

CONFIRMED MINUTES

AUGUST BOARD MEETING



At the **September Board Meeting on 7 Sept 2026** these minutes were **confirmed as presented**.

Name:	Pakūranga College
Date:	Monday, 3 August 2026
Time:	7:00 pm to 9:00 pm (NZST)
Location:	Pakūranga College, Pigeon Mountain Road, Half Moon Bay, Auckland, 2012
Board Members:	Amanda Muir, Billy Merchant, Jacqui MacLean, Jason Fletcher, Matt Robertson, Pavani Chawla, Richard McIntosh, Sandy Collier
Attendees:	Candice-Lee Dennis, Sharon Hewetson
Apologies:	Nicola Troghear (Chair)

1. Meeting Opening

1.1 Welcome, Present and Apologies

The meeting opened with karakia at 7:08pm.

Apologies were noted from N. Troghear who was not present due to the passing of her father. A. Muir chaired the meeting in the absence of the Presiding member.

A. Muir welcomed Deputy Principal's Clare Tyrrell and Kreasen Kandasamy who were in attendance to present on their portfolio areas.

1.2 Conflict of Interest Disclosures

Conflict of Interest Disclosures were confirmed and there were no changes to be noted.

2. Presentations

2.1 DP - Portfolio Presentation: Clare Tyrrell

The Board received an update from Deputy Principal, Clare Tyrrell on pastoral care and *The Pakūranga Way*, with a focus on improving consistency across the College's six whānau groups. The presentation outlined completed work in Terms 1 and 2, including a co-constructed whānau teacher role description, a streamlined referral pathway for student support, improved enrolment information processes, targeted Chinese-language pastoral resources, and the establishment of a Mentoring Coordinator role which has already been filled. The Board noted that these changes were intended to reduce administrative barriers, clarify responsibilities, and improve support for students.

Looking ahead to Terms 3 and 4, the planned work includes integrating *The Pakūranga Way* with the new College values, strengthening KAMAR pastoral data categories, reviewing the in-class three-step behaviour management process, and publishing mapped pastoral role descriptors. The Board also noted that mentoring is moving toward more structured group approaches, supported by shared resources and greater collaboration across pastoral leads. Questions were welcomed. The discussion highlighted the importance of embedding a consistent kura-wide approach.

Clare Tyrrell also outlined the findings of the recent review of whānau time. The review confirmed that whānau time remains highly valued as a space for belonging and connection, and that the Year 9 to 13 vertical whānau model is well regarded. At the same time, student experience was reported as uneven across groups, with the quality of the experience depending heavily on the relational practice of individual teachers and with routines applied inconsistently.

Key concerns raised included frequent and unpredictable interruptions from school-wide requests, the administrative burden on staff, and limited engagement with the current Pakūranga Way activities, which were described as repetitive and compliance-oriented. Questions were welcomed.

The Board noted that some students, including students facing language barriers, could feel isolated, and that both staff and students wanted more practical and engaging activities.

The planned response includes:

- Upskilling teachers in relational practices already expected across the College.
- Building Whānau Leaders' coaching capability.
- Moving from mandatory activities to a practical resource bank.
- Submitting a budget request for physical resources such as games.
- Establishing, by Term 1 2027, a clearer system for managing requests and interruptions during whānau time.

2.2 DP - Portfolio Presentation: Kreasen Kandasamy

The Board received an update from Deputy Principal, Kreasen Kandasamy on the relaunch of restorative practices as a core school-wide approach to behaviour and relationships. The presentation described a deliberate shift away from punitive responses toward shared accountability, with the central principle of working with students rather than doing things to or for them. The Board noted that admitting fault and participating in restorative processes were framed as meaningful consequences, with escalation remaining available where the approach was not effective.

The Board heard that all current teaching staff had received basic training, supported by work with University of Waikato facilitators, and that new staff were due to be trained this term. Staff have been issued with restorative conversation prompt cards to support early informal discussions, and pastoral leaders had previously received additional workshop training to facilitate more formal processes. Further work is under way to develop student-facing materials, including posters and activities, and to simplify the existing restorative practice documentation so that it is easier for staff to access and use consistently. Questions were welcomed.

