



NOTICE OF MEETING 2023

**A meeting of the Pukekohe High School Board of Trustees
will be held at 6pm, 20 February 2023 in the staff room**

AGENDA OPEN MEETING

Welcome from Principal and Karakia

1	Apologies	2 min
2	Declaration of Conflict of Interest	2 min
3	Confirmation of Previous Minutes <i>Minutes of the Pukekohe High School Board of Trustees dated 19 December 2022 have been circulated to all Trustees.</i>	3 min
4	Correspondence Nil	2 min
5	Extraordinary Business	
5.1	Review of Board Delegations Appointment of Board Chair and Deputy Board Chair	2 min
6	Standing Items	20 min
6.1	Financial Report	
6.2	Principal's Report	
6.3	Property, Health and Safety Report	
6.4	Staff Representative Verbal Report	
7.0	Items for Decision	30min
7.1	Critical Incident Report At the last meeting the Board requested an external review of the Critical Incident that occurred on 8 December 2022. School management and the appointed Trustee, Simon Williams are currently confirming procurement of the external reviewer. (See Item 7.2)	

Concurrently, school management is conducting an initial review to identify immediate areas of concern and mitigations. A report will be provided on progress to the Board, for privacy of individuals during the confidential section of the meeting.

Recommendation:

That Pukekohe High School Board receives an 'in committee' report from management during the confidential section of this meeting.

7.2 External Review of Critical Incident Report

Recommendations

That Pukekohe High School Board

- a. Approves the Board delegated nominee, Principal and Associate Principal to work with the external reviewer agreed by the Board; and*
- b. The terms of reference contained in this report for the external review.*

7.3 Student Representative Election Timeline

Recommendation:

The Pukekohe High School Board accepts the approves the following timeline for the election of a student representative for 2023.

7.4 Curriculum Delivery Policy

Simon Williams proposes that the follow amendment be made to this policy.

- Removal of the reference to the Education Act 1989 and replacement with Education and Training Act 2020
- Removal of the (from 2019) on the *National Education and Learning Priorities (from 2019)

Recommendation:

The Pukekohe High School Board accepts the Curriculum Delivery Policy with the proposed amendments.

7.5 Planning & Reporting Policy

Recommendation:

The Pukekohe High School Board accepts the Planning and Reporting Policy

8 Items for Information

Nil

2 min

9 Meeting Closes approx.

8.00pm

Next Meeting: 20 March 2023

6 Standing Items

6.1 Financial Report

Commentary on the December 2022 Financial Statements

Below are the December 2022 income & expenditure statement, balance sheet and 3 graphs showing surplus vs budget, working capital vs budget and the staff banking figure as at 31 December 2022.

The year end deficit is just over \$180,000 against a budgeted surplus of \$3627.

Variances

Variances to budget worth noting are:

- **Income**
- **Government Grants**

These are up on budget by \$425k, \$300k of which was for the admin staff equity pay.

Expenditure

Teaching staffing costs are over budget by \$447k due to greater costs of relievers, the fact that staff banking which was \$50k in our favour last month was swallowed up in one month as staff left etc and the remaining HR issue mentioned further below.

December expenditure

One may wonder how we could go from a surplus in November to an \$180k loss one month later. In analysing this we found the following factors:

- Income was right on budget
- Admin salaries were \$35k over budget due to annual leave payouts etc based on the now higher admin equity pay. This is covered by the admin equity funding received in a lump sum a few months ago
- International net costs up by \$4k
- Curricular costs up by \$20k for the month as faculties had a holiday stock up. Not worried about this as curriculum costs are \$20k under for the year (\$530k vs \$550k)
- Legal fees up \$20k for the month due to the swimming pool incident and the ongoing HR issue.
- Costs of an HR issue where the person was paid out a large annual leave figure and a termination payment-\$15k in total.
- Staff banking final allocation of \$50k. In effect we "paid" the MOE back the final half of the amount owing (sort of like a balloon payment at the end of a lease)
- \$30k holiday pay payments to a number of staff-typical for this time of year including non-annualised staff members such as Teacher Aides. Again this was higher than expected due to the pay rate increases they had all received courtesy of new collective agreements during the year.

