
1772	Kea Street Specialist School	78N(1)(2) Commissioner	Since April 2015 (21months)	Employment Finances Board Systems / Processes
1775	Kerepehi School	78M Limited Statutory Manager	May 2013 - December 2015 (30months)	Employment Board Systems / Processes
1788	Lake Rotoma School	78M Limited Statutory Manager	December 2013 - January 2015 (13months)	Employment Board Organisation and Management Communications
1805	Mapiu School	78N(3) Commissioner	November 2011 - March 2014 (27months)	Board Organisation and Management Employment Health and Safety
1805	Mapiu School	78M Limited Statutory Manager	April 2014 - November 2014 (7months)	Board Organisation and Management Board Systems / Processes Finances
1835	Motumaoho School	78M Limited Statutory Manager	July 2014 - July 2015 (12months)	Finances Board Systems / Processes
1847	Te Kura o Ngapuke	78M Limited Statutory Manager	Since February 2013 (47months)	Finances Student Achievement Employment
1873	TKKM o Otepou	78M Limited Statutory Manager	April 2013 - May 2016 (36months)	Finances Employment Board Systems / Processes
1876	Otorohanga School	78M Limited Statutory Manager	August 2013 - April 2015 (19months)	Student Achievement Board Organisation and Management Employment
1905	Pukemiro School	78M Limited Statutory Manager	December 2013 - December 2015 (24months)	Student Achievement Board Systems / Processes Employment
1940	Silverdale Normal School	78N(1)(2) Commissioner	July 2014 - September 2015 (13months)	Employment Communications Student Achievement
1942	Hamilton Junior High School	78M Limited Statutory Manager	May 2013 - July 2014 (14months)	Finances
1948	St Joseph's Catholic School (Matata)	78N(1)(2) Commissioner	April 2013 - August 2014 (15months)	Board Systems / Processes Employment Finances
1948	St Joseph's Catholic School (Matata)	78M Limited Statutory Manager	August 2014 - September 2015 (12months)	Student Achievement Employment Finances
2047	Te Kura o Waharoa	78M Limited Statutory Manager	January 2013 - February 2015 (24months)	Board Systems / Processes Student Achievement Board Organisation and Management

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
2097	Manala School (Taranaki)	78N(1)(2) Commissioner	March 2014 - June 2016 (26months)	Board Organisation and Management Board Systems / Processes Communications
2103	Moerewa School	78N(1)(2) Commissioner	April 2012 - June 2014 (25months)	Board Systems / Processes Board Organisation and Management Student Achievement
2110	Oceanview Heights School	78M Limited Statutory Manager	January 2013 - January 2014 (11months)	Finances Property Employment
2153	Avon School	78M Limited Statutory Manager	July 2013 - July 2015 (23months)	Board Systems / Processes Student Achievement Employment
2335	Aramoho School	78M Limited Statutory Manager	April 2014 - September 2014 (5months)	Student Achievement Board Systems / Processes Board Organisation and Management
2335	Aramoho School	78N(1)(2) Commissioner	Since September 2014 (28months)	Student Achievement Board Organisation and Management Board Systems / Processes
2359	Foxton School	78N(1)(2) Commissioner	Since December 2014 (25months)	Employment Board Organisation and Management Board Systems / Processes
2373	Kakahi School (2373 Closed: 15-Apr-2016)	78M Limited Statutory Manager	October 2013 - April 2016 (30months)	Student Achievement Board Systems / Processes Board Organisation and Management
2387	Linton Country School	78M Limited Statutory Manager	Since October 2015 (15months)	Student Achievement Employment Board Systems / Processes
2408	Ngamatea School	78N(3) Commissioner	Since April 2015 (20months)	Unconstitutional Governance Communications Board Systems / Processes
2442	Rutherford Junior High School	78M Limited Statutory Manager	June 2011 - May 2014 (35months)	Student Achievement Board Organisation and Management Employment
2570	Hastings Intermediate	78M Limited Statutory Manager	Since October 2016 (3months)	Health and Safety Employment Board Systems / Processes
2571	Haumoana School	78M Limited Statutory Manager	Since December 2016 (28 days)	Communications Employment
2575	Heretaunga Intermediate	78M Limited Statutory Manager	October 2013 - November 2014 (13months)	Employment Student Achievement Communications
2599	Mangateretere School	78M Limited Statutory Manager	Since April 2015 (20months)	Employment Student Achievement Board Systems / Processes
2604	Maraenui Bilingual School (Napier)	78M Limited Statutory Manager	Since October 2014 (27months)	Employment Student Achievement
2626	Omahu School	78M Limited Statutory Manager	December 2014 - June 2016 (18months)	Board Systems / Processes Employment Student Achievement
2626	Omahu School	78N(1)(2) Commissioner	Since June 2016 (6months)	Employment Student Achievement Board Systems / Processes
2668	Riverslea School	78M Limited Statutory Manager	December 2014 - December 2016 (23months)	Student Achievement Board Systems / Processes Finances
2703	Tikitiki School	78M Limited Statutory Manager	Since December 2016 (1month)	Employment Finances Board Systems / Processes
2746	Kimi Ora Community School	78M Limited Statutory Manager	May 2014 - January 2016 (20months)	Board Systems / Processes Employment
2800	Akitio School (2800 Closed: 27-Jan-2014)	78N(3) Commissioner	June 2013 - January 2014 (7months)	Unconstitutional Governance
2831	Dalefield School	78N(1)(2) Commissioner	Since March 2013 (46months)	Board Organisation and Management Student Achievement Employment

