MINUTES OF THE WESTBRIDGE RESIDENTIAL SCHOOL
AND HALSWELL RESIDENTIAL COLLEGE
COMBINED BOARD OF TRUSTEES MEETING
HELD AT WESTBRIDGE RESIDENTIAL SCHOOL, AUCKLAND
Monday, 2 March 2015

PRESENT:
Lois Chick (Chairperson), Simon Buckland, David Ivory,
John Langley, Sonja Macfarlane, Manu Stone, Myra Mains (Principal, Westbridge),
Janine Harrington (Principal, Halswell), Jon Purdue (Staff Representative),
Board Secretary)

1. Welcome

2. Karakia
Sonja Macfarlane led karakia.

3. Conflict of Interest Declarations
No further declarations.

4. Confirmation of the Agenda
Include under Additional Administration: Future Board Meetings; Meeting Dates with MOE [David Wales, Brian Coffey, David Pluck]; School Trustees AGM.

5. Minutes of Previous Meetings
John Langley moved that the minutes of the meeting dated 2 February 2015 be confirmed as a true and correct record. Seconded Sonja Macfarlane. Carried.

6. Matters Arising from the 2 February 2015 Minutes

Resource Consent for the Gym at Westbridge
Myra Mains reported that this is being resolved by Kris Morris-Vette. The property sub-committee will report back to the Board regarding costs incurred in meeting the drainage conditions.
Halswell Residential College IEPs
Janine Harrington reported that examples of IEPs can be viewed in the
'cloud' [Google Drive]. Refer to email 12 February from re
Google Drive – Policy Sharing.

Westbridge Residential School Draft Charter
Myra Mains reported that amalgamating the Westbridge information to align
with the formatting used in the Halswell charter was not straightforward. The
charter meets requirements but more could have been written regarding the
quality of work at Westbridge. The Westbridge Residential School charter will
be submitted later today.

During the discussion around the process for development of the charters the
following points were raised:

- Work on the charters should begin well in advance of the date for
  submission.
- Development in 2015 will be easier given the Board and schools have
  worked through the process once already and the strategic goals have
  already been set and are unlikely to change significantly.
- The Board and school responsibilities are outlined in the minutes of the
  20 October 2014 meeting.
- Maintaining a good balance between governance and management
  is an ongoing task.
- One role of the Board is to nourish the community of each school and
  to be proactive in feedback to each school.

The Board acknowledged the hard work completed by the team at
Westbridge in developing this charter.

PB4L
Lois Chick noted Bruce Cull’s clarification around PB4L. The programme is
primarily designed for mainstream schools and hence special schools do not
have priority in receiving the training.

The Board acknowledged that while there is a variance in practice around
PB4L, the principals provided surety to the Board that the foundational
principles of the PB4L programme have been tailored to meet each school’s
needs.
Value Added: as a result of research in raising boys’ engagement in writing at Westbridge
Myra Mains reported that there is some uncertainty around the data. She will report back to the Curriculum and Delivery Sub-committee at a later date.

Action: Myra Mains to take findings about the initiative in “raising boys’ engagement in writing” to the Curriculum and Delivery Sub-committee.

IWS Transition
Student transition is an ongoing concern particularly given recent staff turnover at IWS. Anomalies such as parents going directly to the Secretary of Education further complicate the process. The Board wants to be proactive in managing the risks around transition.

Action: The Board to raise concerns around transition at the next strategic meeting with IWS and the MOE.

Leading Edge
Lois Chick reported that Leading Edge apologised for the errors in the previous financial report. However they are unable to re-order the columns as requested. The Board noted that the tone of the response from Leading Edge was somewhat disrespectful although that may not have been the writer’s intention.

The Board requires consistency of accounts provided in a timely manner so that information from both schools can be easily compared. This may necessitate a change in providers who can deliver the requirements. The Audit and Risk Sub-committee will discuss further.

Action: Audit and Risk Sub-committee to ensure providers of financials can deliver consistent accounts in a timely manner to facilitate ease in comparisons of information from both schools.

Principals’ Performance Management
The Board is looking for one appraiser for both principals. Ideally, the appraiser will have a background in special education.