Year to date result and impact of unsettled HR issue

Unaudited deficit for the year is \$180k against budgeted surplus of \$4k. While the preceding paragraph explains December's big turn around the school could have absorbed all of that and still been on budget had it not been for the unsettled HR issue. The cost of that issue alone in 2022 which is buried amongst all the other expenses was \$175k. That includes legal fees of \$80k and ongoing salary payments. Other than that everything else was quite close to budget.

Working Capital

As a result of the December deficit working capital ended up at \$112k which is quite low. Having said that as at 31 December we did have \$550k in the bank and a couple of days later we got our first instalment of funding for 2023 leaving us with \$2m in the bank. So liquidity wise the school is in a reasonable position.

The figure of \$112k can be explained by the loss for the year of \$180k plus spending \$650k on fixed assets.

2023 budget

We have reworked the staffing figures and will present a new budget at the next meeting. The current roll is ahead of last year which should result in an increase on the low staffing entitlement we have been allocated. That plus increased international income and new income from grants will be the 3 key issues in 2023. Also finalising the HR issue would help as well. We have taken a conservative approach and budgeted for it again for a full year in 2023.

Income and Expenditure Report For the 12 months ended 31 December 2022

	Actual Dec \$	Actual YTD \$	YTD Budget \$	Variance Actual \$	Variance %
Income					
Government Grants					
Operations Grant	351,504	5,110,510	4,604,014	506,496	11
Teachers Salary Grant	783,691	10,065,674	10,065,674	-	-
Use of land & buildings	266,667	3,200,004	3,200,000	4	0
	1,401,862	18,376,188	17,869,688	506,500	3
Locally Raised funds					
Donations/Fundraising/Activities	62	18,690	4,281	14,409	337
Sport Income/exp	-1,813	(34,434)	9,997	(44,431)	(444)
Other activities inc/exp	14,500	164,923	166,186	(1,263)	(1)
	12,749	149,179	180,464	(31,285)	(17)
International Students	-4,664	2,975	55,358	(52,383)	(95)
Investment income	713	7,641	5,000	2,641	53
Total Income	1,410,660	18,535,983	18,110,510	425,473	2
Less expenses					
Learning Resources					
Staff Expenses	197,390	2,398,118	1,950,990	447,128	23
Teachers Salary-MOE funded	856,924	10,065,674	10,065,674	-	-
Curricula	52,227	536,129	550,593	(14,464)	(3)
Curricular Other	18,283	71,578	50,570	21,008	42
	1,124,824	13,071,499	12,617,827	453,672	4
Administration					
Staff expenses	87,884	856,078	683,784	172,294	25

ICT	9,746	235,325	238,613	(3,288)	(1)
General/Consumables/Legal	-910	44,318	34,562	9,756	28
BOT Expenses	1,784	27,117	32,070	(4,953)	(15)
Communication	1,153	33,576	40,410	(6,834)	(17)
Risk Management	-1,804	20,620	21,144	(524)	(2)
Audit/Accounting	447	3,893	12,272	(8,379)	(68)
	98,300	1,220,927	1,062,855	158,072	15
Property					
Use of land & buildings	266,667	3,200,004	3,200,000	4	0
Caretaking/Cleaning	16,293	211,345	194,596	16,749	9
Staff expenses	21,280	202,452	205,168	(2,716)	(1)
R&M/Cyclical Maintenance	(17,944)	121,670	162,562	(40,892)	(25)
Heat, Light and Water	6,192	142,898	125,445	17,453	14
Grounds	2,681	55,833	50,103	5,730	11
Security	3,440	23,686	18,537	5,149	28
	298,609	3,957,888	3,956,411	1,477	0
Finance Costs					
	1,293	11,116	7,387	3,729	50
Depreciation	39,316	455,293	462,406	(7,113)	(2)
				-	
Total Expenditure	1,562,342	18,716,723	18,106,886	609,837	67
				-	
Surplus/(Deficit)	(151,682)	(180,740)	3,624	(184,364)	(5,087)

