



The Response Form

What you'll need to provide

- A written response to our assessment criteria using sections one-three of **The Response Form** and outlined in application document #4: [Our timeline and approach to assessing your application](#).
- There are no page limits, but you must answer all questions.
- Sign the application declaration at the end of this document.
- If you have new governing members, complete statutory declarations for all new governing members.
- If you have any comments with regard to the draft contract, use section four of **The Response Form**.
- If anything has changed since submitting your stage one application, use section five of **The Response Form**.

This document **The Response Form** is part 5 of 5 application documents. Please make sure that you read all documentation provided including the additional appendixes.

Submitting your application

1. Applications must be submitted electronically through the GETS e-Tender box function no later than **midday, 12:00pm, 11 October 2024**.
2. Please plan accordingly to allow sufficient time for the upload to complete before the application deadline. If you do encounter technical issues when you are submitting, please contact the applications team immediately at applications@charterschools.govt.nz.
3. Applications not submitted by the deadline time and date may be excluded from assessment at the discretion of the Charter School Agency.
4. Please clearly name your files as follows:
 - a. [Applicant/sponsor name – Response form for Charter Schools - Kura Hourua]
 - b. [Applicant/sponsor name – Statutory declaration for Charter Schools - Kura Hourua]

Application process terms and conditions

This process is undertaken in accordance with the Charter School Agency application terms and conditions. By applying, the applicant agrees to the terms and conditions appended to this application.

Part One. Sponsor Capability

The requirements for this section are to demonstrate the leadership of the sponsor and how the proposed governance structure will support the operations and outcomes of the Charter School.

Questions 1-2: Financial acuity

1. Demonstrate your financial acumen through a profit/loss (P&L) balance sheet for your first three years of operation.
2. Demonstrate how you will use the P&L to influence the governance structure to make decisions for your school and manage financial and business performance.

1. **P&L balance sheet for the first three years of operation is attached. Attachment 1. P&L Balance Sheet, 2025, 2026 & 2027.**

2. **The P&L balance sheet will guide NWC to identify the resources available to operate in a financially responsible manner, ensuring all operational costs are accounted for.**

Tracking income and expenditure provides the Advisory Board and the Senior Management team an accurate picture of our cash flow situation. We can analyse trends and make sound business decisions. The P&L Budget will be a guide to cost control and strategic planning. The Annual P&L will be monitored monthly by the Senior Management team and the Sponsor and termly by the Advisory Board.

Every Department Leader will have a clear understanding of how much money they have on a monthly, quarterly and yearly basis. Senior Management staff will prioritise expenses and allocate funds where they will be most effective for our students achievement.

3. **North West College Business Plan is attached. Attachment 6 Business Plan**

Questions 3-5: Leadership and community

3. Outline a clear approach to governance that details how your leadership/value proposition will attract families/students to enrolment. It is important to include specific detail here, as the students will be the main source of your funding.
4. How will the governance and organisation structure positively impact student achievement and attendance. Consider the key responsibilities of your teaching workforce in relation to the students and how this will be operationalised day to day.
5. As a leader or potential leader in your community, demonstrate with a stakeholder breakdown how the community consultation, that you have undertaken, has informed your decisions about your Charter School, identifying where there is risk and where there is support for your school.

3. Advisory Board

Educanz Ltd has two directors with equal shares, Sherida Penman Walters and Ken Pemberton. See attachment 5 - Company Registration for Educanz.

**They appoint the Advisory Board. Executive Chair/Sponsor- Sherida Penman Walters
Financial Advisor - TBA**

Legal Advisor - TBA

Deputy Chair - Ken Pemberton

Parent Advisor - TBA

Education Advisor - TBA

Te Kowarau representative / Tiaki Trust / Mana Kura , TBA, will make an Advisory Board of 7 Members.

The main focus is on academic achievement for all students. This focus is fused with rich opportunities for students to explore their creativity and contribute to the local community in environmental projects. Whanau will have confidence we have the experience and the abilities to ensure the success of the school.

A Governance Manual will be written and adopted as school policy. This will outline all roles and responsibilities.

The Advisory Board will meet 5 times annually. Before the beginning of Term 1 and then during the last week of each term.

- a. The Advisory Board members will be paid a meeting fee based on an hourly rate for preparation and attendance.
 - b. The Principal provides reports to the Advisory Board one week prior to each meeting. Reports will outline academic achievement and progress, curriculum development and implementation, pastoral care, financial updates, enrollment data, staffing appointments and requirements.
- Two members of the Advisory Board are experienced State and Private School Principals.

The Executive Chair/Sponsor will work collaboratively with the principal and staff to build an inclusive professional learning culture. Student enrollment criteria will be set and will include commitment to attendance (90%), achievement at or above expected year levels and school leaver level 2 (95%). Whanau involvement in attending student/parent/teacher conferences will be compulsory. Parents sign up to this in the enrollment agreement.

4. The Advisory Board Executive Chair/Sponsor will be collaborating with the Principal and staff to ensure the focus is on student health and well-being and academic achievement.

Professional development of staff will be on a weekly basis to ensure best practice in all areas of teaching and learning. The Principal will be supported by the three deputy principals ;

Deputy Principal - Y 7-10 Curriculum / Outdoor Education; TBA for 2025

Deputy Principal - Y11-13 Curriculum/NZCEA Management; TBA 2026

Deputy Principal - Pastoral Care/Creative Arts Curriculum/Community Project. TBA 2025

In 2025 the The Principal will have a 0.4 teaching component and the Deputy Principals will have a 0.6 teaching load ensuring they have day to day interaction with students and their learning needs and achievements.