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
2840	Featherston School	78M Limited Statutory Manager	June 2013 - September 2015 (27months)	Board Systems / Processes Employment Student Achievement
2923	Natone Park School	78M Limited Statutory Manager	December 2015 - March 2016 (2months)	Employment Health and Safety Board Systems / Processes
2923	Natone Park School	78N(1)(2) Commissioner	Since March 2016 (10months)	Employment Health and Safety Board Systems / Processes
2955	Petone Central School	78N(1)(2) Commissioner	Since December 2016 (28 days)	Student Achievement Health and Safety Employment
2961	Pomare School	78M Limited Statutory Manager	Since December 2015 (13months)	Finances Board Systems / Processes
2964	Porirua School	78M Limited Statutory Manager	August 2012 - May 2015 (33months)	Board Systems / Processes Student Achievement Employment
3009	St Joseph's School (Picton)	78M Limited Statutory Manager	November 2014 - June 2015 (7months)	Employment Board Systems / Processes Board Organisation and Management
3062	Wairau Valley School (Blenheim)	78N(3) Commissioner	January 2013 - July 2015 (29months)	Unconstitutional Governance Communications Board Organisation and Management
3106	TKKM o Whangaroa	78N(3) Commissioner	June 2014 - March 2015 (9months)	Unconstitutional Governance Board Systems / Processes
3288	Bamford School	78M Limited Statutory Manager	Since June 2015 (19months)	Employment Student Achievement Board Systems / Processes
3290	Barrytown School	78N(1)(2) Commissioner	Since July 2016 (6months)	Board Organisation and Management Employment Finances
3305	Burnside Primary School	78M Limited Statutory Manager	December 2012 - March 2015 (26months)	Finances Property Employment
3317	Christchurch East School	78N(1)(2) Commissioner	June 2012 - August 2015 (38months)	Board Systems / Processes Employment Student Achievement
3335	Fairlie School	78N(1)(2) Commissioner	Since March 2016 (9months)	Employment Finances Health and Safety
3397	Kirwee Model School	78M Limited Statutory Manager	Since May 2016 (8months)	Communications Employment Board Systems / Processes
3407	Lauriston School	78M Limited Statutory Manager	Since December 2016 (28 days)	Communications Employment
3462	Our Lady of Snows School (Methven)	78M Limited Statutory Manager	Since May 2015 (20months)	Employment Communications Board Systems / Processes
3463	Our Lady of Victories	78N(1)(2) Commissioner	January 2012 - April 2014 (27months)	Board Organisation and Management Employment Communications
3486	Richmond School (Christchurch) (3486 Closed: 27-Jan-2014)	78N(3) Commissioner	July 2013 - January 2014 (6months)	Student Achievement Employment Board Organisation and Management
3495	Runanga School	78N(3) Commissioner	March 2013 - October 2014 (18months)	Board Organisation and Management Employment Finances
3495	Runanga School	78N(1)(2) Commissioner	Since August 2016 (5months)	Health and Safety Communications Employment
3503	Shirley Intermediate	78M Limited Statutory Manager	Since September 2015 (16months)	Finances Property Employment
3596	Windsor School (Christchurch) (3596 Closed: 27-Jan-2014)	78M Limited Statutory Manager	September 2013 - July 2014 (9months)	Employment Communications

School Number	School Name	Type	Dates and length of intervention	Risk Addressed
3789	Omarama School	78M Limited Statutory Manager	September 2012 - July 2014 (22months)	Employment Board Systems / Processes Communications
3816	Sara Cohen School	78M Limited Statutory Manager	Since April 2016 (8months)	Employment Communications Board Systems / Processes
3843	Tarras School	78M Limited Statutory Manager	March 2015 - October 2015 (6months)	Employment Communications Board Systems / Processes
3847	Totara School	78N(3) Commissioner	September 2013 - December 2014 (14months)	Employment Board Organisation and Management Health and Safety
3852	Waikouaiti School	78M Limited Statutory Manager	August 2015 - April 2016 (8months)	Employment Communications Health and Safety
3957	Gorge Road School	78M Limited Statutory Manager	December 2014 - June 2015 (6months)	Employment Finances Communications
3969	Isla Bank School	78N(3) Commissioner	Since November 2014 (25months)	Board Organisation and Management Communications Unconstitutional Governance
4014	Salford School	78N(3) Commissioner	November 2013 - June 2016 (31months)	Employment Health and Safety Board Systems / Processes
4027	Te Tipua School	78M Limited Statutory Manager	August 2015 - April 2016 (8months)	Employment Board Systems / Processes Student Achievement
4054	Wyndham School	78N(3) Commissioner	November 2012 - March 2014 (16months)	Board Organisation and Management
4054	Wyndham School	78M Limited Statutory Manager	March 2014 - July 2014 (4months)	Employment
4135	St Mark's School (Christchurch)	78M Limited Statutory Manager	November 2014 - March 2015 (4months)	Employment Health and Safety Board Organisation and Management
4135	St Mark's School (Christchurch)	78N(1)(2) Commissioner	March 2015 - September 2016 (18months)	Employment Communications Board Systems / Processes
4143	Tamariki School	78M Limited Statutory Manager	August 2013 - September 2014 (13months)	Finances Student Achievement Board Organisation and Management
4143	Tamariki School	78M Limited Statutory Manager	July 2014 - April 2016 (21months)	Student Achievement Board Systems / Processes
4157	Westbridge Residential School	78N(3) Commissioner	August 2000- January 2014 (161months)	Unconstitutional Governance Finances Employment
4205	TKKM o Otara	78N(1)(2) Commissioner	April 2006 - August 2014 (100months)	Finances Board Systems / Processes
4205	TKKM o Otara	78M Limited Statutory Manager	Since September 2014 (28months)	Employment Finances Property

Rangiora High School Scoping Report and Action Plan

Prepared by ~~Beverley~~ Moore, as Commissioner.

Date 31/03/2015

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Scoping Exercise took account of:

- Board of Trustees and Principal's Policies Procedures and documentation
- School Charter
- 2014/15 Principal's Reports to the Board
- 2014/15 BOT Minutes
- Specialist advisor for Finance report
- Ministry of Education staff
- Latest Education Review Office Review Report
- Principal/BOT/staff members views
- Staff surveys and interviews
- Views from governance advisors / contractors who worked with BOT
- Waimakariri District councillors
- Principal Performance Agreement (latest)
- NZSTA Industrial Advisor
- Wyn Williams – schools legal advisors
- Documents relating to RHS Trust
- Views of Rangiora High School Nursery trust
- views of Community College staff

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Rangiora High School Scoping Report and Action Plan

Tasks	Specific Actions
Employment, Student Achievement <ul style="list-style-type: none"> <div style="background-color: black; width: 100px; height: 20px;"></div> 	<ul style="list-style-type: none"> <div style="background-color: black; width: 100%; height: 150px;"></div>
Curriculum and Assessment <ul style="list-style-type: none"> Allocate and monitor its resources effectively to support effective teaching and continuous improvement in student progress and achievement 	<ul style="list-style-type: none"> Ensure there is a clear description of the key governance and management roles Review and implement relevant appropriate employment policies and procedures to ensure the Board is acting as a good employer. Review delegations Ensure the school personnel policy and practices meet all obligations to staff. Review learning and recruitment practices.
Communication, Student Achievement <ul style="list-style-type: none"> Engage with parents, whānau, and community effectively in establishing its vision and values for a confident, the school's key areas for educational improvement and progress against this 	<ul style="list-style-type: none"> Review the effectiveness of school wide communication with the community and between all stakeholders. Consult with staff, students and the community to ensure there is a positive culture for learning. Review the complaints policies and procedures to ensure that the school community is familiar with and has confidence in the process.

