



Cabinet Social Policy Committee

SOC Min (13) 9/2

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Minute of Decision

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Greater Christchurch Education Renewal Process

Portfolio: Education

On 15 May 2013, the Cabinet Social Policy Committee **referred** the paper under SOC (13) 52 to Cabinet on 20 May 2013 for further consideration, revised in light of the discussion at the meeting.

A handwritten signature in black ink, appearing to read 'Saphron Powell'.

Saphron Powell
Committee Secretary

Reference: SOC (13) 52

Present:

Rt Hon John Key
Hon Steven Joyce (part of item)
Hon Judith Collins (Chair)
Hon Tony Ryall (part of item)
Hon Hekia Parata
Hon Christopher Finlayson (part of item)
Hon Paula Bennett
Hon Anne Tolley
Hon Dr Nick Smith
Hon Nikki Kaye
Hon Chester Borrows
Hon Peter Dunne
Hon Tariana Turia (part of item)

Officials present from:

Office of the Prime Minister
Department of the Prime Minister and Cabinet
Officials Social Policy Committee
Ministry of Education

Distribution:

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Chief Executive, MSD
Minister of State Services
State Services Commissioner
Associate Minister for Canterbury Earthquake Recovery
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Chief Executive, TPK



Cabinet Social Policy Committee

SOC (13) 52

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Summary of Paper

10 May 2013

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Greater Christchurch Education Renewal Process

Portfolio	Education
Purpose	This paper notes the decisions that the Minister of Education (the Minister) intends to make, in accordance with the Education Act 1989 (the Act), about which schools in greater Christchurch will close or merge.
Previous Consideration	<p>In August 2012, Cabinet agreed to a \$1 billion investment in the renewal of education in greater Christchurch to address pre-existing and earthquake related issues [CAB Min (12) 29/3A].</p> <p>In February 2013, Cabinet noted an update by the Minister on progress on the wider renewal programme, and the Minister's intentions for interim decisions for closures and mergers [CAB Min (13) 3/6].</p>
Summary	<p>In September 2012, the Minister announced the plan for education renewal, including proposals for 38 schools to close or merge¹. Two schools (Hammersley Park and Le Bons Bay) sought voluntary closure, and closed on 27 January 2013.</p> <p>Because of the complexity of the proposal in Aranui, the five schools there were given an extension to the consultation period. The Minister will announce her interim decisions for these schools on 22 May 2013.</p> <p>On 18 February 2013, the Minister announced her interim decisions for the remaining 31 schools. The Minister decided to proceed with proposals for closures and mergers involving 19 schools (effective from 27 January 2014), and decided not to proceed with proposals to close or merge a further 12 schools.</p> <p>The Boards of the ten schools where the interim decision was for them not to close or to merge agreed with the decision. The Boards of Unlimited Paenga Tawhiti and Discovery One Schools also agreed that the merger should proceed in January 2014. The Minister announced final decisions for these 12 schools on 27 March 2013, as follows:</p> <ul style="list-style-type: none"> • Bromley, Burnham, Burnside Primary, Duvauchelle, Gilberthorpe, Linwood Avenue, Okains Bay, Ouruhia Model, Shirley Intermediate, and Yaldhurst Model Schools will remain open as separate institutions;

¹ The Act requires three stages for school closures or mergers: the initial proposal, the interim decision, then the final decision.

- Discovery One and Unlimited Paenga Tawhiti Schools will merge, effective from 27 January 2014 on their current sites, until the school can be relocated into the central city.

The Minister's intended decisions for the 19 remaining schools are as follows:

- Glenmoor School, Greenpark School, Kendal School, and Richmond School should close in January 2014;
- Branston Intermediate School, Linwood Intermediate School, and Manning Intermediate School should close in January 2015, with their students being accommodated in local secondary schools, which would change their status to become composite schools;
- provision will be made in Hillmorton High School, Hornby High School, and Linwood College to accommodate year 7 and 8 children from 2015;
- Burwood and Windsor Schools, and Phillipstown and Woolston Schools should merge in January 2014, and Lyttelton Main and Lyttelton West Schools should merge in May 2014;
- South New Brighton School should remain open as a separate institution (and not merge with Central New Brighton School);
- the two kura (Te Kura Kaupapa Maori o Waitaha and Te Kura Kaupapa Maori o Te Whanau Tahī) should remain on their current sites.

Summaries of the proposals for closures and mergers, including a summary of the responses from affected Boards of Trustees, are in the 12 A3 pages in Appendix 1 to the paper under SOC (13) 52.

If the proposed closures and mergers are implemented, it will mean that approximately 1,000 children will move their school location for 2014. Another 500 students will move schools in 2015 (some of which are Year 6 or 8 children, who would be transitioning to another school regardless of reorganisation).

Due to a falling roll and property damage, it is not viable for Central New Brighton to continue as a standalone school. The Minister intends to defer her decision about merging Freeville and North New Brighton Schools, and to simultaneously consult on options to either merge Central New Brighton, Freeville and North New Brighton or to close Central New Brighton.

Tables in Appendix 4 show the number of students that have been affected by the proposals for change, the number of students in Greater Christchurch and enrolled in affected schools, the rolls of schools proposed for either closure or merger, and teacher numbers in Greater Christchurch and in affected schools.

Additional support will be provided to ensure the successful implementation of the decisions and a smooth transition to new or merged schools. The Ministry of Education (MoE) has appointed a Principal to lead this work, who will be supported by change managers, residual agents and, for merging schools, governance facilitators. Implementation is outlined in Appendix 5.

Baseline Implications	<p>If the closures and mergers proposed by the Minister proceed, there will be additional costs of \$4.12 million over and above the savings in the first year after the decisions are implemented, which will be funded from previous school reorganisation savings (held in MoE's baseline).</p> <p>While the proposed closures and mergers will also generate \$8.28 million of Education Development Initiative grants and \$2.36 million of Joint Schools Initiative Funding grants over a ten year period, MoE estimates that there will be a total saving to the Crown of \$12.67 million over the first ten years of the schools' operation. Cabinet will consider the full detailed business case in August 2013.</p>
Legislative Implications	None.
Timing Issues	None.
Announcement	<p>A communications plan is in Appendix 3.</p> <p>The Minister proposes that each affected school is visited, and the school leadership be told about the decisions by MoE on 29 May 2013. The Minister will then make a formal media announcement. The education reports relating to each school, as well as the information packs that schools will receive, will be publicly released on the same day, and will be made available online.</p> <p>Later that week, MoE will meet with a wider group of stakeholders, to provide them with information on next steps and timeframes, including the support that MoE will make available to parents/caregivers and schools.</p>
Consultation	<p>Paper prepared by MoE. Treasury, SSC, and CERA were consulted. DPMC was informed.</p> <p>The Minister for Canterbury Earthquake Recovery, the Associate Minister for Canterbury Earthquake Recovery, and the Associate Minister of Education (Hon Dr Pita Sharples) (in relation to kura only) were consulted. The Minister indicates that there will be discussion with Christchurch Members of Parliament, but not with other parties represented in Parliament.</p>

The Minister of Education recommends that the Committee:

- 1 note that the Minister of Education (the Minister):
 - 1.1 continues to be mindful of the significant impact of the earthquake on children, parents, school staff, and the wider community in greater Christchurch;
 - 1.2 is committed to ensuring that the appropriate support continues to be provided to students, their parents, and teachers as the closure and merger process continues;
- 2 note the process of consultation, which the Minister has undertaken with those schools in greater Christchurch proposed for closure or merger;

- 3 note that the Minister intends to decide that:
 - 3.1 Glenmoor School, Greenpark School, Kendal School, and Richmond School will close in 2014;
 - 3.2 Branston Intermediate School, Linwood Intermediate School, and Manning Intermediate School will close in 2015;
 - 3.3 provision be made in Hillmorton High School, Hornby High School, and Linwood College to accommodate year 7 and 8 children from 2015;
- 4 note that the Minister intends to decide that:
 - 4.1 Burwood and Windsor Schools, Lyttelton Main and Lyttelton West Schools, and Phillipstown and Woolston Schools will merge;
 - 4.2 South New Brighton School should remain open;
 - 4.3 Te Kura Kaupapa Maori o Waitaha and Te Kura Kaupapa Maori o Te Whanau Tahī should remain on their current sites;
- 5 note that the Minister intends to defer her decision about merging Freeville and North New Brighton Schools, and to simultaneously consult on options to either merge Central New Brighton, Freeville and North New Brighton, or to close Central New Brighton;
- 6 note that the Minister intends to announce these decisions on 29 May 2013;
- 7 note the Ministry of Education's (MoE) approach to ensuring the effective implementation of the proposals, particularly to support the wellbeing of children, parents, staff, and the wider community;
- 8 note the communications approach that the Minister is proposing to adopt, which reflects discussions with the sector and lessons from the September and February announcements;
- 9 note that there will be additional costs of \$4.1 million in the first year of the decisions, which will be funded through school reorganisation funding held in MoE;
- 10 note that there may be up to \$12.67 million net savings over ten years as a result of the decisions, but that final figures can only be confirmed a year after the decisions are implemented;
- 11 note that Cabinet's consideration of the full detailed business case will occur in August 2013.

Saphron Powell
Committee Secretary

Distribution:

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 Office of the Prime Minister
 Chief Executive, DPMC
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 Sarah Turner, Ministry of Justice
 Don Gray, Ministry of Health
 Chief Executive, MSD
 Minister of State Services
 State Services Commissioner
 Associate Minister for Canterbury Earthquake Recovery
 Chief Executive, Ministry of Women's Affairs
 Chief Executive, TPK

GREATER CHRISTCHURCH EDUCATION RENEWAL PROCESS

1. I propose that the Committee note the decisions I intend to make, in accordance with the Education Act 1989, about which schools in greater Christchurch will close or merge¹.

Executive Summary

2. In August 2012, Cabinet agreed to a \$1 billion investment in the renewal of education in greater Christchurch to address both pre-existing and earthquake related issues [CAB Min (12) 29/3A refers]. In September 2012, I announced the overall plan for education renewal, including proposals for 38 schools to close or merge.
3. Two schools sought voluntary closure and closed on 27 January 2013. Five schools in Aranui were given until 7 March to consult their communities and provide feedback, and I will announce my interim decisions for these schools on 22 May. The remaining 31 schools provided feedback by 7 December, and I announced my interim decisions on 18 February 2013.
4. My interim decisions were that of the thirteen schools proposed for closure, seven should proceed. Of the nine proposed mergers, I announced that six should proceed. The Boards of twelve schools responded and agreed with my interim decisions. On 27 March, I announced final decisions that:
 - Bromley, Burnham, Burnside Primary, Duvauchelle, Gilberthorpe, Linwood Avenue, Okains Bay, Ouruhia Model, Shirley Intermediate and Yaldhurst Model Schools would remain open as separate institutions in the schooling network; and
 - Discovery One and Unlimited Paenga Tawhiti Schools would merge, effective 27 January 2014 on their current sites until the school can be relocated into the central city.
5. This paper sets out my thinking for the remaining nineteen schools. My intended decisions are that:
 - Glenmoor, Greenpark, Kendal and Richmond School should close in January 2014;
 - Branston Intermediate, Linwood Intermediate and Manning Intermediate Schools should close in January 2015, with their students being accommodated in local secondary schools, which would change their status to become composite schools;
 - South New Brighton School should remain open as a separate institution (and not merge with Central New Brighton School);

¹ The Education Act 1989 requires three stages for school closures or mergers: the initial proposal, the interim decision and then final decision. Schools are required to be consulted both on the initial proposal and the interim decision. The 38 schools impacted by these proposals have been progressed in three groups in order to support timely decision making for each school.