The Day in the Life of a Year 7 Student;
The Day in the Life of a Year 13 Student - 2029;
The Day in the Life of an English Teacher.

Attachment 2- A Day in the Life at North West College

5. To date, the Sponsor and the Advisory Board Secretary have consulted with:
- Local Business Association
 - Parents in Kumeu/Huapai Area
 - Te Kawarau Iwi (Tiaki Trust- Mana Kura)
 - Auckland Council Local Board
 - Previous teaching colleagues

So far all responses have been very positive. As noted in our Stage 1 Application there is very limited choice for Secondary students in the North West of Auckland. Most respondees commented on this and their need to either move in zone for a preferred school or bus their tamariki/rangitahi to North Shore Schools which is a journey of over an hour each way in most cases.

The concept of a focussed academic programme fused with rich activities for creativity has been very well received.

It is our view that families in the North West will see North West College as an option for their children.

Similarly when we consulted with previous colleagues, both teachers and senior management have been excited by the concept and want to know when they can apply!

Please see attached letters of support. Attachment 3 - Letters of Support.

There are risks.

The major risk is the antipathy of the teacher unions and the misinformation that is being disseminated about Charter Schools.

To mitigate this risk North West College will only employ New Zealand Registered teachers and is committed to high level targets for attendance and academic achievement. Our media advertising will emphasise these facts.

Another risk is the extremely short time frame to lease an appropriate building, obtain the required resources and appoint excellent staff who need to give proper notice to their current employer. To mitigate this risk we have engaged Colliers, West Auckland, to assist us in obtaining a suitable building to lease.

To minimise these risks we will set our Term 1 opening for the 24th February 2025. If required The Executive Chair/Sponsor and the Advisory Board Secretary are fully registered teachers with experience in teaching Y 7 - 9 and will be available to teach classes in Term 1, 2025.

Part Two. Contribution to the wider school network

The requirements for this section are to demonstrate what impact the school will have with students and the wider school network and how it will prepare students for life in wider society.

Questions 6-8

6. As well as uplifting academic achievement and attendance, how will the school positively impact it's students and contribute to the wider school network / education sector?
7. How will the school help prepare students for life in wider society, outside of the specific focus or setting of your Charter School?
8. Why would parents/families choose your Charter School over other schooling options that are already available to them?

6. Wider School Network

North West College will ensure there is a strong pastoral care programme in place for its students. One deputy principal will be especially required to source and implement a range of age appropriate Health and Well Being resources across the school. Students will participate in community based projects to build community connections. North West College staff will be encouraged to invite fellow colleagues into the school to observe the programme in action, as well to attend after school functions The Principal and senior management will be available to speak to local community and professional groups.

North West College will be a model of how education can continue high academic achievement with rich creativity.

North West College will take some load off the capacity issues at local secondary schools. North West College will enrol students anxious about attending large secondary schools.

7. Wider Society

North West College students will build an on-line portfolio of their academic achievements, creative endeavours and community service. By Y13 students will have an extensive experience and portfolio evidence for their future pathways. They will have developed confidence in communicating, Kanohi ki te Kanohi, speaking to groups and appropriately using social media.

For Years 11-13, a careers counsellor will be available to assist students develop pathways into wider society.

8.

As noted in our Stage 1 Application, there are limited opportunities for secondary education in North West Auckland. All Secondary Schools are zoned, have grown rapidly and are nearing capacity. The Auckland Unitary Plan allows for massive housing growth in North West Auckland.

Parents/families will choose North West College because:

There is a strong focus on academic achievement and success in attaining excellent results; There are rich opportunities for creative endeavours;

There is a positive, respectful and inclusive school culture;

There are no fees;

There is convenient transport from a wide area across North West Auckland;

North West College provides a sound option to overcrowded local secondary schools.

There is a strong focus on building resilience through the effective school wide pastoral care programme.

Part Three. Operational fitness

The requirements for this section are to demonstrate your readiness to open in 2025 and how your school will deliver outcomes against the Performance Management Framework.

Questions 9-10: Readiness to open

9. Demonstrate your readiness to open for Term One 2025 (or the term that you have specified for opening) by showing across the following establishment areas, what you will have in place for students to be welcomed for learning in Term One 2025:
- Staffing
 - Finance
 - Curriculum
 - Roll
 - Health and Safety
10. In stage one you listed the physical assets required (e.g., buildings, classrooms, sports facilities) and outlined the plan for acquiring, developing, or leasing these assets. Now, demonstrate how you will:
- operationalise the property and infrastructure components of your application, ready to welcome students for Term One 2025.
 - maintain your property and infrastructure within the funding allocation you will receive.

9a. Staffing, including payroll solution.

- i) Immediately after being approved as a Charter School advertisements will be placed in the NZ Education Gazette and local papers for; Principal, Deputy Principal Ys 7-10 Curriculum, Deputy Principal Pastoral Care/ Creative Arts Curriculum, Teacher Ys 7-10 English, Teacher Ys 7-10 Mathematics, Teacher Ys 7-10 Science/Technology. The advertisements have already been prepared, as have the job descriptions. Successful applicants will need to demonstrate curriculum expertise and sound understanding of the creative process as well as project based learning.
The Executive Chair will appoint the Principal with the approval of the Advisory Board and will start as soon as possible.
The Principal will appoint the Deputy Principals and teaching staff with the approval of the Executive Chair/Sponsor to start as soon as possible.
- ii) Immediately after being approved as a charter School advertisements will be placed to appoint a Business Manager and IT Manager to start by 21 November 2024; Enrolments/ marketing Officer and Finance Officer to start by 2nd December, 2024;
P.A. to Principal and Advisory Board to start 2 December 2024
Receptionist/Secretary to start 20 January 2025.