Rangiora High School Scoping Report and Action Plan

<p>Health and Safety</p> <ul style="list-style-type: none"> • Ensure that there is a safe and inclusive school culture 	<ul style="list-style-type: none"> • Ensure that regular, well-analysed information is received about the emotional safety and welfare of employees and students, including appropriate recommendations to address any identified issues. • Undertake a review of student welfare policies, procedures, community engagement and association administration, to ensure that effective pastoral care is in operation for students and staff.
<p>Financial, Property, Health and Safety</p> <ul style="list-style-type: none"> • Manage the effective business operations of the Board to comply with legislation relating to health and safety, property and financial management 	<ul style="list-style-type: none"> • Implement an effective complaints policy and process. • Review the financial delegations to the Principal • Assist in the development of a balanced, "break-even" budget based upon the operational funding and become the school expects to receive for the year. • Establish a time and resource budgeting processes are completed in a timely manner. • Ensure the development of a long-term strategic plan and a financial and investment strategy to support this, which should include communication and consultation with the school community. • Consider recommendations from the recent review of the Rangiora Education Trust
<p>Board Systems and Processes, Student Achievement</p> <ul style="list-style-type: none"> • Monitor regularly (at least once a term, every six months annually) its performance against its goals to continually improve student progress, achievement and engagement • Ensure its strategic planning process are informed by appropriate student progress and achievement data and information 	<ul style="list-style-type: none"> • Review the policy framework and prioritise policies which define Governance and Management roles and the employment relationship between the Board as the employer, and the Principal. • Implement a robust self-review system for all policies and procedures. • Ensure the school's charter includes specific targets for student achievement informed by accurate data • Ensure that all legislative requirements are met.

Rangiora High School Scoping Report and Action Plan

SCOPING REPORT/ April 2015

Material reviewed, interviews and observations endorse issues identified in the specialist advisor report, which include:

- Surveys and interviews confirm a number of staff concerns are long standing and have resulted in recruitment and retention issues with a higher staff turnover of staff than would normally be expected particularly in middle management.
- There has been limited community engagement and consultation particularly around strategic planning. A number of entities associated with the school report a breakdown in relationships
- Reports on student achievement are unnecessarily complex, not consistently focused on student achievement targets or including analysed data
- Property management is of concern with a need to review 10YP and address the inconsistent standard of teaching and learning spaces within the school. Some BOT owned buildings are well below standard. The number and scope of property projects underway at RHS is significantly impacting on management and requiring additional resources and time and funds
- Staff require support in regard to MLE build and changes to pedagogy, although strengthened school wide PLD planning
- School wide strategic planning and review is not apparent or referred to by staff when interviewed.
- New programmes and initiatives are described by some as inconsistent or arbitrary and not consistently followed through

s 9(2)(a) OIA

Positives

- Students are engaged and a strong sense of belonging
- Learning support, specialist teachers, and house and deans support a very effective transition for year nine students which is valued by contributing schools
- There are a wide range of opportunities for students to engage and participate in sporting, cultural and social events
- A considerable number of staff, parents and community members approached the commissioner to confirm their support for the school while acknowledging they seek change in how the school operates.

Rangiora High School Scoping Report and Action Plan

Employment:

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s 9(2)(a) OIA



Month	Action	Next Step
March '15		
April '15		s 9(2)(a) OIA

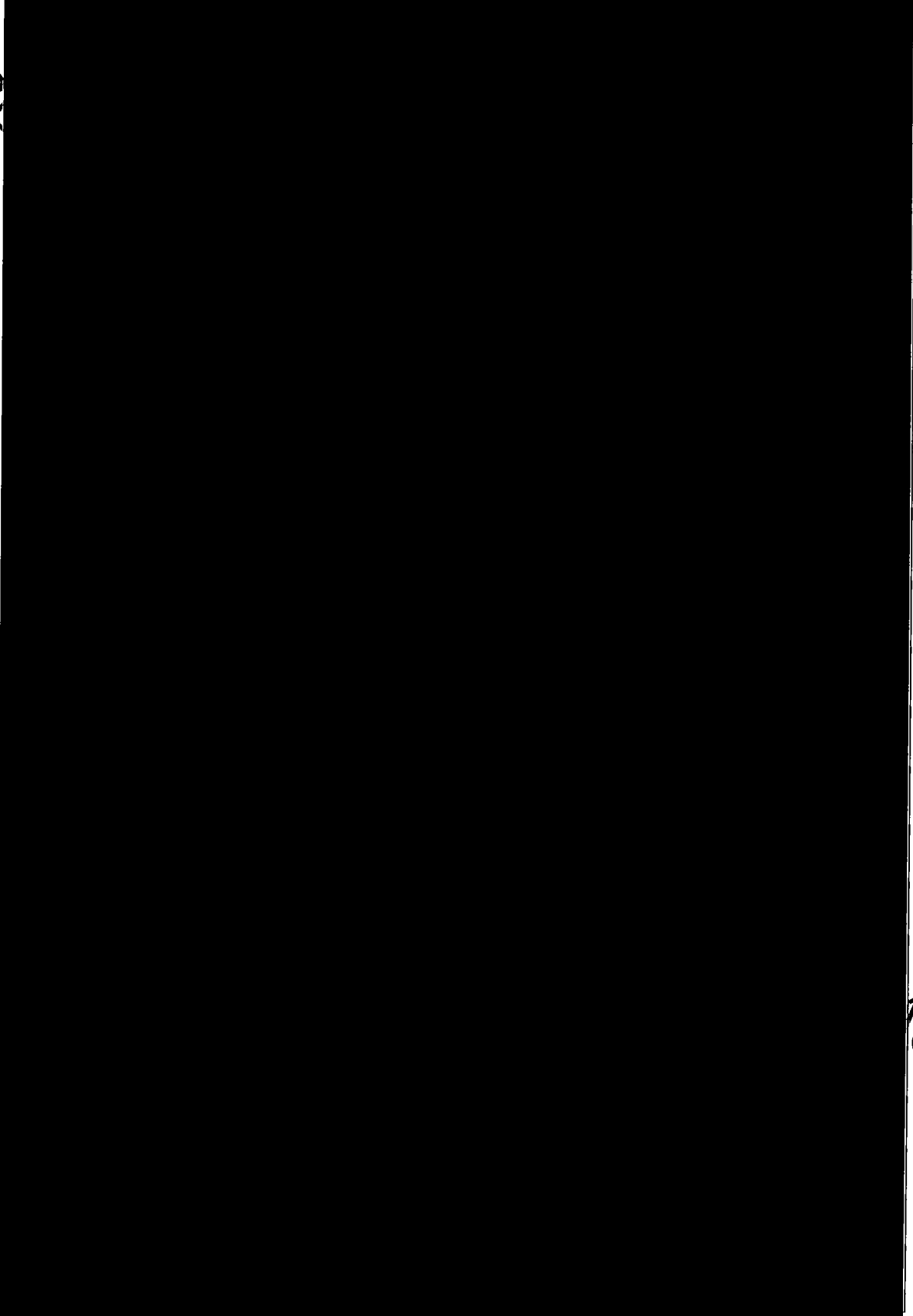
Rangiora High School Scoping Report and Action Plan

