

School Charter
 Strategic and Annual Plan for
 Whitiora School

2021 - 2026

Submission date to Ministry of Education: 1/3/2021		
	Principal's endorsement: <i>Paul Cooper</i>	Board of Trustees' endorsement: <i>Anika Going</i>

Whitiara School CHARTER 2021 - 2026

Introductory Section - Strategic Intentions

Motto

To Thine Own Self Be True

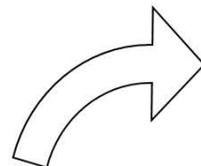
Vision



Whakapono ki a koe

WHITIARA SCHOOL VISION

We are a community of empowered, connected learners making a difference with H.E.A.R.T.



We have a strong team of caring, supporting, experienced professionals who want to see every child succeed

Community

We are exactly what our by-line states ...
"A great little school in the heart of the city".

We provide additional resources to support children in their core reading, writing and maths learning



We have large lovely green grounds with a new modern innovative learning environment to support 21st Century learning.

Empowered

Making a difference

We see our extra-curricular programme of productions, EOTC Camps, and Enviro School initiatives as rich additions to our learning

We use the digital world as a wonderful support for learning



We have a one-stop education service for your family on the same site close to the centre of town

- Whitiara Kindergarten
- Whitiara School Years 1 to 8
- Before and After School Care from 7:30 to 8:30am and

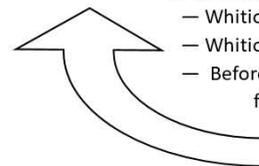
We provide authentic learning opportunities for children to explore, enjoy and grow through "I am ..." Inquiry Learning

Connected Learners

We provide additional support for our children who are learning English as a second language

We like working together with our families and seeing our parents and whanau in our school supporting their children in their learning

We are a multicultural school community who celebrate our New Zealand Maori and Pakeha bi-cultural heritage and also our different cultures and diversity.



Values



HEART

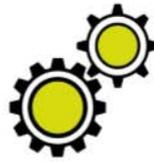
The Whitiora Learner has H.E.A.R.T.



Honest

Truthful
Trustworthy
Integrity
Self Identity
Confident

Be true to yourself



Engaged

Giving your best
Collaborative
Communicator
Contributing
Reflective

Be there



Attitude

Responsible
Resilient
Resourceful
Positive
Passionate

Choose your attitude



Risk-taker

Creative
Curious
Courage
Innovative
Problem solver

Play



Thoughtful

Respectful
Caring
Encouraging
Empathetic
Generous

Make their day

The Whitiora Learner H.E.A.R.T. : The H.E.A.R.T. attributes are both learning and behaviour values and expectations we ascribe to. Our Whitiora H.E.A.R.T. embraces our school motto which dates back to 1919 and also the more recent Fish Philosophy of four interconnected practices by which we can build stronger relationships with the team members we work and learn with.

H ~ Be True To Yourself: A motto to live by - to be a person of integrity, to be able to stand up for what you know is right and to act on it. We all need people who we can trust and in turn we need to be a person who is honest and can be trusted by others.

E ~ Be There: When people need you, they need all of you. Setting aside distractions and judgments to be fully present is a sign of respect. It improves communication and strengthens relationships.

A ~ Choose Your Attitude: To actually choose how you respond to life, not just react, you must be intentional. When you get up, decide who you want to "be" today. Moment-to-moment awareness is key. Ask yourself throughout the day, "What is my attitude right now? Is it helping the people who depend on me? Is it helping me to be most effective?"

R ~ Play: You can be serious about your work without taking yourself so seriously. Play is a mind-set more than a specific activity. It allows you to throw yourself with enthusiasm and creativity into whatever you are doing, in a way that is natural, not forced. "Playing" with ideas helps you find solutions to everyday challenges.

T ~ Make Their Day: Simple gestures of thoughtfulness, thanks and recognition make people feel appreciated and valued. When you make someone else feel good, you feel good too.

Principles



Our principles are based on research and deeply held beliefs on what is important for our learners in order to experience success in learning and to become competent learners and members of our society. They are:



The Key Competencies (NZ Curriculum 2007) of effective learners which prepare them for their future.

- **Thinking.**
- **Using language symbols and texts.**
- **Managing Self.**
- **Relating to others.**
- **Contributing.**

Whitiara School has adopted the 7 Principles of learning (OECD 2016) that support success:

- **We place learners at the centre.** *Our learning environment recognises the learners as its core participants, encourages their active engagement and develops in them an understanding of their own activity as learners.*
- **We support the social nature of learning.** *Our learning environment is founded on the social nature of learning and actively encourages well-organised co-operative learning.*
- **We mobilize emotions which are integral to learning.** *Our learning professionals within the learning environment are highly attuned to the learners' motivations and the key role of emotions in achievement.*
- **We recognise and utilise individual differences.** *Our learning environment is acutely sensitive to the individual differences among the learners in it, including their prior knowledge.*
- **We stretch all students.** *Our learning environment devises programmes that demand hard work and challenge from all, but without excessive overload.*
- **We assess for learning (not just for formative purposes).** *Our learning environment operates with clarity of expectations using assessment strategies consistent with these expectations: there is a strong emphasis on formative feedback to support learning.*
- **We build horizontal connections across the curriculum and outside the classroom.** *Our learning environment strongly promotes "horizontal connectedness" across the areas of knowledge and subjects as well as to the community and the wider world.*

	<p>With these 7 Principles of Learning and the Key Competencies we aim to provide all students a variety in learning and the best learning opportunities across the full curriculum so as to develop each student as a whole learner:</p> <ul style="list-style-type: none"> → Purposefully building on prior learning and inquiry/passion learning. → Encouraging, creativity, innovation, reflection, and excellence. → Supporting without discrimination all students to have equity in learning and to achieve personal excellence. → Involving family, whanau and community. → Recognising, respecting and celebrating New Zealand’s bicultural heritage within the reality of a multicultural community today.
<p>Māori Dimensions and Cultural Diversity</p> <p>Whakapono ki a koe</p> 	<p>At Whitiara we acknowledge and celebrate the bi-culturalism of our Whitiara community and of our Waikato - Tainui rohe by providing opportunities for learning Te Reo Māori, Tikanga Māori and Cultural Diversity in meaningful contexts.</p> <ul style="list-style-type: none"> ● We acknowledge the unique place of Māori as tangata whenua and Aotearoa’s bi-cultural origins. ● We actively acknowledge and act upon the implications of the Treaty of Waitangi ● Acknowledge Tainuitanga and mana whenua by establishing and sustaining a rich link relationship with Iwi- Tainui and local Hapu- Ngaati Wairere/ Ngaati Mahanga with active interaction on and off the school site. ● Identify strengths and expertise within our COL He Waka Eke Noa and our wider school community, and use these to foster culturally supportive practices and pedagogy for all learners. ● Providing opportunities for tamariki to connect with their own identity as Māori through rich learner focused learning programmes that emanate out of te Ao Māori and te Ao Pakeha ● Te reo Māori me ōna tikanga is taught school wide at Level 4 ● Sustain a rumaki reo class that will provide the tamariki and their whānau opportunities to develop their confidence and competence in Te Ao Māori and Te Ao Pākehā by learning through te reo Māori me ōna tikanga at Level 1. ● Provide in-school support and resources to further enhance inclusion of te reo and tikanga Māori within the learner’s classroom and for the localised curriculum. ● Establish authentic relationships and partnerships with tamariki and their whānau ● Consult whānau, hapu and the wider community to develop plans and targets in tikanga me te reo Māori and report on the progress and achievement of students

