



MEMO

To: Coralanne Child, Director of Education for Canterbury
From: Susan Schneideman
Cc: Vanessa Goodwin, Senior Adviser
Date: 23 February 2017 **File:** IO26/03/312/5
Subject: Annual 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 second formal review of the intervention.

Review Delegations

6. 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.
7. 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.

8. 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 1) and supports the recommendation made below.
9. A summary of the intervention costs is attached as Appendix 2.

Consultation

10. The Ministry met with the Commissioner to review progress on 15 February 2017. An analysis of the intervention (Appendix 1) 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 1.

Justification to Continue

11. While progress has been made in addressing the risks facing the school there is still further progress required to ensure a new board can effectively govern. It is likely the school will be in a good place to return to self governance by the end of 2017. This timeline 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.
12. 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.
13. In particular the appointment of a new Principal needs to occur and the financial and property issues need to be further addressed.

Financial Assistance

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

Media Strategy

16. 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

17. It is recommended that you:

- a agree there are still risks to the operation of the school that need to be 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

27/2/17

Analysis of Intervention – Annual Review (February 2017)

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
1	Employment			✓					s 9(2)(a) OIA

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
2			<ul style="list-style-type: none"> Ensure a robust appraisal process is completed in accordance with an agreed agreement. 		✓				<p>A priority for 2017 will be the appointment of a new Principal. The intention is to have a new Principal in place by Term 3. A new process has been put in place but as identified by ERO in July 2016 – while a number of teacher appraisals are of good quality further progress needs to be made to improve consistency. Work is being made to ensure this, and this has</p> <p style="text-align: right;">s 9(2)(a) OIA</p>
3			<ul style="list-style-type: none"> Ensure there is a clear definition of the key governance and management roles. 				✓		<p>Over the past two years there has been a lot of work completed with the senior leadership team on the difference between governance and management. The main focus of 2016 was the distinction between management and leadership. In 2016 the SLT portfolios were aligned with the strategic goals.</p> <p style="text-align: right;">s 9(2)(a) OIA</p> <p>■ will continue to work with the SLT for the first half of 2017 to assist with embedding the portfolio changes and continue supporting the development</p>

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
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. 						In 2016 the Commissioner arranged for the executive officer to connect with another large secondary school to see a model of good practice. This has led to further development of the sensitive expenditure policy and other financial policies.
5			<ul style="list-style-type: none"> Review all delegations. 	✓					The credit card use policy has also been further strengthened with more checks and balances put in place.
6			<ul style="list-style-type: none"> Ensure the school personnel policy and practices meet all obligations to staff. 		✓				This was review completed in 2015 and with the appointment of a new Principal this year new delegations will apply.
7			<ul style="list-style-type: none"> Review retention and recruitment practices. 			✓			An organisational structure map is in progress and will be completed by end of term 2 2017.
8	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. 	✓			✓		New exit survey process embedded.
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 priority students. 				✓		ERO (July 16) – ‘Senior leadership roles and responsibilities are now directly aligned to the charter’s seven strategic priorities that promote equity and excellence for all students. Regular reporting to the commissioner is against these priorities.’ There is a reporting cycle in place and the focus of 2017 will be to gain consistency with faculty

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
10			<ul style="list-style-type: none"> Ensure that strategic planning is informed by accurate data on student achievement. 						A review of the Mainstream Support Unit was completed and recommendations implemented in 2016. ERO's recommendations have also been further developed and are now occurring.
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 with a DP now in charge and improved analysis of student data. This was implemented in 2016 and 2017 will be a period of embedding this.</p> <p>More opportunities have developed for informal consultation and engagement at all levels of the school not only Commissioner driven.</p> <p>The school is actively engaged in the local Community of Learning and has strengthened its relationship with its contributing schools. There are improved interactions with contributing schools, and students and parents as students transition through to RHS. The new model of open days has been positively received by the community.</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>The Commissioner has further developed the school's relationship with the North Canterbury Community College and has worked to strengthen the schools relationship with the NC Recreation Centre.</p> <p>ERO (July 16) reported the Commissioner is 'communicating and consulting widely with parents, senior leaders and staff to keep them included'.</p>

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
13									informed and updated about school developments.'
14	Health and Safety	Ensure that there is a safe and inclusive school culture.	<ul style="list-style-type: none"> Review the complaints policies and procedures to ensure that the school community is familiar with and has confidence in the process. 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. 						Regular feedback is sought from staff and the well being initiatives that began in 2015 have continued.
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.	<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 income the school expects to receive for the year. 						Complaints register in place and induction for new staff.
16									As above - regular feedback is sought from staff and the well being initiatives are continuing.
17									This review was completed in 2015 and with the appointment of a new Principal this year new delegations will apply.
									Review of budget has been ongoing and in 2017 will continue with assistance from a financial adviser. The intention is to link the budget to strategic priorities and curriculum targets to ensure funding decisions have the learner at the centre. An agreed financial model for the allocation and accountability of funding will be established.

