

# **STRATEGIC PLAN**

## **2005 - 2008**

## Focus Area: School Organisation

### Strategic Goal 1: Excellent Governance

#### This goal will be achieved when the Board:

- Is satisfied that all its governance policies are being fully implemented by school management, on an on-going basis.
- Spends the majority of its time on matters relating to the advancement of the strategic direction of education at the school.
- Has a clear, unambiguous understanding of what actions the Principal is taking annually to give effect to the strategic goals, and the progress that is being made in relation to these.
- Communicates well at a strategic level with the school community and wider community on an on-going basis, and uses knowledge & information gained to enhance strategic and operational planning in the school.

#### This goal will be achieved by:

- The Board directly supporting the Principal to establish the management systems and organization necessary to give full effect to the governance policies.
- The Board organizing its meetings so that discussions are focused (as much as possible) on strategic matters, and monitoring policy implementation and implementation of the annual plan.
- Principal's reports to the Board being structured so as to directly report against the annual plan, and in accordance with an annual reporting calendar.
- Board members undertaking relevant training each year, to enhance understanding of their governance role, and to up-skill in any specific knowledge areas that may be identified as being beneficial to the Board.
- The Board taking action to ensure continuity of skills and knowledge for the Board as a whole.

- The Board identifying key strategic groups and individuals within the school, and wider, communities, establishing and maintaining contact & communication mechanisms with these people, and ensuring regular opportunities for the Board to discuss the outcomes of such meetings.

## Focus Area: School Organisation

### Strategic Goal 2: Excellent Management

#### This goal will be achieved when:

- Management systems, policies and procedures are fully aligned with the Board's policy directions, are clearly documented and are being reviewed on a regular basis.
- Management systems and procedures are understood, and are being consistently implemented, by all staff.
- All managers have a clear understanding of their roles and delegated responsibilities, and are being held accountable by the Principal for meeting these responsibilities on an on-going basis.
- The Principal is providing the Board with relevant and timely information to enable it to fulfil its governance role.
- The Principal & management staff keep all staff well-informed on all relevant operational matters, and provide regular opportunity to involve staff (as appropriate) in operational decision-making.

#### This goal will be achieved by:

- Review and revision of all management systems, policies and procedures within the context of the governance policies.
- Clear and ordered documentation of all management systems, policies and procedures (a Management Manual).
- Establishment of clear and specific job descriptions and delegations for all management staff.
- Regular performance appraisal for all management staff, including assessment of effectiveness in meeting defined responsibilities.
- Appropriate on-going management training for Principal and management staff.

- Establishment of a comprehensive annual plan & budget that clearly describes the intended outcomes in all operational areas for the year and how these are to be achieved, and how teaching and financial resources are to be allocated.
- Development of an annual operational calendar that identifies all required operational processes & reporting requirements.

## Focus Area: Student Learning & Achievement

### Strategic Goal 3: Achievement by all students to the best of their ability in all essential curriculum areas, particularly literacy & numeracy.

#### This goal will be achieved when:

- The curriculum is organized to maximize teaching opportunities in the essential areas, and to allow for continuity across all syndicates.
- All staff understand the structure and direction of the curriculum at Waihopai School, are committed to implementing it, and are effectively employing best teaching practice to deliver it.
- The use of staff strengths & skills in development and on-going review of the curriculum is maximized.
- Clear & challenging expectations are set for all students, in both day-to-day and annual programmes, and results demonstrate clearly that acceptable progress in meeting these expectations is being made on an on-going basis.
- Performance targets focused on aspects of literacy & numeracy are being established from analysis of good quality student assessment data, and each year the annual plan clearly identifies the actions that will be taken and resources that will be allocated to achieve these targets.
- The school is actively encouraging & providing appropriate information to assist parents to support their children's learning.
- Disruptions to learning are minimized for all students.
- Feedback from parents and other stakeholders (eg high schools) independently verify the level of achievement and learning of students, and it appropriateness.

#### This goal will be achieved by:

- Review of curriculum organization within the school, to be led by the school management team.