<p>Students' Learning</p> <p>...</p> <p>School Context</p>	<p>Whitiara School is an inner city school without the usual suburban living neighbourhood. Instead many families live in apartments or motel units, some arriving new to the country or city others in emergency housing. All appreciate the large park-like grounds of the school on the weekends.</p> <p>The Whitiara School community is made up of a diverse range of cultures and ethnic backgrounds which add a richness to school life and learning. At the end of 2020 53.5% of our students were Maori, 20% Migrant or English as a Second Language, 20% NZ European and 6.5% other.</p> <p>The school experienced extremely high levels of transience overall (240 enrolments and 192 departures with a roll of 269 or 160.6% rotating transience, 135 or 51% of students were at school for the full year).</p>
<p>Student Progress</p> 	<p>Student progress in learning will be fostered through:</p> <ul style="list-style-type: none"> ● Efficacy: Building teacher / leader capabilities through collaboration, Teaching as Inquiry, and effective teaching and learning so that they are best able to plan and deliver an effective learning programme for all students in our Innovative Learning Environment. Utilising the full range of learning evidence and assessment to inform planning of the learning programme and identifying next steps in learning, as well as supporting all students to collaboratively set learning goals. ● Agency: Growing learner agency through our Whitiara H.E.A.R.T. expectations and establishing and nurturing strong relationships, sense of identity, partnership, voice and ownership of learning. Providing learning experiences through “I am ... “ Inquiry Learning that encourage independent research, collaborative learning and making choices. ● Powerful Partnerships: Recognising and strengthening powerful connections and transitions with parents, whanau, community and other organisations. To support parent and whanau involvement in learning as resource people, as well as through collaborative goal setting, working alongside and encouraging their children in “I am ...” Inquiry Learning and Mahi Challenges. ● Culturally Sustaining Pedagogies and Practice: Utilizing culturally sustaining pedagogies and contexts for learning, and so developing students who are culturally responsive relational learners with H.E.A.R.T. attributes - through deliberate acts of teaching and modeling, and upholding the H.E.A.R.T. school virtues and expectations for behaviour and learning.

<p>School Organisation and Structures</p>	<p>Whitiora School, one of the three oldest schools in Hamilton and was founded in 1919. The school has large grounds with a number of mature oak trees. The school is organised into junior, middle and senior syndicates located in three Innovative Learning Environment (ILE) Learning Centres - Kowhai (Years 1-2), Tootara (Years 3-4), Matai (Years 5-6) Rata (Years 7-8) Te Aahuru (Years 1-6). The school has ILE buildings which house Kowhai, Tootara, Matai, Rata and Te Aahuru Learning Centres.</p> <p>Whitiora School is governed by a Board of Trustees charged with making governance decisions supporting the learning achievement of all students. The Board meets nine or ten times in a year. The Board annually approves a Charter, Strategic Plan, and Annual Plan with Targets which are submitted to the Ministry of Education. Board of Trustees Policies are maintained on a three year review cycle. Board policies guide the appointments processes and the appointment of staff under the guidelines and expectations of the Vulnerable Children's Act.</p> <p>The Board of Trustees employs the Principal to lead the school and bring about the vision of the school. The Principal, teachers and staff are committed to participate in professional training as needed in order to be able to provide quality professional services necessary to bring about the school vision and support the best possible student learning. The Board of Trustees is also responsible for a) Whitiora School hosting the Whitiora RT:Literacy Cluster comprising of two RT:Lit teachers who work with teachers across 48 schools, and b) running an Out of School Care (OSCAR) programme for the school community both before and after school and on holiday breaks.</p> <p>Whitiora School has a leadership team that consists of the principal, deputy principal, team leaders of the learning centres and 1 within-school community of leaders. The purpose of the leadership team is to ensure high standards of teaching and learning at all year levels. This is done collaboratively where the team reflects, reviews and evaluates the teaching and learning strategies happening in each learning centre and makes improvements where needed. The leadership team also promotes the general progress and well-being of teachers and students.</p> <p>Whitiora School has a pastoral support team that consists of Learning Support Coordinator, School Counsellor, and School Social Worker working full time in the school, as well as a SWiS Social Worker 1 day per week.</p> <p>Whitiora School supports a reo rua class in 2021. The reo rua is another avenue for tamariki of Whitiora to connect with their identity as Māori. There is a strong emphasis on fostering te reo and tikanga Māori with the reo being taught 80% to 100% of the time in the classroom. This will be catered through learning contexts that are based around Tainuitanga and providing learning programmes that cover all curriculum areas encompassing both te Ao Māori and te Ao Pākehā.</p> <p>Property development and maintenance is guided by a current 10YPP and 5YP property plan and budget which is prepared after consultation with the school community and in conjunction with the Ministry of Education property services. Health and Safety standards are ensured through the Board of Trustees monitoring safety systems which include checking of the Health and Safety Register each time it meets. The professional services of an independent chartered accountant are used to prepare monthly financial accounts and are reported at each monthly meeting of the Board of Trustees. The Chartered Accountant also holds and updates the school Asset Register.</p>
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Review of Charter and Consultation

Collaboration: Whitiora School has relationships with -

- PTA & Friends of Whitiora Committees
- OSCAR Out of School Care
- Local Hapu - Ngāti Wairere/ Ngāti Mahanga
- North West Hamilton Schools Community of Learning (COL)

Communication: - communication occurs through -

- Regular newsletters, School Website, School Facebook, and School app.
- Student Parent Learner Conferences - Terms 1,2,3 with documentation for each conference
- Parental involvement in learning programmes, Mahi Challenges, cultural festivities, sporting and special events

Consultation: Whitiora School consults by -

- reporting information and voice gathering (students and whanau)
- scheduled to occur annually in Term 1 & 4
- and involves Parents of targeted different communities (Maori, Pacific, Asian, Other)

Review of Charter and Strategic Plan

- This will be reviewed annually and will involve Parents, Staff and Students
- A community will review on an annual schedule
 - and will involve the Board of Trustees and selected focus groups (eg. Maori Community, local Hapu, Pacific Community, Asian Community)

This Charter and Strategic Plan was developed through a consultative process with Board of Trustees representing the views of different community groups.

Whitiora School STRATEGIC PLAN 2021 to 2026



Strategic Goals

Core Strategies for Achieving Goals 2021 - 2026

It is noted that Whitiora School is an inner city school without the usual suburban living neighbourhood. Instead many families live in apartments or motel units and enjoy the large park like grounds of the school during the weekends. The Whitiora School community is made up of a diverse range of cultures and ethnic backgrounds which add a richness to school life and learning.

Whitiora School student body at 18th December 2020 = 269 in total - Boys = 47.2% (127) and Girls = 52.8% (142).

The ethnic breakdown is: Maori = 144 = 53.5%, European = 20 = 7.4%, Polynesian = 39 = 14.5%, Asian = 53 = 19.7%, Other = 13 = 4.8%
Within these are 64 ESOL students = 29.7%

Kowhai LC -Year 1,2 = 75 , Totara LC -Year 3,4,5 = 97 (84 + 12 Reo Rua) , Rata LC -Year 6,7,8 = 85,
Yr1 = 43 ; Yr2 = 35; Yr3 = 36; Yr4 = 32; Yr5 = 37; Yr6 = 36; Yr7 = 23; Yr8 = 27

Due to **2020** transient patterns of inner city living and emergency housing

- the school experienced extremely high levels of transience overall
From the start of the year there were 240 enrolments and 192 departures with a roll of 269 which equals **161% transience**.
- Of the 269 students on the roll at the end of the year **132 students (49%) were enrolled in 2020**.
Enrollments for 2020 were spread over the term as follows; T1 = 39 students: T2 = 26: T3 = 32: T4 = 35 ... Total = 132

By comparison in 1919 with an end of year school roll of 245 students

- transience was 114% (136 enrolments and 113 departures with a roll of 243)
- there were 167 students (68%) stable on the school roll for the year

WHOLE SCHOOL - Baseline 'Start-of-Year' Data of School Context

Target at least +5% /yr

WRITING	2021 (188)				AT & AB	2022 (xxx)				AT & AB	2023 (xxx)				AT & AB	2024 (xxx)				AT & AB
	WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab	
ALL 2021 = 188 2022 =	135 72%	16 8.5%	37 19.5 %	0 %	37 19.5 %	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Maori 2021 = 103 2022 =	81 78.7 %	9 8.7%	13 12.6 %	0 %	13 12.6 %	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Pasifika 2021 = 26 2022 =	18 69.2 %	3 11.5 %	5 19.3 %	0 %	5 19.3 %	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
ESOL 2021 = 50 2022 =	32 64%	3 6%	15 30%	0 %	15 30%	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Male 2021 = 89 2022 =	71 79.8 %	6 6.8%	12 13.4 %	0 %	12 13.4 %	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Female 2021 = 99 2022 =	64 64.6 %	10 10.1 %	25 25.3 %	0 %	25 25.3 %	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)