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
18			<ul style="list-style-type: none"> Establish a timetable so future budgeting processes are completed in a timely manner 					✓	New timeline in place but may change if required due to the current budget review.
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. 				✓		An investment adviser has been engaged to work with the school to develop a long-term strategic investment plan. Consultation will occur in term 2.
20			<ul style="list-style-type: none"> Consider the recommendations from the recent review of the Rangiora Education Trust. 				✓		As per the last review the trust will remain in abeyance until the school returns to BOT governance at which time the new board can make a decision about the trust's future.
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. 		✓		The employment process in 2016 took priority over the completion of the review of the policies. Policies have been updated for finance, health and safety, and the Vulnerable Children's Act. Other policies have been updated and a priority when a new board is elected will be for it to utilise support from NZSTA to gain a clear understanding of board policies and the board's governance role.
22					<ul style="list-style-type: none"> Implement a robust self review system for all policies and procedures. 		✓		This work has been ongoing and will continue in 2017.
23					<ul style="list-style-type: none"> Ensure the school's charter includes specific targets for student achievement informed by accurate data. 		✓		Completed
24					<ul style="list-style-type: none"> Ensure that all legislative requirements are met. 		✓		Clear processes in place.

No.	Area	Aspect	Desired Outcomes	1	2	3	4	5	Notes
25	Prepare for an Election	Work with a reference group or community focus groups (if appropriate and timing is right).	<ul style="list-style-type: none"> Work with a reference group or community focus group/s. 				✓		ERO (July '16) identified the establishment of a community reference group comprised of parents, students, whānau, community and the senior leadership team is providing the commissioner with wider perspectives and is an ongoing forum for consultation and some review.'
26		Return the school to a position where a statutory intervention is no longer required.	<ul style="list-style-type: none"> Return the school to a position where a statutory intervention is no longer required. 		✓				The tentative timeline for a return to governance is the end of 2017. With a new Principal in place term 3 and progress made on the areas above that still require work an election may be held in November 2017. A review of progress will occur at the end of term 3 to see if this timeline is realistic.

Key:

1 = situation is worse than at start of intervention

2 = situation is unchanged from start of intervention

3 = change has occurred but is reliant on the ongoing involvement of Commissioner/LSM

4 = change has occurred but Commissioner/LSM still required to provide limited/occasional support for Board to be able to achieve in/sustain this aspect

5 = change has occurred and is at a level where the Board is fully self-governing and able to sustain this without any additional support

Summary of other areas identified and progress made in 2016*Property*

- In 2016 Learning Support moved into two relocatable buildings after the Commissioner had identified in 2015 the previous building housing the service was of a poor state.
- The drainage issue that had been outstanding for a number of years was resolved.
- Review of policies and procedures completed including a review of POA with third parties.
- A review of documents relating to school property was completed.
- A building assessment was made of the gym/NCSRT shared facility that identified significant capital work to be undertaken in 2017.
- A school wide property assessment was completed and a comprehensive 10 YPP prepared.

School Special Education Support

- Significant progress made including a newly appointed head of mainstream, families more involved in the unit, IEP's in place for every student, students actively using IT and integration into the wider school with access to equipment/teachers and resources. Feedback from parents shows a higher level of satisfaction. Ongoing monitoring and improvements to continue in 2017.

Leadership/Employment

- Reduced number of fixed term positions and a whole school operational structure that is being developed will ensure staffing is linked to student needs.

Major concerns still in progress:

- Appointment of Principal
- A robust process and schedule of internal evaluation that is consistently followed
- A budget review to ensure a balanced budget and greater alignment with the school's strategic direction
- Long term financial strategic investment plan
- Outstanding property and occupancy issues
- Transition of classes into new build

Recent ERO Report available?