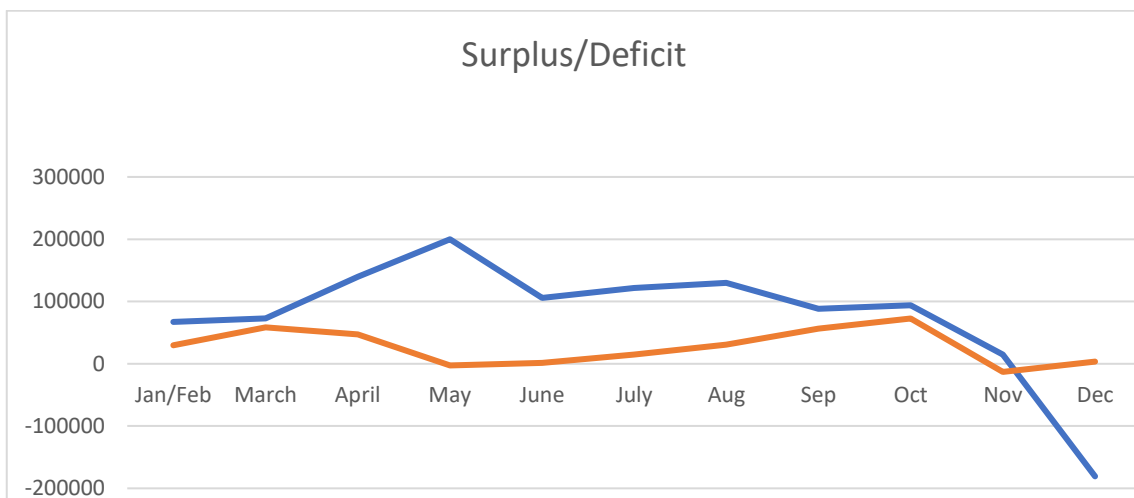
Pukekohe High School

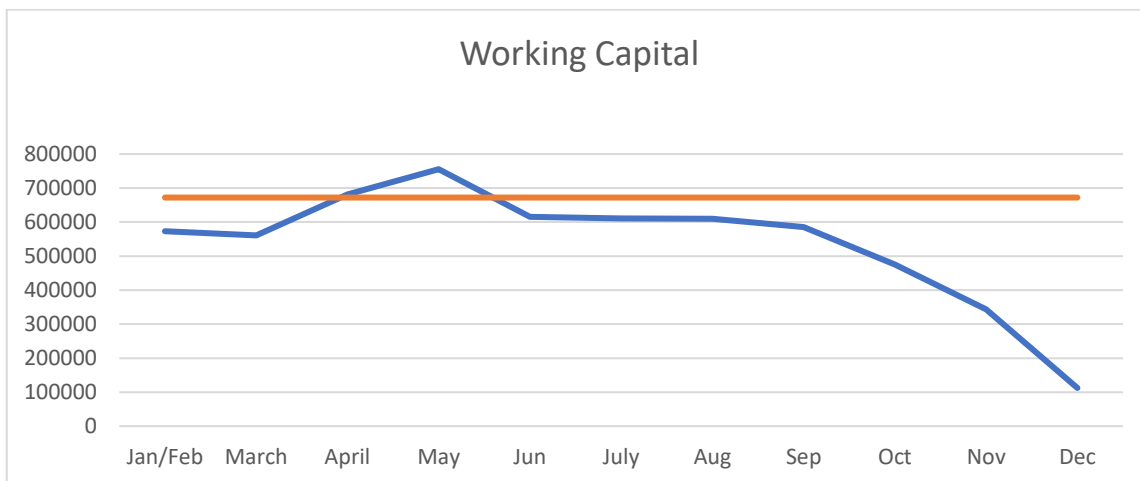
Statement of Financial Position

As at 31 December 2022

	2022 Actual \$	2022 Budget \$	Nov Actual \$
Current Assets			
Cash and Cash Equivalents	119,760	817,201	197,059
Accounts Receivable	190,853	140,938	183,873
Investments	436,390	85,573	786,377
Receivables salary grant	761,677	750,000	73,233
Prepayments	56,736	10,032	13,387
GST	79,563	28,758	56,095
Inventories	3,797	3,797	3,797
	1,648,776	1,836,299	1,313,821
Current Liabilities			
Govt Grants in Advance	771,452	750,000	304,445
Accounts Payable	280,968	51,509	150,258
International Student Funds	107,375	149,993	78,395
Student Funds received in Advance	19,387	22,646	37,504
Provision for Cyclical Maintenance-Current	72,756	80,102	97,087
Finance Lease Liability - Current	97,711	92,327	96,849

MOE Property Projects	158,773	(20,267)	166,840
Wages leave accrual/learning account/Banked staffing	27,995	37,771	37,770
	1,536,417	1,164,081	969,148
Working Capital Surplus/(Deficit)	112,359	672,218	344,673
Non-current Assets			
Property, Plant and Equipment	2,432,257	2,126,142	2,471,682
	2,432,257	2,126,142	2,471,682
Non-current Liabilities			
Provision for Cyclical Maintenance	190,706	190,706	190,812
Finance Lease Liability	114,952	172,481	106,842
	305,658	363,187	297,654
Net Assets	2,238,958	2,435,173	2,518,701
Equity			
Accumulated Funds	2,260,345	2,381,820	2,344,340
Furniture Grant	159,353	50,000	159,353
Surplus/(deficit)	(180,740)	3,353	15,008
	2,238,958	2,435,173	2,518,701





6.2 Principal's Report

Impact of Cyclone Gabrielle

At the time of writing we are preparing to reopen the school for all students on Wednesday 15 February following the two days of closure. In general the school buildings have stood up to the wind and rain well. The school property team anticipated the cyclone by checking roof areas that have leaked in the past and no significant weathertightness issues have been found.

The senior team and property team have completed the Ministry's Emergency response checklist for all classrooms and outside spaces prior to the school reopening. Fallen branches have been cleared from the site.

The computer network and power supply have remained working throughout these few days and teachers moved to online learning for the two days of closure.