(Last ERO 2019)

REO RUMAKI - Baseline 'Start-of-Year' Data of Rumaki Context

Target at least +5% /yr

WRITING	2021 (18)				AT & AB	2022 (xxx)				AT & AB	2023 (xxx)				AT & AB	2024 (xxx)				AT & AB
	WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab	
ALL in RUMAKI 2021 = 18 2022 =	- %	- %	18 100%	- %	18 100%	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Male 2021 = 9 2022 =	- %	- %	9 100%	- %	9 100%	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Female 2021 = 9 2022 =	- %	- %	9 100%	- %	9 100%	(%)	(%)	(%)	(%)	(%)	%	(%)	%	(%)	(%)	(%)	(%)	(%)	(%)	(%)

Students' Learning Progress Targets	<p>Primary Focus ... Literacy Writing - raise by at least 5% each year from 2021 to 2026</p>	<ul style="list-style-type: none"> - Professional Learning (PL) to raise teacher capability, effectiveness and efficacy. - Utilising the Appraisal Processes to ensure accountability of implementation of Teacher PL in writing and curriculum delivery using student inquiry/passion learning. - Collaboratively plan as a school community to strengthen student learning across the curriculum including writing focusing on: <ul style="list-style-type: none"> - Educationally Powerful Connections With Families And Whanau - Culturally Intelligent, Inclusive Learning Environments - The identified target group is 'ALL students achieving BELOW in the area of Curriculum focus' - (E) Strengthen the school's action plan utilising existing Targeted Action Plans for priority learners placing greater and more specific emphasis on <ul style="list-style-type: none"> - (E1) further refining school-wide targets to more specifically focus on accelerating progress for at-risk students. - more specific targets focused on priority (and at risk) learners in each learning centre - the expectation for accelerating learning for identified priority (and at risk) learners. - alignment of Teacher and Learning Centre Action Plans goals and targets with overall school targets.
	<p>Maintenance focus ... Literacy Reading - raise by at least 5% each year from 2021 to 2026</p> <p>... Mathematics - raise by at least 5% each year from 2021 to 2026</p>	<ul style="list-style-type: none"> - Continue tracking of student achievement data with targets set for accelerating progress through the 'Targeted Action Plan' in Reading for priority students. - Support with PL for individual teachers as identified through their focus for Teaching As Inquiry - Continue tracking of student achievement data with targets set for accelerating progress through the 'Targeted Action Plan' in Maths for priority students. - Support with PL for individual teachers as identified through their focus for Teaching As Inquiry

<p>Personnel Efficacy</p>	<p>To raise Teacher Efficacy to strengthen and accelerate student learning</p>	<p>Wellbeing will be supported through the following approaches</p> <ul style="list-style-type: none"> - teaching and implementing Pause Breathe Smile strategies, PB4L and HEART being consistently taught across all LCs - provision of PL to support efficacy and personal benefit - EPA services will be available to all staff
		<p>To Strengthen Teacher Efficacy the focus will include:</p> <ul style="list-style-type: none"> - PLD delivery focus which supports each teacher and each Learning Centre to implement the school first tier priority of: <ul style="list-style-type: none"> - Writing - Digital Curriculum - Inquiry/Passion Learning - Effective structures and pedagogy for ILE environment - Localized Curriculum - Wellbeing - Pause Breathe Smile - Leadership support - Teaching as Inquiry using the Spiral model <p>Explore and develop future focused learning pedagogies and systems to support learners. i.e. inquiry, research based action, coherent conceptual curriculum, TAI, technology.</p> <p>Support as necessary the understanding of the process of complex change and how it applies in the Whitiora School setting</p>
		<ul style="list-style-type: none"> - Strengthen and refine Teaching as Inquiry across schools, and utilise these models to enhance ako. - Appraisal processes and expectations support: <ul style="list-style-type: none"> - Teachers evidencing Practicing Teacher Criteria - Teachers advance student learning by reflecting on their own practice. This can be a collaborative process and will be a part of a new Professional Growth Cycle the Teachers' Council will outline in 2021.

			<ul style="list-style-type: none"> - Review on an individual teacher by teacher basis the implementation of strategies to strengthen Teacher Efficacy - Facilitate Professional Learning Groups with all stakeholders (teachers, leaders, students).
			<ul style="list-style-type: none"> - (E) Quality assurance of the effectiveness of the implementation of strategies to Strengthening Teacher Capability to occur through the collaboration of Learning Centre Teams and School Leadership <ul style="list-style-type: none"> - (E1) extending effective teaching and learning practices to promote consistency across the school - Leadership observation of teaching practice to include reviewing of the putting into practice: <ul style="list-style-type: none"> - the agreed expectations for professional practice - the PLD skills taught - PLD Reports - points learned; what applied; benefits for priority learners
			<p>Utilise the strengths across the CoL to foster :</p> <ul style="list-style-type: none"> - culturally responsive practices, incorporating key documents such as Tataiako. - Tikanga, and Tau Mai Te Reo.

<p>Learner Agency</p> 		<p>Strengthen Learner Agency to strengthen and accelerate student learning</p>	<p>Wellbeing will be supported through</p> <ul style="list-style-type: none"> - Localized Curriculum and Learning Through Play - teaching and implementing Pause Breathe Smile strategies - PB4L and HEART being consistently taught across all LCs
			<p>Facilitate opportunities for learners to manage and own their learning and increase awareness of time management</p>
			<p>Student Inquiry/Learning through Play and the Localized Curriculum will become the main learning approach with authentic, culturally responsive learning foci that are identified in collaboration with students</p> <p>To investigate what deep, meaningful learning for students looks like - eg. student directed / initiated, project based learning, inquiry learning, tangible outcomes, curriculum design.</p> <p>Explore and develop opportunities for students to articulate their authentic learning i.e voice, reflection, learning progressions, literacy / numeracy progressions (in kid speak), national standards, curriculum levels.</p> <p>To provide a rich curriculum that enables our students to demonstrate cultural competence/intelligence.</p>
			<p>Support student engagement through the implementation of H.E.A.R.T. across the school to support the Whitiora Learner and Behaviour expectations.</p> <ul style="list-style-type: none"> - Visual graphic reminders and signage - resources supporting in-class focus on the HEART of the Whitiora Learner <p>Develop opportunities for learners to know themselves as a learner by exploring values, connectedness, principles and competencies to build capacity for lifelong learning, i.e growth mindset, learning to learn.</p> <p>Value student identity, language & culture to build strong inclusive relationships.</p>
			<p>Explore opportunities for capturing student voice, to authentically inform planning, teaching, learning and curriculum design, learning environment which meets their needs.</p>
			<p>Grow and develop student leadership / mentoring.</p>

Powerful Partnerships



Develop Powerful Partnerships to strengthen and accelerate student learning

Establish and document a clear understanding of the school - parent relationship expectations at enrolment to be provided to parents at their child's enrolment.

Attendance Levels and targets goals to be identified with parents and report on these regularly.

Use newsletters and a range of social media platforms to keep parents up to date on school and Learning Centre progress

Provide opportunities for our school to look at different models of whanau engagement and connections.

Develop meaningful, learner centred relationships with all community stakeholders.