May '15

June '15

July '15

August/September
'15



Rangiora High School Scoping Report and Action Plan

October '15	
November '15	
December '15	

s 9(2)(a) OIA

Student Achievement:

- Ensure the school provides the board with accurate and useful reporting on student achievement
- Review planning and reporting policies and processes to ensure that achievement continues to improve for all students, with particular focus on priority students
- Ensure that strategic planning is informed by accurate data on student achievement

Month	Action	Next Step
March '15	<ul style="list-style-type: none"> • Meet with Principals to identify reporting priorities/ reports to include analysis of student achievement data / priority learners and ensure students not achieving • NZST Apply on reporting to the board supplied and discussed • Ongoing/ further discussion over reporting and formats to be used 	
April '15		

Rangiora High School Scoping Report and Action Plan

May '15	<ul style="list-style-type: none"> Quality of information on student achievement varies and requires further work/difficulty in accessing clear and analysed data with recommendations Assistance with planning and reporting from MOE senior advisor 	
June '15	<ul style="list-style-type: none"> Ongoing 	
July '15	<ul style="list-style-type: none"> Ongoing 	
August '15		
September '15	<ul style="list-style-type: none"> Specific data on students at risk of not achieving presented/ Acting ERO report (providing good information and on going monitoring/ students well supported with HOH to follow up with individual students at risk 	
October '15	<ul style="list-style-type: none"> Principal of Hagley Community College assisting with strategic planning and analysis of data Meetings with SLT and commissioner to review SLT roles and responsibilities Review of programmes for 2016- noted a pilot scheme for land-based studies 	s 9(2)(a) OIA
November '15	<ul style="list-style-type: none"> Presentation of Charter/strategic goals to community reference group Retention of students from years 12 to 13 and year 11 identified as priority Principal of Hagley Community College working with SLT and commissioner to further develop targets for 2016 on student achievement priority for transition of senior students, Maori and student retention Discussions with ERO regarding 2016 date of review Received destination report on 2014 school leavers Meeting with SLT regarding staffing priorities 2016/programmes to be reviewed 	<p>Agreed to engage [REDACTED] .4 per week in working with SLT to implement strategic plan and align roles and responsibilities/reporting against target.</p> <p>Ongoing review</p>
December '15	<ul style="list-style-type: none"> 	

Rangiora High School Scoping Report and Action Plan

Finances:

- Allocate and monitor its resources effectively to support effective teaching and continuous improvement in student progress and achievement

<i>Month</i>	<i>Action</i>	<i>Next Step</i>
March '15	<ul style="list-style-type: none"> • Michael Rondel to lead review of finances based on scoping report • Established a meeting schedule and engaged CES for secretarial support for co-projects 	
April '15	<ul style="list-style-type: none"> • Monitoring of expenditure- noted costs associated with further investigation required to determine how papers distributed to TVNZ 	
May '15		
June '15	<ul style="list-style-type: none"> • Executive officer to supply print out of all support staff (78) and employment status 	
July '15	<ul style="list-style-type: none"> • 2016 budget discussions/ initial meeting planned August • Monitoring expenditure • Request organizational chart 	
August '15	<ul style="list-style-type: none"> • On going financial reporting and oversight 	
September '15	<ul style="list-style-type: none"> • Funds committed to purchase of two changing rooms due to inadequate facilities impacting on teaching and learning time 	
October '15	[REDACTED]	
November '15		Noted RHS trust in abeyance following legal advice
December '15		Organizational chart still to be presented by DP HR 2016

s 9(2)(a) OIA

Rangiora High School Scoping Report and Action Plan

Property:

- Manage the effective business operations of the Board to comply with legislation relating to health and safety, property and financial management

Month	Action	Next Step
March '15	<ul style="list-style-type: none"> • Full briefing with MOE and property project manager for MLE and other property issues. • Property inspection- noted very poor state of many buildings in particular the learning support area. 	p
April '15	<ul style="list-style-type: none"> • Meetings with MOE property and TBig regularly to monitor upgrade K9 and K10 MLE build and to purchase two relocatable classrooms from Rangiora school. • Budget for same \$600 to allow for demolition of old building and a meeting with MLE requirements for relocation 	
May '15	<ul style="list-style-type: none"> • Ongoing – high level of involvement due to a number of property developments 	
June '15		
July '15	<ul style="list-style-type: none"> • Lease with Nursery school – progress • Agree on design brief for relocatables – progress • Establish role for DP in regard to oversight of logistics and property project MLE 	
August '15 and September	<ul style="list-style-type: none"> • Reporting with dashboard updates from TBig on a bi-weekly basis against all board projects • Monthly review at MOE for main build (MLE) every second Tuesday. • Meeting on site fortnightly with contractors representatives for demolishing buildings to prepare for MLE 	
S 9(2)(i) OIA	<ul style="list-style-type: none"> • Learning support able to use room in Canterbury College for moving severe water damage during holiday/ difficulty with ongoing changes for staff • Learning support assigned two rooms in MLE access to toilets close/library close/discreet and central in campus- meeting requirements • Decision made to put in place two changing rooms for gym due to impact on students needing to use existing inadequate areas –BOT cost and to be relocatable • Meeting with MOE to advise on review all existing occupancy agreements between school and other users- noted none appear to be current or meeting MOE requirements regarding fire safety occupancy. All parties written to with a response requested by end of term. • Milton reserve area to be clarified also status of North Canterbury equine trust which has RHS as a trust members in draft trust document • Progress to final lease agreement not approved by MOE for Nursery School- document with Nursery School lawyer and sign off expected soon • Swale drain proposal with DCJ to be approved by MOE to be approved by MOE • Concerns raised by community survey indicate high level of concern over poor condition of teaching and learning spaces/inadequate shelter for students and sport facilities. • Staff dissatisfaction with working spaces well documented 	S 9(2)(h) OIA

Rangiora High School Scoping Report and Action Plan

s 9(2)(i) OIA	<ul style="list-style-type: none"> • SNUP underway but delayed due to issues while cabling also request to MOE to approve SNUP upgrade include gym area where 7 PE staff are located- awaiting approval • Issues regarding staff parking resolved temporarily through use of area where old learning support building being demolished- use in term 4 • 10YFP signed off late September- needed to be amended • [REDACTED] • Hope Trust advised there would not be a renewal of MOU for 115 East Belt community garden. • WDC manager for community facilities visited RHS and invited representatives on planning team for new facilities to be located near school- large indoor stadium/all-weather hockey fields/cricket oval • Update of records of existing onsite buildings required • Identification of property matters affecting staff and student well being/teaching and learning is being collated to identify priorities for 2016. Noted infrastructure will require considerable investment. 	
October '15	<ul style="list-style-type: none"> • Ongoing delays in demolishing old classrooms due to asbestos and need for development and implement MOE approved safety plan • 10YFP adopted 	
November '15	<ul style="list-style-type: none"> • Relinquished lease on Milton Reserve • Finalised and signed off on Nursery School lease after legal advice and MOE approval gained • Relocatable classrooms on site and consents granted • Main contractor for MLE approved by MOE • Signed off on new bus contract with Tonks - extending contract • Funds from property budget allocated to improve all learning and teaching spaces identified as priority- these to be relocated to other classrooms as required 	
December '15	<ul style="list-style-type: none"> • Plan identifying BOT/MOE owned property to be completed by property manager • Work commenced and progressing with 10YFP and 10YFP 	s 9(2)(i) OIA