Following the overall attendance rate of 91% for the 3 days of the first week that the school was fully open for, I anticipate that the latest weather event will have a short-term, negative impact on our attendance which we will need to work hard to overcome.

NCEA data analysis 2022

The attached NZQA Principal's report has comparative data for the past 5 years and with National and Decile 6 averages.

In common with National and Decile 6 data, the school's achievement rates for NCEA in 2022 were below those for 2021. At PHS the decline was more marked for Level 1 and Level 3 than for Level 2.

The school has until 28 February for additional NCEA standards to be submitted to enable students to achieve their respective level of NCEA. Students who are within 10 credits of achieving their NCEA have been identified and strategies put in place to enable them to pass by 28 February.

For 2022 Level 1 students who are within 10 credits of achieving NCEA, we have enrolled 30 on a two-day course this month to set them up for success in 2023 (Tutuki – to extend and succeed)

For 2022 Level 2 students who are within 10 credits of achieving NCEA, we have enrolled 30 on a two-day course this month to set them up for success in 2023 (Leadership 101 – targeting those with natural leadership who are in need of further guidance).

For 2022 Level 3 students who have now left PHS, we have individually contacted those who are within 10 credits of achieving NCEA and encouraged them to enrol in Te Kura and/or to return to complete above course this month.

Please note that the latest weather event has disrupted our ability to work individually with some of these students.

In addition, a staff member who has been granted a Study Award in 2023 is working full time to support individual students to achieve their respective level of NCEA before beginning his study leave at the end of this month. The Literacy and Numeracy hub involves 27 students who are close to achieving their respective level of NCEA (9 x Yr 12 and 18 x Yr 13)

With each of the above initiatives, the priority is not just to gain credits for those students but to prepare them for a successful year of learning in 2023 by providing them with specific skills.