(E) We acknowledge the role of whanau and parents as active participants in their children's learning and work to strengthen this through:

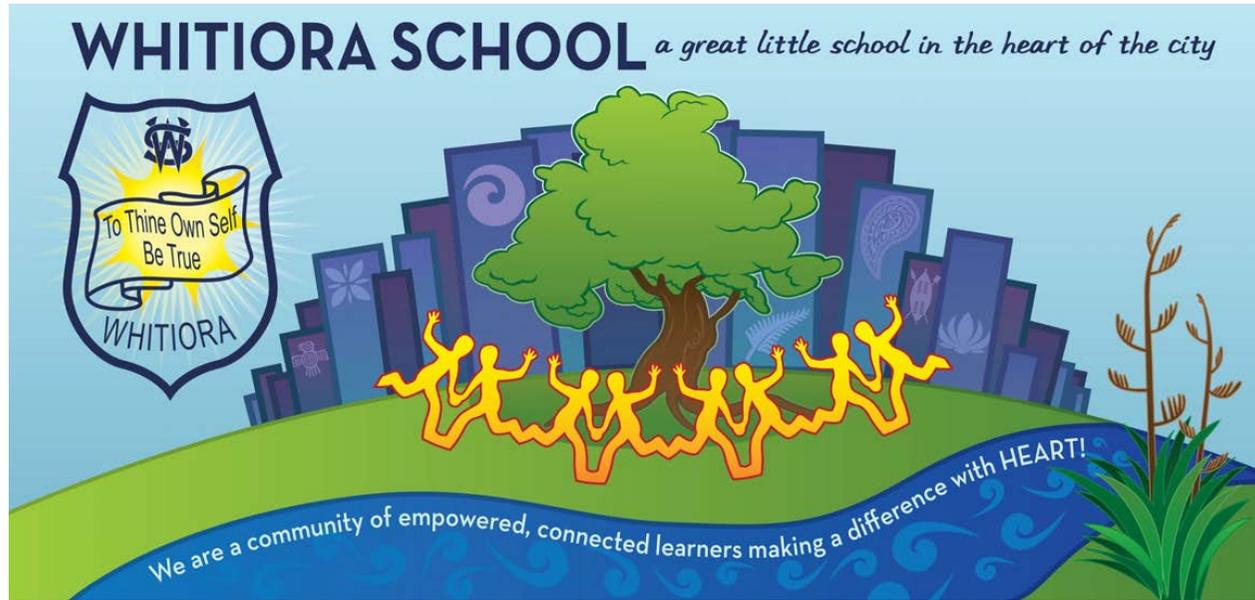
- Collaborative target and goal setting once a term in student parent and teacher conferences
- To provide opportunities for parents and whanau to positively participate in their child's learning.
 - Involvement as resource people in student Inquiry Learning
 - Providing cultural expertise for students in learning opportunities / lead cultural groups
 - Supporting the student's completion of the Mahi Challenge each year
 - Involvement in school special events and celebrations
- ongoing inquiry of our Maori Community to support understanding of identity, belonging, aspirations and active involvement in their children's learning
 - Implement planned regular consultative hui with all school ethnic groups
 - Gather cultural stories for the region

Explore the research and support material with regard to developing powerful connections with parents / whanau, whilst maintaining the mana of each school i.e. ruia tool, [ERO: Educationally Powerful Connections with Parents and Whānau report](#) (CS).

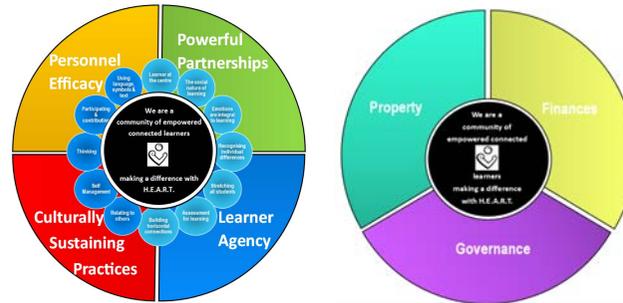
Establish a working relationship with local Manu Whenua and Waikato Tainui's education strategy [Waikato Tainui Education Strategy](#), Whakatupuranga 2050.

<p>Culturally Responsive Practices</p> 	<p>Develop Culturally Responsive Practices to strengthen and accelerate student learning</p>	<ul style="list-style-type: none"> a) To maintain and deepen a shared understanding of culturally responsive practice: that will continue to foster supportive pedagogies for all learners b) Culturally responsive Inquiry Learning contexts: PLD focusing on the Localized Curriculum and culturally responsive contexts of learning and pedagogy. c) Acting on the implications of the Treaty of Waitangi: Actively acknowledge and foster Tikanga, Te Reo Maaori, Mana Whenua, Tainuitanga. d) Culturally responsive to all cultures: Explore new ways to acknowledge and celebrate the different cultures within our school. e) Support strengthening skills and increased use of Te Reo Maori across the school: Provide professional learning development opportunity in Te Reo Maaori utilizing both outside and within school resource people. f) Growing culturally responsive relational learners: grow empathy and culturally responsive learners though targeted PLD, development of resources supporting the Localized Curriculum and H.E.A.R.T. teaching and expectations.
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<p>Governance</p>		<p>Board of Trustees are committed to promoting and providing quality governance that creates and continuously supports the school vision and achieves maximum effect in order to benefit student learning</p>	<p>Provide governance that will make decisions based upon evidence (results, reviews of staff, community and student voice) supporting the school vision and student achievement.</p> <ul style="list-style-type: none"> - All BoT members participate in regular NZSTA training - Support participation in the Community of Learning (COL) - Continue annual working through Three Year Cycle of Policy Review ensuring policies support student learning and teachers fulfilling their responsibilities. - Support and encourage the development of the new “Whitiora PTA - Whanau and Friends” as a means of increasing parent involvement
<p>Property</p>		<p>Utilise the school buildings for maximum effect in order to benefit student learning</p>	<ul style="list-style-type: none"> - Support student learning through property development and the expansion of learning space to meet the needs of roll growth <ul style="list-style-type: none"> - Carry out upgrade maintenance of furniture as required. - Continue to support the development and resourcing of the Ruumaki Reo - Establish a space to support cultural and whanau engagement. - Establish new space for the work of student/whaanau pastoral support i.e. space for LSC, Social Worker, and School Counsellor - Further develop the Enviro Gardens to support student learning. - Maintain regular review of Hazard Safety identification practices
<p>Finance</p>		<p>Utilize school finances for maximum effect in order to benefit student learning</p>	<ul style="list-style-type: none"> - Set budget allocations to support student learning - main stream and Reo Rua. - Proactively support identified initiatives - seeking different sources of funding as needed.



Whitiora School Annual Target and Annual Plan 2021



Whitiora Goal Framework

Simon Sinek's Golden Circles - Why ? / How ? / What ?

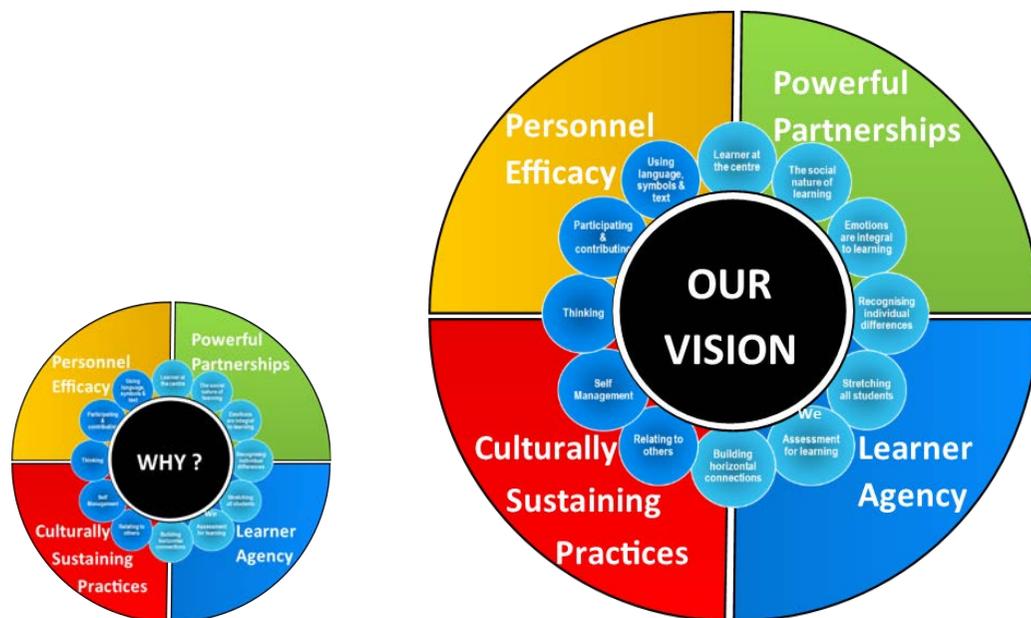
give a framework to the School Vision / Principles / Activity.

The School Annual Plan Goals are brought into reality through teachers bringing their professional energy and endeavour to focus on meeting the needs of the learners in their charge,

WHY ? ... Vision: We are a community of empowered connected learners making a difference with H.E.A.R.T..