9b. The Payroll Solution will be The Education Service Payroll.

Finance

The Business Manger will be responsible for the smooth operation of the business by:
Leadership and supervision of the Administration team;

Procurement of goods and services;

Financial management/cost control;

Oversight of occupational health and safety; Management of contract and tenders

for services; Management of the school's administrative systems;

Oversight of Human Resource policies and procedures;

9b. Lead marketing initiatives promoting North West College;

Collaborate with the Advisory Board, Principal and Senior Management Team in strategic planning by conducting data analysis; Reporting to Principal and Executive Chair on P and L budget monthly and to the Advisory Board, termly.

9c. Curriculum

The New Zealand Curriculum will form the basis of all learning and achievement measures. All teacher planning will utilise the Science of Learning. North West College is unique in that it fuses the Science of Learning principles and processes with Creativity, the process of having original ideas that we value. We believe that all young humans have tremendous potential talents. Creative Schools transform education. As outlined in the Blue School Story, "An Education that balances academic mastery, self and social intelligence and creative thinking results in capable, compassionate, joyful young people." Ref. Blue School Manhattan Website 2023. We will ensure an inquiry based approach that factors academic excellence, nurtures human relationships and inspires a passion for learning.

All teaching staff will engage in professional learning before term one 2025 starts to ensure readiness for students to start on 24th February 2025. There will be specific sessions for staff induction on the Vision and Philosophy of the school and clear expectations for teacher performance will be set.

The staff will have full induction on the IT implementation. Sessions will include North West College expectations for attendance and engagement of students and whanau. Sessions will focus on the NZ Curriculum implementation and measures for evaluation of progress and achievement. School wide Curriculum Teams for English, Mathematics, Science/Technology will be established and meet weekly to ensure consistency in delivery across the school.

9d. ROLL Whanau will complete Expressions of Interest in attending North West College. These will be advertised from the date of the contract being agreed. Parents will be invited to meet with the Principal and/or Executive Chair to ascertain mutual suitability. It is vital that parents and students understand the vision and philosophy of North West College and that they must meet the enrollment criteria prior to enrolling.

Attachment 4: Expression of Interest and Enrollment Criteria

These meetings will take place between mid November and 17th February, 2025.

The community consultation process has given confidence that North West College will start with the following rolls:

2025	Term 1 - Term 4	Year 7	40 students	2 classes	Total of 120 students
		Year 8	40 students	2 classes	
		Year 9	40 students	2 classes	
2026	Term 1 - Term 4	Year 7	40 students	2 classes	Total of 160 students
		Year 8	40 students	2 classes	
		Year 9	40 students	2 classes	
		Year 10	40 students	2 classes	

9e Health and Safety

Harrison and Tuke will be employed to audit the leased premises for Health and Safety and provide procedures for lock-downs and evacuations.

The Principal will complete the ERO Board Assurance Statement and provide the self audit checklist to the Advisory Board for the Executive Chair/Sponsor to sign.

The Business Manager will be responsible for overseeing the school is compliant in all aspects of Health and Safety.

10a. Property

North West College will lease a commercial building in or close by Westgate. This building will have the interior converted 10 classrooms. The Advisory Board has engaged Colliers, Westgate, to submit appropriate leasehold properties and inspections are underway.

An interior designer will be employed to ensure the interior of the building creates a pleasant, innovative learning environment. Offices will be created for each of the Executive Chair, Principal and Business Manager. The Deputy Principals will share one office. The reception area will be the base for the Receptionist and Enrollments Manager. A shared commercial community kitchen will be developed. We will ensure adequate bathroom facilities are included. We will ensure parking is available for staff and student drop off areas are safe.

North West College will use nearby local community sports facilities and parks as well as the local Te Manawa Library. The Business Manager will be responsible for securing all furniture and equipment based on the advice of the Principal and approval of the Executive Chair.

10b.

The Business Manager will be responsible for employing the IT contractor, cleaning contractors, buildings and grounds maintenance contractors.

Questions 11-12: Performance and longevity

11. Noting the Performance Management Framework, outline your performance management strategy including:
 - a. how the strategy will enable and support monitoring against each performance measure in the framework and:
 - b. how will you manage the early identification of issues and risks and what preventative measures will you take to address these?
12. Tell us in a practical way the reality of a teacher and a student on the ground at the school in a day-to-day setting and how this will endure over the life of the contract.

11a.

Student Attendance at North West College will be a target of 90%. Teachers will complete the Kamar Electronic Attendance Register by 9.15am and 1.15pm daily. The Deputy Principals will contact families who do not contact the school to advise an absence. Family holidays during term time will be strongly discouraged. Concerns about attendance will be immediately addressed by the senior management team who will remind whanau of their agreement made at enrolment.

Student Achievement

Years 7- 10 NWC will target 80% of learners to be at or above the expected curriculum level. Teachers will be fully trained to use e-asttle (MoE) and PATs effectively.

