

30 July 2020

Tena koutou staff of MAC, whanau, parents and caregivers,

I hope you have had a restful school holiday period and were able to enjoy the great snow conditions if you're a skier. I would first like to take this opportunity to thank you for your support and patience while I completed my scoping.

As you can imagine, the volume of information was significant and it has taken some time to form a comprehensive analysis. I am now pleased to announce this analysis has been completed, along with a resulting outcomes plan that will be implemented by myself, the Board of Trustees and the Senior Leadership Team (SLT).

The key issues I have identified are:

- Need for strategic leadership and accountability
- Need to develop relational trust at all levels
- Understanding Board/Trustee roles and responsibilities and best practice.
- Understanding the needs of the school community and responding to growth
- More effective communication is required at all levels
- Improved policies and procedures to enable more effective and consistent governance and management of the school
- Effective management of complaints at all levels
- Improvement of employment practices
- Further support/review of some departments/areas within the school required

For more information, refer to the attached scoping report table.

Working alongside the Ministry of Education, the Principal and the Board, I have developed an outcomes plan in order to address the issues identified. From this we will craft a more detailed 'action plan' which will include accountabilities and specific time-frames. It will be my role as LSM to report to the Ministry on a monthly basis against the achievement of this plan.

Some of the key outcomes are:

- Board to co-op independent experienced Chair for fixed term.
- Trustees and leaders to take a strategic, planned and consultative approach in establishing a new Charter and ensure consultation with the school community, clarity of school vision and direction.
- Trustees and leaders to work together to establish and communicate clear, coherent strategic goals for the school and their learning areas
- Effective Principal Appraisal policy and process to be put into place.

- Board needs to undertake further professional development.
- Board to set clear expectations regarding Principal reporting
- Policies and procedures to be reviewed and updated
- Some clarity and guidelines are needed to ensure staff consistently apply policies and procedures.
- Consult with the school community where appropriate on certain policies.
- New complaints policy developed which is shared with school community
- SLT to ensure proactive management of issues and complaints so they don't escalate to Board level.
- Review and improve personnel practices and policies/procedures
- Proactive management of personnel issues.
- Ensure that all roles have up to date position descriptions
- Put plans in place to ensure staff wellbeing is a focus.
- Trustees and leaders to develop an internal communication plan and staff engagement plan.
- Build leadership capability across the school at all levels.
- Put plans in place to ensure that student wellbeing is also a focus.
- Ensure there is an ongoing programme of review and evaluation of all departments/areas in the school. The first departments/areas to be reviewed are: HQ, English Department, Rutherford Programme, and Counselling Services.
- Focus on building professional relationships across the school
- Trustees and leaders to develop an internal communication plan and staff engagement plan.
- Understand the school community and its expectations by ensuring consultation opportunities and involvement in strategic planning.
- Focus on maturing the organisation through strong leadership and good governance.

For further information, refer to the attached outcomes plan table.

It is clear that all key stakeholders are committed to working in the best interests of the school, so please be assured that student learning remains the core focus of Mount Aspiring College. I would like to thank the staff for their ongoing professionalism and dedication, and look forward to working with them as we move forward.

I would also like to highlight the strengths of the college, and note that these place MAC in a strong position to positively implement the changes required.

- Student achievement results
- Outdoor education programme
- School community believes that the school has great potential
- Dedicated teaching staff
- Acting Principal is committed to role and enacting positive change
- The Board understands the issues
- Communications Committee already established to prioritise Communications and Engagement Plans
- New Principal to be appointed

I look forward to keeping you updated on our progress throughout the year and your ongoing support as we work together on this programme of change.

Kind regards,

Madeleine Hawkesby (Limited Statutory Manager)

Ehara taku toa i te toa takitahi, engari he toa takitini

Success is not the work of an individual, but the work of many.