Action: Board members to submit their suggestions for someone who could serve as the appraiser for both principals to the Curriculum and Delivery Sub-committee.
Action: Curriculum and Delivery Sub-committee to add “appraiser” to the agenda of their next meeting.

Southern Regional Health’s investigation into capturing student voice
David Ivory reported that Southern Regional Health is willing to share their findings from this investigation. As Southern Regional Health is Christchurch based, their principal will liaise with Janine Harrington when results are ready.

7. Property Sub-committee Update

Take the papers as read.

Halswell
Manu Sione highlighted the following:

- The timeline has been adjusted and is expected to come in under the original timeline.
- The Ministry is currently drawing up contracts with the successful candidates for the detailed design phase.
- The minutes of the December meeting with the Design Review Panel have not yet been received.

Westbridge
Manu Sione noted that the sub-committee will monitor the costs associated with the drainage work.

As the plans for the rebuild are bigger than initially anticipated, John Karl is bringing in a contractor to complete the Business Case. This will push the timeline out to June/July this year.

The following questions were raised:

1. Has the Board seen the final report from Pacific Environments in terms of the Master Plan? The contract with Pacific Environments may need amendment given the timeline has been pushed out.

No, the drawings were just presented on 12 February, and at that point John Karl engaged a contractor to write a Business Case to go with the Master Plan.
Action: Manu Sione to follow up with John Karl and Kris Morris-Vette and clarify expectations around the timing of Pacific Environments' final report.

Action: Manu Sione to follow up with John Karl to ensure that Pacific Environments have been advised of the changes in the square-metre space allowance for older students.

2. Is there scope for the provision of a larger meeting area in the draft plans?

Myra acknowledged that the meeting facilities at Westbridge are not fit for purpose and that meeting space is limited. The detailing around how spaces in the draft plan will be configured has yet to be finalised.

Action: Westbridge Property Committee to consider how the need for suitable meeting spaces might be met when detailing around the draft plan ‘footprint’ begins.

3. What is the progress around the roofing needs?

This is in progress. The Ministry has signed off the roofing work.

Terms of Reference
Manu Sione moved that the Board approve the revised Terms of Reference [Property Sub-committee] and a review date of February 2017. Seconded Simon Buckland. Carried.

Manu Sione moved that the Board ratify the membership of the Property Sub-committee [Manu Sione Chair, Janine Harrington, Myra Mains, Simon Buckland, Jon Purdue, and co-opted members Erica Wade and Bruce Murray] for one year. Seconded Simon Buckland. Carried.

8. Curriculum and Delivery Sub-committee Update

Take it as read.

John Langley highlighted the following:

- The Capabilities Matrix will need some adaptation to reflect the higher-end skills required for behaviour management at both schools.
- Synergies are developing between the two schools.
• If it is necessary, face to face meetings will be held in January and September in preparation for the key reporting months.
• The sub-committee is drafting a paper about transition to facilitate an evaluation of current practice.
• The two principals are developing shared templates for reporting to the Board on student achievement.
• Discussion of the Maori and Pasifika achievement has been deferred to the next meeting.
• Principals will be visiting each other’s schools.

David Ivory asked how the sub-committee facilitates differentiation between the two schools; given each school is a separate entity with identifiable points of difference.

In discussion of this question it was noted that the Board recognises its duty of care to nurture the different initiatives and approaches used by the two separate schools.

9. **Audit and Risk Sub-committee Update**

The draft minutes of two meetings 17 February and 24 February 2015 were tabled.

Simon Buckland reported that the minutes of the 9 December 2014 meeting have been signed off.

**Action:** to include the minutes [9 December 2014] in the Board papers for the April meeting.

**Terms of Reference**

Simon Buckland moved that the Board approve the revised Terms of Reference [Audit and Risk Sub-committee] and a review date of March 2017. Seconded Manu Slone. Carried.

Simon Buckland moved that the Board ratify the membership of the Audit and Risk Sub-committee [Simon Buckland Chair, Janine Harrington, Myra Mains, Lois Chick, Sonja Macfarlane, and David Ivory] for one year. Seconded Myra Mains. Carried.