Teachers will also use the Assessment Resource Bank tools in Mathematics, Reading, Writing and Science. Gloss will also be used to assess Mathematics..

Teachers will also be trained to use the Learning Progression Framework in Mathematics, Reading and Writing.

North West College will volunteer to enter the National Education Monitoring Project for Years 4 - 8 in all relevant subjects.

All test data will be interrogated by the relevant deputy principal and a summary reported to the Principal by week 8 of each term and subsequently to the termly Advisory Board meeting.

All individuals data collected will be available to whanau and fully discussed at termly parent-student-teacher conferences.

The Principal will prepare self-audits for the June and December Advisory Board meetings.

Years 11- 13 North West College will target 95% of school leavers to reach NCEA level 2 in at least 4 subjects - Mathematics, English, Science and one Creative Arts Subject. The relevant deputy principal will collate all NCEA results in a report for the Principal by week 8 of term 2 for the June Advisory Board meeting.

Financial Health

North West College will target:

- Operating surplus of 5%
- Working capital/ratio 2 : 1
- Debt equity ratio 0.5 : 1
- Positive cashflow forecast
- Enrollment variance growing by 40 students annually until 2029.
- The maximum roll of 240 will be reached in 2029 and the school roll will become stable.

All contractual obligations will be met. Any surplus above school requirements will be transferred to the North West College Charitable Trust set up to benefit attendees of the college.

Notification when any source of anticipated funding on which NWC is dependent for viability will not be available.

Notification of any failure to pay debt from borrowed money. NB. There is no intention to borrow money. There will be four leased vehicles.

Ensure related party disclosure

Ensure expenditure policies are in place.

Maintain accurate annual financial [planning

The North West College accounts will be independently audited in June annually with follow up independent report in December.

Standard Minimum Compliance

North West College will only employ registered teachers for curriculum subjects. Some creative arts may be taught by LATs. All staff will be police checked. Students will be required to maintain a 90% attendance. The school day will begin at 8.45am and end at 3.00pm.

School terms will be a minimum of 9 weeks except for Term one 2025 which will start as early in February as possible to allow for preparations due to the tight time frame.

North West College will provide termly progress reports to whanau and parent-student-teacher conferences.

Ongoing student progress will be visible to parents through HERO. Students will develop a digital portfolio of all their achievements. By Year 13 this will be an extensive record of achievement and used by the students to apply for their choice of tertiary pathways.

North West College will ensure all relevant insurances are in place. This is the responsibility of the Business Manager and will be included in the termly reports to the Advisory Board. North West College will provide free transport by bus if timely public transport is not available.

North West College will maintain its leased property to a high standard, ensuring pleasant, safe, clean and well maintained learning environments for staff and students. This is the responsibility of the Business Manager who reports on these matters weekly to the Principal and in the termly reports to the Advisory Board. The annual self audit, including the Sponsors Assurance Statement, will be provided in June annually with a follow up in December.

11b.

The Executive Chair/Sponsor, an experienced principal, will work closely in collaboration with the North West College Principal to ensure early identification of issues and risks to the school. These will be discussed in a weekly meeting and will include identification and mitigation of risks.

The Executive Chair/Sponsor will intervene as necessary to quickly mitigate any risk to the safe operation of the school.

A member of the Advisory Board will be available for support. It is the intention to invite a legal expert and a financial expert onto the Advisory Board who will offer relevant advice.

12 Day to Day Reality.

Please see attachment 2:

A Day in the Life of a North West College Year 7 Student;
A Day in the Life of a North West College English Teacher;
A Day in the Life of a North West College Year 13 Student in 2029

These documents outline the reality of the school in a day to day setting.

North West College intends to initially sign a 10 year contract with the option of renewal. The school will grow into its maximum roll of 240 students by 2029. Advisory Board members will be expected to serve 5 years each with the possibility of renewal of service for a further 5 years.

Part Four. Comments on the draft agreement

The Charter School Agency will not accept any proposed amendments to the **General Terms** and **Legal Schedules** of the Agreement. Applicants must prepare their application on this basis (see the Application Declaration below to confirm this).

Applicants wishing to propose any amendment to the Specific Terms of the Agreement for consideration must do so as part of this application.

On the date of this submission no draft contract has been sighted!

We will therefore discuss any Specific Terms of Agreement with the Charter School Agency prior to signing a contract

Part Five. Changes to your stage one submission

Let us know if anything has changed since you submitted your stage one application.

Document if your circumstances or any information regarding your submission has changed since submitting your stage one application. Please reference the section and, if applicable, the question number where your information has changed since stage one.

[Redacted]

School Name has changed from North West Creative Arts College to North West College - Academic Excellence + Creative Arts