- Burwood and Windsor, and Phillipstown and Woolston Schools should merge in January 2014;
 - Lyttelton Main and Lyttelton West Schools should merge in May 2014; and
6. The two kura should remain on their current sites.
 7. Due to a combination of a falling roll and property damage it is not viable for Central New Brighton to continue as a standalone school. I have considered three new options for Central New Brighton, Freeville and North New Brighton Schools:
 - I. consulting on a merger between the three schools;
 - II. proceeding with the merger between Freeville and North New Brighton School and consulting on the closure of Central New Brighton School; or
 - III. deferring the decision about Freeville and North New Brighton Schools, and simultaneously consult on the option of a three-way merger and the closure of Central New Brighton.
 8. I intend to progress the third option as this option provides the greatest choice for the community of Central New Brighton School.
 9. Tables are provided in Appendix 4 showing:
 - the number of schools that have been affected by proposals for change;
 - the number of students in Greater Christchurch and enrolled in affected schools;
 - rolls of schools proposed for closure;
 - rolls of schools proposed for merger; and
 - teacher numbers in Greater Christchurch and in affected schools.
 10. If the proposed closures and merges detailed in paragraph 5 are implemented it would mean approximately 1,000 children would move school location for 2014. Another 500 students would move schools in 2015 with the closure of the three intermediate schools. Some of these are Year 6 or 8 children, who would be transitioning to another school regardless of this reorganisation process.
 11. I acknowledge that these changes will be difficult for school communities, and I am committed to providing extensive additional support to ensure the successful implementation of the decisions and a smooth transition to new or merged schools for children, their families, and staff. The Ministry has appointed a Principal to lead this work, who will be supported by expert change managers (who are experienced in school leadership and governance work), residual agents and, for merging schools, governance facilitators. All of these roles will have a strong emphasis on working to ensure that children and parents are well supported through transition.
 12. In line with the February announcement, there will be a strong emphasis on communicating with parents to ensure they have timely access to accurate information. Following the model used in February, I propose that each school affected is visited and the school leadership told about the decisions by senior Ministry of Education staff on 29 May. I will then make a formal media announcement. I will also communicate directly with parents/caregivers through a letter, as will the Ministry through the Shaping Education website and a dedicated 0800 phone number.

Background

13. Raising student achievement and ensuring that all young people can access high quality teaching in modern education environments is one of our Government's priorities, as is the rebuild of Christchurch. In this context there is considerable opportunity in Christchurch to provide current and future children with greatly enhanced access to quality education.
14. While the necessary investment in infrastructure provides a platform for promoting access to quality education, I am also focused on enhanced quality of teaching and leadership, both of which are at the heart of student achievement. The concurrent work being done by the 39 geographical groups of schools (Learning Community clusters) and early childhood education services to develop and implement plans to maximise achievement is critical. These plans will be developed by the end of June 2013.
15. On 13 August 2012, Cabinet agreed to an interim business case seeking to invest in a significant renewal programme for education in the greater Christchurch area over the next ten years [CAB Min (12) 29/3A refers]. This interim business case established the need to address earthquake damage and other problems with buildings, respond to population movement and deal with over-capacity that existed prior to the earthquakes. It deliberately looked across the whole school network in greater Christchurch to balance the challenges of repairing earthquake damaged schools, meeting demand and investing to improve education performance.
16. It also outlined the opportunity to provide access to high quality modern learning environments through new and improved buildings. These property improvements are planned to encourage collaborative teaching and promote better engagement in learning. Schools in Christchurch will be some of the first in New Zealand to access ultra-fast broadband. Investments in information and communications technology (ICT) can be aligned to ensure that children and young people will be supported by the latest information technology and are able to develop high levels of digital literacy. Shared facilities between schools and with other agencies will allow better access to specialised facilities and services, while delivering benefits for the wider community.
17. These proposals are only part of the investment in infrastructure which we are making in schools in greater Christchurch. As part of the government's \$1 billion investment in the greater Christchurch region over the next ten years, there are currently two new builds in progress (a new school in Pegasus and a rebuilt school in Halswell). A further five new schools are planned as a result of accelerated population growth Lincoln, Rangiora West, Rolleston and West Halswell. In addition there are seven schools that will be substantially rebuilt or significantly redeveloped, and another seven that will be relocated to new sites. The repair and rebuild programme will also include significant new building at 30 existing schools, particularly where mergers occur.
18. I provided an update to Cabinet in February 2013 [Cab Min 13 3/6 refers] on progress on the wider renewal programme, and my intentions for interim decisions for closures and mergers. The Ministry's focus has been on:
 - supporting schools with a proposal for closure or merger, then analysing schools' responses and providing comprehensive advice to me;
 - continuing to work with groups of schools and ECE providers to develop their planning, and considering what additional support may be needed to promote educational renewal; and,

- extending its communications work to ensure stronger engagement with the community around the opportunities available through the education renewal programme.
19. Even with these changes there will still be a large surplus capacity in schools in the greater Christchurch area. The closure and merger process does not significantly address that we currently have an overcapacity of approximately 9,000 places in the Christchurch schooling network (including 1300 for secondary schools). However, it does reflect change to those areas where the greatest population movement has already occurred. The capacity still remaining, combined with the plan to build new schools in areas where population growth is forecast to occur provides a buffer should there be additional growth, for example from an influx of workers to support the wider rebuild programme over and above the forecasts of growth.
 20. The school closure and merger process is governed by sections 154, 156A and 157 of the Education Act 1989 (the Act). These sections require the Minister of Education to consult the Board of the school concerned and the Boards of any state schools where the roll might be affected before making an initial decision to close or merge a school. I announced these decisions on 18 February 2013. Under the Act, the Minister then gives the Board of the school proposed for closure 28 days in which to provide any further arguments or information in favour of the decision not proceeding. I provided 6 weeks instead of the required 28 days and I also provided the same opportunity to Boards where schools have a proposed merger.
 21. Two schools (Hammersley Park and Le Bons Bay) applied for voluntary closure, and closed in January 2013. Because of the complexity of the proposal in Aranui, the five schools there were given an extension to the consultation period. I will announce my interim decisions for these schools on 22 May.

Interim decisions in February

22. On 18 February, I announced my initial decisions for the remaining 31 schools. I decided to proceed with proposals involving 19 schools.

Closures

- Branston Intermediate School
- Glenmoor School
- Greenpark School
- Kendal School
- Linwood Intermediate School
- Manning Intermediate School
- Richmond School

Mergers

- Burwood and Windsor Schools
- Central New Brighton and South New Brighton Schools
- Freerville and North New Brighton Schools
- Lyttelton Main and Lyttelton West Schools
- Phillipstown and Woolston Schools
- Unlimited Paenga Tawhiti and Discovery One Schools

23. I proposed that all the closures and mergers would be effective from 27 January 2014. I decided not to proceed with the proposals to close or merge a further 12 schools.

Closures

- Burnham School
- Burnside School
- Duvauchelle School
- Okains Bay School
- Ouruhia Model School
- Shirley Intermediate School

Mergers

- Bromley and Linwood Avenue Schools
- Gilberthorpe and Yaldhurst Schools
- TKKM o Waitaha and TKKM o Te Whanau Tahi (but my interim decision was that one kura should relocate)

24. I asked all the Boards to provide their feedback on the interim decision to me by 28 March. The Ministry again provided funding to the Board of each school so it could appoint an independent facilitator to run the consultation process and write the submission. Boards made their own decision whether any additional consultation with their communities was necessary and, if so, how that should take place. I also wrote to all the Boards offering to meet them to explain and discuss the interim decision. Twelve Boards accepted this offer.
25. The Boards of the ten schools where the interim decision was for them not to close or merge responded early and agreed with the decision. The Boards of Unlimited Paenga Tawhiti and Discovery One Schools also agreed that the merger should proceed in January 2014. I announced final decisions for these twelve schools on 27 March.
26. On 19 April 2013, the Ministry provided me with detailed education reports considering the seven proposed closures, five proposed mergers and the proposed relocation of one of the kura. I have been carefully considering the case for each school, while ensuring that I consider the impact of the proposals more widely and the viability of the school network in greater Christchurch overall.
27. As with the reports on the interim decisions earlier this year, the Ministry's reports examine each argument and proposal which have been made by Boards in their submissions, and set out the Ministry's response and final recommendation. They include the Ministry's analysis of the effect of proposals on children's access to school provision, and the financial and property implications of different options. Before being submitted, each report was considered by a governance group consisting of senior officials from Christchurch and Wellington, and the final report was signed off by the Deputy Secretary, Regional Operations. I have subsequently had meetings with officials to carefully consider the analysis and recommendations.
28. Summaries of the proposals for closures and mergers, including a summary of the responses from affected Boards of Trustees, are provided in Appendix 1.
29. It is important that parents/caregivers and schools are able in a timely way to see the information I considered when making decisions and, learning from the September and February announcements, I intend to publish all the education reports on the website dedicated to Christchurch Education Renewal – Shaping Education, at the same time as I announce my decisions again.

Final Decisions

Mergers

30. Of the five proposed mergers, my intended decision is that three will proceed, and I am considering the possibility of a fourth. The three which will proceed are:
- Burwood and Windsor Schools
 - Lyttelton Main and Lyttelton West Schools
 - Phillipstown and Woolston Schools
31. I have decided to revise my proposals for schools in New Brighton. My final decision is not to proceed with the merger of South New Brighton and Central New Brighton Schools. I am persuaded by arguments from both Boards that only approximately forty children who currently attend Central New Brighton School are likely to attend the merged school. South New Brighton's roll is currently over 400 children. As such, I agree with their Board of Trustees that it would not be constructive to put their children, staff and community through a full merger process when it is agreed that the number of children coming from Central New Brighton would make up less than 10% of their total roll.
32. Retaining Central New Brighton as a separate entity is not a viable option. The school's roll has experienced considerable decline since the earthquakes, falling by a third between July 2010 and July 2012 (from 180 to 122). The school has a provisional March 2013 roll of just 100 children. The property also requires significant investment, with indicative ten year costs of \$4.4 million.
33. I have considered three further options for **Central New Brighton, North New Brighton and Freeville Schools**. These are:
- I. not to proceed with the merger of North New Brighton and Freeville Schools, and to consult on a three-way merger of Central New Brighton, Freeville and North New Brighton Schools. This merger has been proposed by some of the affected schools and would take place at the start of term two, 2014 on two sites, with all children being accommodated on the current North New Brighton site from January 2016; or
 - II. to proceed with the merger of Freeville and North New Brighton Schools; and consult on the closure of Central New Brighton School. In this scenario, the merger and closure would take place at the start of term two 2014, with children being accommodated on both the Freeville and North New Brighton Schools sites. All children would be accommodated in redeveloped buildings on the current North New Brighton School site from January 2016. Children from Central New Brighton would attend a range of schools, including some at South New Brighton School; or
 - III. to defer my decision about the merger of Freeville and North New Brighton Schools; and consult simultaneously on both the options of a three-way merger and the closure of Central New Brighton School simultaneously. The decision on either option would be implemented at the start of term 2, 2014.
34. As well as responding to the concerns about children's access to school from the Board of Central New Brighton School and picking up elements of suggestions made by the Boards of Freeville, Central New Brighton and South New Brighton, all these options allow more children to access the modern learning environments that will be

available at the merged school once the North New Brighton School site has been redeveloped.