**Action:** to update the track changes in the Terms of Reference prior to the Chair signing this document.
Halswell Residential College Schedule of Delegations

The following amendments were made:

- Page 3 - 1. b: now reads "The commitment or purchase of capital expenditure above what is otherwise delegated to the principal."
- Page 3 - 1. d: relocate as a bullet point under Personnel on page 5.
- Add the following to Delegations Retained by the Board on page 3
  - "k [‘j’ since ‘d’ is deleted]. Authority to speak to the media on all issues relating to the operation and governance of the College."
  - "l [‘k’ since ‘d’ is deleted]. Authority to approve all Level 3 outings as per College policy."
- Page 5 - Education Outside the Classroom: delete the words “all Level 1 and” from the bullet point.
- Page 5 - Communication: delete bullet point two.
- Note the period of delegation is for a 15 month term - until the March 2016 Board Meeting.

Simon Buckland moved that the Board approve in principle [subject to the amendments identified] the Halswell Residential College schedule of delegations for a 15 month term – until the March 2016 Board meeting. Seconded David Ivory. Carried.

Simon Buckland moved that the Board acknowledge that the previous delegations [expiry date 31 December 2014] roll over until such a time as the revised delegations are prepared and signed in March 2015. Seconded David Ivory. Carried.

Westbridge Residential School Schedule of Delegations

Myra Mains tabled the draft Westbridge Residential School Schedule of Delegations.

Westbridge has not had a schedule of delegations previously and there are points of difference between the two sets of delegations.

Noting the delegation relating to contracts at Westbridge, David Ivory raised health and safety concerns around split shift contracts. The concept of split shifts was rejected in the Halswell restructure, but the idea may surface again as a potential solution to budget concerns. The Audit and Risk Subcommittee will discuss further as part of their work around risk analysis.
**Action:** In their work around risk analysis, Audit and Risk Sub-committee to include health and safety concerns relating to the use of split shifts.

A further point of difference between the two schools is around signing off RAMS forms. See bullet point one under the section “Education Outside the Classroom” on page 5 of the Westbridge delegations. It was noted that this wording may change once policies pertaining to EOTC are aligned.

Amendments to the Westbridge Residential School Schedule of Delegations are noted on pages 2 and 3 of the Audit and Risk Sub-committee minutes dated 17 February. In addition the following amendments as identified in the delegations for Halswell also apply to Westbridge.

- Page 3 - 1. b: now reads “The commitment or purchase of capital expenditure above what is otherwise delegated to the principal.”
- Page 3 - 1. d: relocate as a bullet point under Personnel on page 5.
- Add the following to Delegations Retained by the Board on page 3
  - “k ['j' since 'd' is deleted]. Authority to speak to the media on all issues relating to the operation and governance of the College.”
  - “I ['k' since 'd' is deleted]. Authority to approve all high risk activities as per school policy.
- Page 5 - Communication: delete bullet point two.
- Note the period of delegation will be for 2 months initially.

Simon Buckland moved that the Board approve in principle [subject to amendments identified] the delegations tabled for Westbridge Residential School for 2 months until the end of April 2015. Seconded Lois Chick. Carried.

**Action:** Myra Mains to revise the Westbridge delegations document, and record changes in “track changes” for submission at the next Audit and Risk Sub-committee meeting.

**Action:** Audit and Risk Sub-committee to be prepared to recommend approval of the Westbridge Residential School Schedule of Delegations at the April Board meeting.

Janine Harrington asked for clarity around procedures relating to higher risk EOTC activities that do not involve water, at Westbridge. It was agreed that in the interim Myra Mains use professional judgment and take any activity that she deemed to be higher risk to the Board for approval.
The Board discussed the challenges around defining 'high risk' activities and noted that the current work on aligning policies relating to health and safety may yield some clarification.

**Policy Alignment**

David Ivory reported that a process is in place for aligning the policies and that health and safety policies will have priority. The sub-committee will invite Jon Purdue for input into the risk management aspect of the discussion.

David Ivory tabled in confidence and for information a document showing how another educational institution developed a tool that identifies and illustrates management of risks at a glance. The traffic light visual reflects the professional judgment of the principal and in the case of the two schools, two visuals may be required. The Board acknowledged the usefulness of this tool. The tool would be updated by principals as part of the usual reporting at each Board meeting and as such would be available for viewing by all stakeholders.