The Board thanked Clare Tyrrell and Kreasen Kandasamy for the work they are doing in their portfolio areas and for their attendance at the meeting.

3. Items for Discussion and Decision

3.1 Confirm Previous Minutes

June Board Meeting 15 Jun 2026, the minutes were confirmed as presented.



Minutes from the meeting of 15th June 2026 confirmed as a true and accurate record.

Motion: "That the Board approves the minutes from the meeting of 15th June 2026 as a true and accurate record."

Decision Date: 3 Aug 2026
Mover: Amanda Muir
Seconders: Sandy Collier
Outcome: Approved



Previous Meeting Minutes

Previous meeting minutes (15th June) to be uploaded to the website.

Due Date: 10 Aug 2026
Owner: Candice-Lee Dennis

3.2 Confirmation of Board Action Items

All action items from the June meeting were confirmed as completed, with the exception of arranging a school tour RE possible sites for the wharenui and arranging a visit to Otahuhu College / Papatoetoe to view their whare's. These two items will be completed at a later date.

3.3 Property and Finance Report - Meeting of 29 July

J. MacLean provided a summary of the Property and Finance Committee report for 29 July 2026. The school is reporting a healthy surplus against a budgeted deficit, reflecting stronger than expected performance including international income. Management reiterated the intention to bank the annual surplus to support future capital projects.

The Board noted several operational matters arising from the committee report. The international student programme has recovered strongly, with the report indicating more than 200 international students currently enrolled. On property matters, current projects remain largely on track, while flood mitigation work is still dependent on supplementary Ministry funding and end-of-life boilers and fire retardant paint remediation require further attention.

The Board also noted the change in tuck shop provider following the liquidation of the previous operator. A new contract has been put in place to maintain continuity of service for students.



Approval of the Property and Finance Report - 29 July 2026

The Property and Finance Report from the July meeting was approved by the Board.

Decision Date: 3 Aug 2026
Mover: Jacqui MacLean
Seconders: Richard McIntosh
Outcome: Approved

3.4 SchoolDocs

Board members will review the assigned SchoolDocs policy categories over the next three weeks ahead of the official launch of the SchoolDocs site. This review is required to ensure the new policy management platform is ready to go live and that Board required policies have received appropriate oversight.



SchoolDocs

Share SchoolDocs policies with Board members for review.

Due Date: 7 Aug 2026

Owner: Candice-Lee Dennis

3.5 Student Elections 2026

The Board agreed to appoint a returning officer for the September 2026 student election. The appointment was required to meet the election timetable, under which the returning officer was to be selected by 3 August 2026.

With the upcoming student elections, and voting taking place on 3rd September, the Board acknowledged the contribution of the current student representative, Pavani Chawla. B. Merchant thanked Pavani for her contribution to the Board. Pavani thanked the Board for being so student focused and expressed her gratitude for having had the opportunity to work with the Board.



Appointed Returning Officer for 2026 Student Election

Motion: "That the Board agree to appoint Mellissa Cockerell as the Returning Officer for the 2026 Student Election."

Decision Date: 3 Aug 2026

Mover: Sandy Collier

Seconder: Jacqui MacLean

Outcome: Approved



Confirm appointment of Returning Officer for 2026 Student Election

Confirm appointment of Mellissa Cockerell as the Returning Officer for 2026 Student Election.

Due Date: 7 Aug 2026

Owner: Candice-Lee Dennis

3.6 Attendance - Use of code "Q"

The Principal sought Board approval for clearly defined categories of off-site learning that may be recorded using the attendance code "Q", in accordance with Ministry of Education attendance guidance.