35. I have ruled out progressing with Option II as Central New Brighton indicated in their submission that they would be open to a merger proposal with Freeville and North New Brighton and so I want to provide the community an opportunity to be formally consulted on this option.
36. Options I and III both present opportunities and challenges. Both Freeville and Central New Brighton raised the option of a three-way merger in their submissions. Freeville was strongly in support of a three-way merger, with Central New Brighton commenting that they would rather merge with Freeville and North New Brighton rather than merge with South New Brighton or close.
37. Proceeding with Option I takes all other options off the table in relation to these three schools. So if the proposal to merge the three schools did not receive the expected support, there could be further delays in making final decisions, resulting in continued uncertainty for the community.
38. Alternatively Option III keeps a number of options open, however the inclusion of a proposal to close Central New Brighton is likely to result in a strong reaction from the community.
39. I intend to progress Option III because it has the widest range of options for the community to consider.

Closures

40. I intend to close Glenmoor, Greenpark, Kendal and Richmond Schools in January 2014.
41. I intend to close Branston Intermediate, Linwood Intermediate and Manning Intermediate Schools in January 2015, with their students being accommodated in local secondary schools, which would change their status to become composite schools.

Te Kura Kaupapa Māori o Waitaha and Te Kura Kaupapa Māori o Te Whānau Tahī

42. In February, I announced my interim decision was that the merger of **TKKM o Waitaha** and **TKKM o Te Whānau Tahī** should not proceed, but that one of the kura would be relocated to the north. This was in the context of seeking to strengthen Māori medium education and to provide Māori children in the north and west of Christchurch greater access to Māori immersion provision in the short term, whilst work was done to develop a long-term area strategy and plan for Māori medium education.
43. July 2012 data showed that 1650 Māori school aged young people living in north Christchurch were not attending any form of Māori medium education. The majority of students attending the two kura were from the south-west and east of Christchurch and both rolls were well under capacity. TKKM o Te Whānau Tahī's provisional roll as of 1 March 2013 was 83 (capacity 113) and TKKM o Waitaha's roll was 76 (capacity 139).
44. It was also anticipated that one of the kura would want to take the opportunity to provide greater access to Māori children and receive purpose-built new school buildings.

45. The Ministry's view is the Boards have made strong arguments around the importance of the setting and context of each kura. This includes the fact that these kura were established by whānau and have grown within their current community setting. I now intend to decide that they both remain on their current sites. I have also asked that the work being done to develop a strategy for Māori medium provision (including kura kaupapa Māori) for greater Christchurch is given a stronger sense of urgency. This will ensure that long term investment and growth builds on current provision. I would expect that both existing kura work hard to fill their under capacity on their current sites.

Ensuring better access to education provision and opportunities

46. As well as providing support to individual schools to ensure that the implementation of these proposals and the transition of young people to their new schools are effective, I have been mindful of the effect of the changes on the provision of early education and special education, as well as technology and language provision, and the need to take a network-wide approach to ensure that young people's educational opportunities are increased as a result of these changes.

Early Childhood Education

47. Five early childhood education (ECE) services share a site with one of the schools which are due to close or merge. Since the interim decisions were announced, the Ministry has worked with all five ECE providers to develop plans for the services if the interim decisions are confirmed. The Ministry has agreed that the services on the Glenmoor, North New Brighton and Phillipstown sites will remain where they are. The service on the Lyttelton West site will remain where it is if the site area permits. The service on the Kendal School site only has a temporary lease, and Ministry officials are exploring long-term options for this service.

Special Education

48. Only one school which has satellite provision for children enrolled at a special school is affected by the proposals. This is Glenmoor School, which currently hosts seven children enrolled at Ferndale Special School. We will work with the schools to develop individual transition plans ensure that these children continue to have suitable provision after Glenmoor School closes in January 2014. More widely, the Ministry is working to ensure better access to special education provision across greater Christchurch. Current provision results in high travel times for many children. The Ministry is exploring dividing greater Christchurch into three geographic catchment areas, each with a base school and 2-3 additional satellite provisions. Each base school will be co-located with local schools, providing better access to specialist staff and the chance to share inclusive practices. I will receive further advice on these plans in September.

Māori Medium Education

49. One of my most important goals is to ensure that the identities, languages and cultures of all children continue to be supported. The Ministry has therefore developed plans to ensure that children in the five schools which offer provision of Māori medium education are able to enjoy this opportunity after the changes. Two of the schools (Freeville and Woolston) will merge, and change managers will work with them to ensure this provision is maintained and grown in the newly merged schools. The other three schools are Branston, Linwood and Manning Intermediate Schools. All three secondary schools already offer Māori medium provision, and the Ministry

will work with them to extend this for their new year 7 and 8 students. As set out above, the Ministry is already working on a longer-term strategy for Māori medium education across greater Christchurch.

Technology Provision

50. Four schools affected by my decisions currently provide technology provision for year 7 and 8 students: Phillipstown, Branston Intermediate, Linwood Intermediate and Manning Intermediate. I propose that the provision is maintained on the Phillipstown site and is managed by the newly merged school, and that provision is maintained on the Branston site and is managed by Hornby High School. I propose that the provision moves from Manning Intermediate to Hillmorton High School, and from Linwood Intermediate to Linwood College. All of these are short-term arrangements, whilst local schools work with the Ministry to develop longer-term plans for future technology provision. This will include considering alternative patterns of provision across greater Christchurch.
51. As part of school reorganisations there will also be a stronger balance between individual schools and services and a focus on providing for the needs of the geographical groups of schools and the wider community. This approach will result in suites of resources, facilities and opportunities, including the co-location of school, community and social services.

Year 7 and 8 Schooling

52. If the intermediate schools close, then I also need to decide where year 7 and 8 education will be provided. I considered extended local primary provision (to encompass Years 1-8) but I believe extending provision at the secondary schools will provide more educational opportunities, including enhancing access to specialist resources and provision (e.g. Māori and Pasifika language provision). It offers the secondary schools the opportunity to develop an integrated model of curriculum delivery and support for students, including considering junior and senior secondary provision. This means that Hornby High School, Hillmorton High School and Linwood College will provide education for students from Years 7-13.
53. In order to secure an effective transition to this new model, I propose delaying the closures of the intermediate schools until January 2015 (a year later than set out in the interim decisions if a change of class was decided on). This longer lead-in time allows the Boards of the secondary schools more time to plan for the changes, including engaging with their new community about class and year level organisation. It also allows Year 7 students who started at the schools in January to complete their two years in the intermediate schools.

Financial Implications

54. If the closures and mergers that I recommend proceed, there will be additional costs of \$4.12 million over and above the savings in the first year after these decisions are implemented. This will be funded from previous school reorganisation savings, which are held in the Ministry's baseline. They will also generate \$8.28 million of Education Development Initiative (EDI) grants and \$2.36 million of Joint Schools Initiative Funding (JSIF) grants, (see paragraph 18 Appendix Five for explanation) over a ten year period. However, over the course of the first ten years of the schools' operation, the Ministry estimates that there will be a total saving to the Crown of \$12.67 million. Final figures will only be available a year after school closures and mergers have been implemented and financial assessments are complete.

55. The Ministry has provided me with advice about the estimated costs and savings to the Crown as a result of the merger. In the first year of the closure or merger, there are often additional costs to the Crown (which may include redundancy costs). However, in the longer-term, closures or mergers almost always generate savings to the Crown as a result of slightly lower operational funding and staffing costs.
56. A percentage of those savings are reinvested in the schooling network, through the Education Development Initiative (EDI) and Joint Schools Initiative Funding (JSIF) grants. EDI funding is used to help with children's transition to their new school including projects to raise achievement and, in the case of closures, to cover any additional costs of closure and remaining debts of closing schools. JSIF is used by a group of schools for projects which raise student achievement across those schools.
57. If the closures and mergers that I recommend proceed, there will be additional costs of \$4.12 million over and above the savings in the first year after these decisions are implemented. This will be funded from previous school reorganisation savings, which are held in the Ministry's baseline. They will also generate \$8.28 million of EDI grants and \$2.36 million of JSIF grants over a ten year period. However, over the course of the first ten years of the schools' operation, the Ministry estimates that there will be a total saving to the Crown of \$12.67 million. Final figures will only be available a year after school closures and mergers have been implemented and financial assessments are complete.
58. The net savings of \$12.67m represent a 3% saving in the first ten years (expenditure across the 215 schools is around \$400m).
59. The Ministry will provide additional classrooms at some newly merged schools, as well as some schools which we expect to accommodate additional children following closures. These costs, as well as the costs of providing new and rebuilt school buildings, are included in the programme business case. The decisions set out in this paper generate an additional \$920,000 of costs for temporary buildings on the St. Joseph's site (Lyttelton). A further \$2m may be required depending on the decision for schools in New Brighton. These costs will be included in the revised programme business case, which I will present to Cabinet in August.

Human Rights, Gender and Disability implications

60. There are no human rights, gender or disability implications arising from this paper.

Communications with schools and the wider community

61. Learning from the September 2012 announcement, communications about my interim decisions in February were done within the overall context of the wider plan for Education Renewal in the greater Christchurch area. There was an increased focus on ensuring that parents/caregivers are carefully informed about decisions about their options for the future education of their children. Parents/caregivers had access to timely and comprehensive information through a variety of mechanisms, letter, website, paid advertisements, media interviews and a dedicated phone line.
62. The method of relating decisions in February was discussed and agreed with the Canterbury Primary Principals Association (CPPA), the Association of Intermediate and Middle Schools, the Canterbury West Coast Secondary Principals Associations, and the NZ School Trustees Association. I intend to adopt a similar approach for the announcements of the final decisions.

63. Senior staff from the Ministry will visit each school between noon and 2pm on 29 May 2013 to deliver and discuss my initial decision with the Board chair and the Principal, provide the full information pack and the material which supported the decision, and detailed information about the next steps and timescales, including the support which the Ministry will be making available. The school leadership will be offered a follow-up visit in the next 48 hours to go through the information in more detail, once they have had the opportunity to talk to their communities.
64. I intend to invite all Board Chairs and Principals to meet me later on the same day. They will already know the decisions at this stage, but the purpose of the meeting is to give them the opportunity to discuss them. Briefings of key stakeholder groups will also occur on the day and I will hold a press conference and release the full list of decisions and supporting material. The press conference will occur at 3pm.
65. The times of the visit and my announcement are later in the day than for the February announcement. This responds to a request from Principals' associations. They consider the impact of final decisions will be more far-reaching and so Principals would like the opportunity to close their school early on the day if necessary. The later time allows this to happen without significant disruption to children's education.
66. Later that week, senior staff from the Ministry will meet with a wider group of stakeholders, including representatives from the early childhood education sector, the business community and Canterbury government leaders. These meetings will provide stakeholders with information about next steps and timescales, including the support which the Ministry will be making available to parents/caregivers and schools.
67. I again want to be as open and transparent as possible about the decision-making process, the advice I received from the Ministry and the factors they considered. To support this, when schools are notified of the decision on 29 May, they will receive a copy of the education report relating to their school. The education report which contained the overall advice to me will be emailed to each school immediately after the last school visit occurs. These education reports, as well as the detailed information packs which schools will receive, will be publicly released on the same day and will be available on the website from the announcement time.

