Proposed Governance / Leadership Structure:

- **CYDP Board of Governance**
- **CYDP CEO**
- **School Principal**
- **Existing CYDP Staff**
  - Admin / IT support
  - Psychological and social work support
  - Relief teaching
  - Vocational planning and support
- **School Staff in 2014**
  - 4 teachers
  - 2 teacher support staff
  - 1 Office Manager

**Governance**
Overall responsibility for governance of the proposed school will lie with the existing CYDP Board of Governance. The Director attends Board of Governance meetings, but is not a Board member.

An Advisory Group will be established to provide advice and guidance to the Board of Governance. Membership on the Advisory Group will be sought from individuals with experience in and knowledge of the education sector from Ngāi Tahu, academia, current or former school Principals, community support groups, other relevant parties, student and parent representatives, CYDP Director, the Principal, and business representatives with particular experience in maintaining relationships between the corporate sector and schools.

**Leadership / Management**
The proposed school will be led by Dr. Mike Field, CYDP Director, and a Principal who will be appointed to provide daily operational management and leadership. The Advisory Group will also provide advice and guidance to the management team.

The CYDP Director will continue to report to the existing CYDP Board of Governance. He will be primarily responsible for:

- strategic planning and implementation
- developing and maintaining key external relationships
- contract negotiation and management
- funding and budgeting
- property
- marketing and communications
- ensuring the smooth and continued growth of the school throughout the initial five year contract and beyond
- leadership and management of CYDP’s other contracts and services

The Principal will report to the Director, and be primarily responsible for:

- all aspects of the day to day operation of the school
- leading and managing the teaching and administrative staff
- implementing all policies and procedures
- health and safety
- pedagogy
- curriculum
- positive behavior management and restorative practices

Dr. Mike Field holds a doctorate in education from the graduate School of Education in the University of Queensland, based on the work he did with teaching Year Nine and Ten boys in the FLAMES Programme at Daintree High School. He holds a post-graduate diploma in secondary teaching from the (then) Christchurch College of Education, a Masters degree in Applied Science from Lincoln University, and a Bachelor of Arts degree from the University of Canterbury.

He has taught for ten years in New Zealand, Samoa, The Philippines and Papua New Guinea. He was a Service Manager in the Ministry of Education: Special Education in the Canterbury office for three years, before taking on the position of General Manager at Cholmondeley Children’s Home. Cholmondeley is a residential facility in Christchurch for children aged up to 12 years, with its own primary school. He currently holds the role of Director/CEO of CYDP, a position he has held since 2009.

The ideal appointee for the role of Principal will:

- be an inspirational leader
- have been successful in a senior management role in a school
- ensure that great teachers have whatever they need in terms of resources, time and support to achieve extraordinary things with their learners
- create an environment which is enabling and empowering for both teachers and learners
- plan and oversee the normal daily timetables and routines
- have energy, and a vision for what is achievable
- be innovative and creative
• put the needs of learners first, including learning / physical / mental / emotional / whānau needs
• engage families and communities in the learning process
• have the ability to establish effective working relationships with the business sector

Staffing
Although it is desirable that staff in teaching positions will hold teaching qualifications and experience, it is not necessary. Ideal appointees will:
• inspire, challenge and support their learners to be the best they can be
• be bold, innovative and creative in their teaching methods
• empower their learners to lead their own learning process
• build respectful relationships with their learners
• love young people
• do whatever it takes to ensure the learners in front of them will succeed in every aspect of their lives
• view learners in the context of whānau and community
• build effective working relationships with the whole family
• view teaching as a great privilege and responsibility
• be strengths-based in their approach
• know when to get out of the way of their learners
• be willing to learn themselves

CYDP young people on a mountain bike ride 2010.
3. **Proposed Enrolment**

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It is important that the proposed school develops and grows in a manner which is controlled and planned. This will allow the necessary infrastructure to be put into place as it develops, ensuring optimal operating conditions and long-term sustainability.

Year Seven was selected as a starting point as experience has shown that many young people are effectively and completely disengaged from the education system by Year Nine. For example, many of the young people currently receiving a service from CYDP have never attended secondary school.

Beginning at Year Seven will ensure learners are able to receive the benefits of the proposed schooling methods at the optimal time of their physical and social developmental pathway. This will be achieved by providing a highly supportive, stimulating and relevant environment for teaching and learning which places a high priority on teaching and supporting the whole student, at a critical time of their adolescent development.
Proposed Facilities
Given that an initial contract for five years is suggested, it is proposed that facilities will be leased on an initial five-year basis, ideally located to the East of Christchurch City Centre. After this it is likely that the Board will seek to purchase and build a purpose-built facility.

Facilities required:
- 3 teaching spaces for 20 learners each in the first year (growing by 3 each year to 15)
  - Including facilities for ICT / technology / vocational teaching / library
- Office space for staff
- Reception facility
- Close proximity to public transport / bus routes
- Access to sporting facilities such as a gym / swimming pool / playing fields
- Access to a large, covered area which can host all learners and staff on campus at one time (eg gym or community hall)
- Carparking

It is likely that this will prove challenging, given Christchurch's current situation. However, finding suitable interim facilities for 2014 and 2015 is likely to be achievable. To ensure suitable facilities are sourced, CYDP will utilize existing links with business, iwi, and government and community agencies.

However, there are now several companies in Christchurch which have developed ways of building cheap, relocatable, fit-for-purpose buildings which are attractive, strong, warm and functional. These can be made to any dimensions required, can be designed to fit in with other buildings to create ideal learning and social environments, and can be transported and sited appropriately.

Young person working on the CYDP anti-graffiti project 2012
Section D: Business Plan

CYDP has already demonstrated a history of highly effective business planning and sound financial management. As part of our continued registration as a provider with CYF, all of our policies, systems and processes are audited by CYF each year.

Financial Management and Accounting
Extremely robust processes exist to ensure all finances are managed effectively and efficiently. The Office Manager manages invoicing, records all income and expenditure, and produces all reports utilising the MYOB software package. He also manages the petty cash system. However, he has no authority to make decisions regarding expenditure.

These delegations are held only by the Operations Manager and the Director, who authorize all expenditure up to $3000. Cheque-signing authority is held only by the Director for the Imprest (petty cash) account, while signatures are required from two Board members for cheques from the main account known as the Trust account. Expenditure of greater than $3000 requires the agreement from the Treasurer and Board.

Every May, the Director prepares an annual budget for the coming financial year, and tables it at the May Board meeting. Once this has been approved by the Board, the Director is then empowered to commit to the expenditure in that budget only. Any additional expenditure which arises throughout the year needs to be tabled at a Board meeting, and agreed to by the Board.

Accounts are checked by accountants Walker Davey every three months, and a report is prepared for the Board. An annual report is also prepared, and the whole financial management system is audited by BDQ each year, and reported on during the Annual General Meeting each September. The Treasurer reports on the overall financial position to the full Board of Governance at the monthly meetings, and the Director prepares a four-month cashflow forecast each month for the Board.

The financial year runs from the 1st of July to 30th June each year.

All members of the CYDP Board of Governance have a great deal of experience in governance, financial management, business planning and business operation, and are able to provide mentoring and advice to the management team.

Fundraising and Development
As a community agency, CYDP has developed highly successful and robust systems and processes for fundraising over the past five years. For example, CYDP is likely to achieve the target of $1 million in the 2013 calendar year.