B. Merchant explained that an explained absence "E" code, even if justified, still counts against a student's attendance. The "Q" code does not count against regular attendance. Examples were given of when this code could be used such as: school camps, sports trips, other College-organised off-site activities, approved learning from home, and other genuine off-site learning arrangements that meet the defined criteria.

The Board approved the use of Ministry of Education attendance code "Q" for Board-approved off-site learning activities. The approval was intended to ensure attendance records accurately distinguish genuine educational participation away from the school site from actual absence, not to artificially improve attendance data.

The Board also delegated responsibility to the Principal to determine whether individual activities fit within the approved categories, subject to Ministry attendance requirements and the expectation that appropriate safeguards and records will be maintained.



Approval of the use of attendance code Q

Motion: "That the Pakūranga College Board approves the use of attendance code Q for the categories of genuine off-site learning as set out in the proposal

and delegates to the Principal responsibility for its appropriate application, subject to Ministry of Education attendance requirements."

Decision Date: 3 Aug 2026
Mover: Billy Merchant
Seconded: Matt Robertson
Outcome: Approved

3.7 2026 Annual Implementation Plan: Mid-Year Review

The Board received the mid-year review of the 2026 Annual Implementation Plan as an assurance report on progress against strategic goals.

The column on the far right was added to reflect where we are up to at this stage. The intent of this update is to reassure the Board that we have a focus; to highlight the huge amount of mahi that Deputy Principal's have been doing in their portfolio areas; and that implementation remains on track at the midpoint of the year.

The report reiterated that the three-year strategic plan sets the overall direction, while the annual implementation plan identifies the specific focus areas and actions for the year.

The discussion linked this item back to the two Deputy Principal portfolio presentations earlier in the evening, which illustrated progress in key areas under the strategic goals, particularly *The Pakūranga Way* and restorative practices.

3.8 Strategic Plan 2027 - 2030

Every school in NZ is required to launch a new strategic plan next year in 2027.

At the strategic planning day set to take place on 29th August, each Deputy Principal will do a PMI; pull out their main portfolio's; discuss what's going well; what's not going well; what they feel the focus should be. Community consultation feedback results will follow. Board members and SLT members will be split into small groups to analyse the survey results received from students, parents and staff. A gap analysis is currently being done, which will provide tangible data to be presented on the day. Our school's vision statement and values will be included. The new values feedback will be covered as well.

The idea is NOT to have a finished strategic plan by the end of the day, but to put as much info together as we can from the consultation data. This is a very important task as the Board to help set the strategic direction for our kura.



Finalise details for the Saturday Strategic Planning

Finalise details for the Saturday Strategic Planning Session on 29/08 to be held at Uxbridge in Howick from 9am - 1pm.

Due Date: 21 Aug 2026
Owners: Billy Merchant, Candice-Lee Dennis

3.9 Pakūranga College Master Plan 2027 - 2032

A property master plan covering potential building works and property development at the school campus over the next 5 years was created and presented by B. Merchant. The plan sets out staged priorities including flood mitigation, increased sheltered spaces, a whare wānanga, a staffroom extension, landscaping works, and a front-of-school turnaround to address traffic flow and safety.

The Board considered the proposed Pakūranga College Master Plan 2027 to 2032 as a long-term capital planning framework rather than a programme of pre-approved projects. The discussion recognised that, aside from flood mitigation, the listed works would largely require Board funding and would need to be managed within the College's working capital position and expected future surpluses.

Board members were very pleased with the proposed master plan and expressed their support for the overall direction of the plan, while noting that each project would still need to return for separate design, costing, approval, and funding decisions before any commitment is made.

3.10 Pakuranga College Foundation Trust

The Board will first review the Foundation Trust constitution before deciding on the future direction of the trust.

This was agreed because the discussion identified a range of possible options, which included winding up the trust, keeping it passive, or activating it as a fundraising vehicle. If we did choose to grow the trust, what would that look like? It would require the Board paying someone out of Board funds to manage the trust. It was noted that many schools have an alumni person employed to manage their trusts.

The Board agreed that a constitutional review was the appropriate next step before determining any preferred model.



