



# Opportunities plus Innovation

## Education Renewal in greater Christchurch

*'Greater Christchurch' comprises Christchurch City and  
Waimakariri and Selwyn districts*



## At a glance

The Government is investing up to ONE BILLION DOLLARS over ten years to develop greater Christchurch as a leading education community positioned to set new standards of excellence in teaching, learning and research.

This offers a unique opportunity to take an innovative course of action that will improve the delivery of education, extend the options available for learners, and *lift student achievement*

Three advisory bodies are being established to engage *local leaders and experts* and help drive key aspects of the work and ensure a strong regional influence

The plan for education renewal considers the needs of *learning community clusters*, which are organised into three categories that reflect the scale and degree of change needed

The three categories are:

- 1) *RESTORE;*
- 2) *CONSOLIDATE;*
- 3) *REJUVENATE*

This investment will support the establishment of *modern learning environments* designed to meet the education needs of the whole community

*New approaches* will lead to fewer schools offering a wider range of educational options and specialised training that give greater Christchurch a distinctive advantage - these approaches include:

*Single* site provision of early childhood education (ECE) through to tertiary education, alongside a range of other services

*Shared facilities* to extend the learning opportunities available to a wider group of learners

There will be *ongoing engagement* and *detailed discussions* with school boards about available options for individual schools and facilities

Significant repairs will be progressed across more than *40 schools*

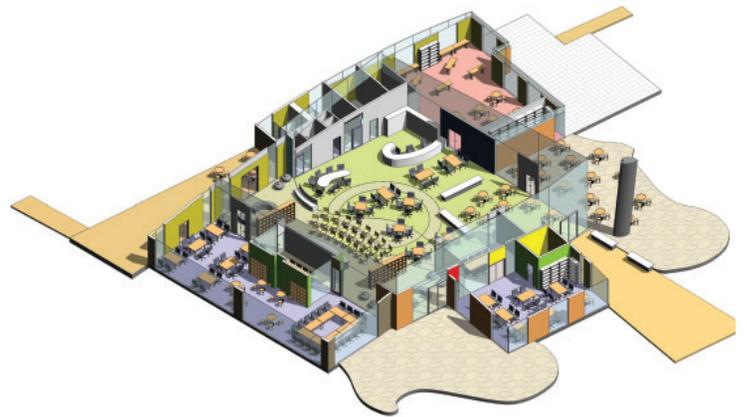
Major projects to be fast tracked include:

- Rebuild of *Halswell Primary School*
- Establishment of new provision to respond to accelerated growth in *Rolleston* and *Pegasus town*.

There will be repairs to *23 swimming pools* across greater Christchurch

*New schools* will be established to respond to growing areas of demand in Christchurch and its surrounds

Education recovery will be maintained with a further *\$10 MILLION* committed this year to support a viable ECE network, confirm the resilience of education sites and buildings, and provide ongoing assistance to school principals and staff.



*Photos (top) Avonside Girls' High School façade (right) an example of what a new school could look like.*

*Establishing more  
**NEW SCHOOLS** to  
respond to growing areas  
of demand in Christchurch  
and its surrounds*

## Foreword

Following extensive consultation and consideration of where people now live, alongside data on the status of land, buildings, services and facilities, the Government is progressing a major programme of work that represents the first steps towards education renewal for greater Christchurch.

This signals the beginning of a revitalised education network for a modern city.

In line with community feedback we are looking to embrace innovation and support the establishment of a leading learning community that can offer the standard and range of educational options sought after by families and international learners.

The focus will be on delivering better outcomes for all learners, providing for diversity and choice, and reflecting the aspirations and values of local communities.

Education renewal presents a unique opportunity to achieve a shift - from thinking of individual institutions and services, to how best to deliver the suite of educational resources,

facilities and opportunities whole communities need.

But we recognise that a community's education facilities are places where people meet and lifelong connections are made. Schools, for example, remain in the memories of learners throughout their lives and have ongoing importance for families. This will be an important consideration throughout the process of renewal.

The programme of work outlined in this document focuses on revitalising the schooling network in line with the education needs of the whole community.