HOW ? ... Principles: The 7 Principles of Learning and 5 Key Competencies

WHAT ? ... Activities: Learner Agency, Culturally Sustaining Practices, Powerful Partnerships, Personnel Efficacy



The Whitiora School Teacher Job Description has at its centre the students and their learning.

WHY? The Whitiora School H.E.A.R.T. is central to our Vision and describes the virtues which we identify for our students as central to life long learning and relating to others in our community.

HOW? Individual teacher professional practice includes ensuring that all of the 7 Principles of Learning and the Key Competencies are drivers for planning and delivering quality learning experiences/activity.

WHAT? Each of the Activities/Experiences link directly to the Annual Plan Goals

Link to 2020 Charter, Strategic and Annual Plan - Targets and Goals



WHITIORA SCHOOL ANNUAL PLAN 2021

Goal 1: PERSONNEL EFFICACY

To build teacher & leader capabilities through collaborative inquiry and effective teaching and learning

Professional Learning

- Developing an understanding and practice in the use of Te Reo Maaori me Tikanga Maaor
- Growing and Sustaining Leadership Capability
- Further developing the Whitiora localized Curriculum

Goal 4: CULTURALLY SUSTAINABLE PRACTICES

To value diversity; and validate culture, languages and identity

- Developing an understanding and practice in the use of Te Reo Maaori me Tikanga Maaori
- Delivery of the localized curriculum will reflect cultural sensitivity and support.



Goal 3: POWERFUL PARTNERSHIPS

To recognise and strengthen powerful connections and transitions with parents, whanau, community and other organisations

- Within Tikanga Maaori establish and sustain strong connections and relationships with whaanau hapu and iwi.
- Developing and strengthening powerful partnerships to support the localized curriculum:

Goal 2: LEARNER AGENCY

To grow learner agency through culture, identity, partnership, voice and ownership

- Implementing a localized curriculum that supports students growing confidence and skills
- Supporting transitions - linked to within school, progressing to High School, and/or transience in the wider community
- Supporting student wellbeing

Whitiora School Ruumaki Reo
Improvement Plan - Domain: Learning - Writing

TE AAHURU
Whitiora School Ruumaki Reo Class

Hangai te titiro ki te tihi o Taupiri, he toka āhuru, he maunga ikeike, he maunga tapu e!
Kei ōna rekereke e rere nei, ko Waikato, ko te wai kaukau o ngā tīpuna, te pātaka kai, aue!
Whātoro mai na ngā maihi o Whitiora, o Tainui, kia haoa mai ngā uri, ngā mata,
Ngā kaihoe o te waka tapu Ko Tainui e!
Waikato, hei! Tainui, hei! Ngā tamariki o te iwi Maori, hei!

Description

Te Aahuru is the ruumaki reo class and was established at the beginning of 2020. This is the result of whaanau members expressing their intention of wanting a learning environment that had a strong focus in delivering Maaori language and Maaori tikanga which led to the following vision for TeAahuru: 'Poipoia te kakano kia puawai - our tamariki and their whānau will be connected to Te Ao Māori and feel empowered as Māori. Our tamariki will be lifelong learners and be successful as Māori learners in both worlds.' The majority of the tamariki in Te Aahuru are second language learners of te reo Maaori.

TE AAHURU Ruumaki Reo Annual Goal

Goals in Teacher Efficacy, Learner Agency, Powerful Partnerships and Culturally Support Practices will support achieving of the Annual Targets

TE AAHURU Ruumaki Reo Annual Target :

At the end of the year the 2021 All Student Target is that at least 10% (at least 2 students) of students will achieve Accelerated Progress

REO RUMAKI - Data

WRITING 2021	Start of Year (16) (Raw Data)				AT & AB	End of Year () (Raw Data)				AT & AB	Start of Year (Clean Data)				AT & AB	End of Year () (Clean Data)				AT & AB	At& Ab Shift
	WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		
ALL - Start - End - Clean	- %	- %	18 100 %	- %	18 100 %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Male - Start - End - Clean	- %	- %	9 100 %	- %	9 100 %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Female - Start - End - Clean	- %	- %	9 100 %	- %	9 100 %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %

Analysis of Student Learning Progress

Student achievement data supported the following significant points:

Whitiora School Whole School
Annual Improvement Plan - Domain: Learning - Writing

Strategic Goal Primary Focus ... **Literacy Writing** - raise *AT and Above* by at least 5% 2021 to 2026
(This aligns with our Community Of Learning (COL) National Standards Target)
... 2021 Target increased to raise *At and Above* by at least 5%

Annual Goal

Goals in:

- Teacher Efficacy
- Learner Agency
- Powerful Partnerships
- Culturally Support Practices
- Organisational Structures - tracking attendance

will support achieving of the Annual Targets

Students achievement in Literacy Writing OTJ *At or Above* Levels will be increased by at least 5%

The 2021 Target is that at least 5% (at least 12) students will achieve Accelerated Progress *

* Accelerated Progress: - will be achieved by those students who make more than a year's progress in a year (or pro rata to the equivalent portion of the year). Progress will be calculated against the expectations of the NZ Curriculum Writing progressions.

Annual Target At the end of the year the 2021 All Student Target is that at least 5% (at least 12) students will achieve Accelerated Progress *

Target Students will achieve Accelerated Progress

Maori Below those achieving Well Below - will be reduced by 5% (5)
those achieving *At or Above* - will increase by 5% (5)

Pasifika Below those achieving Well Below - will be reduced by 5% (2)
those achieving *At or Above* - will increase by 5% (2)

ESOL Below those achieving Well Below - will be reduced by 5% (4)
those achieving *At or Above* - will increase by 5% (4)

Boys Below those achieving Well Below - will be reduced by 5% (6)
those achieving *At or Above* - will increase by 5% (6)

Girls Below those achieving Well Below - will be reduced by 5% (6)
those achieving *At or Above* - will increase by 5% (6)

All Students those achieving Well Below - will be reduced by 5% (12)
those achieving *At or Above* - will increase by 5% (12)

End of 2020 Year Review of the Whitiora School Context

Whitiora School student body is at 18th December = 269 in total - Boys = 47.2% (127) and Girls = 52.8% (142).

The ethnic breakdown is: Maori = 144 = 53.5%, European = 20 = 7.4%, Polynesian = 39 = 14.5%, Asian = 53 = 19.7%, Other = 13 = 4.8%

Within these are 64 ESOL students = 29.7%

Kowhai LC -Year 1,2 = 75 , Totara LC -Year 3,4,5 = 97 (84 + 12 Reo Rua) , Rata LC -Year 6,7,8 = 85,
Yr1 = 43 ; Yr2 = 35; Yr3 = 36; Yr4 = 32; Yr5 = 37; Yr6 = 36; Yr7 = 23; Yr8 = 27

Due to transient patterns of inner city living and emergency housing 2020 experienced extremely high levels of transience overall (From the start of the year there were 240 enrolments and 192 departures with a roll of 269 which equals **161% transience**.)

Of the 269 students on the roll at the end of the year **132 students (49%) were enrolled in 2020.**

Enrollments for 2020 were spread over the term as follows; T1 = 39 students: T2 = 26: T3 = 32: T4 = 35 ... Total = 132

School Context for 2021 at Start of Year

February Data

2021 Learning Centre new organisation (following new classroom provision):

Kowhai LC -Year 1,2 = 75 , **Totara LC** -Year 3,4,5 = 97 , **Matai LC** Year 5, 6 , **Rata LC** -Year 6,7,8 = 85 , **Te Aahuru Ruumaki**
Yr1 = 24 ; Yr2 = 24; Yr3 = 33; Yr4 = 31; Yr5 = 31; Yr6 = 35; Yr7 = 26; Yr8 = 20 Yrs1-6 = 16

Male = 107 = 47.55 % Maori = 132 students = 58.66%
Female = 116 = 51.55% Maori Male = 65 = 28.88%
Maori Female = 67 = 29.77%

Ethnicities: Maori = 132, Indian = 30, NZ Euro = 29, Tongan = 9, Samoan = 10,
Cook Island Maori = 2, Sri Lankan = 2, Fijian = 9, Middle Eastern = 4, Filipino = 2, Tuvalu = 2

WHOLE SCHOOL - Data

WRITING 2021	Start of Year (225) (Raw Data) 188				AT & AB	End of Year (XXX) (Raw Data)				AT & AB	Start of Year (XXX) (Clean Data)				AT & AB	End of Year (XXX) (Clean Data)				AT & AB	At& Ab Shif t
	WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		WB	B	At	Ab		
ALL - Start - End - Clean	135 72%	16 8.5%	37 19.5%	0 %	37 19.5%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Maori - Start - End - Clean	81 78.7%	9 8.7%	13 12.6%	0 %	13 12.6%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Pasifika - Start - End - Clean	18 69.2%	3 11.5%	5 19.3%	0 %	5 19.3%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
ESOL - Start - End - Clean	32 64%	3 6%	15 30%	0 %	15 30%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Male - Start - End - Clean	71 79.8%	6 6.8%	12 13.4%	0 %	12 13.4%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %
Female - Start - End - Clean	64 64.6%	10 10.1%	25 25.3%	0 %	25 25.3%	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %	- %

Analysis of Student Learning Progress:

Student achievement data supported the following significant points:

Planned Actions for lifting achievement: Proportionally there are a large number of Maori, Pasifika and Asian students achieving Below Expectation - these students will be the target group for achieving AT in 2021.