Foundation Trust Constitution

Review the Foundation Trust's constitution and ensure required meetings are held.

Due Date: 21 Aug 2026

Owner: Billy Merchant

4. The Principal's Report

4.1 3 August 2026 - Principal's Report

Presented by B. Merchant, the Principal's report for the August meeting included the following reporting areas: Predicted NCEA Results; Attendance Report Term 2; 1st July Roll Return; EOTC Term 3; 2027 Curriculum Plan; Pasifika Development update; Mana Māori update and an update on Personnel, Staffing and Recruitment.

Questions were welcomed, and the following areas were discussed as summarised below:

- B. Merchant acknowledged the sad passing of Dr Dave Hofman, Mathematics Teacher.
- Continued roll growth and improved attendance outcomes were highlighted. The domestic roll at the 1 July return was 2,127 students, and the total roll including international students had reached 2,306, the highest in the College's history. B. Merchant pointed out that out-of-zone enrolments have reduced because of in-zone growth, while international enrolments have continued to recover strongly.
- Attendance was reported as a great improvement, with regular attendance in Term 2 increasing from 59% in 2025 to 68% in 2026 and chronic absence falling from 9% to 5%. The Board noted especially strong improvement at Year 13 level and positive early feedback from Pasifika and Māori communities on current cultural initiatives.
- The Board discussed the significant curriculum and assessment changes being introduced nationally and the need to respond cautiously. A key issue identified was the requirement for Year 9 science to become a full-year subject, creating pressure on timetable hours and requiring trade-offs elsewhere in the junior curriculum. Possible options under consideration include reducing physical education time or reducing the number of Year 9 option choices.
- The Board noted that wider system changes and the political environment are contributing to uncertainty for long-term planning. In response, the College's approach is to make the minimum necessary changes to meet new requirements while avoiding major structural shifts before there is clearer direction. This cautious approach was presented as a way to protect stability for students and staff while still meeting compliance expectations.



Acceptance of the Principal's Report - August 2026

Motion: "That the Board accepts the Principal's Report for the meeting of 3 August 2026."

Decision Date: 3 Aug 2026
Mover: Billy Merchant
Seconder: Amanda Muir
Outcome: Approved

4.2 Property Projects Update

The Board received an update on current property works across the College. Projects in the MoE column are ministry funded. 5YA is funds received every 5 years from Ministry. All is progressing well and under budget.

- Completed projects include the Art Block remediation, the shade canopy, and the reception upgrade, while classroom refurbishments and the hall and music roof upgrade remain in progress and were reported as on track. Some completed works remain in close-out or snagging phases.
- Further projects remain pending or under review. Flood mitigation works are awaiting supplementary Ministry funding, end-of-life boilers require reassessment, and fire retardant paint remediation (not applied to spec) is needed for the Haque Building and the Williams Gym.
- We are excited to have our new Honors Boards arriving in the next couple of weeks.

The update reinforced that a number of significant property matters remain active and will require continued monitoring alongside the longer-term master planning work.

5. Next Board Meeting

5.1 Suggested agenda items for the next meeting

There were no requested agenda items for the next meeting.

6. Matters for Noting

6.1 Correspondence Inwards

None.

6.2 Correspondence Outwards

None.

7. General Business

7.1 Any Other Business

Reminder - Meeting with Nga Tai Ki Tamaki Thursday 6th August at 1pm. Three Board members will be attending with B. Merchant and S. Hewetson.

B. Merchant was acknowledged and thanked by the Board for National Principal's Day.

8. Public Excluded Business

8.1 In Committee

The Board moved into committee at 8:50pm to discuss staff leave requests and a parent matter.

The Board moved out of committee at 9:16pm.

9. In Closing

9.1 Review of Actions & Karakia

The meeting closed with karakia at 9:18pm.

9.2 Meeting Closure

Next meeting: September Board Meeting - 7 Sept 2026, 7:00 pm

Signature:  _____

Date: 15/9/26