Registered Company - Educanz Limited - A copy of Registration - Attachment 5

Deputy Chair - Ken Pemberton

Sport each alternative Wednesdays

EOTC - One week annually for each year level

Digital Arts and Culinary Arts included in Creative Arts Options

Released under the Official Information Act 1982

Part Six. Application Declaration		
Topic	Declaration	Applicants' Declaration
Application Process, Terms and Conditions:	I/we have read and fully understand this Application, including the Process, Terms and Conditions. I/we confirm that the Applicant/s agree to be bound by them.	Agree
Collection of further information:	The Applicant/s authorises the Charter School Agency and the Ministry of Education to: <ul style="list-style-type: none"> • collect any information about the Sponsor, except commercially sensitive pricing information, from any relevant third party, including a referee. • use such information in the assessment of this Application. 	Agree
	The Applicant /s agrees that all such information will be confidential to the Charter School Agency and the Ministry of Education.	Agree
Use of Information:	The Applicant/s agree that information provided as a part of the fit and proper persons test can be shared with appropriate third parties engaged to undertake the necessary reviews.	Agree
Draft Agreement:	The Applicant/s accepts the General Terms and Legal Schedules of the Agreement and confirms that they have prepared their application on the basis that no amendments to the General Terms and Legal Schedules will be considered.	Agree
Conflict of Interest declaration:	The Applicant warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Application or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the Application process the Applicant /s will report it immediately to the Charter School Agency and the Application Point of Contact. When you sign the declaration, please consider any perceived, potential or actual conflicts of interest. For example, if you have had any communication or input from the Establishment Board with regard to your application.	Agree
DECLARATION	There are no perceived, potential or actual conflicts of interest	

I/we declare that in submitting the Application and this declaration:

- the information provided is true, accurate and complete and not misleading in any material respect
- the Application does not contain intellectual property that will breach a third party's rights
- I/we have secured all appropriate authorisations to submit this Application, to make the statements and to provide the information in the Application and I/we am/are not aware of any impediments to enter into a Contract to sponsor a Charter School | Kura Hourua.
- I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Application may result in the Application being eliminated from further participation in the Application process and may be grounds for termination of any Contract awarded as a result of the Application process.

By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Applicant/s to make this declaration on its/their behalf.

Signature:	<i>S. A. Penman Walters</i>
Full name:	Sherida Anne Penman Walters
Title / position:	Sponsor
Name of organisation:	Northh West College
Date:	9th October 2024

Attachments

- Attachment 1** P & L Balance Sheet 2025, 2026,2027
- Attachment 2** A Day in the Life at North West College - Year 7 Student
Year 13 Student 2029
English Teacher
- Attachment 3** Letters of Support.
- Attachment 4** Expression of Interest and Enrollment Criteria
- Attachment 5** Educanz Limited - A copy of Registration
- Attachment 6** Business Plan

Released under the Official Information Act 1982

A Day in the Life of a Year 7 Student At North West College 2025

9(2)(a)

I love English, Maths, Science and Technology and I'm learning about photography and painting.

My parents and I were keen for me to join a small co-educational school that provided for structured programmes in Mathematics, English and Science and also encouraged and catered for my creative arts interests.

My day starts at 8.45am. when I join my POD (vertically grouped personal ongoing development group). We sign in and hand in our phones and our teacher/coach checks on how we are feeling for the day. I really like being with this friendly supportive group. It is a great way to start the day.

I have three learning seminars in the morning. Every day we have Maths, English and Science/Tech with a ten minute "brain break" between each. I like that we can drink water and eat healthy snacks during the day.

Lunch is at 12.30pm for 45 minutes. We can eat lunch in our shared kitchen or go outside for fresh air and exercise.

At the beginning of term one I chose four creative arts subjects. On Mondays I stay at school and do painting with my art tutor. My group is only 15 students so I can make plenty of progress. This is from 1.15 – 3.00pm. On Tuesdays my parents have arranged for me to have private keyboard lessons at 2.00pm, so they come to collect me.

On Wednesday afternoons we have opted into a community project. I chose to go and do painting at the local pre-school with my friends. My tutor delivers us there in the school van and returns us to school by 3.00pm.

Thursday afternoons I really like! Our photography tutor meets us at school. Sometimes we go on field trips taking photos in the local community. We are creating a display for Te Manawa, the local library.

On Friday afternoons I join the Literature group. We have been studying 'The Hunger Games'.

I am so pleased I have enrolled at NWC and I'm excited about the pathway ahead to Year13.

9(2)(a)

A Day in the Life of a Year 13 Student At North West College Term 1, 2029

I joined North West College in 10 in 2026. The secondary school I had been in had large classes and a number of scary disruptive students that made it difficult for my teachers to teach.

I had had been very reluctant to attend school and had pretty much stopped. Mt parents had found out about North West College as an option. The staff and students were friendly and calm when we visited. We were given plenty of information about how the school operated and how I would be able to succeed at NCEA.

It all sounded pretty perfect for me. I liked the informal uniform with plenty of options for me to choose and at very reasonable prices.

My parents loved the fact that North West College is a well run Charter School for which they did not have to pay any fees.

I count my lucky stars that I have been able to enjoy many creative arts over the last three years I am now a skilled photographer and film maker. I have had the opportunity to have internships at the nearby film studio and with a surf photographer at Piha. My guitar and drumming skills are now at a good standard. My friends and I formed a small band and we perform at local markets - Kumeu, Riverhead, Coatesville, Hobsonville Point, Massey and Henderson. We get lots of support from local bands and musicians who lend us gear and give us advice.

Academically, I have done well. I have gained excellence and merit for my level 1 & 2 NCEA assessments and passed my numeracy and literacy requirements. I am to complete level 3 in English, Mathematics, Statistics and Physics. I will enrol at Auckland University in a Science degree. My goal is to work in the space industry.

I'm looking forward to the rest of my Year 13 and with the help of my teachers my goal is to gain excellence in all of my subjects. I'm looking forward to the Year 12 and 13 Ball in Term 3. I'm on the organising committee and our band will play a set.

Each year we have had an Outdoor Education Camp leading to the Duke of Edinburgh's Hillary Award. In Year 10 we went to Kawau Island. In Year 11 we camped in the Kaueranga Valley and in Year 12 we had an amazing experience at Ruapehu.