Consultation

68. The Treasury, the State Services Commission and the Canterbury Earthquake Recovery Agency have been consulted on this paper, and the Department of the Prime Minister and Cabinet has been informed.

Recommendations

69. I recommend that the Committee:
- a. **note** that I continue to be mindful of the significant impact of the earthquake on children, parents, school staff and the wider community in greater Christchurch, and I am committed to ensuring appropriate support continues to be provided to students, their parents and teachers as the closure and merger process continues;
 - b. **note** the process of consultation which I have undertaken with the schools in greater Christchurch proposed for closure or merger;
 - c. **note** that I intend to decide that:

- i. Glenmoor School, Greenpark School, Kendal School and Richmond School will close in 2014;
 - ii. Branston Intermediate School, Linwood Intermediate School, Manning Intermediate School will close in 2015; and;
 - iii. provision is made in Hillmorton High School, Hornby High School and Linwood College to accommodate year 7 and 8 children from 2015;
- d. **note** that I intend to decide that:
- i. Burwood and Windsor Schools, Lyttelton Main and Lyttelton West Schools, and Phillipstown and Woolston Schools will merge;
 - ii. South New Brighton School should remain open; and
 - iii. that TKKM o Waitaha and TKKM of Te Whānau Tahi should remain on their current sites;
- e. **note** that I intend to defer my decision about merging Freeville and North Brighton Schools, and simultaneously consult on options to either merge Central new Brighton, Freeville and North New Brighton or close Central New Brighton;
- f. **note** that I intend to announce these decisions on 29 May;
- g. **note** the Ministry's approach to ensuring effective implementation of these proposals, particularly to support the wellbeing of children, parents, staff and the wider community;
- h. **note** the communications approach I am proposing to adopt, which reflects discussions with the sector and the lessons from the September and February announcements;
- i. **note** that there will be additional costs of \$4.1m in the first year of the decisions, which will be funded through school reorganisation funding held in the Ministry;
- j. **note** that there may be up to \$12.67m net savings over ten years as a result of these decisions, but that final figures can only be confirmed a year after the decisions are implemented; and;
- k. **note** that Cabinet consideration of the full detailed business case will occur in August 2013.



Hon Hekia Parata
Minister of Education

8, 5, 13

Appendix 1: Proposals for Closures and Mergers of Schools in greater Christchurch

School/Kura	Property Status & Costs		Original Proposal	Interim Decision	Board Response	Intended final decision
Central New Brighton School July 2012 roll of 119 children March 2013 provisional roll of 100 children METIS: 742542	Earthquake damage	\$0.27 million	Merge Central New Brighton School with South New Brighton School as a Year 1-8 school on South New Brighton site	Merge Central New Brighton School with South New Brighton School as a Year 1-8 school on South New Brighton site	<p>The Central New Brighton School Board disagrees with the interim decision.</p> <p>The Board proposes that, should the merger proceed, Central New Brighton School should be the continuing site. The date of the merger should also revert to January 2016.</p> <p>The Board states that it endorses the Freeville School Board of Trustees proposal to build a new school on the Rawhiti Domain and to merge Central New Brighton School, North New Brighton School and Freeville School on this site.</p> <p>The South New Brighton School Board disagrees with the interim decision.</p> <p>The Board proposes that, as it expects that the number of Central New Brighton School children that would attend a merged school on the South New Brighton site is small, Central New Brighton School should close and South New Brighton School should stay as is.</p> <p>The Board also considers that the proposal from the Freeville School Board of Trustees, to build a new school on the Rawhiti Domain and to merge Central New Brighton School, North New Brighton School and Freeville School on this site, should be investigated further.</p> <p>If the South New Brighton – Central New Brighton merger is progressed, the Board considers that South New Brighton School should be the continuing school, and the merger should be delayed until the beginning of 2016.</p>	<p>Central New Brighton School and South New Brighton School will not be merged; and consultation will occur on a new proposal which is option three</p> <p>Option Three Decision on the proposed merger of Freeville School and North New Brighton School is deferred; and</p> <p>Consultation will be initiated on the proposed closure of Central New Brighton School, to be effective 5 May 2014; and</p> <p>Consultation will be initiated on a proposed merger between Central New Brighton School, Freeville School and North New Brighton School on the North New Brighton School site, to be effective 5 May 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2016.</p> <p>Two other options were also considered</p> <p>Option One Freeville School and North New Brighton School will not be merged; and</p> <p>Consultation will be initiated on a proposed merger between Central New Brighton School, Freeville School and North New Brighton School to be effective 5 May (beginning of Term 2) 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2016; or</p> <p>Option Two Freeville School and North New Brighton School will be merged on the North New Brighton School site, effective 5 May 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2015; and</p> <p>Consultation will be initiated on the proposed closure of Central New Brighton School, to be effective 5 May 2014; or</p>
	Earthquake strengthening	\$3.63 million				
	Weather tightness	\$0				
	Condition assessments	\$0.45 million				
	Total ten year indicative property remediation cost¹	\$4.35 million	Rationale: The total roll of the two schools has fallen by over 120 children – the area is separated from the rest of Christchurch by the red zone and an estuary, constraining future population growth. Both schools require significant spending on their buildings, and a merger would allow an investment in modern learning environment	Rationale: No change to original rationale. Falling rolls, red zone, property remediation costs		
South New Brighton School July 2012 roll of 463 children March 2013 provisional roll of 426 children METIS: 742542	Earthquake damage	\$0.99 million				
	Earthquake strengthening	\$0.42 million				
	Weather tightness	\$1.09 million				
	Condition assessments	\$1.31 million				
	Total ten year indicative property remediation cost	\$3.81 million				

¹ Where the total figure is over \$1 million, the total has been rounded to the nearest \$0.1m

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision										
Freeville School July 2012 roll of 299 children March 2013 provisional roll of 275 children METIS: 742538	<table><tr><td>Earthquake damage</td><td>\$1.75 million</td></tr><tr><td>Earthquake strengthening</td><td>\$2.12 million</td></tr><tr><td>Weather tightness</td><td>\$1.46 million</td></tr><tr><td>Condition assessments</td><td>\$0.38 million</td></tr><tr><td>Total ten year indicative property remediation cost</td><td>\$5.71 million</td></tr></table>	Earthquake damage	\$1.75 million	Earthquake strengthening	\$2.12 million	Weather tightness	\$1.46 million	Condition assessments	\$0.38 million	Total ten year indicative property remediation cost	\$5.71 million	<p>Merge Freeville School with North New Brighton School as a Year 1-8 school on North New Brighton site</p> <p>Merger effective January 2016</p> <p>Rationale: Given the extent of earthquake damage in New Brighton, the two schools would require a total over \$11m to repair and strengthen their buildings. It is more cost effective to provide modern learning environments on the larger and better situated North New Brighton site</p>	<p>Merge Freeville School with North New Brighton School as a Year 1-8 school, initially as split site then on the North New Brighton site</p> <p>Merger effective from January 2014</p> <p>Rationale: No change to original rationale, extent of damage, property remedial cost, opportunity for new learning environment. Board of North New Brighton agrees with the proposal</p>	<p>The Freeville School Board disagrees with the interim decision.</p> <p>The Board proposes two alternatives:</p> <ol style="list-style-type: none">1. Repair Freeville School on the current site.2. Build a new school at the Southern end of the Rawhiti Domain and merge Freeville, North New Brighton and Central New Brighton Schools on this site. <p>The North New Brighton School Board agrees in principle with the interim decision.</p> <p>However, the Board does not agree with the proposed merging date of 2014 and proposes an 'integrated and transitional programme of school merger completed by January 2016.' Two school Principals would remain for 2014 and 2015.</p>	<p>Consultation will occur on the new proposal which is option three below.</p> <p><u>Option Three</u> Decision on the proposed merger of Freeville School and North New Brighton School is deferred; and</p> <p>Consultation will be initiated on the proposed closure of Central New Brighton School, to be effective 5 May 2014; and</p> <p>Consultation will be initiated on a proposed merger between Central New Brighton School, Freeville School and North New Brighton School on the North New Brighton School site, to be effective 5 May 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2016.</p> <p>Two other options were considered</p> <p><u>Option One</u> Freeville School and North New Brighton School will not be merged; and</p> <p>Consultation will be initiated on a proposed merger between Central New Brighton School, Freeville School and North New Brighton School to be effective 5 May (beginning of Term 2) 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2016;</p> <p><u>Option Two</u> Freeville School and North New Brighton School will be merged on the North New Brighton School site, effective 5 May 2014. The merged school would initially operate on the North New Brighton and Freeville School sites and would operate on just the North New Brighton School site from the beginning of 2015; and</p> <p>Consultation will be initiated on the proposed closure of Central New Brighton School, to be effective 5 May 2014; or</p>
Earthquake damage	\$1.75 million														
Earthquake strengthening	\$2.12 million														
Weather tightness	\$1.46 million														
Condition assessments	\$0.38 million														
Total ten year indicative property remediation cost	\$5.71 million														
North New Brighton School July 2012 roll of 222 children March 2013 provisional roll of 214 children METIS: 742538	<table><tr><td>Earthquake damage</td><td>\$2.51 million</td></tr><tr><td>Earthquake strengthening</td><td>\$2.66 million</td></tr><tr><td>Weather tightness</td><td>\$0.12 million</td></tr><tr><td>Condition assessments</td><td>\$0.40million</td></tr><tr><td>Total ten year indicative property remediation cost</td><td>\$5.69 million</td></tr></table>	Earthquake damage	\$2.51 million	Earthquake strengthening	\$2.66 million	Weather tightness	\$0.12 million	Condition assessments	\$0.40million	Total ten year indicative property remediation cost	\$5.69 million				
Earthquake damage	\$2.51 million														
Earthquake strengthening	\$2.66 million														
Weather tightness	\$0.12 million														
Condition assessments	\$0.40million														
Total ten year indicative property remediation cost	\$5.69 million														