The approach looks to foster closer connections across the system. This will support children as they move from ECE into schooling and help position them for success. It will also smooth the transitions into secondary schooling, and tertiary or further education, and encourage more young people to go on and gain higher qualifications.

This aligns closely with the Government's education plan to get all students achieving

the qualifications they need at school, so they can secure good careers, contribute to society, and enjoy a good quality of life.

*Opportunity plus Innovation* sets out the key elements of a plan designed to revitalise the schooling network and progress wider education renewal. This work will be informed by ongoing community engagement and tailored discussions with schools about available options.

The categories of work outlined in this document represent an investment of around \$1 billion over the next ten years in the greater Christchurch schooling network. This is a major contribution to wider education renewal and our overall commitment to rebuild Christchurch and its surrounds.



Hon Hekia Parata  
Minister of Education

# Next Steps - The Approach to Renewal

The challenge for education is to turn recovery and renewal of education into revival - so that we can help reposition greater Christchurch and Canterbury as a leading economy and place where families will want to visit, live and grow. A strong and robust education network is vital to achieving this aim.

Given the scale of change and investment needed, it is not feasible to simply repair existing buildings. Instead we have an opportunity to not only restore but rejuvenate, to provide new and improved facilities that will reshape education, improve the options and outcomes for learners, and support greater diversity and choice.

There will be consideration of the significant role learning environments play in lifting student engagement and achievement.

Revitalising the network will support new and innovative teaching and learning practices that capitalise on the latest developments in technology, and the investment in ultrafast broadband.

To maximise the opportunity and investment, our planning

will focus on improving educational outcomes across the whole network of provision.

## *Learning Community Clusters*

To support a whole of network approach, schools and early childhood centres have been grouped into 'learning community clusters' that include local education providers within specific communities of interest.

Learning community clusters reflect logical, standard geographic boundaries used by New Zealand Statistics and other agencies to inform long-term planning.

Clustering services in this way will help government understand and monitor

the bigger picture for that particular educational community, including the welfare and housing situation.

It will also enable parents and learners to play a significant role in identifying the type of education provision that will meet their needs as part of a learning community. In this way priority can be given to establishing the best educational resources, opportunities, facilities and outcomes – and value for money.

While prioritising what is best for the whole community, there is clear recognition that schools and other services provide a key identifier and focal point for local communities. It is vital that schools continue to provide this central place of connection for individuals and families.



## Ongoing engagement

There will be three complementary approaches to support ongoing input to education renewal:

a dedicated *Greater Christchurch Taskforce* is being formed to engage local educational leaders and other experts to support specific aspects of the wider renewal programme.

a *detailed programme of engagement* is being developed to support discussions already underway with early childhood centres and schools, and the wider community, with Boards of Trustees, and with specific educational services and organisations.

three *advisory boards* will be established to represent the perspectives of early childhood providers, schools, tertiary educators, special education groups, youth, parents and the business sector, and ensure the inclusion of Māori and Pasifika leadership, input and influence at all stages of renewal.

# Commencing renewal

Recent consultation on the draft Education Renewal Recovery Programme – ‘Directions for Education Renewal in Greater Christchurch’ – indicated broad support for a renewed education network that will:

- ensure all young people have access to education that is inclusive and equitable
- encourage the use of new approaches to teaching and learning, including the use of technology in its widest sense
- drive stronger performance throughout the network
- provide choice, while looking to make economies of scale
- make the most of the Government’s investment in new infrastructure
- ensure sustainability, by exploring the impact of our educational institutions on the environment, how they contribute to urban form and vice versa, and how we can renew to reduce operating costs and environmental impact.

Sector and community submissions have been considered alongside a wider analysis of the status of early childhood education services, the integrity of school buildings and sites, strengths and weaknesses in educational performance, and financial data.

This data and feedback has informed the development of a high-level Greater Christchurch Education Renewal Plan designed to revitalise the schooling network in a way that will meet changing community needs; support improved levels of student achievement; address areas of under-performance, and provide greater diversity, choice and flexibility across the education system.

The Plan emphasises smarter investments, such as developing leading edge facilities that serve a cluster of schools, extend the learning options available to a wider group of students, and support community learning and participation in a range of interests.

A parallel process of engagement will feature detailed discussions with schools on the options available.