This year I'm going for GOLD We have sports every alternate Wednesday afternoons. Staff arrange transport, tutors and event facilities. So far I've been involved in golf, tennis, football, touch rugby, volleyball, softball and athletics. I'm quite good at discus and shot put.

North West College encourages us to join our local, community clubs for weekend play and to meet new friends. I joined the Kumeu Football Club. I play in an age group social team and it is lots of fun.

Nga mihi nui,

9(2)(a)



Attachment 2

North West College

A day in the life of an English Teacher at North West College.

9(2)(a)

At NWC I teach English for three classes every day. I am fully experienced in both the NZ Curriculum and the Cambridge International Curriculum

My day starts at 8.00am. as I meet with my college colleagues and prepare for the day. I have a POD (Personal Ongoing Development) group at 8.45am. I sign in my 15 students, receive their cell phones into secure storage and catch up with them to ensure they are feeling safe, happy and ready to learn.

From 9.15am. to 12.30pm. I have three one-hour English lessons. I am so happy that each of my classes has a maximum of 20 learners, all of whom want to achieve their best possible outcomes.

Lunch is from 12.30 to 1.45pm. At NWC the learner assistant complete supervision of students at lunchtimes and breaks, so teachers have time to refresh. I also take the painting group on Mondays at 1.45pm. It is vertically grouped so students can also share their expertise. We are planning an Art Exhibition at the local Library, Te Manawa. I use the school van to transport the local community project group to their pre-school on Wednesday afternoon.

Tuesdays and Thursday I have teacher release from 1.15pm. onwards. On Fridays I teach the Creative Literature class from 1.15 to 3.00pm.

Normally I leave school at 4.30pm. after planning for the following days/weeks.

On Mondays and Tuesday, we have we have staff meetings focussed on the pastoral care and achievement of students and engage in professional development opportunities.

One of the aspects of North West College is that I love the Curriculum Teams that focus on Years 7 to 13. This means there is consistency across the whole college for English. We agree on termly themes, for example, 'Migration', and assist each other with planning, implementation and assessment.

I appreciate the opportunity to be able to communicate with the parents of my POD group and my English and Painting students on a regular basis.

I am delighted to be part of such a positive learning culture. As a teacher, I am respected and valued and continually learning. I am also able to explore my own creativity. We use HERO for teacher- parent online communication and regular reporting of achievement. NWCAC also set aside days for face-to-face parent-teacher meetings each term.

I am confident that with Sherida as Sponsor/Executive Chair, an experienced Advisory Board and our supportive Senior Management Team, NWC will continue to go from strength to strength and become the workplace of choice for great teachers.

Kind Regards,

9(2)(a)

A grey rectangular box redacting the signature of the sender.

Released under the Official Information Act 1982

To whom it may concern,

Confirming that Sherida Penman Walters reached out to us for feedback on her proposal to set up a charter school in North West Auckland in September 2024.

9(2)(a)

There are very limited suitable High School options for children in our area and we think a proposal like this would have enormous benefit for the community.

We feel that the proposed focus on English, Mathematics and Science/Technology daily and high targets for attendance, progress and achievement will be greatly beneficial for potential students.

Happy to be contacted to discuss in more detail if required on the below number.

Regards,

9(2)(a)

Released under the Official Information Act 1982

Morning Sherida

9(2)(a)

9(2)(a) and they have mentioned to us the exciting news about a possibility of a new school opening in Westgate for years 7-13.

9(2)(a)

we are very excited about the prospect of a new school and would love to offer and express our support for the opening. Our

9(2)(a)

Please do let me know if there is anything I can help or if you have any questions for me.

I wish you all the very best.

Kindest Regards

9(2)(a)

Attachment 3 Letters of Support

Hi Sherida and Ken,

Thank you both for your time last Saturday, the commitment you both show to providing better education and options for families within our community is admirable.

We are writing to express our excitement and support towards the pending opening of the North West Creative Arts College.

9(2)(a)



9(2)(a)

zoned for Massey High School, which we understand is near capacity, and any out of zone schools means students are compelled to travel long distances to attend school. The Norwest location would be beneficial to our children, providing less travel time and therefore, more focus on their mental well-being and As parents, we would love to learn more about how we can be involved as the school develops.

Please let us know if there are any next steps we could help with, or if there are any upcoming meetings/events we could attend.

We wish you all the best for Stage 2.

Kind Regards,

9(2)(a)



Attachment 4 Enrolment Criteria

North West College Academic Excellence + Creative Arts

Enrolment Criteria

1. The student and their parent/caregiver accept the aims, purpose and objectives of North West College as set out in the schools charter and declare to do so for the duration of the student's attendance at the school.
2. The student is the correct age for the vacancies in the school.
3. The students achieves at or above the curriculum levels in English, Mathematics and science for their year level.
4. The student is not in breach of the school's Health and Safety Policy.
5. The school will not exceed the maximum roll by accepting the enrolment.
6. The school has a position to offer in that year level and for that specific subject choice.

Enrolment Scheme

1. Enrolment at North West College requires all students and their respective parents/ guardians to accept and uphold the aims, purposes and objectives as set out in the North West College Charter.
2. North West College does not have a defined home zone.