School/Kura	Property Status & Costs		Original Proposal	Interim Decision	Board Response	Intended final decision
	Earthquake damage	Earthquake strengthening				
Phillipstown School July 2012 roll of 155 children March 2013 provisional roll of 167 children METIS: 741597	Earthquake damage	\$2.10 million	Merge Phillipstown School with Woolston School as a Year 1-8 school on current Linwood College site	Merge Phillipstown School with Woolston School as a Year 1-8 school on Woolston School site	The Phillipstown School Board disagrees with the interim decision. The Board submits that: <ul style="list-style-type: none"> • The roll has increased since the earthquake, and the population of Phillipstown may increase. • It considers the interim decision to be a new proposal due to the change in location and timeframe. • The school is the heart of the community. • It considers that the merger on the Woolston School site would require Phillipstown children to travel a long distance on unsafe roads. • Phillipstown School caters well for its high proportion of Māori and Pasifika children. • Good National Standards results for reading, writing and mathematics 	Phillipstown School and Woolston School will be merged on the Woolston School site. The merger will be effective 27 January 2014.
	Earthquake strengthening	\$0.92 million				
	Weather tightness	\$0.02 million				
	Condition assessments	\$0.49 million				
	Total ten year indicative property remediation cost	\$3.53million	Rationale: Phillipstown have significant earthquake and other property related costs, Woolston has got property related cost but at a lesser level Investing in a modern learning environment at one site would be more cost-effective, and it is proposed to relocate them to the Linwood College site	Rationale: Merging on the Woolston site allows for the creation of a local education hub, which will include the newly merged primary school, the relocated Linwood College and its teen parent unit. The hub may also include an expansion of the existing provision of bilingual, technology and early childhood education.		
Woolston School July 2012 roll of 241 children March 2013 provisional roll of 272 children METIS: 741597	Earthquake damage	\$0.33 million			The Woolston School Board accepts the interim decision.	
	Earthquake strengthening	\$1.13 million				
	Weather tightness	\$0				
	Condition assessments	\$0.26 million				
	Total ten year indicative property remediation cost	\$1.72 million				

School/Kura	Property Status & Costs		Original Proposal	Interim Decision	Board Response	Intended final decision
Linwood Intermediate July 2012 roll of 123 children March 2013 provisional roll of 131 children METIS: 741585	Earthquake damage	\$0.73 million	Close Linwood Intermediate Closure effective January 2016	Interim decision to close Linwood Intermediate now and to consult on the Year 7-8 provision at the same time as the consultation on the interim decision	<p>The Linwood Intermediate School Board disagrees with the interim decision.</p> <p>The Board submits that the Intermediate should not be closed for the following reasons:</p> <ul style="list-style-type: none"> the Ministry failed to properly analyse all the options for provision of Year 7-8 education in the Linwood Learning Community Cluster the school's positive ERO Report lack of choice for Year 7-8 education in the event of closure benefits of a small school pragmatic nature of Linwood Intermediate School's vision. <p>Year 7 and 8 Consultation</p> <p>The Board of Linwood College supports the proposal for a change of class at Linwood College to become a Year 7-13 composite school.</p> <p>The Boards of Linwood Avenue School, Linwood North School and Bromley School support the proposal that their schools be recapitated to Year 1-8 schools.</p> <p>The wider community consultation undertaken by an independent facilitator showed a clear community preference for the recapitation of the primary schools.</p>	<p>Linwood Intermediate School will close.</p> <p>Closure will be effective 27 January 2015.</p> <p>There will be a change of class at Linwood College to become a Year 7-13 composite school from the beginning of 2015.</p>
	Earthquake strengthening	\$1.80 million		Includes consulting with the Board of Linwood College about change of class to Year 7-13		
	Weather tightness	\$0	Rationale: Along with other local schools, Linwood Intermediate's roll has fallen. It now is operating at 39% of capacity, contributing to an over-supply of places in the area. Linwood Intermediate would require substantial investment to remediate damage and strengthen its buildings	If a final decision is made to close the school and make Linwood College Year 7-13, the school will close in January 2014. If the decision is made to recapitate local primary schools to include Year 7-8, the school will close in January 2015.		
	Condition assessments	\$0.67 million				
	Total ten year indicative property remediation cost	\$3.20 million				

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision
Richmond School	Earthquake damage	Close Richmond School	Close Richmond School	The Richmond School Board accepts the interim decision.	Richmond School will close. Closure will be effective 27 January 2014.
July 2012 roll of 49 children	Earthquake strengthening	Closure effective January 2014	Closure effective January 2014		
March 2013 provisional roll of 33 children	Weather tightness	Rationale: The school roll has declined steadily since its peak enrolment of 224 children in 2000, and had just 49 children enrolled in July 2012. The school's proximity to the red zone means the roll is unlikely to grow, therefore it is difficult to justify the investment required in the school's buildings	Rationale: No change to original rationale. When the cost per head to repair the school is taken into account alongside the surplus capacity in nearby schools, it does not make economic sense to repair the school		
	Condition assessments				
	Total ten year indicative property remediation cost				
METIS: 741572					

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision
Glennmoor School	Earthquake damage	Close Glennmoor School	Close Glennmoor School	<p>The Glennmoor School Board disagrees with the interim decision.</p> <p>It submits that:</p> <ul style="list-style-type: none"> The decision to close Glennmoor School is based on faulty data, particularly regarding the indicative \$1.7 million cost of structural strengthening. It is concerned by the potential loss of the Glennmoor School resource from the Mairehau cluster, particularly at a time of projected growth near to the school. It believes that many of its children, particularly its special needs children, will struggle in a larger school. 	<p>Glennmoor School will close.</p> <p>Closure will be effective 27 January 2014.</p>
July 2012 roll of 42 children	Earthquake strengthening	Closure effective January 2014	Closure effective January 2014		
March 2013 provisional roll of 27 children	Weather tightness	Rationale: The school has a small roll of 42 children, and there is surplus capacity in the local network and little prospect of roll growth nearby.	Rationale: No change to original rationale. Small roll, unlikely to increase, surplus capacity in local network, investment needed to remediate property		
	Condition assessment				
METIS: 741574	Total ten year indicative property remediation cost				

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision
Burwood School July 2012 roll of 274 children March 2013 provisional roll of 230 children METIS: 742682	Earthquake damage	Merge Burwood School with Windsor School on the Windsor School site	Merge Burwood School with Windsor School as a Year 1-6 school, initially on a split-site basis and then on the Windsor site	The Burwood School Board accepts the interim decision. It raises concerns about the Windsor School Board's proposal that the schools should merge on the Windsor School site from the beginning of 2014, instead preferring that the merger initially take place on a dual site basis. The Windsor School Board accepts the interim decision. The Board disagrees with the proposal that the schools will initially merge on a dual site basis, and submits a plan for how the merger could take place entirely on the Windsor School site from the beginning of 2014.	Burwood School and Windsor School will be merged, initially on a dual site basis and then on the Windsor School site (expected beginning of 2016). The merger will be effective 27 January 2014.
	Earthquake strengthening	Merger effective January 2016	Merger effective January 2014		
	Weather tightness				
	Condition assessments				
	Total ten year indicative property remediation cost	\$4.71million	Rationale: Burwood School is adjacent to the red zone. Its roll has already fallen by 150 children since September 2010 and is expected to fall further as more residents leave the local area. Both schools require significant property remediation, and merging the two schools is a more cost effective way of providing modern learning environments for local children		
Windsor School July 2012 roll of 581 children March 2013 provisional roll of 564 children METIS: 742682	Earthquake damage			The Windsor School Board accepts the interim decision. The Board disagrees with the proposal that the schools will initially merge on a dual site basis, and submits a plan for how the merger could take place entirely on the Windsor School site from the beginning of 2014.	
	Earthquake strengthening				
	Weather tightness				
	Condition assessments				
	Total ten year indicative property remediation cost	\$6.50 million			

School/Kura	Property Status & Costs		Original Proposal	Interim Decision	Board Response	Intended final decision
Kendal School	Earthquake damage	\$0.01 million	Close Kendal School	Close Kendal School	The Kendal School Board disagrees with the interim decision. It considers due diligence has not been carried out. The Board proposes that a final decision is deferred while an alternative proposal is developed and considered by the Roydvale cluster. The Board's proposed alternative involves mergers of Roydvale School with Kendal School on the Kendal site, and Harewood School with Isleworth School on either the Isleworth site or the Breens Intermediate site, with Waitakei School to remain as is. Breens Intermediate could be closed, with the primary schools being recapitated The Board opposes the change to the proposed date of closure.	Kendal School will be closed. Closure will be effective 27 January 2014.
July 2012 roll of 89 children	Earthquake strengthening	\$2.93 million	Closure effective January 2015	Closure effective January 2014		
March 2013 provisional roll of 66 children	Weather tightness	\$0	Rationale: The school has a small roll, which has been gradually declining since 1997. There are six schools in the Roydvale group, and there is capacity in other nearby schools. There is minimal earthquake damage but buildings will require significant investment for earthquake strengthening and to provide modern learning environments	Rationale: No change to original rationale small declining roll, surplus capacity in local network, buildings require significant investment for property remediation		
METIS: 741956	Condition assessments	\$0.31 million				
	Total ten year indicative property remediation cost	\$3.25 million				

School/Kura	Property Status & Costs		Original Proposal	Interim Decision	Board Response	Intended final decision
Branston Intermediate School	Earthquake damage	\$0.11 million	Close Branston Intermediate School	Close Branston Intermediate School	The Branston Intermediate School Board disagrees with the interim decision.	Branston Intermediate School will close.
July 2012 roll of 180 children	Earthquake strengthening	\$6.89 million	Closure effective January 2015	Closure effective January 2014	It submits that:	Closure will be effective 27 January 2015.
March 2013 provisional roll of 180 children	Weather tightness	\$0.33 million	Rationale: School is on a large site, but is operating at just 54% of capacity. It is well-located to serve local population growth, and we propose relocating South Hornby School on to the site providing primary provision for the local area	Consultation is being initiated with Board of Hornby High School about a change of class to Year 7-13. This consultation ends 28 March	<ul style="list-style-type: none"> The Ministry assured the Board that the school would not close earlier than the beginning of 2015. It is concerned about the readiness of Hornby High School to provide for Years 7 and 8 in 2014. 	There will be a change of class at Hornby High School to become a Year 7-13 composite school from the beginning of 2015.
METIS: 741958	Condition assessments	\$0.59 million		Rationale: No change to original rationale. The Board suggested delaying the decision for 5-8 years, which would create additional uncertainty for the community, or creating a year 7-9 middle school. Given local provision, we do not believe there is adequate demand for such a middle school, and Year 7-9 provision would be better placed at Hornby High School	<ul style="list-style-type: none"> It has not been provided with the property information it required to respond effectively to the proposal. It questions the quality of Hornby High School's 2012 community consultation. Closing Branston Intermediate would mean the loss of its technology provision, and new provision for Hornby could be some years away. It considers that the Ministry did not fully address the matter of growth in the greater Hornby area. 	
	Total ten year indicative property remediation cost	\$7.92 million			<p>The Board proposes an alternative to the proposed change of class at Hornby High School:</p> <ul style="list-style-type: none"> Branston Intermediate School should either close or merge with South Hornby Primary School, with all Hornby primary schools recapitulating to be Year 1-8 full primary schools. <p>Consultation on Change of Class The Board of Hornby High School supports the proposal that Hornby High School becomes a Year 7-13 composite school.</p>	