# The Greater Christchurch Education Renewal Plan

The focus of the Greater Christchurch Education Renewal Plan is the revitalisation of the schooling network.

This provides opportunities to prioritise actions that have a positive impact on learners in greatest need of assistance, and to establish closer connections across the system, from the early years through to post-compulsory education.

The Plan features three distinct categories that reflect the scale of change and degree of engagement needed to inform final decisions and implementation. A map illustrating the clusters in each category is included in this booklet:

- Restore mainly represents low-level change such as earthquake repairs and major works that can be progressed quickly for a cluster of schools, or individual schools
- Consolidate represents moderate-level change needed to address the issues being experienced

by schools facing declining roll size due to population shifts and decisions on the integrity of buildings and land

- Rejuvenate is about implementing major change across a cluster of schools – this category provides the greatest opportunity for significant innovation.

In considering the shape and function of the physical environment we will also need to ensure addressing educational inequities and improving outcomes remain front of mind.

## Category 1: Restore

This category includes 21 clusters and the restoration of 65 state primary schools.

There will be conversations with boards of trustees to establish how this work can deliver improved outcomes for their communities as well

as restore services. In line with the support signalled for improved collaboration, this provides an opportunity to gain further suggestions around shared provision across schools and services within specific areas of interest, and the wider community, as appropriate.

Detailed learning community cluster plans will need to be developed to support agreed work programmes that will also support better education delivery.

Schools in these clusters have suffered not only earthquake damage but also require significant remediation around weather tightness and building resilience issues. In some cases this will mean potential demolition and replacement of some buildings.

This work will need to be programmed within the ten year timeframe for renewal.



## Category 2: Consolidate

There are 12 learning community clusters identified for consolidation, each of which contains up to half a dozen schools.

Some rationalisation will be needed within these clusters to address the impacts of people movement and land and building damage.

There will be a wide range of approaches to consider but this will provide opportunities to achieve economies in scale by progressing work across the cluster, and considering options for shared facilities.

Cluster support groups will be established to lead community engagement for each learning community cluster. The Ministry of Education will support these groups in providing information to their communities and gathering feedback to identify the preferred way forward. Boards will formally consult with their communities where closures or mergers are indicated.

## Category 3: Rejuvenate

The rejuvenation category focuses on nine clusters of

schools, a number located in the east of Christchurch, that have experienced the greatest damage to facilities and sites, and the most significant level of people movement, both decline and growth.

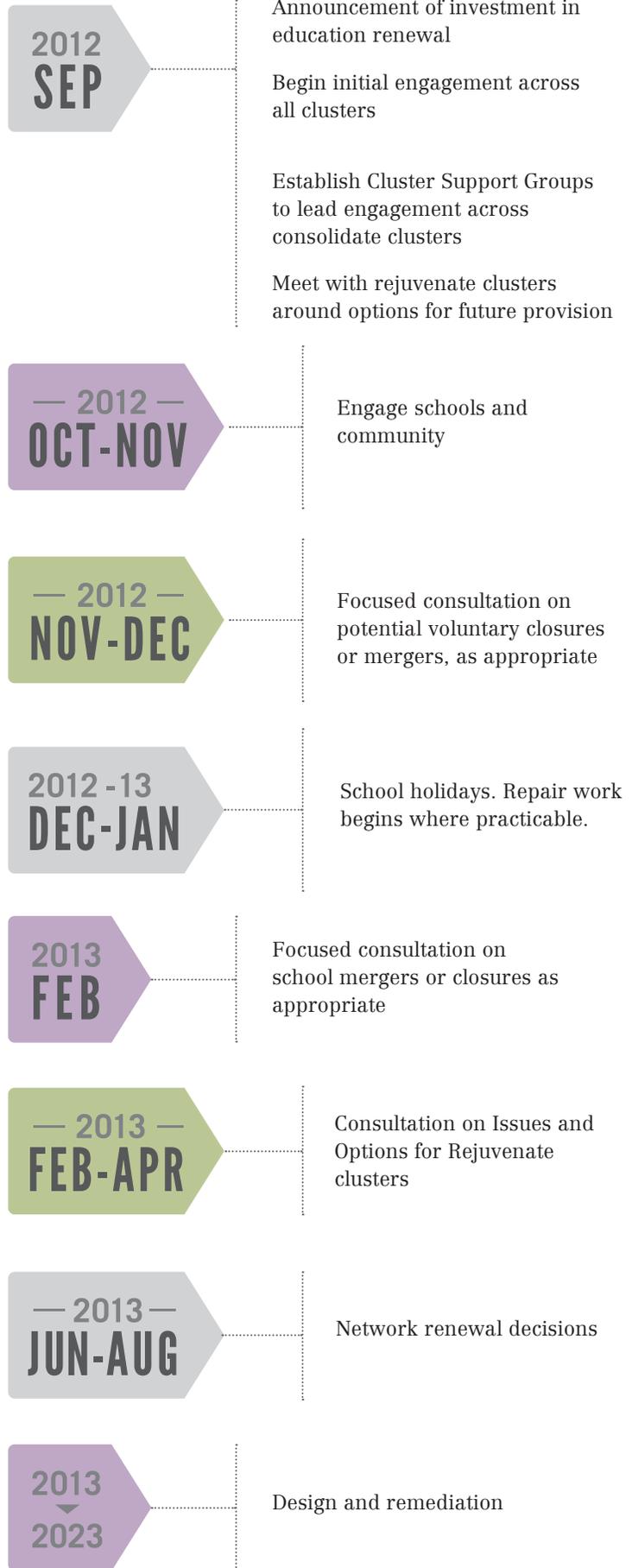
The Ministry will formally consult with these clusters and their communities on the possible shape of future education provision. This will include providing detailed information on the issues and options affecting each individual cluster for community consideration. Again, Boards will formally consult with their communities where closures or mergers are indicated.