It was suggested that staff be invited to provide feedback around what they perceive as risks. There are also risks at the governance level which staff may not be aware of. David Ivory will lead work around developing an adapted version of this risk analysis tool.

**Action:** David Ivory to develop a draft risk analysis tool for presentation at the 7 April meeting.

**Action:** Both principals to ask their staff to identify what they perceive as risks in any aspect of the school’s operation.

**Action:** Lois Chick to add "risk analysis tool" to the agenda for the next Board meeting.

**Safe Room Policy/Procedures**

The Board will monitor the current Ministry level investigation around the use of safe rooms to ensure that the needs of special schools are met.

**Action:** Myra Mains to advise Lois Chick who is leading the ministerial investigation on use of safe rooms.
Operational Costs for Administration Support
The Board discussed ambiguities in funding for the administration support role currently filled by a teacher at Halswell Residential College, and agreed that this is an off line discussion for the Principal, Board Chair, and Secretary.

Simon Buckland moved that the Board approve the application of a formula based on the equivalent value of RRRs for funding the Board Secretary. Seconded John Langley. Carried.

Open and Closed Dates for Schools
The Board will look into differences between the two schools around open and closed dates at a later time.

Update on Sleep-over
The update [16 February 2015] by Dennis Finn was tabled. The process is going smoothly and both parties have reached an agreed resolution, pending final documents being signed. The costs will be covered using reserves at Westbridge.

Accounting and Auditing Arrangements
John Hooper, the current Halswell auditor will be the auditor for the 2014 financial accounts of both schools. The Audit and Risk Sub-committee will submit the auditor’s report for Board approval at a later date. Identification of an auditor for 2015 will be determined by the Office of the Auditor-General.

Westbridge Residential School Charter 2015
Simon Buckland moved that the Board approve the Westbridge Residential School Charter 2015 [subject to the minor changes in wording around property] for submission to the Ministry. Seconded Sonja Macfarlane. Carried.

Halswell Budget
Lois Chick outlined the documentation relating to this topic:

- The document "Halswell Financial Issues" dated 22 February in Tab 4 of the Board papers gives the background information.
- The document "Financial info to Board paper" in Tab 4 following immediately on from the above, represents the first attempt at establishing financial figures. **Disregard these figures.**
- Simon Buckland’s document "Correction to the Income Streams for HRC and Westbridge" circulated by Lois Chick via email 28 02 2015. Copies of this document were tabled at the meeting.
• Two documents by Myra Mains “Report to the Combined Board of Trustees 2nd March 2015” and “Notes to Westbridge Budget” circulated by Lois Chick via email 27 02 2015. Copies of this document were tabled at the meeting.
• Lois Chick’s document “Meeting Minutes” circulated by email 28 02 2015 outlining her phone call with Brian Coffey on Friday 27 March [sic] 2015. Note correction: date should have been Friday 28 February 2015. Copies of this document were tabled at the meeting.

The situation around the one-off interim grant was clarified. The Ministry indicated that $1,200,000 would be divided between the two schools but had agreed to the Board’s request to divide this amount disproportionately as per the teleconference meeting 17 December 2014. The original resource notice received by Halswell stated that HRC would receive $1,200,000. However contra this arrangement, Westbridge and Halswell have both received their first drop based on the usual 50-50 split. The Ministry has since notified Halswell that the 50-50 split drops were made in error and this would be rectified in the April drop.

The Halswell budget is based on the receipt of $1,200,000. It was understood that the Board would decide how the money would be divided.

The Westbridge budget is based on the receipt of $600,000 as this is the amount expected based on a 50-50 split of $1,200,000.

During the discussion the following points were noted:

• The Board expressed concern around the change from usual procedure. Interim grants are divided equally between schools regardless of ‘need’. Both schools are separate legal entities. The Board has two duties of care to two different schools and two different principals.

• Myra Mains tabled a document “Funding Comparisons” to illustrate that even if Halswell received equal funding to that received by Westbridge for both residential and teaching staff, Halswell would continue to have a deficit budget.
- The two schools are in different financial situations both in terms of money received for staffing and reserves held. Both schools have approximately 20 students enrolled and are funded based on notional rolls of 40 at Westbridge and 32 at Halswell.