Rangiora High School Scoping Report and Action Plan

Communications:

- Communicate effectively with the wider community and strengthen relationships between RHS and its stakeholders

Month	Action	Next Step
March '15	<ul style="list-style-type: none"> Ongoing engagement with families through regular newsletters Response directly to parents either by email or face to face meetings ongoing Use of communications advisor to support effective communication with media/parent community/stakeholders 	s 9(2)(a) OIA
April '15	<ul style="list-style-type: none"> Ongoing- TVNZ article April 8th as a consequence of OIA requests from [REDACTED] letter to parents sent 	
May '15	<ul style="list-style-type: none"> Ongoing 	
June '15	<ul style="list-style-type: none"> Ongoing- advice used in response to industrial issues- comms to [REDACTED] 	
July '15	<ul style="list-style-type: none"> Set up advisory group to assist Commissioner with engaging community/parents/whānau and parent perspective Meet with neighbours [REDACTED] this legal advisor plan WDC swale drain- agreement reached to progress Meeting with PTA s 9(2)(a) OIA 	
August '15	<ul style="list-style-type: none"> Ongoing meetings with community advisory group Newsletters to parent community and ongoing discussions 	
September '15	<ul style="list-style-type: none"> Ongoing meetings with Advisory Group 	
October '15	<ul style="list-style-type: none"> Attendance at Tuahiwi Marae for 2 day Strategic Planning to meet Maori student achievement 	
November '15	<ul style="list-style-type: none"> Attendance with two DP day long cultural awareness/ history training at Tuahiwi Marae Meeting on site with Iwi representative and Principal regarding developing cultural narrative for MLE Meeting with trustee from Ngāi Tahu Equine Trust and RDA Meeting with MOE alumni/MOE plus WDC Meeting with MOE alumni representative; historian to establish no caveat exists on farmland funds and no land was donated. Communications to parents and wider community regarding legal opinion above and to update on progress Meeting with land based MHO and farm manager 	
December '15	<ul style="list-style-type: none"> End of year planning and assemblies celebrating students achievements 	

Rangiora High School Scoping Report and Action Plan

Board Systems/Processes:

- Monitor regularly (at least once a term, every six months, annually) its performance against its goals to continually improve student progress, achievement and engagement
- Ensure its strategic planning process are informed by appropriate student progress and achievement data and information

<i>Month</i>	<i>Action</i>	<i>Next Step</i>
March '15		
April '15	<ul style="list-style-type: none"> • Analysis of variance submitted with report from commissioner that the decision was not "effective" and did not meet expectations • Assistance sought 	
May '15	<ul style="list-style-type: none"> • Regular reporting by Principal 	
June '15	<ul style="list-style-type: none"> • Regular reporting by Principal 	
July '15	<ul style="list-style-type: none"> • Review policy framework- first steps to establish time line • Review complaints policy and procedure as priority • Establish a community reference group to oversee strategic plan consultation • Appoint a support person to assist with process • Meetings with WDC/neighbors/community college, North Canterbury sports trust/nursery school/staff and senior students 	
August '15	<ul style="list-style-type: none"> • Consultation with contributing schools re Charter Review • Meeting with WDC re Charter and follow up with Manager community resources • Meeting with Hope Trust/neighbors and Community Gardens 	
September '15	<ul style="list-style-type: none"> • Regular meeting regarding student achievement with acting Principal/ follow up with support to student identified as at risk of not achieving NCEA level 2 	
October '15	<ul style="list-style-type: none"> • As above/ plus additional staff student pathways/ discussions with HOF Land based studies and HOF science 	s 9(2)(a) OIA
November '15	<ul style="list-style-type: none"> • Developing materials and discussions on targets for effective reporting 2016 – with [REDACTED] 	
December '15		

Rangiora High School Scoping Report and Action Plan

Updates Personnel

- The Principal remains on sick leave
- Julia Malcolm is acting Principal/ mentor and support was arranged however due to that person being overseas this has not been possible but will commence term 4
- Work place Support contracted to provide onsite professional supervision for SLT and to include all support staff and deans in term 4- very positive response/ consideration for school wide staff term 4
- Staff wellbeing programme in place term 3 and led by HOF Guidance has been well received, includes all support staff and teaching as well as staff from Nursery school/ programme includes fitness activities/sports/visits from nurses to do health checks and social
- Audit of support staff employment underway with survey on appraisal/update of employment documentation

Governance

- Consultation with HOH and deans, [REDACTED] to review compliance and terms policy- distributed for comment and confirmed
- Review and implementation of leave policy
- Review of mainstream support unit onsite visits and interviews carried out August till mid- September/ initial report given to DP and commissioner. Actions undertaken to address immediate issues with HOH for key staff
- Meeting with Acting Principal re appraisal and SLT appraisal
- Strategic planning /charter review under way .
- Reference group established start of term with students/SLT, parents and community members (14) leading process- surveys to all year 7 and 8 parents from contributing schools/staff/current parents/ deans with WDC and also ex pupils. Student achievement data and previous surveys informing group. Ongoing with further consultation confirmed with Maori students and families
- Commissioner and DP to attend full day + Tuesday early term 4 and also two day Wananga

Progress report/ Rangiora High School intervention 2016

CONFIDENTIAL

Finance:

Manage the effective business operations of the Board to comply with legislation relating to health and safety, property and financial management
Consider the recommendations from the recent review of the Rangiora Education Trust
Develop a business plan/specialist adviser report

s 9(2)(a) OIA, s 9(2)(i) OIA

Term one

s 9(2)(i) OIA

February	March	April
<ul style="list-style-type: none">• [REDACTED]• [REDACTED]• [REDACTED]• [REDACTED] <ul style="list-style-type: none">• The 2016 budget is to be confirmed March 16th. BOT funds are supporting three additional staff on fixed term basis to provide support for students at risk(counselling/ learning support and MSU)	<ul style="list-style-type: none">• [REDACTED]• [REDACTED]	<ul style="list-style-type: none">• Additional funding approved from BOT funds for leadership support 2016 at 2 days per week/term time• BDO report into RHS Education Trust was reviewed following further information from confirmed minutes and final /confirmed report received early April and sent to MOE/Crowe Horwath and OAG