Planned Actions for lifting Writing achievement in 2021: We will address the raising of Literacy Writing through the following Whitiara Annual Plan goals (which are aligned to our school Kahui Ako He Waka Eke Noa goals):

- **Personnel Efficacy:** **To build teacher & leader capabilities through collaborative inquiry and effective teaching and learning.**
Professional learning supporting
 - Developing an understanding and practice in the use of Te Reo Maori me Tikanga Maori
 - Growing and Sustaining Leadership Capability
 - Further developing the Whitiara localized Curriculum
- **Learner Agency :** **To grow learner agency through culture, identity, partnership, voice and ownership**
 - Implementing a localized curriculum that supports students growing confidence and skills
 - Supporting transitions - linked to within school, progressing to High School, and/or transience in the wider community
- **Powerful Partnerships:** **To recognise and strengthen powerful connections and transitions with parents, whanau, community and other organisations.**
 - Within Tikanga Maori establish and sustain strong connections and relationships with whaanau hapu and iwi.
 - Developing and strengthening powerful partnerships to support the localized curriculum:
- **Culturally Sustaining Pedagogies:** **To value diversity; and validate culture, languages and identity.**
 - Developing an understanding and practice in the use of Te Reo Maori me Tikanga Maori
 - Delivery of the localized curriculum will reflect cultural sensitivity and support.



Strategic Goal One: Personnel Efficacy (Links to Kahui Ako Goal 1)
- to build teacher & leader capabilities, through collaborative inquiry and effective teaching and learning.

Strengthen collaborative inquiry within and across He Waka Eke Noa. Share and utilise our learning.

Grow and sustain leadership capability within and across He Waka Eke Noa i.e. Learner Agency/Culturally Sustaining Pedagogies for all learners

When/Who	What	Indicators of Progress
	1. Developing an understanding and practice in the use of Te Reo Maaori me Tikanga Maaori:	a. Strengthening a developing relationship with Ngati Wairere and Ngati Maahanga b. Teachers participating in Core Ed PLD supporting tikanga Maaori c. Principal participating in Maaori Achievement Collaborative (MAC); d. In-school sourced professional support for teachers (from two teachers and DP) for tikanga and te reo Maaori
	2. Growing and Sustaining Leadership Capability:	a. Teachers participating in Core Ed PLD developing leadership thinking and skills b. Monitoring and supporting a new middle leadership structure c. Principal participating in external PLD so as to further strengthen support for middle leaders
	3. Further developing the Whitiara localized Curriculum.	a. Teachers participating in Core Ed PLD developing content, understanding, and skills, which support the localized curriculum b. Imbedding in the localized curriculum cultural understanding and skills development that support strengthening wellbeing c. Developing skills and preparedness to respond to any need for lockdown distance learning

Report and Analysis of Variance:

a)

Next Steps for 2021:

a)



Strategic Goal Two: Learner Agency (Links to Kahui Ako Goal 2)
- to grow learner agency through culture and identity, partnership, voice and ownership.

Build strong inclusive relationships through valuing student identity, language & cultural competencies.

Ensure opportunities for learning are articulated through formative practices i.e voice, reflection and other evidence/data to inform planning, teaching, learning and curriculum design.

Develop opportunities for learners to know themselves as learners, by building capacity for lifelong learning. Eg growth mindset, learning to learn, reflection.

To explore, implement and refine deep, meaningful learning opportunities for students. Eg. student directed / initiated, project based learning, inquiry learning, authentic learning, conceptual curriculum design, key competencies.

When/Who	What	Indicators of Progress
	<p>1. Implementing a localized curriculum that supports students growing confidence and skills</p>	<p>a. understanding and participation in tikanga Maaori. b. making choices about their learning (inquiry learning in the classroom, Mahi Challenge at home). c. involvement in different levels of leadership within the school</p>
	<p>2. Supporting transitions - linked to within school, progressing to High School, and/or transience in the wider community</p>	<p>a. school processes are quickly responsive and flexible to ensure a nurturing welcome, identifying needs and learning levels, creating a sense of belonging and success in learning. b. provide learning opportunities that develop the student’s sense of identity, confidence and resilience in coping with change. c. equip learners with skills and knowledge to confidently access/use digital technologies to support school and distance learning.</p>
	<p>3. Supporting student wellbeing</p>	<p>a. timely support for student wellbeing through services of full-time school employed Counsellor and Social Worker</p>

Report and Analysis of Variance:

Next Steps for 2021:



Strategic Goal Three: Powerful partnerships (Links to Kahui Ako Goal 3)
- to recognise and strengthen powerful connections and transitions with parents, whaanau, community and other organisations.

Foster reciprocal learner-centred relationships with students and whaanau as a pathway for positive engagement in their child’s learning.

Connect with and utilise support from a range of agencies in response to learner needs by developing powerful partnerships that extend and enrich learning. Collaboratively plan and implement effective learning programmes and seamless transitions for learners.

Through effective leadership - build relational trust, participation and collaboration.

When/Who	What	Indicators of Progress
	<p>1. Within Tikanga Maaori establish and sustain strong connections and relationships with whaanau hapu and iwi.</p>	<p>a. Whaanau hui occurs at least once a term with the purpose of:</p> <ul style="list-style-type: none"> i. building relationships between whaanau groups and the school. ii. informing whaanau of student’s learning iii. Collaboratively plan with whaanau and implement effective learning programmes and seamless transitions for learners. <p>b. Whaanau will help students connect to their identity through whakapapa and pepeha</p>
	<p>2. Developing and strengthening powerful partnerships to support the localized curriculum:</p>	<ul style="list-style-type: none"> a. supported by Ngati Wairere and Ngati Maahanga in developing and resourcing the localized curriculum b. building partnerships with whanau and wider community to resource delivery of the localized curriculum c. accessing external agencies to support targeted students to access the localized curriculum d. Hapu and Whaanau will help students connect to their identity through whakapapa and pepeha

Report and Analysis of Variance:

Next Steps for 2021:



Strategic Goal Four: Culturally Sustaining Pedagogies (Links to Kahui Ako Goal 4)
- to value diversity; and validate culture, languages and identity.

Develop a shared understanding of what culturally sustaining pedagogy is.

Acknowledge and celebrate the different cultures within and across our schools.

Strengthen our relationship with Waikato Tainui (Whakatupuranga 2050) to enhance and support our teaching and learning programmes, school practices.

Actively acknowledge and act upon the implications of the Te Tiriti o Waitangi, e.g. foster Tikanga, Te Reo Maaori, Mana Whenua, Tainuitanga.

When/Who	What	Indicators of Progress
	1. Developing an understanding and practice in the use of Te Reo Maaori me Tikanga Maaori	a. Maaori content and language are evident in teaching and learning in ways that reflect the inherent identity, language and culture of Maaori learners and their parents, family and whaanau.
	2. Delivery of the localized curriculum will reflect cultural sensitivity and support.	a. developing understanding of the Treaty of Waitangi and local histories of tangata whenua and other cultures b. developing opportunities and active participation in use of te reo Maaori and tikanga Maaori c. Making connections with the diverse cultures within the school by supporting and relating to others in positive and respectful ways with HEART powers central to expectations

Report and Analysis of Variance:

Next steps 2021:



WHITIORA SCHOOL ANNUAL PLAN SUMMARY 2020



GOVERNANCE

To provide quality governance of Whitiora School so that School Leadership can ensure the quality effective teaching and student learning.