- The Board could ask the Ministry to determine proportionality of the interim grant based on school needs.

- The Board noted that a disproportionate division of the interim grant would not resolve the funding issues faced by Halswell.

- There is a fundamental problem with the funding formula and interim funding will not solve the problem.

- The Board has a duty of care to the staff at both schools and needs to make prudent decisions around the reserves held and deficits accepted. In addition, the staff and students need surety of continued employment and education.

- The reserves at Westbridge will drop as some of this money will be required to fund the rebuild.

- In signing off a deficit budget for Halswell, the Board is in the same position as it was in last year.

- The Board should consider engaging directly with the Minister of Education to present evidence around the successes of RSSs as a cycle-breaker, as well as the challenges the Board faces with the ongoing uncertainty around funding. It was suggested that this information could be prepared as a short paper that would be left with the Minister after the meeting. It might be helpful to include the student voice via video clips and/or school magazines, and a timeline showing the stories of both schools over the last decade.

- The Board could present two financial models: one showing where the Board is currently heading, and the second showing what is needed to fix that position. Finding comparative costs for costs incurred at RSSs is a challenge.
• The Board discussed visiting Peter Hughes but did not come to a
decision regarding timing for this visit.

• The Board should also inform David Wales and Brian Coffey of their
intent to pursue a meeting with the Minister.

**Action:** Lois Chick to request a meeting with the Minister of Education
regarding the ongoing budget concerns and to identify one or two
Board members to accompany her to this meeting.

**Action:** Lois Chick to inform David Wales and Brian Coffey of the Board’s
intention to pursue a meeting with the Minister.

**Action:** David Ivory to email the Board, for information, a document
developed by a group of Year 13 students, comparing costs incurred
by health schools, youth justice facilities, etc.

The Board noted that approving the budgets for each school based on a 50-50
split of the interim grant does not preclude changes at a later date.

The Westbridge budget needs revision to include costs that reflect:

• The sleep-over clause [\$179,342]
• Pacific Environments [\$34,940]
• Concurrence [tbc]. Note: Concurrence should have come out of
operational funding. In previous years it was taken out of the teacher
salary funding and needs to be paid back.

In summary, the revised #2 budget for Westbridge will likely show an operating
loss of about \$250,000 assuming the reversal for concurrence is about \$50,000.

Simon Buckland moved that the Board approve the #2 budget for
Westbridge noting that the deficit will be approximately \$250,000 and not
\$198,000 as shown. Seconded Sonja Macfarlane. Carried.

**Action:** Myra Mains to verify that costs for the sleep-over clause includes costs
for both former and current staffing.
**Action:** Myra Mains to make required amendments to the Westbridge budget.

The Halswell budget was revised at the meeting to reflect the decrease in funding due to halving the interim grant. The readjusted income is $2,551,402. The expenditure stays the same at $3,352,204 and the resulting operational deficit is $800,802. Note: expenditure and deficit figures were slightly adjusted from those stated at the Board meeting.

Simon Buckland moved that the Board approve the budget for Halswell as tabled at the meeting subject to the revision of the interim grant [now $559,669] and acknowledgement that the operational deficit for 2015 is $800,802. Seconded Sonja Macfarlane. Carried.

The resourcing division will need clarity regarding the reversal of the Board’s request that the interim grant funding for both schools be put in the Halswell account.

**Action:** Janine Harrington and [signature] to draft a letter notifying the resourcing division that the Board has reconsidered its previous request where the interim grant for both schools was to be deposited in the Halswell account, and confirming that the resourcing division should continue making separate quarterly drops for both Westbridge and Halswell schools.

**Action:** Lois Chick to sign the above letter and copy to David Wales and Brian Coffey.

Simon Buckland moved that notwithstanding the Board’s earlier approval of the two budgets on the basis of a 50-50 split of the interim grant, the Board may need to revisit these approvals later in the year. Seconded John Langley. Carried.

10. **Principals’ Reports**

**Halswell Residential College**

Take it as read.
Janine Harrington requested that the Board approve the appointment of a Teacher Assistant.

The Board went into committee to discuss the recommended appointment.