Term two

<p>May</p> <ul style="list-style-type: none"> BDO report has been provided to a legal advisor who is expert in Trusts for an opinion on the recommendation of OAG. Quote for this to be obtained and approval from MOE before proceeding Meeting with financial adviser regarding investment plan for RHS funds- scoping report to be developed and agreed on 	<p>June</p> <ul style="list-style-type: none"> The 2015 Annual report was received at finance meeting, agreed a variance report to be prepared by Financial service provider- a material misstatement was noted and been referred back to the auditor who is re issuing the annual report (early July) Changes to legislation require a registered investment advisor be used for the investment plan and this is being arranged/ Financial adviser able to complete other plans as discussed Budget tracking as expected 	<p>July</p> <ul style="list-style-type: none"> Commentary prepared for including with Annual Report Meeting with Financial advisor- to get legal opinion on status of funds first Mike Rondel drafting financial plan to align with strategic priorities Noted 20% increase in parents paying school donations (47% in 2015 and %67% in 2016)
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Term three

<p>August</p> <ul style="list-style-type: none"> Ongoing- Mike Rondel drafting the business plan to align with strategic priorities in Charter Finance meeting-2017 budget discussions underway- staff contacted 	<p>September</p> <p>Budget 2017 – ongoing</p>	<p>October</p> <p>Ongoing 2017 budget process</p> <p>Two meetings with Jasmax architect and DP's to review FF and E costs for new build and reduce costs to align with budget</p>
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November /December

- Meetings have taken place with Strategic advisor, Investment advisor and Mike Rondel to progress the long term financial strategy/planning for the school. An agreed process for

consultation with community is now in place for 2017 and a representative from the ex pupils association will be included.

- Budgeting for 2017 is ongoing. A review of the schools budget allocation compared with other similar schools and internal procedures is being undertaken in January to ensure a balanced budget and greater alignment with the strategic direction. [REDACTED] will lead this review.
- FF and E budget approved.

s 9(2)(a) OIA

s 9(2)(i) OIA, s 9(2)(j) OIA

Property:

Manage the effective business operations of the Board to comply with legislation relating to health and safety, property and financial management.

[REDACTED]

Developing a plan of work that addresses the urgent property needs and putting mechanisms in place to ensure the school does not end up with buildings in a state of disrepair again
Address urgent property matters affecting staff and student well being
Improve student amenities
Review 10 year PP to include recommendations from Engineers to remedy classroom ventilation/heating

Term one

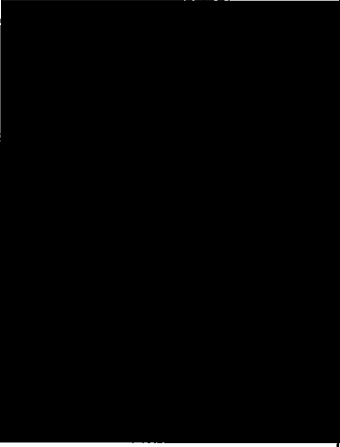
February	March	April
<ul style="list-style-type: none">• Ongoing meetings between Ceres, T Big, MOE and the school ensure progress with building projects are closely monitored and does not impact on teaching and learning• The urgent work on the gym ceiling has been completed• Further delay with asbestos removal due to unsafe weather conditions last week	<ul style="list-style-type: none">• Delays to start of new build – now April 11th• Asbestos finally cleared from site• Agreement to sell Kippenberger property from MOE <p>[REDACTED]</p> <ul style="list-style-type: none">• Commissioner and staff attended PLD for new workplace safety regulations• Developing landscape plan to improve students amenities• Building demolished (K7/8)- temporary parking	<ul style="list-style-type: none">• Naylor Love on site and commencing new build• Monthly monitoring meetings with RHS/MOE/Jasmax and Naylor Love commencing early May• MOE approval to sell Kippenberger property <p>[REDACTED]</p>

s 9(2)(i) OIA, s 9(2)(j) OIA


s 9(2)(i) OIA, s 9(2)(j) OIA

Term two

May	June	July
<ul style="list-style-type: none">• Significant progress has been made with new	<ul style="list-style-type: none">• Kippenberger ave property sold at auction at reserve	<ul style="list-style-type: none">• Excellent progress with new build• Quote for BOT funded

<p>build and fortnightly on site meetings held with Naylor Love and TBig</p> <ul style="list-style-type: none"> • Monthly monitoring meetings also held • Jasmax to meet with staff and clarify ventilation and acoustics designs/respond to questions (June) • MOE leaky building assessments on Admin and H blocks carried out after water leaking into both buildings/urgent repair work done • Meetings with Hope Trust- extend community gardens for one term to enable budget /landscape plans for 115 East Belt to be developed • Report on condition of netball/tennis court surfaces prepared by HOF-OSH concerns • Meeting with MOE and agreed to revise 10YPP/appoint project manager to oversee process 	<p>price, funds to be used to benefit education at RHS as planned by BOT</p>  <ul style="list-style-type: none"> • Ongoing communication with Hope Trust • Excellent progress with new build and role of DP proving very effective- attending fortnightly meetings • Safety and health issue with toilet access for students being affected by build and campus changes- Porta-coms to be installed early term 3/very good support from MOE • Ongoing trial of furniture in G14 and 15 with student and staff feedback/ Jasmax providing support 	<p>Commons area received and under budget</p> <ul style="list-style-type: none"> • Meeting with MOE/staff and property manager to research documentation held at school in regard to the NCSRT • Requested details for third party occupancy agreements • Presentation to all staff by Jasmax architect and engineers to staff regarding the new build- positive response • Students involved through Jasmax presenting to senior class and invited to attend main office to observe design processes • Ongoing consultation with students and staff re new furniture
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Term three

August	September	October
<ul style="list-style-type: none"> • Significant consultation with staff re FFE and led by Jasmax/staff and student input. • Some variations to design of labs agreed after consulting MOE •  	<ul style="list-style-type: none"> • Hampton Jones engineers completing condition assessment on gym. • Meetings with Jasmax regarding FF& E for rebuild, AV planning completed • Modifications made to 	<ul style="list-style-type: none"> • Meeting with MOE and Logics regarding 10YPP • Asbestos identified on gym roof during condition assessment-meetings with NCSRT and MOE twice- risk management plan in place and additional

<div data-bbox="268 165 596 416" data-label="Image"></div> <div data-bbox="164 495 531 535" data-label="Text"> <p>s 9(2)(i) OIA, s 9(2)(j) OIA</p> </div>	<p>convert three class rooms to ILE learning spaces</p> <ul style="list-style-type: none"> • Draft land scape plans received and distributed for feedback to staff and student group 	<p>testing to be completed by first week November</p> <ul style="list-style-type: none"> • Ongoing review of budget FF&E • Feedback on landscape plan – ongoing • Further development with Cultural narrative and local Iwi in naming of new building and developing artwork • Build progressing well with Monthly management meetings of all parties
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November/December

- New Build progressing well- ongoing monitoring
- FFE plans completed and orders confirmed
- Logics refining 10YPP but urgent work approved and will be undertaken over holiday period enabling ILE spaces for yr 9 intake

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- Landscaping on 115 East Belt (BOT owned) to develop an outside/social area for students will be completed over the holiday period. RHS has worked with the Hope Trust to bring about a positive outcome for both parties to enable this work to proceed.
- Iwi have approved new signage for build

s 9(2)(i) OIA s 9(2)(j) OIA

Curriculum/teaching and learning:

Regularly monitor its performance against its goals to continually improve student progress, achievement and engagement.