The overall level of NCEA achievement has been impacted by the numbers of students not attending their external examinations. In English the non-attendance rate at Level 1 was 14%; at Level 2 it was 33%; and at Level 3 it was 26%. In turn, this may be because of lack of preparation time for external standards because of the disruption to learning in terms 1 and 2. I have asked the NZQA Principal's Nominee to do further analysis of this trend.

At the March meeting I will report to the Board on the impact of the above initiatives to raise achievement levels and to prepare students for success in 2023.

Strategic and Annual Plan 2023

Please see the attached draft Annual Plan for 2023 to be confirmed at the 20 February BOT meeting.

2023 is a transition year for strategic planning and reporting. The Annual Plan has a link to the National Education and Learning Priorities (NELP), which our strategic documents have to be closely aligned with.

The charter that was in place for 2022 will become our first strategic plan and remain in place until the new regulations are in force.

The Board will need to confirm and approve the charter/strategic plan and annual plan and submit to the Ministry by 31 March, after which it will be published on the school's website.

Embedding House names and spirit

We have appointed teacher and student leaders for each of our new Houses/Whare – Pūriri, Mānuka, Mataī and Māhoe and have already held the first House assemblies. Embedding our new House names and generating a strong sense of connection is one of our key goals for this year under the overall Vision of Learning without Limits.

Roll growth new build

At the time of writing, the 2023 school roll is 1891, which includes a Year 9 cohort of 433. Some enrolments are still talking place and the confirmed roll audit will take place on 1 March.

Teaching spaces this year are over-subscribed. This means some classes are timetabled in what have always previously been specialist spaces including Science labs and Art workrooms. Some teachers have frequent rooming changes on their timetable.

The 10 TS classroom block (see image below) is currently due to be completed on 24 January 2024, in time for the next school year. This timeline cannot slip because of further anticipated roll growth.



PPTA action term 1

We are monitoring the effects of the relief ban on a day-by-day basis. In common with the approach of other schools we have stopped staff professional learning, EOTC events during class time and staff discretionary leave. We are covering for staff who are absent because of illness by using external relievers and non-PPTA teachers. The community have been informed that there is the possibility of rostering home if we are not able to cover the number of teachers who are away.

There is a one day strike on 16 March when the whole school will be closed. Non-PPTA staff will be able to supervise a small number of students who are not able to be left at home when parents are at work. This is the only known strike day to date.

6.3 Property, Health and Safety Report

PROPERTY

New courts project.

The remedial work is still incomplete. The paths have been resurfaced but the earthworks have not started.

New 10YPP.

- Massey Block toilets. Concept design has been agreed upon.
- Electrical upgrade. The school has had to front up for electrical work in the science block. This work is to prevent an ongoing problem of the power tripping in one room and then all the other rooms go out as well. The electrician has installed separate circuits now for each room. As the work needed to be done immediately it to be removed from the 5YA plan. Annoying but necessary.

New classroom block.

The ground was blessed at a ceremony one morning a few weeks ago and the builders have now set up their worksite offices and the court surface dug up to remove the turf and tar seal ready for foundations to be laid.

Foyer & hall

New flooring has been laid in the hall and new carpet in the foyer. More flooring will cover the steps and wooden floor in the hall entry. The old discoloured autex on the foyer walls is to be replaced shortly.

Cleaning contract

A day or so after the contract was signed the Quad Services representative rang to say that the contract is to be terminated as Quad Services had made the decision to cease operation in NZ with immediate effect and that he and all other NZ staff had been made redundant.

As the cleaners all come under the vulnerable workers section of the Labour Relations Act Quad services would have employed them from the day it took over the contract. The school had no option but to employ the cleaners for a short term contract until Quad's contract started but now the options are that we either extend their contracts until a new contractor is found or we employ them permanently.

Permanent employment may be the better way to go as while we would have all the HR issues and costs associated with managing 9 more parttime staff (each one does 3 hours per mid week day) it is far cheaper for the school.

We did consider this option originally but were warned off by a number of schools we spoke to. They all said that HR issues and recruitment in particular was a major headache. However the cleaners we have got have been working here for years so it may not be a problem.