- Review of current teaching & learning practice at the school against accepted current theories and best practices.
- Involvement of all staff in review of curriculum & teaching practices, and clear direction of staff by management as to the agreed way forward.
- Identification of individual staff professional development & training needs, particularly in light of the above outcomes, and implementation of this.
- Review & refinement of assessment practice within the school to produce meaningful information by which both individual and collective student achievement may be ascertained, and on which goal-setting to continually improve achievement can be based.
- Development of a process for identification of gifted & talented students, and development of a programme annually to meet their specific learning needs (as part of the annual planning & budgeting process).
- Inclusion of appropriate extension work for able students in all day to day classroom programmes.
- Consistent & regular communication with parents to encourage and help them to have effective involvement in their children's learning.
- Identification and provision of opportunities for parents to be involved (as appropriate) in learning activities.
- Identification of all students at risk of not achieving, and development of a plan each year to meet their individual needs (as part of the annual planning & budgeting process).
- Development of an effective process to manage student behaviour, and provision of sufficient funding, resources and training (where necessary) to support staff with pupils who have behavioural, social or learning problems.

## Focus Area: Information & Communications Technology (ICT)

### Strategic Goal 4: Smart use of ICT to enhance and enrich teaching & learning.

#### This goal will be achieved when:

- All staff are informed and up-to-date on the range of ICT tools available for use in teaching programmes, are able to use these tools with confidence & are actively selecting appropriate technology to enrich and enhance their lessons.
- IT resources meet the needs of the school, and are available for use by all staff & students.
- All IT systems, resources & databases are well-maintained & secure.
- The school regularly reviews its ICT needs in a comprehensive way, and plans for new and on-going development accordingly.

#### This goal will be achieved by:

- Establishment of a staff committee with delegated responsibility for driving IT development in the school.
- Provision of expert help & resources to assist the IT committee as necessary.
- Development of a plan for IT development in the school.
- Professional development training in IT for all staff.
- Provision of adequate funding for ICT resources.

## Focus Area: Health, Safety & Well-Being

### Strategic Goal 5: A school culture that actively promotes the health, safety & well-being of all staff & students.

#### This goal will be achieved when:

- Health & safety practices in the school meet the requirements of the governance policies.
- All staff consider that the Board is a good employer in relation to matters of health, safety & well-being.
- There is zero tolerance of harassment, bullying or violent behaviour at school.
- All students are engaged in regular quality physical activity.
- Day-to-day practices at the school reinforce & enhance the messages taught as part of the health & PE curriculum.
- Practices and procedures at the school actively recognize & are taking effective steps to address the major health issues faced by children in our own community.

#### This goal will be achieved by:

- Establishment of a Health & Safety committee from within the staff, and a process for considering and managing health and safety matters, that complies with Policy direction Gov 18.1e.
- Undertaking an annual survey of employment relations in the school, identifying and implementing any actions that need to be taken in response to the findings.
- Establishment of a clear behaviour management system that includes guidelines to teachers on thresholds of behaviour and actions that must be taken when these thresholds are crossed.

- Defining clear and specific programmes for daily physical activity each class, and implementation of these.
- Development of guidelines for staff as to how the key elements of the health & PE curriculum can be carried on and reinforced throughout the year in day-to-day class practices. Ensuring consistency between day-to-day practice and formal teaching.
- Taking initiative in introducing practices that promote both the short and long-term health & safety of students.
- Seeking feedback from the community on its satisfaction with the school's treatment of health & safety the issues, and its day-to-day practices.

## Focus Area: Sustainability

### Strategic Goal 6: To maintain the school roll at current levels

#### This goal will be achieved when:

- The school is attracting at least 60 New Entrant pupils per year.
- Class numbers are being maintained at all other year levels.

#### This goal will be achieved by:

- Removal of the restrictions on enrolment created by the enrolment scheme.
- Establishing & maintaining good communication with the contributory kindergartens & preschools.
- Providing a warm & welcoming introduction & induction programme for New Entrant pupils & their parents.
- The ability to demonstrate that strategic goals & achievement targets are being met, and effective communication of this to the community.
- Maintaining a high level of parental satisfaction with their children's learning & achievement.
- Provision of an attractive & well-maintained physical environment, including playground facilities.
- Prompt & effective response to parental complaints.