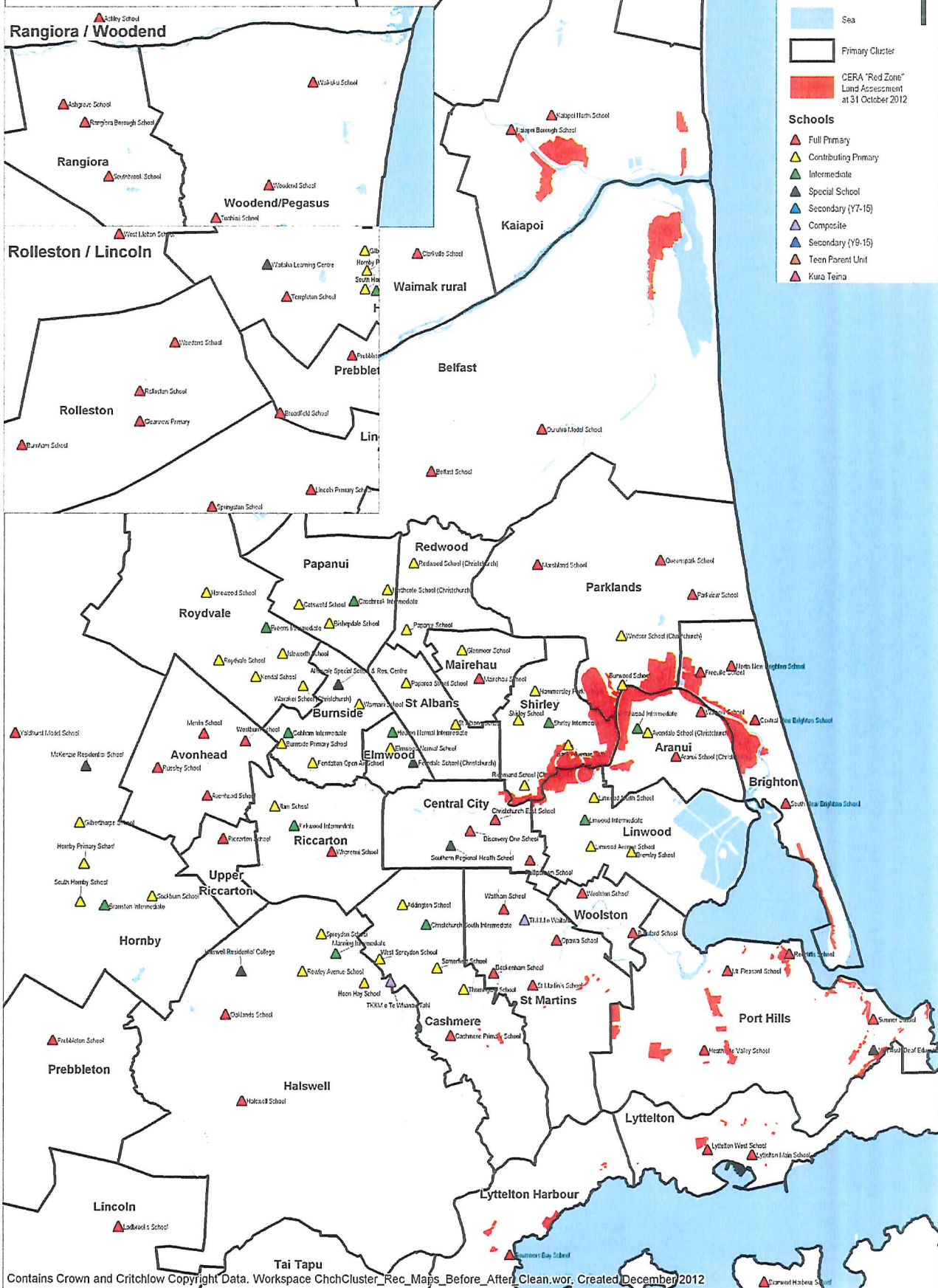
School/Kura	Property Status & Costs			Original Proposal	Interim Decision	Board Response	Intended final decision
Lytelton Main School July 2012 roll of 113 children March 2013 provisional roll of 119 children METIS: 742555	Earthquake damage		\$0.25 million	Merge Lytelton Main School with Lytelton West School as a Year 1-8 school on the Lytelton Main School site	Merge Lytelton Main School with Lytelton West School as a Year 1-8 school initially on split-sites and then on the Lytelton Main School site	The Lytelton Main School Board accepts the Interim decision. The Board has concerns about the timeframe and the impact that operating the merged school over three sites could have on the success of the proposal The Lytelton West School Board disagrees with the Interim decision. The Board submits that: <ul style="list-style-type: none">• The school is operating at capacity.• It disagrees with the rationale that Lytelton does not have a sufficiently large population for two primary schools.• It considers that the Ministry's property information for the two schools' sites is incomplete and inaccurate. If the merger takes place, the Board has concerns about the timeframe and the impact that operating the merged school over three sites could have on the success of the proposal	Lytelton Main School and Lytelton West School will be merged. The merger will be effective 5 May 2014 (beginning of Term 2). Dependent on negotiations with the Bishop of Christchurch, the merged school will initially operate on the (closed) St Joseph's Catholic School site and the Lytelton West School site while the Lytelton Main School site is rebuilt. The merged school would then be located on the Lytelton Main School site from term three 2015.
	Earthquake strengthening		\$0.39 million				
	Weather tightness		\$0				
	Condition assessments		\$0.40 million	Merger effective January 2016	Merger effective January 2014		
	Total ten year indicative property remediation cost		\$1.04 million	Rationale: Lytelton does not have a sufficiently large school age population to support two primary schools. The schools are less than 1km apart and are operating below capacity. Both school sites need substantial investment to continue, with the Lytelton West site being badly affected by underground tunnels: it is more efficient to merge the schools and rebuild on the Lytelton Main site to provide modern learning environments for all local children	Rationale: No change to original rationale. Merger opportunity for communities to work together close proximity of the two sites		
Lytelton West School July 2012 roll of 134 children March 2013 provisional roll of 120 children METIS: 742555	Earthquake damage		\$0.35 million				
	Earthquake strengthening		\$0.17 million				
	Weather tightness		\$0				
	Condition assessments		\$0.37 million				
	Total ten year indicative property remediation cost		\$0.89 million				
Note: The costs do not make any allowance for the remediation of the ground, tunnels or addition foundation work required. These costs could be significant							

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision
Manning Intermediate July 2012 roll of 154 children March 2013 provisional roll of 156 children METIS: 741952	Earthquake damage \$1.32 million Earthquake strengthening \$3.34 million Weather tightness \$0 Condition assessments \$0.40 million Total ten year indicative property remediation cost \$5.06 million	Close Manning Intermediate Closure effective January 2015 Rationale: Manning Intermediate's roll has fallen sharply, and its buildings require over \$5m investment for strengthening and repair. This is uneconomical particularly given there is surplus capacity in the group to accommodate Manning's children	Interim decision now to close Manning Intermediate and to consult on the Year 7-8 provision at the same time as the consultation on the interim decision The nearest schools (if they change to include year 7-8) are Hoon Hay School, Rowley Ave School, Spreydon School, West Spreydon School, and if the decision is to expand, Hillmorton High School. If a final decision is made to close the school and make Hillmorton High a Year 7-13, the school would close in January 2014. If the decision is to increase local primary schools to include Year 7-8, the school will close January 2015 Rationale: No strong evidence to mitigate the original rationale for closure, however, a new idea did come up in the consultation process suggesting the local community may support Year 7-8 provision in the local secondary school rather than primary school. We propose further consultation to allow the community to consider further the pattern of provision they would prefer if Manning Intermediate were to close	The Manning Intermediate School Board disagrees with the interim decision. The Board submits that: <ul style="list-style-type: none"> The School should not close as there is not genuine capacity, in the timelines proposed, to provide the 'full spectrum of equitable access to learning opportunities, support and guidance for Year 7 & 8 students as is currently delivered by Manning Intermediate.' The consultation timelines and processes undertaken by the Ministry were of an unacceptable standard. The proposed 'Centre of Learning, Achievement and Innovation' on the Hillmorton High School and Manning Intermediate School sites would meet the objectives of Education Renewal. Additional opportunities have emerged for the broader cluster that would align with the proposed 'Centre of Learning, Achievement and Innovation.' Year 7 and 8 Consultation The Board of Hillmorton High School supports the proposal that Hillmorton High School becomes a Year 7-13 composite school. The Boards of Rowley Avenue School and Spreydon School support the proposal that their schools be recapitated to Year 1-8 schools. The Boards of West Spreydon School and Hoon Hay School do not support the proposal they their schools be recapitated to Year 1-8 schools. The wider community consultation undertaken by an independent facilitator did not show a clear community preference for either of the options consulted on.	Manning Intermediate School will close. Closure will be effective 27 January 2015. There will be a change of class at Hillmorton High School to become a Year 7-13 composite school from the beginning of 2015.

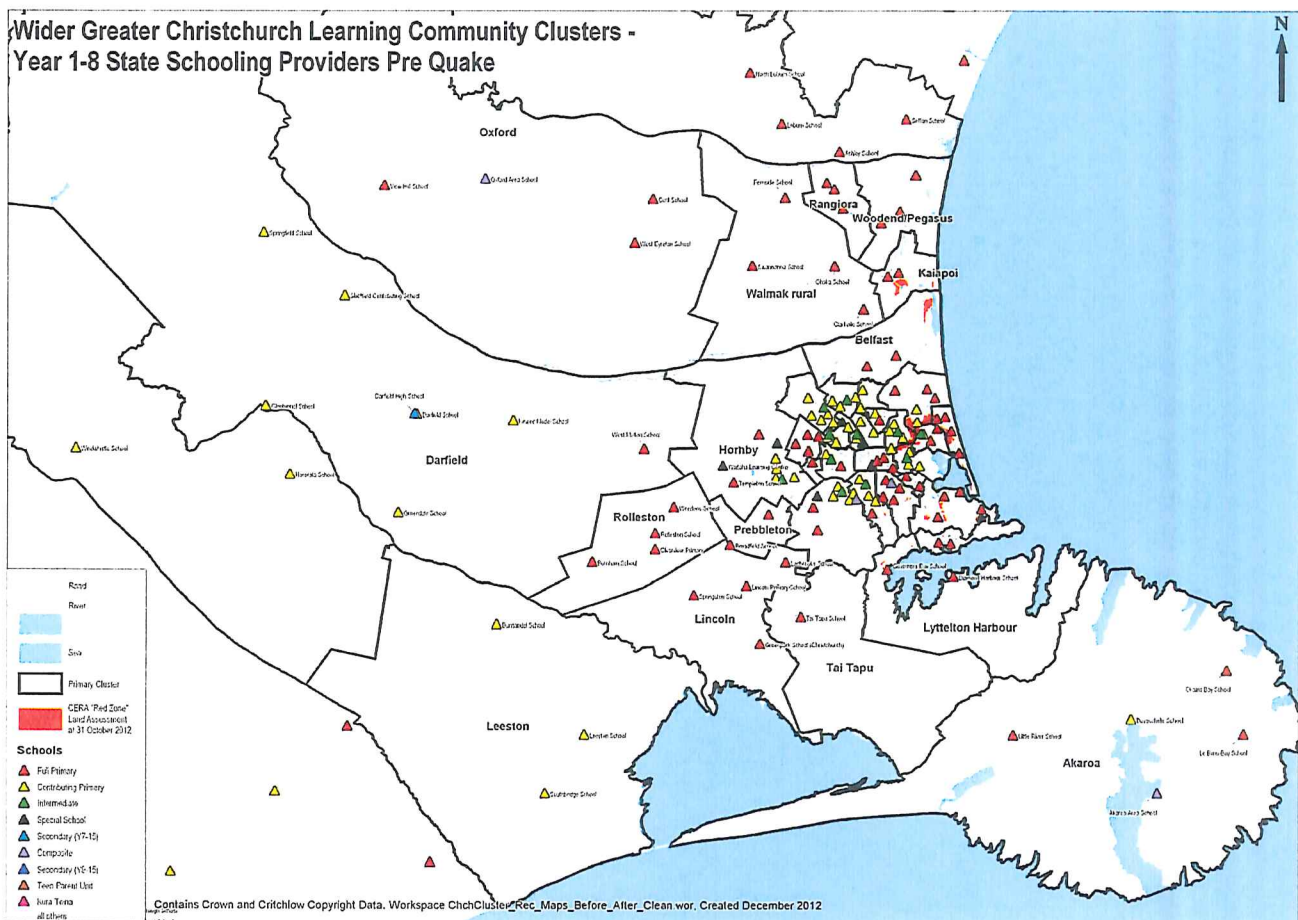
School/Kura	Property Status & Costs				Original Proposal	Interim Decision	Board Response	Intended final decision
	Earthquake damage	\$0.20 million	Earthquake strengthening	\$0.03 million				
Greenpark School July 2012 roll of 31 children March 2013 provisional roll of 28 children METIS: 741591	Weather tightness	\$0	Condition assessments	\$0	Rationale: The school is operating well below capacity, and has a roll of just 31 children. Whilst it was not significantly damaged by the earthquakes, it is 60 years old and will require significant investment to bring it to modern learning environment standard	Rationale: No change to original rationale. Population growth in the wider Lincoln area could be better accommodated in other schools, and that other schools on the group could implement proposals to become the school of the land	The Board submits that: <ul style="list-style-type: none"> Rationale for closure is flawed and inconsistent, as other schools of similar size and with similar property issues are being retained. Greenpark is needed to support future growth in the area. Vision for "School of the Land" is not transferable as there is little support for it from other boards. Closure decision has been predetermined. 	Greenpark School will close. Closure will be effective 27 January 2014.
	Earthquake	\$0.03 million						
	Total ten year indicative property remediation cost	\$0.23 million						