**Action**: On moving out of committee the Board instructed Janine Harrington to inform the staff member concerned, of the outcome.

The Board expressed interest in the survey results and commended Janine Harrington for the work she is doing at Halswell.


**Westbridge Residential School**

Take it as read.

Myra Mains expressed her pleasure with the way the new appointments are settling in at Westbridge.

The following questions and comments were raised:

1. **How severe were the student assaults on staff?**

   The students involved are quite small and the assaults have not been severe.

2. **Can you explain the discrepancies in the reporting of the number of ‘sexual incidents’?** The number of occurrences is zero in the Health and Safety section of the main report but the graph in the attachments indicates one instance of ‘inappropriate sexual behavior’.

   This may be due to slight differences in definitions regarding the behaviours being reported.
3. In future reports please indicate the dates that are covered in the Health and Safety data.

**Action:** Myra Mains to include dates for the Health and Safety data in future reports.

4. The total number of students involved in the Physical Intervention Summary is sometimes more than the number of students enrolled at Westbridge.

The anomaly is due to the filters applied in generating the eTAP report.

**Action:** Jon Purdue to talk to and Myra Mains around a possible solution to the eTAP reporting filters used in generating data around physical intervention reporting.

5. Is a debriefing or exit interview used when staff resign?

No. This particular staff member is simply moving to a new position that is more suitable.

In the discussion around staff resignations, the Board noted that feedback could be used to inform the Board where improvements in working conditions could be made. There may be patterns around why people leave that have impacts on the primary work with students.

**Action:** Jon Purdue to draft up a staff exit interview/survey for presentation to the Board at the next meeting.

*Myra Mains moved that the Board grant permission to carry on with the appointment process for the Assistant Cottage Manager position. Seconded Sonja Macfarlane. Carried.*


11. **Additional Administration**

**Correspondence**

Lois Chick moved the receipt of correspondence. Seconded Myra Mains. Carried.
NZSTA

Jon Purdue moved that the Lead School pay the annual membership subscription for NZSTA. Seconded Sonja Macfarlane. Carried.

Simon Buckland moved an amendment to the previous motion, that the Lead School pay the annual membership subscription for NZSTA and be reimbursed half of the costs. Seconded Sonja Macfarlane. Carried.

Action: Janine Harrington to ensure that the NZSTA membership subscription is paid and that NZSTA are made aware that one Board is governing two schools and that provisions are made for each school to log in.

Future Board Meetings

The Board agreed that face to face meetings are important and that both venues be used. At the same time it acknowledged that the majority of members are in Christchurch and the early morning starts are not ideal. Meeting times of 9.30 am to 3.00 pm are doable. Travel costs to Wellington are more expensive than travel to Auckland and/or Christchurch. If the meetings continue to be held in schools, the Board should formalise opportunities to meet with residential and teaching staff, as well as students.

The timetable will be kept as is and the agenda will include structured time to meet with staff/students. The next meeting is on Easter Tuesday and staff and students will not be available. Attendance of student advocates at this meeting has not been confirmed.

Action: Myra Maims to ask staff at Westbridge to prepare a short summary describing how the residential and teaching staff work together toward student achievement at Westbridge, to be presented at the May meeting. This presentation could be in the form of staff reflections. The presentation should be no more than 30 minutes long.

Action: Janine Harrington to ask staff at Halswell to prepare a short summary describing how the residential and teaching staff work together toward student achievement at Halswell, to be presented at the June meeting. This presentation could be in the form of staff reflections. The presentation should be no more than 30 minutes long.
**Action:** Lois Chick to add staff presentations to future agendas.

**Action:** Janine Harrington to confirm with Lois Chick, attendance of student advocates at the April meeting in Halswell.

Simon Buckland requested that the Board set aside time at a later date to reflect on the nature of the student cohort enrolled at each school as there appears to be a ‘blurring of the lines’ between behavioural and intellectual needs. The Board needs to complete some strategic thinking about this concern.

David Ivory noted that Halswell requests around enrolment of girls could be stated more positively. For example, the initiative could be titled “Halswell’s Future” or something that identifies a future focus.

Manu Sione led a closing karakia.

The meeting finished at 3.00 pm.