Review planning and reporting policies and processes to ensure that achievement continues to improve for all students, with particular focus on priority students.

Ensure that strategic planning is informed by accurate data on student achievement.

Implementing systems and processes for review and reporting which will allow a new board to continue the governance role with a clear framework to help them implement the future aspirations of the community.

Term one

February	March	April
<ul style="list-style-type: none"> • [REDACTED] is working two days a week, has been supporting SLT, developing the school charter/annual plan as well as leading staff PLD. He is currently working on whole school review process and meeting regularly with the commissioner. • All classes are fully staffed 	<ul style="list-style-type: none"> • MSU review being implemented and support provided by additional staff member and external consultant • Community of learners meeting April- attended with Principal and DP • Meeting with [REDACTED] and ERO – discussed development of Charter and direction of school. ERO review planned week of June 7th- staff notified • School settled and there is a positive teaching environment 	<ul style="list-style-type: none"> • Meeting with COL for Rangiora area • ERO review confirmed and completed meeting with acting Principal/ to be on site from Queens Birthday weekend • Developing procedures to implement new programmes/curriculum area- Ag/science as "case study" and other area to be discussed

Term two

May	June	July
<ul style="list-style-type: none"> • Developing consistent review/ reporting templates against 7 strategic goals to commissioner via Principal • Review SLT roles and responsibilities to align with charter • New student initiative with 32 senior students assisting read writers/learning support trained and mentored by learning support manager • Ongoing implementation of MSU review recommendations • Implementation of wrap around/mentoring of Maori students at risk- senior staff assigned 2-3 students each • Trailing collaborative classroom- successful 	<ul style="list-style-type: none"> • ERO on site from 8-15th June • New journalism class proposed linking three existing courses- designed for senior student engagement • ERO review considered constructive/requested additional day to allow more time on site • Initial feedback positive • Trial of innovative learning (Maths and social studies) proving very helpful- full presentation to staff from those undertaking the trial • Technology review planned with external reviewer • New programmes being developed by Technology to increase student engagement • Noted by SLT that student engagement good/ no formal disciplinary meetings 	<ul style="list-style-type: none"> • ERO report received and very helpful. • Communication to parent community prepared with input from SLT

	held/ student pastoral care and "wrap around" appears to be effective	
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Term three

August <ul style="list-style-type: none"> 30 staff volunteered to work in flexible learning environment- meeting regularly and discussing collaborative teaching also feedback into FFE with Jasmax COL- reviewing of targets for student achievement- noted that need for significant shifts in maths years 9-10 	September <ul style="list-style-type: none"> Ongoing PLD and planning with 30 staff who will be working collaboratively in new building Students at risk of not achieving NCEA L2 given additional support 	October <ul style="list-style-type: none"> Appointment of additional staff member to provide support in Te Reo to Maori student (BOF funded) term 4 and 2017 MSU review indicates strong support for changes that have been implemented/ parent engagement increased and student responding well to IT. New Manager MSU to be appointed for 2017 Combined land based studies and science course to be implemented 2017 at year 9 and 10.
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November/December

- Team of 30 staff who have selected to work in new build have been meeting all year and planning for 2017
- Hubs will operate in temporary sites prior to opening of building- these rooms are being modified for ILE over Xmas holiday period
- Review of Faculties following Technology report
- Additional support for Maori students is in place with new staff member on site end of term 4 and working with students and planning ahead for 2017.

Personnel:

Ensure that there is a safe and inclusive school culture.
Review and implement appropriate employment policies and procedures to ensure the Board is acting as a good employer.
Update recruitment practises /application process
Support staff through well being

Term one

February	March	April
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s 9(2)(a) OIA

<ul style="list-style-type: none">• [REDACTED]• [REDACTED]• School is fully staffed• Exit survey (google doc- confidential) has been adopted and circulated to staff who left from end of 2015• staff wellbeing programme continues to led by HOF counselling	[REDACTED]	<ul style="list-style-type: none">• Review of International student department including policies and procedures to assist with induction for incoming manager• Leadership training and support established weekly for SLT• Mentoring formalised for acting Principal• Performance appraisal procedures for support staff agreed and PLD provided by exec officer• Staff survey (NCER) planned for mid-term 2• Feedback from exit surveys collated <div>[REDACTED]</div>
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s 9(2)(a) OIA

Term two

s 9(2)(a) OIA

May	June	July
<ul style="list-style-type: none">• Social sciences fixed term HOF appointed (2 yrs) <div>[REDACTED]</div>	<ul style="list-style-type: none">• New director International appointed• Review of all SLT job descriptions to align to each strategic goal- underway ,consulting SLT in process• Review management units completed and confirms new SLT role	<div>[REDACTED]</div> <ul style="list-style-type: none">• Meetings with legal advisor- progressing• Adopted new job descriptions for SLT following consultation process ensuring alignment with 7 strategic priorities

s 9(2)(a) OIA

	within allocated units	
<ul style="list-style-type: none"> Strong interest in vacancies noted 		
		s 9(2)(a) OIA

Term three

August	September	October
		<ul style="list-style-type: none"> A number of long serving staff are retiring end of 2016 however HR noted increase in applications received for vacancies at RHS Full day review of restructure of SLT and progress to date held with [REDACTED] on site. Three senior administration staff at Marlborough Girls' College for 2 days PLD
		s 9(2)(a) OIA

November/December

- External review of technology faculty completed and recommendations being implemented
- Staffing for 2017 confirmed by mid December
- [REDACTED]
- Decision to create new SLT position for Curriculum has been made and this position has been advertised nationally with process managed by HR external agency. Meeting of appointment panel on December 20th decided to extend time line and this position will be re-advertised with start date term 2 2017
- HOF appointments and senco role filled- noted strong fields with some past staff returning to RHS

Community/communications:

Engage with parents, whānau, and the community effectively to establish a vision and values for its community, and the school's key areas for educational improvement and its progress against this.