Pre-Enrolment Procedures

1. Complete the Registration of Interest Application Form.
2. Receive Enrolment information and an invitation to book a tour and attend an initial meeting with senior staff.
3. Complete the Enrolment Pack with all required paper work and return it to the school by delivery in person or the post.
4. All successful applicants will be informed in writing of provisional acceptance.
5. All successful applicants and their parents/guardians will sign an agreement of understanding.
6. All successful applicants will attend induction meetings before first attendance.

Enrolment Criteria

Enrolment at North West College is subject to:

1. Signed acceptance of the school's aims, purpose and objectives.
2. Full completion of all administrative and other pre-enrolment requirements.
3. Attendance at induction meetings.
4. Availability of places.
5. Evidence of achievement at or above Curriculum levels in English, Mathematics and Science.
6. Evidence of strong interest in the Creative Arts.

Order of Priority for Enrolment

1. Sibling of current student.
2. Child of an employee or advisory board member.

The Advisory Board of North West College reserve the right to evoke Part 12, section 156(7(b)) of the Education Act 1989 and refuse enrolment to students whose parents/guardians do not accept the aims, purpose and objectives of North West College.

The Advisory Board of North West College reserve the right to annul the enrolment of any student, if the board believes on reasonable grounds that the student's pre-enrolment information was falsely claimed for the purpose of securing enrolment.

The Advisory Board of North West College reserve the right to annul the enrolment of any student if the student, or parents/guardians bring the school into disrepute.

Registration of Interest to Enrol

North West College
Academic Excellence + Creative Arts

Thank you for your interest to enrol your child in North West College. We are passionate about providing each student with a structured personalised learning programme in English, Mathematics, Science and Technology as well as providing an extensive range of Creative Arts experiences.

Enrolment for years 7, 8 and 9 for Term 1 2025 open 1st December 2024.

Parent/Guardian Information

1.

Title
First Name
Last Name
Email
Mobile Phone
Occupation

2.

Title
First Name
Last Name
Email
Mobile Phone
Occupation

Student Information

First Name
Date of Birth

Last Name
Year Level

Reasons for potential enrolment at North West College

Please attach the two most recent school reports.

We will contact you to arrange for a meeting with a senior staff member so we can discuss mutual suitability for enrolment.



Inland Revenue
Te Tari Taake

ird.govt.nz

EDUCANZ LIMITED
103 MATUA ROAD
HUAPAI
KUMEU 0810

IRD Number 143-837-718
Reference L1207816280
Issued 18 September 2024

Dear Sir/Madam

GST registration number

9(2)(b)(ii)

Use this number on taxable supply information you provide

You're now registered for GST.

GST Registration date	17 September 2024
Accounting basis	Payments (cash)
Taxable period	Two Monthly
First return period	17 September 2024 to 30 September 2024

Now that you're registered

You'll need to charge and account for GST on all goods and services you supply in your business from your registration date.

GST return and payment due dates

You must complete your returns and make payment by the 28th of the month following the return period.

The exceptions are:

- March's GST return and payment are due 7 May.
- November's GST return and payment are due 15 January.

If you don't have myIR, you can register at www.ird.govt.nz/myir

Yours sincerely,

Paul Dick

Customer Support Administrator



6668234 04780 0001

North West College

Point of Difference

Academic Excellence + Creative Arts

North West College offers students in Year 7 to 13 excellent achievement in academic subject as well as in creative arts.

The academic curriculum focuses on English, Mathematics, Science and Technology using the science of learning approach.

Students choose from a variety of creative arts, using project based learning building there own unique digital portfolio.

The college is fully funded by the Government.

Mission

North West College begins in 2025 offering enrollment for Years 7, 8 & 9 with two classes at each level, a total of 120 students.

In 2026 North West College will extend to Year 10 with another two classes giving a total of 160 students.

In 2027 North West College will extend to Year 11 with another two classes of 20 giving a roll of of 200 students.

In 2028 North West College will extend to Year 12 with another two classes of 15 students giving a total roll of 230.

In 2009 North West College will extend to Year 13 with another two classes of 15 giving a total roll of 260 students.

Key Numbers

Revenue

How much money your business has made in the year to date.

Fully funded by the Ministry of Education

Net profit ('the bottom line')

Your revenue minus your expenses for the year to date.

5%

Net profit margin

Your net profit as a percentage of your revenue, year to date.

3%

Operating costs

How much it costs to run your business each month.

Dependent on Student Numbers

Utilisation rate

The level to which your people and big assets (eg machinery) are in use.

Fully Engaged

Net promoter score

How likely it is that a customer will recommend you, on a scale of 1 to 10.

10

Employee engagement

The level to which your people are engaged with their job and the business.

100%

Did you know that higher employee engagement brings higher productivity and greater staff retention?