HEALTH & SAFETY.

The two days for which school was closed were busy ones for our property team and on the Tuesday, Richard asked the SLT to come in and carry out an inspection of every room in the school. Some issues were uncovered e.g. new small leaks and these are being addressed. One bigger issue was fallen tree branches some of which could have caused injury if school had been open.

We do use an arborist to trim our trees on an as and when required basis but from now on we will contract him to do regular inspections of all the trees in our grounds many of which are shallow rooted.

We are also in the process of buying a ride on machine which sucks up leaves, twigs, little branches etc. This will help tidy up the grounds but also prevent injury as the hundreds of big leaves our trees drop often get wet and stuck to the ground and are major slip hazards.

7.1 Critical Incident Report Update

Title	Initial Learning Review: Critical Incident December 2022
Date	Monday 13 February
Prepared By	Richard Barnett, Rachel Hamlin
Approved By	Ben Stallworthy, Chair
Recommendation	That the Pukekohe High School Board of Trustees: That Pukekohe High School Board receives an 'in committee' report from management during the confidential section of this meeting.

Report to be provided by management in the confidential section of the agenda.

7.2 External Review of Critical Incident Report

Title	External review of critical incident report
Date	Monday 13 February
Prepared By	Simon Williams, Richard Barnett, Rachel Hamlin
Approved By	Ben Stallworthy, Chair
Recommendation	That the Pukekohe High School Board of Trustees: Approves the Board delegated nominee, Principal and Associate Principal to work with the external review agency agreed by the Board Approves the terms of reference for the external review

We recommend that an external provider is contracted to conduct an independent review of the critical incident in December 2022. The external expert will present a report outlining the review's findings including recommended actions to prevent similar incidents in future.

This external review is essential to provide:

- Robust and independent advice and recommendations to the Board and senior leadership
- Compliance with all relevant legislation, Ministry of Education EOTC guidelines and sector best practice
- A proactive health and safety culture during all EOTC events and activities
- Opportunities for students at Pukekohe High School to participate in and enjoy trips, visits and activities as part of realising the vision of Learning without Limits

The terms of reference for this external review will include:

- Reviewing the school's EOTC documentation against relevant legislation and Ministry of Education EOTC guidelines
- Reviewing the statements given by staff following the December 2022 incident

- Identifying the causes of the critical incident
- Giving advice and support with any employment process(es)
- Making recommendations to ensure such incidents do not recur in future

7.3 Student Representative Election Timeline

Title	Student Trustee Election timeline
Date	13 February 2023
By	Richard Barnett, Principal
Approved By	Ben Stallworthy, Chair
Recommendation	That the Pukekohe High School Board of Trustees: Approves the following timeline for the election of a student representative for 2023

The following timeline for the election of a student trustee is taken from NZSTA.

Select a Returning Officer by	Tuesday 28 February
Close Main Roll	Tuesday 7 March
Call for nominations by	Thursday 9 March
Close supplementary roll	Tuesday 14 March
Nominations close at 12pm	Wednesday 15 March
Voting papers issued by	Tuesday 21 March
Election Day	Friday 31 March
Close Poll at 4pm	Friday 31 March
Count votes by	Thursday 6 April
Student trustee takes office	Friday 7 April

7.4 Curriculum Delivery Policy

Title	Curriculum Delivery Policy
Date	20 February 2023
Prepared By	Simon Williams
Approved By	Ben Stallworthy, Chair
Recommendation	The Pukekohe High School Board accepts the Curriculum Delivery Policy with the proposed amendments.

Curriculum Delivery Policy

Policy to support NAG 1 Curriculum

Outcome statement

Curriculum delivery reflects the charter/strategic plan aims and meets legislative requirements.

Scoping

The board's primary objective is to ensure that every student at the school is able to attain his or her highest possible standard in educational achievement.

Delegations

As the professional leader of the school, the principal is responsible for fostering quality teaching and learning outcomes.