This category provides the greatest opportunity to explore some of the innovative options confirmed through consultation such as a single education campus that could bring together early childhood services, schools and tertiary providers, and shared facilities that extend access to a range of education opportunities across the cluster.

This could see not only teaching and learning spaces, but also welfare hubs and community sports facilities located on school sites and available to the whole community.

Secondary, state integrated and independent schools located within these learning community clusters will be involved in discussions around the future shape of provision within their education communities. A separate discussion will also be held with all state secondary schools around secondary provision going forward.



## Major projects

The following major projects have been identified for immediate implementation.

### Halswell Rebuild

Halswell Primary School, which was badly damaged in the September earthquake, is included in the list of consolidation projects but a decision has already been made to rebuild the school on its existing site.

This decision reflects an urgent need to ensure continued teaching and learning in this earthquake impacted education community.

Consultants will be engaged to begin design work as the first step in project planning with a view to physical works beginning early in 2013.

### New education facilities for Pegasus

Enhanced provision in North Canterbury is also included as a consolidation project. The decision has already been made to relocate Waikuku School as part of the establishment of new facilities

to be built at Pegasus Town to address accelerated growth in the wake of the earthquakes.

The Ministry will be immediately engaging with the Boards of Trustees of the existing schools in the area to discuss future provision.

### Enhanced education provision at Rolleston

New provision at Rolleston is included in the rejuvenation category, not so much as a result of land or building damage, but in recognition of the accelerated growth to the west of Christchurch, as families are forced to relocate from red zoned areas within the city.

There will be consultation with the community on how this provision might look, including considering some of the innovative provision and building options that have been identified through the recent consultation on

the draft Education Renewal Recovery Programme.

The Ministry hopes to begin community consultation in the fourth term of 2012.

### Swimming pools

The Ministry will also be immediately repairing swimming pools at 23 school sites across Christchurch City, and the Selwyn and Waimakariri districts.