Metrics

2025 - 120 students - Years 7, 8 & 9

6 class teachers

2026 - 160 students - Years 7, 8, 9 & 10

10 class teachers

2027 - 200 students - Years 7, 8, 9, 10 & 11

12 class teachers

2028 - 230 students - Years 7, 8, 9, 10, 11 & 12

13 class teachers

2029 - 260 students - Years 7, 8, 9, 10, 11, 12 & 13

15 class teachers

Strengths

- | | |
|---|--|
| <input type="checkbox"/> A good reputation | <input checked="" type="checkbox"/> Experienced Sponsor and Advisory Board |
| <input type="checkbox"/> Clear goals and strategy | <input checked="" type="checkbox"/> Clearly Articulated |
| <input type="checkbox"/> A strong team | <input checked="" type="checkbox"/> Experienced T/Administration |
| <input type="checkbox"/> Networks and contacts | <input checked="" type="checkbox"/> Reliability Established |
| <input type="checkbox"/> Smooth operations | <input checked="" type="checkbox"/> Experienced Administration |
| <input type="checkbox"/> Good cashflow, savings | <input checked="" type="checkbox"/> Previous Success |
| <input type="checkbox"/> A superior product/service | <input checked="" type="checkbox"/> History of Excellence |
| <input type="checkbox"/> Loyal customers | <input checked="" type="checkbox"/> Staff Retention / Students to Year 13 |

Opportunities

- | | |
|--|--|
| <input type="checkbox"/> Good talent to hire | <input checked="" type="checkbox"/> New School Opportunity - staff |
| <input type="checkbox"/> A new key partnership | <input checked="" type="checkbox"/> Community |
| <input type="checkbox"/> A large untapped market | <input checked="" type="checkbox"/> NW Population Growth |
| <input type="checkbox"/> A hot client lead | <input checked="" type="checkbox"/> Local Neighbourhood |
| <input type="checkbox"/> New investment | <input checked="" type="checkbox"/> Area Under Resourced |
| <input type="checkbox"/> New software tools | <input checked="" type="checkbox"/> Latest Technology Used |
| <input type="checkbox"/> A marketing opportunity | <input checked="" type="checkbox"/> Obvious Need For Service Results |
| <input type="checkbox"/> A potential new mentor | <input checked="" type="checkbox"/> Experienced Colleagues |

Weaknesses

- | | |
|--|--|
| <input type="checkbox"/> No/poor reputation | <input checked="" type="checkbox"/> to be built up over time. |
| <input type="checkbox"/> No/poor website | <input checked="" type="checkbox"/> to be built when contract signed |
| <input type="checkbox"/> Not the right team | <input checked="" type="checkbox"/> to be built up over time. |
| <input type="checkbox"/> No networks or contacts | <input checked="" type="checkbox"/> to be built up over time. |
| <input type="checkbox"/> Bumpy operations | <input checked="" type="checkbox"/> Revenue dependent on student Numbers |
| <input type="checkbox"/> Bad cashflow, low savings | <input checked="" type="checkbox"/> Revenue dependent on student Numbers |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |

Threats

- | | |
|---|---|
| <input type="checkbox"/> No workers/talent to hire | <input checked="" type="checkbox"/> Extremely Short Implementation Time |
| <input type="checkbox"/> An aggressive competitor | <input checked="" type="checkbox"/> Teacher Union Misinformation |
| <input type="checkbox"/> A shrinking market | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> Legislation changes | <input checked="" type="checkbox"/> Resources for Revised Curriculums |
| <input type="checkbox"/> Rising production costs | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> Poor public infrastructure | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> Shrinking margins | <input checked="" type="checkbox"/> N/A |
| <input type="checkbox"/> Poor exchange rates | <input checked="" type="checkbox"/> N/A |

Focus: Top Jobs

Recruit experienced staff. Appoint quality, experienced Principal.

Recruit experienced administration staff.

Locate, lease and set up building and fit out.

Confirm 3rd member of the Advisory Board. Identify and invite Advisory Board member experienced in legal matters.

Identify and invite Advisory Board member experienced in financial matters.

Research the possibility of contracting out the cleaning and maintenance of the school.

Investigate a local supplier to advise on appropriate, modern and reasonably priced uniform options.

Focus: Most Important Jobs

Job 1: Secure long term lease on an appropriate building and fit out.

Job 2: Advertise, recruit and employ excellent staff.

Job 3: Market and engage with the local community to ensure North West College will attract great students and their families to start in Term 1 February 2025.

Job 1 Lease Building and Fit out

Liaise with PRG/ Colliers in North West/
Westgate SPW S Sept
Create Limited Liability Company.

KP Sept

Sign Lease Contract SPW/KP Nov

Employ Interior Designer SPW Nov

Employ Fit out Company KP

Order furniture/equipment to be
delivered/installed in Jan. KP Nov

Employ IT Specialist to check
infrastructure, internet provision and
IT devices. KP Nov

Job 2 Employ Excellent Staff

Employ experienced Principal and two
Deputy Principals. SPW/KP Nov.

Employ 6 teachers with strengths in
English or Mathematics or Science/
Technology. SPW/KP Nov.

Employ experienced Business
Manager, accounts
assistant, enrollment manager and
receptionist. SPW/KP Nov.

Employ Marketing Manager
SPW/KP Nov.

Employ Caretaker/Building Manager
SPW/KP Nov.

Job 3 Marketing/Communication

Market the School opening in
February MM Nov.

Develop Website MM Nov.

Create Email Domain KP Oct.

Prepare Media Releases in local
Community Papers. SPW Nov.

Create pamphlet drop. MM Nov.

Organise Public Meetings SPW/KP Oct.

Create EOI and Enrollment forms.
KP Sept.

Panning to Overcome Barriers

Barriers to Success

Stage 2 Application declined.

Can not lease suitable building.

Very short time frame to order and resource the fit out of the building.

Limited time frame to employ excellent teaching staff.

Might be difficult to encourage cooperation from local schools.

Overcoming Barriers to Success

Reapply in 2026

Continue to research and investigate options.

Identify and negotiate with suppliers.

SPW/KP are both experienced teachers and Principals, registered and have current experience in schools could act as interim staff members if required.