Term one

February	March	April
<ul style="list-style-type: none">Media coverage of property matters resulted in public interest. An additional newsletter with reference to the property rebuild was distributed to parent community.The community reference group meets in week 2 in March and includes a whānau voice for our Maori students plus the new student leaders.	<ul style="list-style-type: none">Charter has been submitted and is on school website- positive feedback from staff and reference groupReference group meeting – focus on student voice/survey sent to all year 11/12/13 students via google- responses collated and identifies student amenities (shelter) a priority. Survey to be repeated and discussions in form time- what do students want to study/ plans for future-pathwaysNext meeting to include presentation from primary industry members who are proposing they facilitate stronger links between tertiary providers/industry/local farmers and schools land based studies Additional newsletter sent to parent communityA letter notifying parents of the decision regarding the Principal no longer being employed at RHS sent out March 7thMedia statements prepared by Meredith Marshall and commissioner for local and national media.	<ul style="list-style-type: none">Created “student voice” forum facilitated by DPCommunity reference group / HOF science and Agriculture/ Ag science students attended meeting to consider proposals from community Ag/advisors.SLT to follow up and review optionsSurvey Maori students on aspirations/curriculum areas/ career/engagement

Term two

May	June	July
	<ul style="list-style-type: none">Meeting of reference	<ul style="list-style-type: none">Meeting with Baptist

<div style="background-color: black; height: 80px; width: 100%;"></div> <ul style="list-style-type: none"> To use NCER survey for students and follow up PLD in analysis and use of data to develop more targeted senior survey on engagement RHS won stage challenge- very positive response from community 	<p>group June 1st</p> <ul style="list-style-type: none"> Reference group meeting with ERO without SLT or commissioner present Ongoing communication with Baptist Church and Hope Trust Meeting with Reference group 29th June- drafted student "Bill of rights" to state what students can expect to experience at RHS- aligned to charter and to be distributed to contributing schools PTA event well attended by parents Student voice now included as a condition in all SLT job descriptions Enriched environment students (14) engaging regularly with DP and providing valuable feedback Parent feedback to school positive with improvements in MSU noted Managing communications is an ongoing challenge with factually incorrect information on social media 	<p>Church and Hope Trust</p> <ul style="list-style-type: none"> Responding to parent enquires
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Term three

August	September	October
<ul style="list-style-type: none"> Meeting with Reference group- focus on property/discussed collaborative curriculum/ walk around school/ landscape proposal/trials of furniture <div style="background-color: black; height: 40px; width: 100%;"></div> 	<ul style="list-style-type: none"> Concerns at behaviour of a few members of the public supporting previous Principal- mass emails to staff, ads in newspapers and distributing flyers on school property and also to students- Police notified. <div style="background-color: black; height: 40px; width: 100%;"></div> 	<ul style="list-style-type: none"> <div style="background-color: black; height: 80px; width: 100%;"></div> Meeting with 16 contributing Primary Schools at RHS to sign off on the COL Attended display of

<div data-bbox="248 176 592 450" data-label="Image"></div> <ul style="list-style-type: none"> • Positive feedback and support from school neighbour supporting land based studies with free earthworks • Agreement to working with Hope Trust and community gardens. 		<p>students technology work – positive feedback from parents</p> <ul style="list-style-type: none"> • Year 8 orientation day successful with over 350 students on site for a full school day, hosted by senior students and staff. • Positive tone at school as end of year approaches
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s 9(2)(i) OIA

November/December

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- COL positions at RHS filled
- Positive feedback from contributing schools with primary Principal noting close relationship with RHS and role of the Acting Principal in strengthening communication.
- Positive end of year school events and parent comments supporting school
- Contact from past RHS pupils association – accepted invitation to form part of consultation process for investment/financial planning

Record of total intervention costs – Rangiora High School

Intervention applied 26/02/2015 – Commissioner

Date FRM sent to Wgtn	Invoice Number	Period Covered	Total Projected hours / travel costs (GST Excl)	Actual Hours / Costs (travel, accommodation, supplementary advice) (GST Excl)		Amount paid by Ministry (GST Excl)	Amount paid by School
				Hours	Fees		
3/09	20397	March 2015	\$5,254.20	160	\$15,300.00	\$6,521.81	\$15,500.00
11/09	20421	April 2015	\$5,254.20	150	\$13,950.00	\$5,718.95	\$13,950.00
29/06	20458	May 2015	\$5,254.20	150	\$8,900.00	\$2,632.41	\$8,900.00
12/08	20464	June 2015	\$5,254.20	150	\$12,250.00	\$5,271.73	\$12,250.00
3/09	20481	July 2015	\$5,254.20	150	\$8,150.00	\$4,747.41	\$8,150.00
9/10	20502	August 2015	\$5,254.20	150	\$10,750.00	\$4,269.37	\$10,750.00
22/09	20498	September 2015	-	-	-	\$1,095.65	-
30/10	20518	September 2015	\$5,254.20	100	\$9,550.00	\$3,523.34	\$9,550.00
20/11	20526	October 2015	\$5,254.20	100	\$7,900.00	\$5,884.24	\$7,900.00
15/12	20535	November 2015	\$5,254.20	100	\$9,100.00	\$4,492.48	\$9,100.00
		December 2015	\$5,254.20	100	-	-	-
Total 2015			\$52,542.00	960.05	\$96,050.00	\$44,157.39	\$96,050.00
23/02	20543	Dec'15 / January '16	\$5,027.27	100	\$7,200.00	\$4,979.59	\$7,200.00
31/03	0468	February 2016	\$5,027.27	100	\$10,000.00	\$3,285.92	\$10,000.00
31/03	0470	March 2016	\$5,027.27	100	\$10,000.00	\$5,996.99	\$10,000.00
30/04	0472	April 2016	\$5,027.27	100	\$6,700.00	\$3,046.02	\$6,700.00
31/05	0473	May 2016	\$5,027.27	100	\$8,300.00	\$3,196.36	\$8,300.00
30/06	0476	June 2016	\$5,027.27	100	\$10,000.00	\$3,948.64	\$10,000.00
30/07	0479	July 2016	\$5,027.27	100	\$5,700.00	\$2,679.41	\$5,700.00
31/08	0481	August 2016	\$5,027.27	100	\$7,550.00	\$3,940.43	\$7,550.00
30/09	0483	September 2016	\$5,027.27	100	\$10,900.00	\$5,050.17	\$10,900.00
31/10	0484	October 2016	\$5,027.27	100	\$5,800.00	\$3,104.99	\$5,800.00
30/11	0486	November 2016	\$5,027.27	100	\$7,150.00	\$5,113.14	\$7,150.00
Total 2016			\$55,300.00	992.50	\$89,300.00	\$44,340.66	\$89,300.00

NB - Does not include specific services contracted by Commissioner