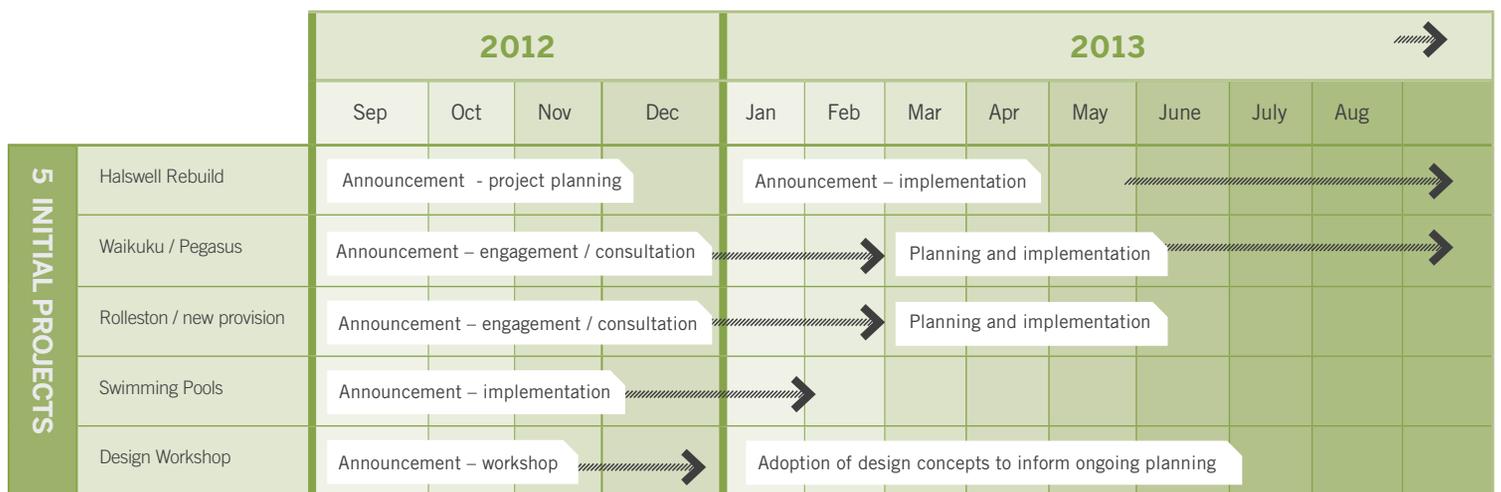
Selection of schools is based on ensuring a continued network of provision to meet the needs of learners in the short-term, by sharing these facilities with the wider network.

Repairs are scheduled for completion at the end of 2012.

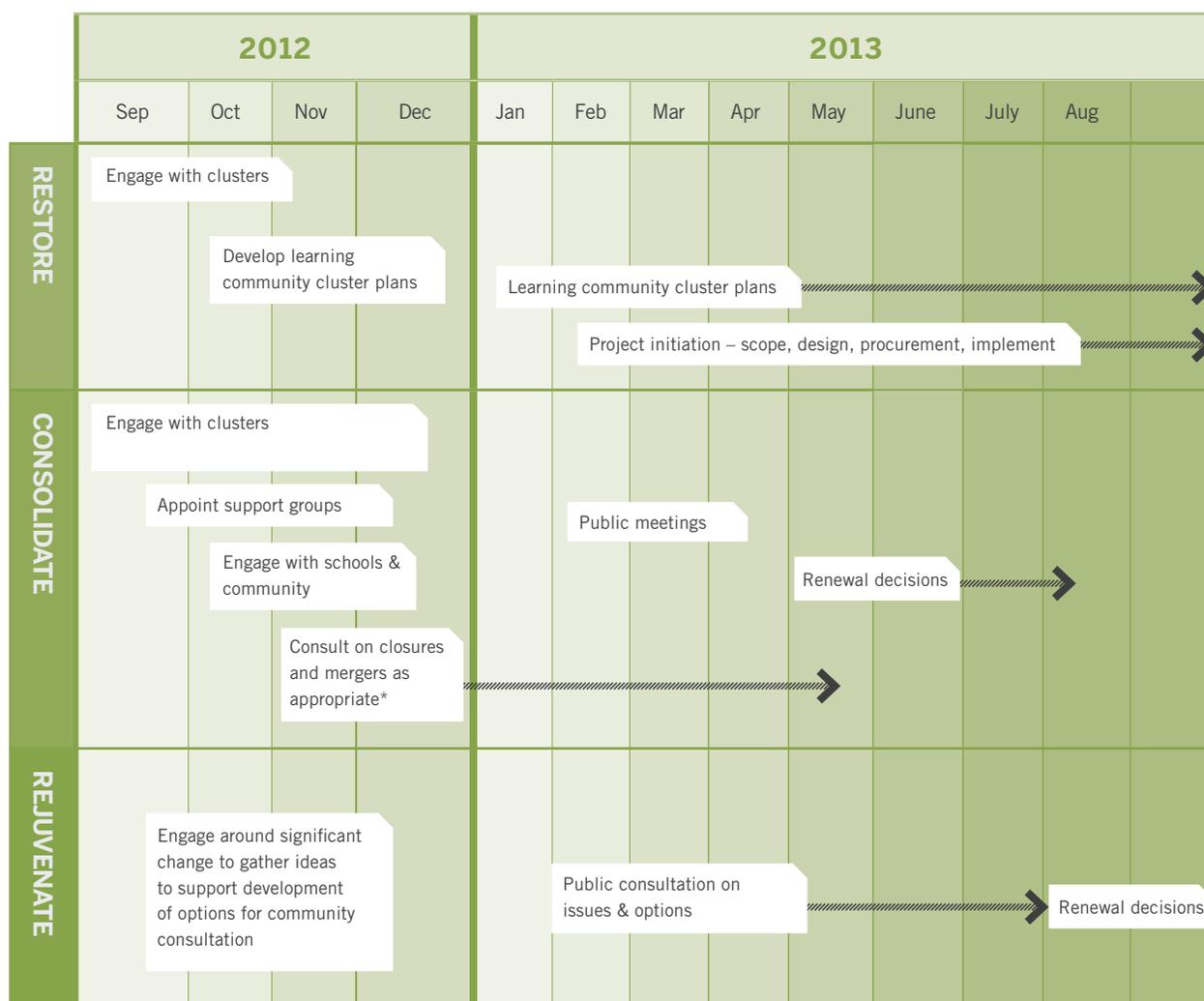
Long-term provision will be determined as part of the long term planning for renewal.