School/Kura	Property Status & Costs	Original Proposal	Interim Decision	Board Response	Intended final decision
TKKM o Te Whanau Tahī July 2012 roll of 72 children March 2013 provisional roll of 83 children METIS: 742257	Earthquake damage \$0.01 million Earthquake strengthening \$0 Weather tightness \$1.28 million Condition assessments \$0.29 million Total ten year indicative property remediation cost \$1.55 million	Merge TKKM o Te Whanau Tahī with TKKM o Waitaha on a site to be determined Merger effective January 2015 Rationale: The aggregate roll for the kura fell by over 50 children, and both kura have low utilisation rates. Both kura are located in close proximity to the south of Christchurch, resulting in difficult access for whānau to the north of the city. We proposed merging the kura and exploring the possibility of establishing additional kura, and enhancing other bilingual and immersion provision	Retain as separate entities Consult on relocation of one kura as part of plans to enhance quality and access to Māori language in education. This will include input from the Māori medium group and the Waitaha Advisory Board-Mātauraka Māhaanui Rationale: The submissions from the kura contain innovative ideas about easing the transition between full immersion and other levels of Māori medium provision. There is a clear inequity of access of current provision, with little provision north of the city centre. We will also look to extend other provision in mainstream schools	The Board of Te Kura Kaupapa Māori o Te Whanau Tahī Board disagrees with the relocation proposal. The Board submits that: <ul style="list-style-type: none"> Relocation would remove choice for whānau who have selected the kura because of educational preferences and ties, but who would not be able to sustain enrolment if relocated elsewhere. The current site has historical and cultural significance. The educationally beneficial relationships the kura has established with its local community would be lost if it was to be relocated. Whānau have purchased houses / rented houses close to current site so that tamariki do not have far to travel. There would potentially be a negative impact on student achievement and Te Reo Māori revitalisation. 	TKKM o Te Whānau Tahī and TKKM o Waitaha will be retained on their current sites.
TKKM o Waitaha July 2012 roll of 81 children March 2013 provisional roll of 76 children METIS: 742257	Earthquake damage \$0.01 million Earthquake strengthening \$0 Weather tightness \$0 Condition assessments \$0.31 million Total ten year indicative property remediation cost \$0.32 million			The Board of Te Kura Kaupapa Māori o Waitaha disagrees with the relocation proposal. The Board submits that: <ul style="list-style-type: none"> cultural considerations have not been accounted for. There is a lack of data to show that there is an access problem that would be solved by the relocation of one of the kura. Proposal is a costly option and will meet needs of about 2-4% of Māori. Relocation would move wharekura from their kōhanga reo and would have an impact on children transitioning to school from kōhanga. Concern that a decision has already been made that one of the kura must move (ie consultation process flawed). Proposal is in breach of Treaty of Waitangi, United Nations Declaration on the Rights of Indigenous Peoples and the intention of Te Aho Matua as it potentially undermines the relationship between the two kura. 	

Greater Christchurch Learning Community Clusters - Year 1-8 State Schooling Providers Pre Quake

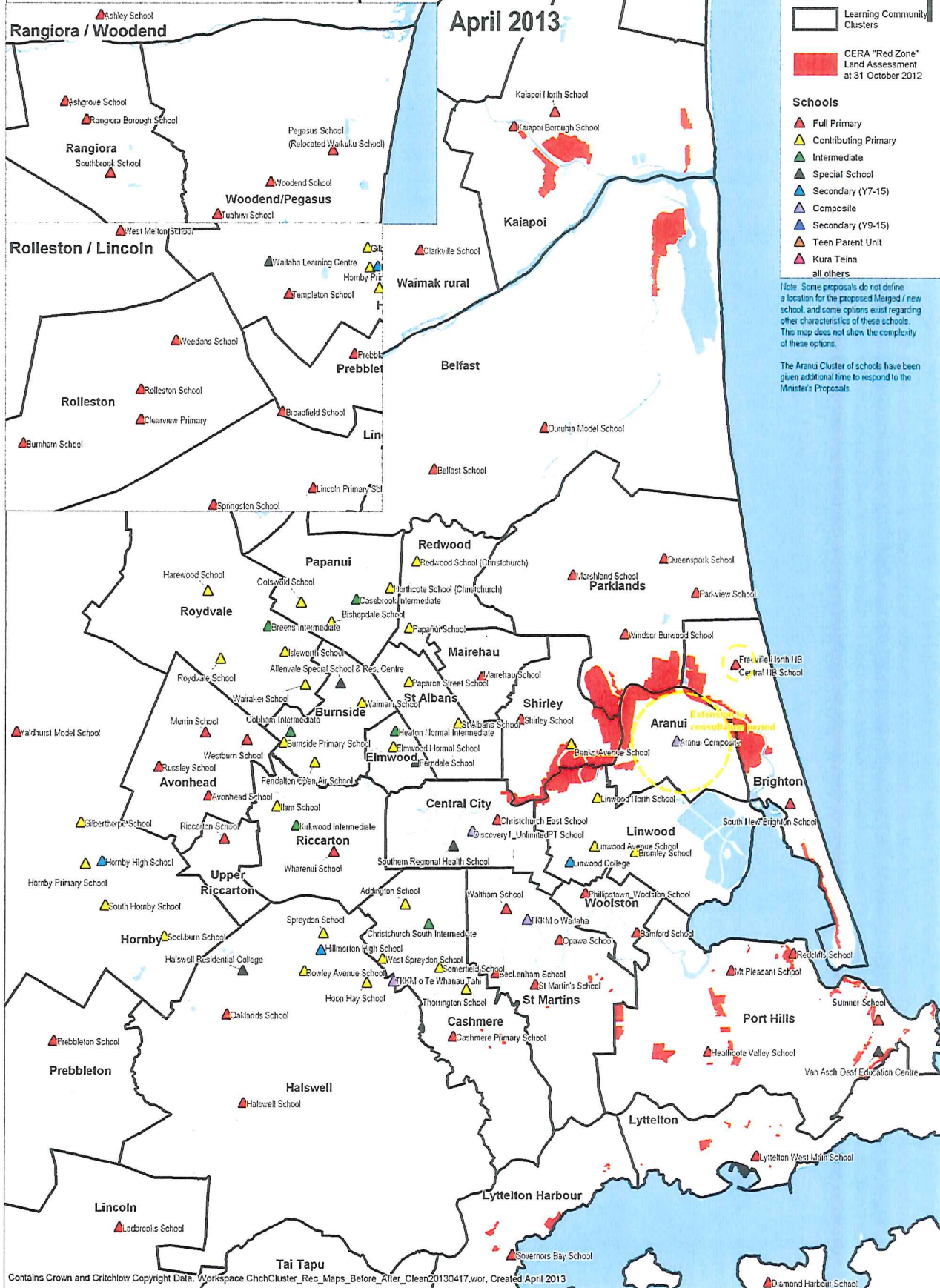


Wider Greater Christchurch Learning Community Clusters - Year 1-8 State Schooling Providers Pre Quake