- Provision of induction and training for Board members
- Maintaining systematic review of BoT policies
- Continue to monitor initiatives to meet the needs of traumatised students
- Actively support the school activities and initiatives
- Use student progress evidence to inform decision making
- Support the goals of the Kahui Ako He Waka Eke Noa

PROPERTY

To maintain a quality fit-for-purpose School site and resourcing the facilities, effective teaching and learning.

- Review current school property and develop a new Property Development Plan supporting student learning.
- Multipurpose Cultural Well-being Centre/Hall: Explore with the MoE ideas and the development of plans for a Board of Trustees funded learning space

FINANCES

To provide quality oversight of school budgeting and finances so School Leadership can ensure quality effective teaching and student learning.

- Review budget allocations in light of the increased Decile funding.
- Identify budget needs for the new Property Development Plan.
- Develop funding stream (MoE and/or external sources) for supporting student wellbeing - for a Counsellor and Social Worker



Strategic Goal Five: GOVERNANCE

When/Who	What (examples)	Indicators of Progress
BoT and Principal	1) Provision of induction and training for Board members	<ul style="list-style-type: none"> a) New BoT elected/selected b) Governance Manual used for induction of new BoT members c) BoT Training Log d) All BoT Members are participating in NZSTA or other governance training each term e) BoT Chair attended the NZSTA Conference.
BoT and Principal	2) Maintain systematic review of Board of Trustees Policies	<ul style="list-style-type: none"> a) BoT Policies 3 year cycle of review is maintained b) Up-date the Emergency Plan with the new property layout.
	3) Continue to monitor initiatives to meet the needs of traumatised students	<ul style="list-style-type: none"> a) URF Funding Initiative active b) Focus on establishing sustainable funding for a School Counsellor and Social Worker
BoT and Principal	4) Actively support the school activities and initiatives	<ul style="list-style-type: none"> a) An active “Whitiora PTA - Whanau & Friends” group supported by the BoT b) BoT participation in the group and initiatives
BoT and Principal	5) Use Learner Progress Evidence to Inform Decision Making	<ul style="list-style-type: none"> a) Progress reports are received and support understanding of Learner needs for resourcing b) Learning Across the school (Mainstream & Ruumaki) is strengthened
BoT and Principal	6) Support the goals of the Kahui Ako He Waka Eke Noa (COL).	<ul style="list-style-type: none"> a) Whitiora School Strategic Plan and Annual Plan have Goals and Actions that fully align with the Kahui Ako Goals b) Kahui Ako Targets are being met.

Report:

Next Steps 2021:



Strategic Goal Six: PROPERTY

When/Who	What (examples)	Indicators of Progress
BoT and Principal	1) Review current school property and develop a new <i>'Property Development Plan'</i> supporting student learning	a) Continue to support the development and resourcing of the Reo Rua b) Further develop the Enviro Gardens to support student learning. c) Explore the possibility of developing the forest as a learning space d) Carry out upgrade maintenance of furniture as required.
BoT and Principal	2) Multipurpose Cultural Well-being Centre/Hall: Explore with the MoE ideas and the development of plans for a Board of Trustees funded learning space to fulfill the role of <ul style="list-style-type: none">- hall / cultural space- Whanau space	a) Plans have been developed and funding sources identified. b) Relevant permissions obtained from the MoE c) Relevant HCC and building code conditions identified d) Establish a space to support cultural and whanau engagement.

Report:

Next Steps 2021:



Strategic Goal Seven: FINANCE

When/Who	What	Indicators of Progress
	1) Review budget allocations in light of increased Decile funding	a) Updated budget that fully utilizes funding and meets needs.
	2) Identify budget needs for the new 'Property Development Plan' (see above)	a) The Property Development Plan is complete with budget b) Proactively support identified initiatives - seeking different sources of funding as needed.
	3) Develop funding stream (MoE and/or external sources) for supporting student wellbeing	a) Funding obtained to employ a full-time Counsellor and Social Worker

Report:

Nexts steps 2021:



He Waka Eke Noa Strategic Goals 2018 - 2020 & Action Plan 2020

*(Whitiora School is one of 13 schools that make up He Waka Eke Noa Kahui Ako.
The Strategic Goals and Action Plan were created as a collaborative endeavour.)*

Strategic Goal One: Efficacy - to build teacher & leader capabilities, through collaborative inquiry and effective teaching and learning.

Target Actions / Annual Plan:	What does effective practice look like? These are from the ERO Evaluations Indicator CHECK this	Evaluations Indicator Potential Sources of Data (plus add individual sources that are relevant for own school)
<p>Strengthen collaborative inquiry within and across He Waka Eke Noa. Share and utilise our learning.</p> <p>FOR HWEN: Sharing across making connections</p>	<ul style="list-style-type: none"> • Leadership establishes the expectation that teachers will learn how to improve their teaching by engaging in collective inquiry into the effectiveness of current practice. • Organisational structures, processes and practices strengthen and sustain focused collaborative inquiry to improve teaching and learning. • Leadership identifies and develops internal expertise, with the support of external expertise as appropriate, to ensure that improvement goals are met. 	<p>School Supported Structures - time, collaborative learning groups, leaders or mentors to support / robust school appraisal that values inquiry</p> <p>Sources of evidence... Participation and Growth changes in Teachers Practice</p> <ul style="list-style-type: none"> • For Spirals of Inquiry - Minutes, student voice, review and reflection

	<ul style="list-style-type: none"> ● Teacher professional learning and development is focused and deep rather than fragmented and shallow. 	<p>template (evidence at every step of the the inquiry cycle, story hui</p> <ul style="list-style-type: none"> ● Links to Our Codes, Our standards thru appraisal and link oto growing inquiry capabilities <p>Review twice yearly global picture of Spiral of Inquiry across HWEN</p>
<p>Grow and sustain leadership capability within and across He Waka Eke Noa i.e. Learner Agency/Culturally Sustaining Pedagogies for all learners</p> <p>FOR HWEN: Supported leadership opportunities / resources for individual leaders.</p>	<ul style="list-style-type: none"> ● Leadership ensures alignment of student learning needs, teacher professional learning goals, and processes for teacher appraisal and attestation. ● Professional leaders and teachers engage with and contribute to the wider education community ● Leaders of learning are identified and a strategy is put in place to build internal professional leadership capacity. ● Distributed leadership supports continuity and coherence across learning programmes and enhances sustainability. ● Leaders and teachers engage with, learn through and use external evaluation as a resource for improvement and innovation. ● Leaders and teachers participate in, contribute to and lead purposeful evaluation, inquiry and knowledge building in professional learning communities that include a range of educators from other schools/contexts. ● Leaders and teachers are data literate: posing focused questions, using relevant data, clarifying purpose(s), recognising sound and unsound evidence, developing understanding of statistical and measurement concepts, and engaging in thoughtful interpretation and evidence-informed conversations. 	<p>Education Council Leadership Capabilities framework - these this as a common source to evaluate change and growth</p> <p>Leadership review and reflection as part of appraisal</p> <p>Supported Leadership Opportunities (external PLD) - development opportunities in each school / in HWEN, coaching</p> <p>Leadership Mapping roles, responsibilities, accountability (this could be part of Appraisal and include Leadership Framework)</p>

Strategic Goal Two: Learner Agency - to grow learner agency through culture and identity, partnership, voice and ownership.