# The Diagrams

## Greater Christchurch Education Renewal Schedule: A



## Greater Christchurch Education Renewal Schedule: B



The 3 phases - Restore, Consolidate, Rejuvenate incorporate:

- Governance & management support - to ensure high levels of learner achievement and staff wellbeing
- Property - maintenance and capital expenditure to support the teaching and learning environment
- \*Consultation on closures and mergers may begin as early as November 2012 where schools voluntarily select this option. In other cases consultation may run from early to mid 2013.

*Learning Community Clusters and their position in the 3 categories as at September 2012*

| RESTORE →         | CONSOLIDATE →     | REJUVENATE →        |
|-------------------|-------------------|---------------------|
| Avonhead          | Akaroa            | Aranui              |
| Cashmere          | Belfast           | Central City        |
| Darfield          | Brighton          | Hornby              |
| Elmwood           | Burnside          | Linwood             |
| Hororata          | Halswell          | Shirley             |
| Kaiapoi           | Lyttelton         | Lincoln             |
| Leeston           | Mairehau          | Rolleston           |
| Lyttelton Harbour | Kura              | Woolston            |
| Oxford            | Parklands         | Secondary schooling |
| Papanui           | Roydvale          |                     |
| Port Hills        | Special Education |                     |
| Prebbleton        | Woodend Pegasus   |                     |
| Rangiora          |                   |                     |
| Redwood           |                   |                     |
| Riccarton         |                   |                     |
| Tai Tapu          |                   |                     |
| Upper Riccarton   |                   |                     |
| St Albans         |                   |                     |
| St Martins        |                   |                     |
| Waimakariri North |                   |                     |
| Waimakariri Rural |                   |                     |

*Please note:*

Inclusive education and enhanced Maori immersion and technology are reflected as layers of provision that run across all clusters across the entire network.

## Upcoming community engagements

In addition to the range of engagements and consultations required to progress the Greater Christchurch Education Renewal Plan, the Ministry will be facilitating community meetings and a range of tailored workshops to provide an opportunity for engagement on key topics.

An example is a design workshop planned for November 2012.

This will provide an opportunity for interested parties and members of the wider community to provide more details around their thoughts for the future design of education facilities across greater Christchurch. This thinking will support the



Shaping Education website:  
<http://shapingeducation.minedu.govt.nz>

development of standardised building designs to expedite renewal as confirmed during consultation.