Expectations and limitations

The principal must ensure:

- an annual plan is developed setting out how progress will be made towards the achievement of charter/strategic aims and targets and is approved by the board
- the school curriculum is based on the vision, values, principles and key competencies of the New Zealand Curriculum (or Te Marautanga o Aotearoa)
- the breadth and depth of learning related to the needs, abilities, and interests of students; the nature of the school's curriculum; and the scope of the national curriculum (as expressed in The New Zealand Curriculum or Te Marautanga o Aotearoa)
- there is a focus on the national priority groups of Māori, Pasifika and students with special learning needs in school planning and reporting*
- assessment practices enable the engagement, progress and achievement of students to be monitored and reported
- board approval is sought before changes to the school curriculum requiring increased expenditure or significant changes to programmes or staffing are made.
- appropriate [career education and guidance](#) is provided for all students, including specific guidance for students at risk of leaving school unprepared for work or further education

Procedures/supporting documentation

Curriculum
planning

Student Assessment and Achievement

Career Guidance

Monitoring

The principal will prepare (or, where appropriate, delegate, co-ordinate and approve) a report for every board meeting that:

- includes data and analysis on curriculum delivery, student progress and achievement
- tracks progress and variance towards strategic aims and key performance indicators
- informs the board of any significant changes in staffing, programmes, plans or processes that are under consideration.

Legislative compliance

[Education Act 1989](#)

[New Zealand Curriculum/Te Marautanga o Aotearoa](#)

*National Education and Learning Priorities (from 2019)

7.5 Planning and Reporting Policy

Title	Planning and Reporting Policy
Date	20 February 2023
Prepared By	Simon Williams
Approved By	Ben Stallworthy, Chair
Recommendation	The Pukekohe High School Board accepts the attached Planning and Reporting Policy

Planning & Reporting Policy

Policy to support NAG 2 Self Review

Outcome statement

That Pukekohe High School has a clear and open process for both setting a strategic plan for the school and reporting to the school community.

Scoping

The Board recognises that a clear strategic plan will outline the goals and priorities for the year. Regular reporting through the use of students achievement information will be used to evaluate impacts of teaching and learning.

Delegations

The Board is responsible in its governance role for ensuring that Pukekohe High School has a clear vision and strategic plan for the school. The Principal as chief executive is responsible for the delivery and reporting of this plan.

Expectations and limitations

The Pukekohe High School Board of Trustees, with and through the Principal and teaching staff will:

- Develop a charter/strategic plan as its major policy statement and the guiding document for the school. The charter/strategic plan will be updated each year and provided to the Ministry of Education
- Report to students and their parents on the progress and achievement of individual students:
 - on the basis of good quality assessment information
 - in plain language, in writing, at least twice a year
 - across the National Curriculum, as expressed in The New Zealand Curriculum or Te Marautanga o Aotearoa, including in literacy and numeracy and/or te reo matatini and pāngarau.
- Report to the school community, without identifying individual students, on the progress and achievement of students as a whole and in groups, on the basis of good quality assessment information, including the achievement of Māori students in relation to the plans and targets developed in consultation with our Māori community.
- Maintain a comprehensive programme of self-review, and ongoing cyclical internal

evaluation and inquiry, including:

- plans and programmes
 - evaluation of student progress and achievement information, based on good quality assessment information
 - implementation audits and reports
 - a triennial review of policies and procedures
 - special reviews triggered by emerging issues and unforeseen events.
- Provide an analysis of any variance between the school's performance and the relevant aims, objectives, directions, priorities, or targets set out in the school charter/strategic plan. This will be provided to the Ministry of Education at the same time as the updated school charter/strategic plan.
 - Conduct an annual review of board performance, which considers the annual report, ERO report, the board roles and responsibilities, and any relevant matters.

Procedures/supporting documentation

Charter / Strategic plan

Assessment schedule

Annual Report / Analysis of variance

Monitoring

The Board will receive regular reports as part of monthly Board meetings. These reports will focus on the annual goals set and measure impact of initiatives.

Legislative compliance

[Education and Training Act 2020](#)

Reviewed: 2021

Next review: 2024