ERO review completed July 2016, next review in 1 to 2 years.

ERO acknowledgement that 'Rangiora High School is moving forward positively' and the 'commissioner is guiding the school well through a period of uncertainty and change. This includes:

- a strong and sustained focus on promoting the best outcomes for students
- prompt response to a range of needs including support for staff and students, and relations building
- communicating and consulting widely with parents, senior leaders and staff to keep them included, informed and updated about school developments

Area for development include –

- Senior student engagement, retention, achievement including of Māori students
- Achievement data analysis in Years 9 & 10 used to identify and report progress, students needing acceleration and preparedness for NCEA
- In consultation with Māori students and their whānau identify further plans, priorities and goal for promoting success for Māori students, as Māori.
- Internal evaluation

- Consistency of teacher appraisals

Assessment of future need:

a) ***Level of intervention***

As outlined above there are still issues that need to be resolved or further progress made before the school can return to self-governance. The tentative timeline for a return to self governance is the end of 2017. With a new Principal in place term 3 and progress made on the areas above that still require work an election may be held in November 2017. A review of progress will occur at the end of term 3 to see if this timeline is realistic.

b) ***Hours*** – 802.50 hours is the estimate for 2017. There will be periods around the appointment of the principal and board elections that require more hours than other months which has been factored into the total. In 2016 the Commissioner worked 951 hours.

c) ***Projected costs –***

- a. Estimated travel related expenses for 2017 - \$44,095.22 (ex gst)
- b. Estimated Commissioner hours - \$80,250.00 (ex gst) 802.5 hours for 2017 or as negotiated with the Ministry
- c. Estimate of specific contracted service – \$ 94,000 (refer to ‘Agreement for the Commissioner to contract specific services’ memo)

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	155	\$15,500.00	\$6,521.81	\$15,500.00
11/09	20421	April 2015	\$5,254.20	139.50	\$13,950.00	\$5,718.95	\$13,950.00
29/06	20458	May 2015	\$5,254.20	89	\$8,900.00	\$2,632.41	\$8,900.00
12/08	20464	June 2015	\$5,254.20	122.5	\$12,250.00	\$5,271.73	\$12,250.00
3/09	20481	July 2015	\$5,254.20	81.50	\$8,150.00	\$4,747.41	\$8,150.00
9/10	20502	August 2015	\$5,254.20	107.50	\$10,750.00	\$4,269.37	\$10,750.00
22/09	20498	September 2015	-	-	-	\$1,095.65	-
30/10	20518	September 2015	100	\$5,254.20	95.5	\$9,550.00	\$3,523.34
20/11	20526	October 2015	100	\$5,254.20	79	\$7,900.00	\$5,884.24
15/12	20535	November 2015	100	\$5,254.20	91	\$9,100.00	\$4,492.48
							\$9,100.00
Total 2015		1,310	\$52,542.00	960.05	\$96,050.00	\$44,157.39	\$96,050.00
23/02	20543	Dec'15 /January'16	100	\$4,608.33	72	\$7,200.00	\$4,979.59
31/03	0468	February 2016	100	\$4,608.33	100	\$10,000.00	\$3,285.92
31/03	0470	March 2016	100	\$4,608.33	100	\$10,000.00	\$5,996.99
30/04	0472	April 2016	100	\$4,608.33	67	\$6,700.00	\$3,046.02
31/05	0473	May 2016	100	\$4,608.33	83	\$8,300.00	\$3,196.36
30/06	0476	June 2016	100	\$4,608.33	100	\$10,000.00	\$3,947.64
30/07	0479	July 2016	100	\$4,608.33	57	\$5,700.00	\$2,679.41
31/08	0481	August 2016	100	\$4,608.33	75.5	\$7,550.00	\$3,940.43
30/09	0483	September 2016	100	\$4,608.33	109	\$10,900.00	\$5,050.17
31/10	0484	October 2016	100	\$4,608.33	58	\$5,800.00	\$3,104.99
30/11	0486	November 2016	100	\$4,608.33	71.5	\$7,150.00	\$5,113.14
31/1/17	0492	December 2015	100	\$4,608.33	58.5	\$5,850.00	\$4,193.87
Total 2016		1,200	\$55,300.00	951	\$95,150.00	\$48,534.53	\$95,150.00

NB - Does not include specific services contracted by Commissioner