The workshop also provides an opportunity to more fully explain the resilience requirements and design options that can be employed to support new and innovative teaching and learning practices.

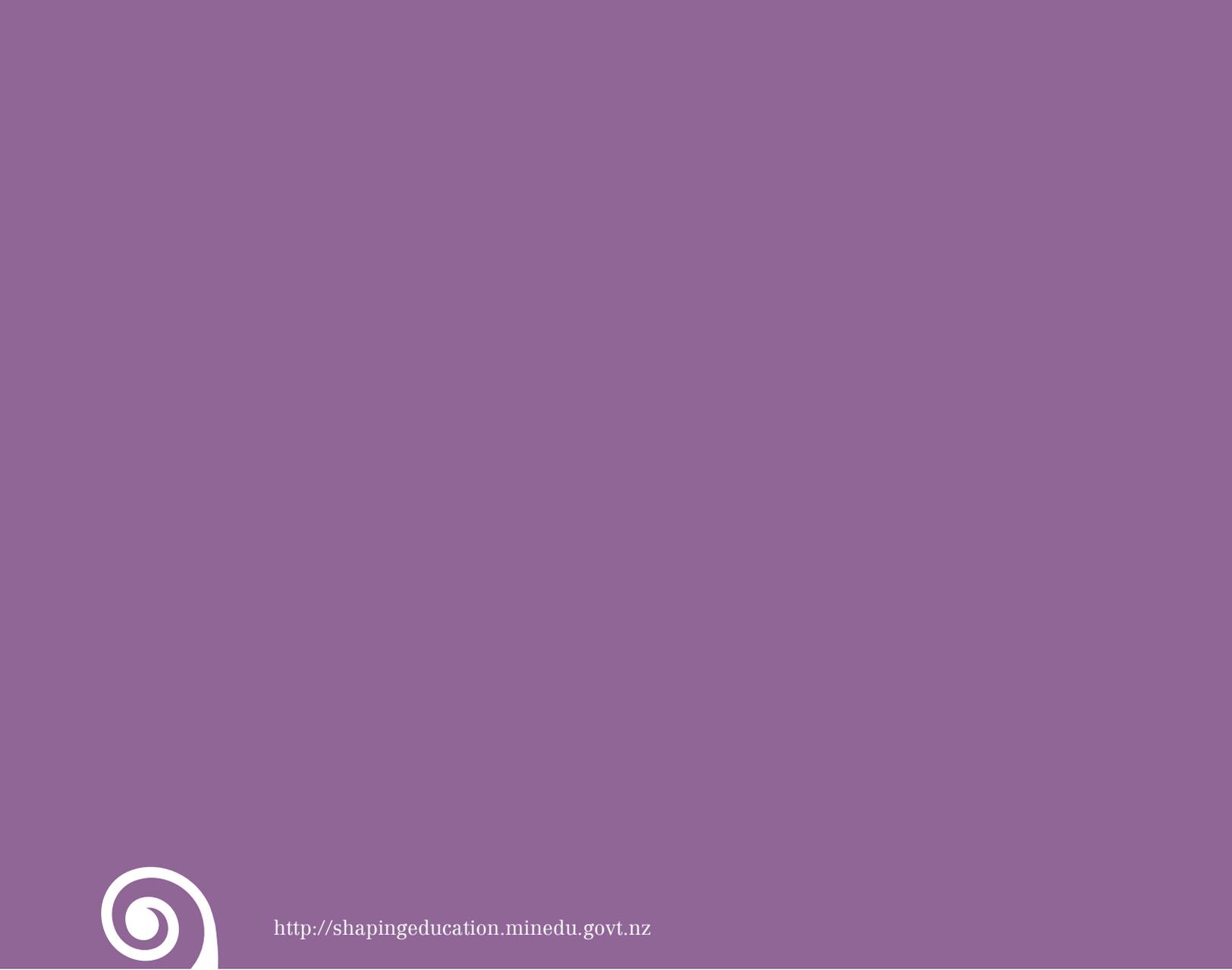
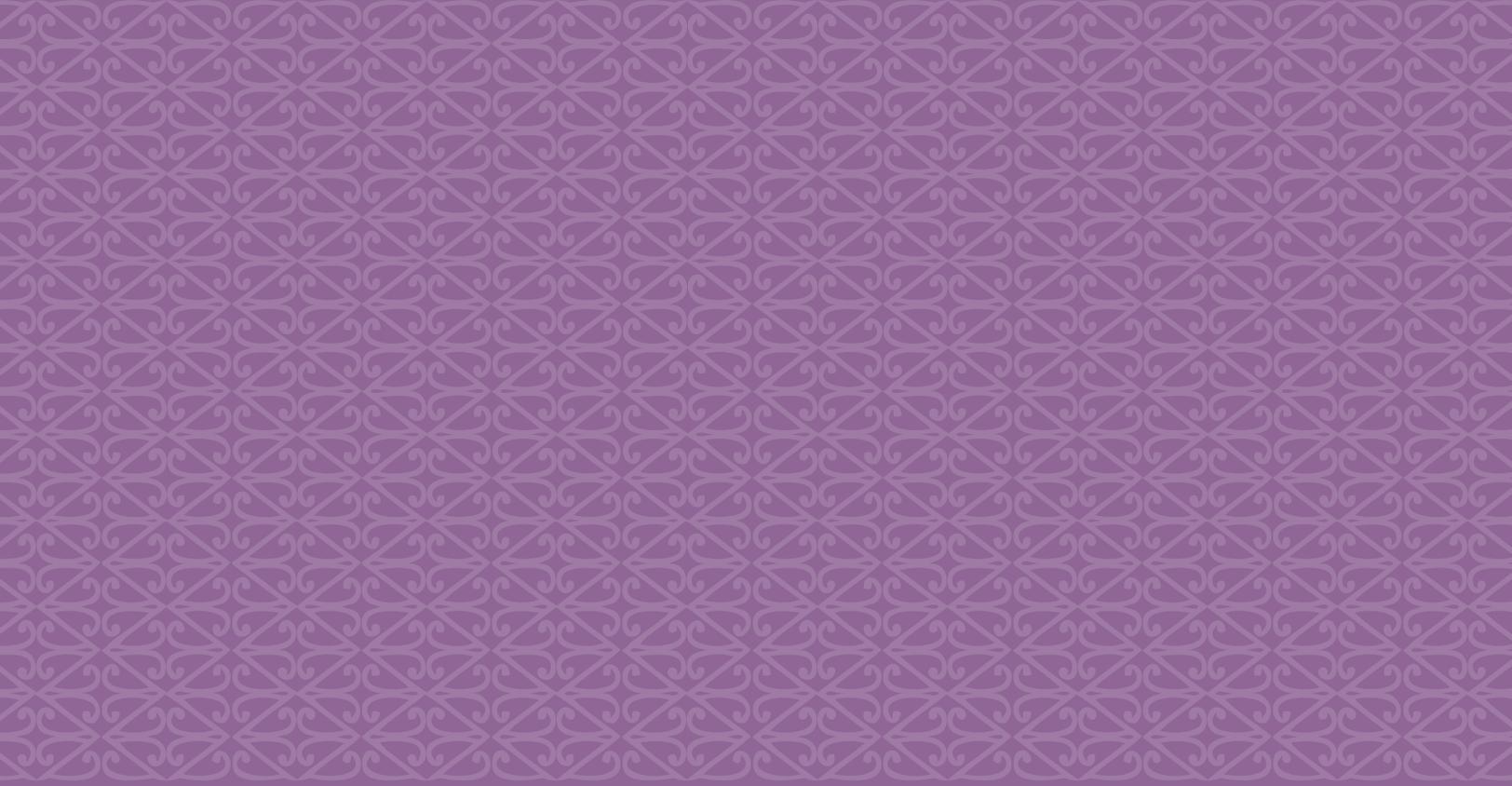
Further details of upcoming engagements will be posted on the Shaping Education website from September 2012.

### For more information:

You can access copies of the Education Renewal Recovery Programme and Analysis of Submissions along with other documents supporting the ongoing engagement programme through the Shaping Education website (shown above) including cluster maps.

Email any questions and feedback to [shaping.education@minedu.govt.nz](mailto:shaping.education@minedu.govt.nz)





<http://shapingeducation.minedu.govt.nz>