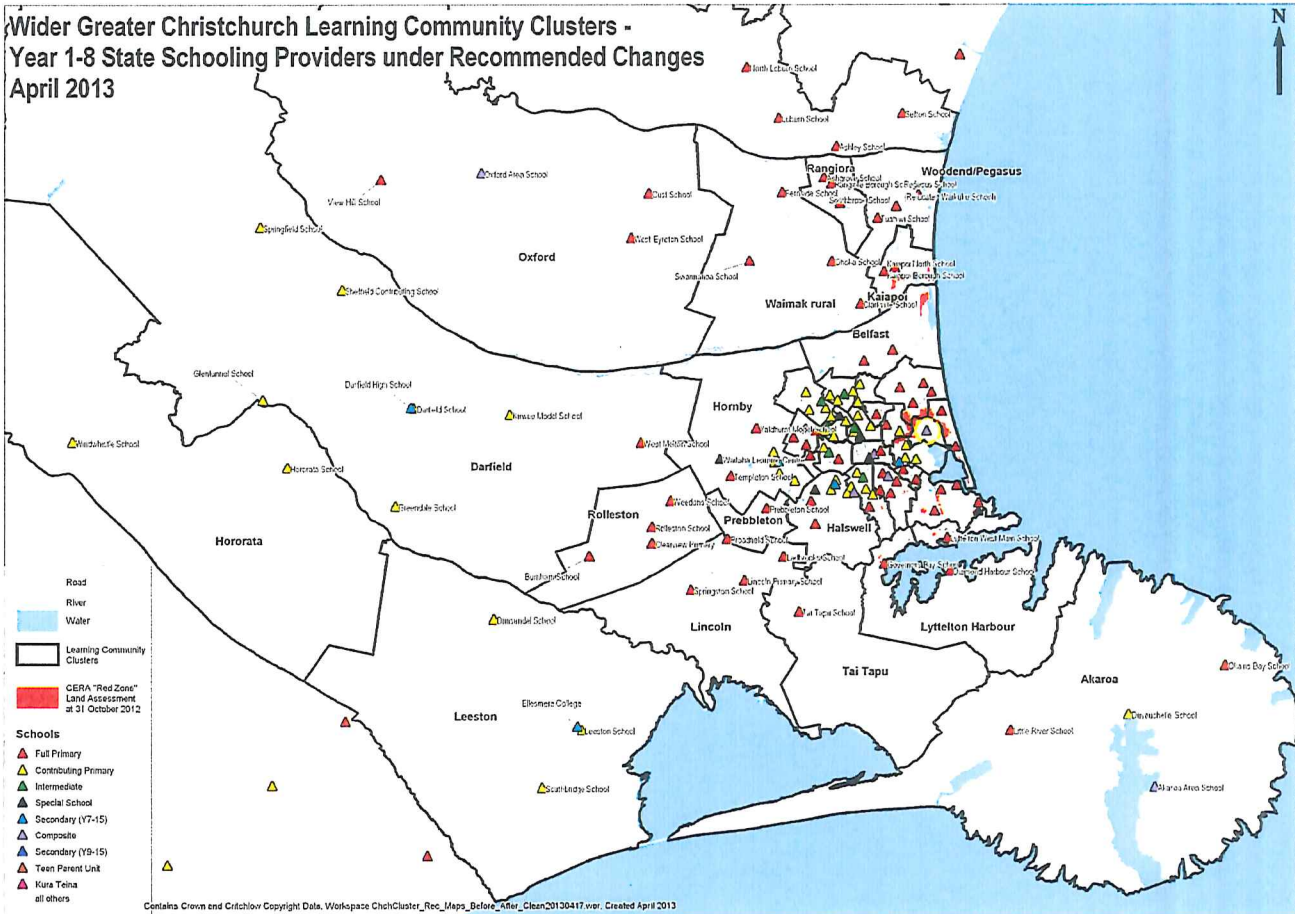
Greater Christchurch Learning Community Clusters - Year 1-8 State Schooling Providers under Recommended Changes

April 2013



Note: See educational report for options regarding schooling provision on the North New Brighton site.

Wider Greater Christchurch Learning Community Clusters -
Year 1-8 State Schooling Providers under Recommended Changes
April 2013



Appendix Four

Table 1: Numbers of schools affected by proposals

Status	Number
With proposals for closure of merger in September	38
Closed voluntarily in January 2013	2
Consultation period extended until March 2013	5
With interim decisions announced in February	31
Remain open as separate institutions	13
To close	7
To merge	8
Subject to further consultation on a new merger proposal	3

Table 2: Children in greater Christchurch schools (July 2012 data)

	July 2012 Roll
Total in greater Christchurch schools	71,832
38 schools with proposals in September	7,329
31 schools with interim decisions in February	5,452
Total in 18 affected schools	3,354
8 schools to merge	2,047
7 schools to close	667
Central New Brighton, Freeville and North New Brighton Schools	640

Table 3: Schools proposed for closure in 2014 - rolls (July 2012 data)

Proposed closure	School Name	July 2012 Roll
2014	Glenmoor School	42
	Kendal School	89
	Richmond School	49
	Greenpark School	31
	Linwood Intermediate School	123
	Manning Intermediate School	154
	Branston Intermediate School	180

Table 4: Schools proposed for merger - rolls (July 2012 data)

School Name	July 2012 Roll
Burwood School	274
Windsor School	581
Central New Brighton School	122
Freeville School	299
North New Brighton School	222
Lyttelton Main School	113
Lyttelton West School	134
Phillipstown School	155
Woolston School	241

Table 5: Full time teacher equivalent numbers in greater Christchurch schools (2013) data based on provisional total entitlement staffing; includes state and state integrated schools)

	FTTE
Total in greater Christchurch schools	4,364.1
38 schools with proposals in September	472.5
31 schools with interim decisions in February	364.7
Total in 18 affected schools	231.1
8 schools to merge	143.7
7 schools to close	50.5
3 Central New Brighton, Freeville and North New Brighton Schools to consult on new merger proposal	36.9

In the 7 schools proposed to close, there are 54 people employed as support staff (33.1 full time equivalent). In the 9 remaining schools (excluding Discovery, Unlimited and the kura), there are 138 people employed as support staff (98.5 full time equivalent).

Appendix Five Implementation

1. Throughout this process, I have recognised that school Boards and staff need a range of additional support throughout what will inevitably be a difficult period. A central focus of the Ministry's work over the next year will be to ensure the successful implementation of these proposals. I recognise that the Ministry will need to increase its support to schools and their communities, to ensure that children are able to make successful transitions to new and merged schools, and that their parents are well informed and supported through the changes.
2. The Ministry has therefore appointed an experienced Principal to lead its work on implementing my decisions. Each school will work directly with a change manager, who will have substantial experience in a governance or school leadership capacity. Their role has been enlarged to ensure a greater focus on supporting the wellbeing of children and staff through the transition. The Principal and change manager will work with schools Boards and senior leaders to develop and deliver a tailored change management and support plan. This will include using a residual agent who is responsible for the effective and prudent management of school assets and funding, and (for merging schools) a governance facilitator. The Principal and her Ministry team will have the key role in co-ordinating this work.
3. The change manager will take responsibility for ensuring that plans are developed to ensure that children who are receiving support through the Resource Teacher: Learning and Behaviour programme (RTLb), special education provision or the Education Wellbeing Response team continue to have their needs met. This will include comprehensive transition plans for individual children where appropriate. They will work with Boards to make sure that all families are well-informed about all aspects of the process, including future options for education provision, and work with parents who need more support with the transition of their children.
4. Building on the Ministry's established work to support wellbeing, additional staff have been trained to support teachers and other professionals to deliver the 'FRIENDS' programme. This is an evidence-based programme which builds resilience and can reduce levels of anxiety and depression. It is flexible enough to be used for children aged 3 to 16, and to be delivered in small groups or a universal programme in a particular school.
5. The Ministry's work on supporting wellbeing is being strengthened by working in partnership with the Canterbury Primary Principals' Association, the New Zealand School Trustees' Association and the New Zealand Education Institute to develop a range of support that schools will be able to access as appropriate. This will include information and support sessions for parents around what to expect from different schools, and ideas for schools to support children through transition.
6. As well as working to support wellbeing, each governance facilitator and change manager will also help the school Board to develop a vision for the new school, ensure that specialist provision continues, and appropriate curriculum and pedagogical practices are developed. They will support staff by working on new staff appointments, developing an induction process, and liaising with professional associations and the Ministry to effect a smooth transition to new employment arrangements.
7. The triennial Board elections will be held in all the affected schools on or before 30 May. For merging schools, shortly after new Boards are formed, they will meet with the Ministry team to consider representation on the appointed Board. These Boards

will begin their work at the start of term 3 (in July), and will begin the process of appointing a new Principal and senior management team in August.

8. In order to provide a greater degree of certainty for parents about the availability of local school provision, the Ministry has begun discussions with affected school Boards about likely changes to enrolment schemes if the closures and mergers proceed. Once these decisions are made, the Ministry will work with Boards to confirm the new arrangements, which will be in place by the start of term 3. I recognise that there may be cases where I will need to make special arrangements to support children's access to education. For example, a parent of a child who turns five may wish their child to enrol in the school they would attend in 2014 after closures are implemented, rather than enrolling in a school which is due to close this year, then transferring in January. The Ministry will use Special Temporary Enrolment Schemes to allow this where necessary.
9. The Ministry is mindful of community concerns about vandalism occurring on vacant school sites. Where school sites in Christchurch are no longer needed for education use, the Ministry will work quickly to remove relocatable classrooms and determine the usefulness of remaining buildings, including their potential use by any current tenants or the community. The site itself may need to be held for longer periods as the Ministry works through the Public Works Act disposal process.

Property Implications

10. In order to give effect to the closures in 2014, the Ministry will provide a total of four relocatable classrooms on the Mairehau Primary, Tai Tapu and Roydvale School sites so they can accommodate children from the schools which are closing. Three relocatable classrooms and seven technology spaces will also be provided at Hornby High School from January 2015 to accommodate children from Branston Intermediate School, and five additional teaching spaces at Hillmorton High School to accommodate children from Manning Intermediate. The additional capacity is set out in the table below:

School	Date of closure	Additional temporary accommodation required	Date when this accommodation will be available
Glenmoor	January 2014	2 relocatables at Mairehau Primary	January 2014
Greenpark	January 2014	1 relocatable at Tai Tapu	January 2014
Kendal	January 2014	1 relocatable at Roydvale	January 2014
Richmond	January 2014	2 relocatables at Shirley Primary	January 2014
Branston Intermediate	January 2015	3 relocatables at Hornby High	January 2015
Linwood Intermediate	January 2015	None	-
Manning Intermediate	January 2015	5 additional teaching spaces at Hillmorton High	January 2015

11. For the mergers, the Ministry will provide five additional classrooms at Woolston to accommodate children from Phillipstown from January 2014. A master planner will be appointed to work with the interim board of the merged Windsor and Burwood schools to develop site layouts for the redevelopment on the Windsor site. The design will be completed by June 2014, and the building will be completed by January 2016 (at

which point the old Burwood School site will be vacated). A master planner will also be appointed for the merge of the two Lyttelton schools. The design should be completed by April 2014, and the new buildings will open in July 2015.

12. The timeline for property work in New Brighton depends on the results of the consultation process for a three way merger of Central New Brighton, Freeville and North New Brighton schools. If this proposal is confirmed master planners will work at the North New Brighton site. It is likely the same master planner will work with South New Brighton which although not affected by a merge will nevertheless pick up extra children and will need property work done. Completion of the redevelopment of the North New Brighton school will occur in January 2016.

13. The additional capacity to support the mergers is outlined in Table 7 below.

School	Date of merger	Additional temporary accommodation required	Permanent property requirement	Date for new buildings
Phillipstown / Woolston	Jan 2014	5 new relocatables on Woolston site	Redeveloped buildings on Woolston site	Jan 2015
Lyttelton Main / Lyttelton West	May 2014	4 relocatables on St. Joseph's site	New buildings on Lyttelton Main site (new school)	July 2015
Burwood / Windsor	Jan 2014	None	New buildings on Windsor site	Jan 2016
North New Brighton / Freeville (2 way merger)	May 2014	None	New buildings on North New Brighton site 90% redevelopment	Jan 2015
North New Brighton / Freeville / Central New Brighton (3 way merger)	May 2014	None	New buildings on North New Brighton site 90% redevelopment	Jan 2016 due to additional consultation time for the new proposal

14. Given my intention is for the kura to remain on their existing site, design consultants will develop plans to address weather tightness and seismic strengthening issues on both sites.
15. My intended final decisions generate two additional sets of property costs. Firstly, using relocatable classrooms on the St. Joseph's site whilst the Lyttelton Main site is redeveloped will cost an additional \$920,000. Secondly, a three-way merger between Central New Brighton, North New Brighton and Freeville will cost an additional \$2 million, for additional capacity will be required on the North New Brighton site.
16. All property costs associated with my intended decisions are included in the Programme Business case which has interim approval and which I will take in more detail to Cabinet in August.