Target Actions / Annual Plan:	What does effective practice look like?	Indicators
<p>Build strong inclusive relationships through valuing student identity, language & cultural competence(s).</p>	<ul style="list-style-type: none"> ● Relationships are respectful and productive; difference and diversity are valued. ● Instructional organisation, task design, modelling, and grouping practices develop community and promote active learning. ● Students develop dialogue and group work skills and participate in group-based learning activities where they draw on individual strengths to complete group tasks. ● The learning community is characterised by respect, empathy, relational trust, cooperation and teamwork. ● Taking a strengths-based approach, leaders and teachers recognise and affirm the diverse identities, languages and cultures of parents, whaanau and the community, and actively broker engagement and participation. ● Students whose culture/first language differs from the culture/language of instruction are well supported to access learning. ● Students with special needs or abilities participate in learning opportunities that provide appropriate support and challenge. ● The curriculum makes connections to learners' lives, prior understandings, out-of-school experiences and real-world contexts. ● The cultural competencies for teachers of Māori students – tātaiako: manaakitanga, ako, whaanaungatanga, wānanga 	<p>Wellbeing, me & my school surveys</p> <p>Student Voice and a tool that could be used the 7 principles of learning as a scale (from to to)</p> <p>Whaanau / fanau voice</p> <p>Teacher planning documents (these in themselves do not indicator practice change or better outcomes for kids) - part of a larger picture</p> <p>Teacher Inquiry</p> <p>Whaanau / fanau involvement in learning</p>

	and tangata whenuatanga	
Ensure opportunities for learning are articulated through formative practices i.e voice, reflection and other evidence/data to inform planning, teaching, learning and curriculum design.	<ul style="list-style-type: none"> Teachers and students co-construct challenging but realistic learning goals and success criteria, developing shared understandings about the kind and quality of work required to achieve the desired outcome. Assessment activities are inclusive, authentic and fit-for-purpose; they provide meaningful evidence of achievement and progress and a basis for determining next steps. Students provide feedback to teachers about the quality and effectiveness of teaching and learning. 	i.e voice, reflection and other evidence/data to inform planning, teaching, learning and curriculum design Evidence of student voice in planning documents Common assessment tasks Student voice surveys
Develop opportunities for learners to know themselves as learners, by building capacity for lifelong learning. Eg growth mindset, learning to learn, reflection.	<ul style="list-style-type: none"> The curriculum makes connections to learners' lives, prior understandings, out-of-school experiences and real-world contexts. Students identify their own learning needs and develop and use self-assessment skills to evaluate their own and others' work against clear criteria. Students are given explicit instruction in learning strategies (such as goal setting, self-monitoring and deliberate practice) that enable them to take control of their learning, develop meta-cognitive skills, self-regulate, and develop self-efficacy and agency. 	Curriculum frameworks and statements (these in themselves do not indicator practice change or better outcomes for kids) - part of a larger picture Planning documents Charter etc Assessment tasks Student voice surveys
To explore, implement and refine deep, meaningful learning opportunities for students. Eg. student directed / initiated, project based learning, inquiry learning, authentic learning, conceptual	<ul style="list-style-type: none"> Taking a strengths-based approach, leaders and teachers recognise and affirm the diverse identities, languages and cultures of parents, whaanau and the community, and actively broker engagement and participation. Instructional organisation, task design, modelling, and grouping practices develop community and promote active learning. In each learning area students engage in cognitively challenging and purposeful learning opportunities that relate to 	Curriculum frameworks / documents Planning Classroom observations Student voice surveys

curriculum design, key competencies.	real-life contexts, issues and experiences.	
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Strategic Goal Three: Powerful partnerships - to recognise and strengthen powerful connections and transitions with parents, whaanau, community and other organisations.

Target Actions / Annual Plan:	What does effective practice look like?	Evaluations Indicator
Foster reciprocal learner-centred relationships with students and whaanau as a pathway for positive engagement in their child's learning.	<ul style="list-style-type: none"> ● Parents, whaanau and the community are welcomed and involved in school activities as respected and valued partners in learning. ● Parents, whaanau and teachers work together with students to identify their strengths and learning needs, set goals, and plan responsive learning strategies and activities. ● Students, parents, whaanau and teachers know the different pathways, programmes, options and supports available and participate in decision making at critical transition points. 	Whaanau engagement in school e.g. sporting / culture / learning / communication platform
Connect with and utilise support from a range of agencies in response to learner needs by developing powerful partnerships that extend and enrich learning. Collaboratively plan and implement effective learning programmes and seamless transitions for learners.	<ul style="list-style-type: none"> ● The school proactively identifies and draws on community resources to enhance student learning opportunities, achievement and wellbeing. ● Teachers, parents, whaanau and community engage in joint activities and interventions to improve learning and/or behaviour. ● Students, parents, whaanau and teachers know the different pathways, programmes, options and supports available and participate in decision making at critical transition points ● Leadership and teachers enable parents and whaanau to support their children's learning by providing them with materials and connecting them to community resources. 	Agency connections Meeting minutes Appointment calendars Student / whaanau voice surveys School communication / newsletters etc.

<p>Through effective leadership - build relational trust, participation and collaboration.</p>	<ul style="list-style-type: none"> • A range of appropriate and effective communication strategies is used to communicate with and engage parents, whaanau and community. • Students, parents, whaanau and teachers have shared understandings of curriculum goals and the teaching and learning process, and engage in productive learning conversations. • Parents and whaanau receive information and participate in learning opportunities that enable them to constructively support their children's learning. 	<p>Charter / BOT / communication / student-led conferences / learning / hui / fono</p> <p>School communication / newsletters etc.</p> <p>Student / whaanau voice surveys</p>
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Strategic Goal Four: Culturally Sustaining Pedagogies - to value diversity; and validate culture, languages and identity.

Target Actions / Annual Plan:	What does effective practice look like?	Evaluations Indicator
<p>Develop a shared understanding of what culturally sustaining pedagogy is.</p>	<ul style="list-style-type: none"> • The cultural competencies for teachers of Maaori students – taataiako: manaakitanga, ako, whaanaungatanga, waananga and tangata whenuatanga – can be observed in teacher practice. • School practices are consistent with culturally responsive and relational pedagogies. 	<p>Staff PLD programmes Classroom observations Appraisal documentation Taataiako</p> <p>Could we use Tapasa / Kawanata frameworks (Waikato Tainui) or the Kia Aroha College framework and Ann Milne frameworks check links below</p>
<p>Acknowledge and celebrate the different</p>	<ul style="list-style-type: none"> • Student identities and whaanau and community knowledge, language and culture are represented in curriculum materials 	<p>Curriculum frameworks/documents Planning documentation</p>

<p>cultures within and across our schools.</p>	<p>and the enacted curriculum.</p> <ul style="list-style-type: none"> ● Students whose culture/first language differs from the culture/language of instruction are well supported to access learning. 	<p>ESoL/Learning Support programmes Academic / culturally / sporting / School values</p>
<p>Strengthen our relationship with Waikato Tainui (Whakatupuranga 2050) to enhance and support our teaching and learning programmes, school practices.</p> <p>Principles of Māori Data Sovereignty</p>	<ul style="list-style-type: none"> ● A memorandum of understanding exists between the Kaahui Ako and Waikato Tainui and Ngaati Maahanga, and all other iwi that covers the sharing of data and evidence. ● Identify the mana whenua of each school in the Kaahui Ako, and develop models of partnership with those iwi eg. Ngaati Maahanga, Ngaati Wairere and Ngaati Haua ● Representatives of Waikato Tainui are members of the Kaahui Ako Stewardship Group. ● Iwi affiliation of every Maaori learner in all Kaahui Ako schools is known. ● Iwi are informed about key initiatives undertaken by the Kaahui Ako and individual schools. ● Data and evidence is used to plan priority partnership actions. 	<p>Memorandum of understanding Iwi data in SMS available to all staff Maaori Data Sovereignty protocol Strategic plan Meeting minutes Stewardship group Communication plan</p>
<p>Actively acknowledge and act upon the implications of the Te Tiriti o Waitangi, e.g. foster Tikanga, Te Reo Maaori, Mana Whenua, Tainuitanga.</p>	<ul style="list-style-type: none"> ● The cultural competencies for teachers of Maaori students – taataiako: manaakitanga, ako, whaanaungatanga, waananga and tangata whenuatanga – can be observed in teacher practice. ● Te Tiriti o Waitangi Planning to 'map' current practices for each article with each kura. 	<p>Links to specific indicators:</p> <ul style="list-style-type: none"> ● Maaori ● Samoa ● Tongan ● Cook Island ● Generic ● Peer relationships ● Relationships with learning <p>Check out the Power Lenses Model - the foundation of Kia Aroha College philosophy of learning.</p>

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