

Charter Strategic Plan

2021– 2023



**WATERLEA
SCHOOL**

With Learning We Grow

Waterlea School

Kura Waterlea – Mā te ako tātou tipu ai

Nāku te rourou nāu te rourou kā ora ai te iwi

With your basket and my basket the people will thrive



Vision - Titiro whakamua

Great Learning Happens at Waterlea by connecting with and influencing our community, culture, world and future

Mā te tūhono ki to tātou hāpori, ahurea, me te Ao e puta ai te akoranga pai ki Waterlea

Waterlea MANA Values

Manaakitanga

We are kind, caring and supportive

Aumangea

We are persistent, resilient and brave

Ngākau Pono

We are respectful, honest and have integrity

Ako

We learn, teach and seek new knowledge

Aims - Whāinga

- Deliver success for all students by creating an engaging and integrated local curriculum to improve student outcomes which supports:
 - Quality cultural experiences and interactions
 - Our community of digitally literate learners
 - The wellbeing/hauora for all learners
- Nurture productive community partnerships to enhance learning
- Create a vibrant environment where great learning happens
- Continue to be flexible and innovative in response to the ongoing impact of COVID-19

Our Foundation - *Tōku turanga*

High quality education in a whānau environment

Kia teitei te kouna o te mātauranga i roto i te taiao whānau



Strategic Plan 2021-2023

The strategic plan includes and should be read and considered along with the following documents;

- Annual Plans
- 5 & 10 year property plans
- Professional development plans
- Policy & Procedure framework
- The Budget
- The Boards work plan

Strategic Aim Statement

In order to realise the School Vision, the Board of Trustees (the Board) have prioritised four strategic aims for the three-year period 2021-2023. The overarching aim has 2/3 strategic objectives which are subject to review for effectiveness annually against defined success measures alongside the annual plan review process. This strategy allows the Board to plan strategically but also operate with flexibility in a dynamic environment to ensure objectives and annual plans reflect and can adapt to actual progress made, any changes to Ministry policy and current best practice.

Strategic Aim 1

Deliver success for all students by creating an engaging and integrated local curriculum to improve student outcomes

Objective One

Waterlea's Local Curriculum supports quality cultural experiences and interactions to improve student outcomes.

Success measures:

2021

- Learn the local stories and history of Tangata Whenua through consultation with Tainui and Makaurau Marae, Ihumatao; weave this history into Waterlea's Local Curriculum; once we understand the stories of Tangata Whenua, we can explore the migration stories of other cultures
- Embed aspects of tikanga and te Reo Māori throughout the school so all our tamariki have access e.g. pōwhiri, karakia, pepeha, waiata
- Continue to embed the language of the Waterlea MANA values into our Local Curriculum to become the language of learning and are visible throughout the school
- The MANA Values Strategy Team and Kāhui Ako In-School Leader support teachers to embed the 4 values into everything that we do
- Make connections with other local Marae our tamariki are affiliated with so these connections can be reflected in our learning programmes e.g. Te Peua Marae
- Develop the model of the Professional Growth Cycle as part of Waterlea's appraisal system to ensure all staff are developing their understanding of Te Tiriti o Waitangi
- Develop 2021 report formats which reflect the Waterlea's Local Curriculum

- Implement DMIC maths in the senior school to further embed agreed school wide teaching and learning practices in Maths that are culturally responsive
- Collaborate with partnership schools and ECEs to develop Te Iti Kahurangi Kāhui Ako's local curriculum

2022

- Engage in self-review through ongoing consultation with iwi/Whānau/tamariki and teachers to ensure quality cultural experiences and interactions are being consolidated
- Identify next steps in terms of Waterlea's Local Curriculum supporting cultural experiences and interactions to improve student outcomes

2023

- Implement the next steps of the review

Objective Two

Waterlea's Local Curriculum supports our community of digitally literate learners to improve student outcomes.

Success measures:

2021

- Create intentional digital learning outcomes across the school that continue to develop the digital fluency of staff and tamariki
- Utilise Waterlea's MANA values to underpin the ongoing development of digital citizenship for whānau, tamariki and staff
- Review access to digital resources for tamariki in their classrooms and ensure 2022 Waterlea's School budget plans for ongoing resourcing
- Engage with our PLD providers to ensure the Digital Technologies Curriculum (DTC) of being integrated into our local curriculum
- The Digital Strategy Team and Kāhui Ako In-School Leader support teachers to continue to develop their digital literacy and understanding of the DTC

2022

- Engage in self review through ongoing consultation with iwi/whānau/tamariki and teachers to ensure the digital literacy of our community of learners is being consolidated
- Identify next steps in terms of Waterlea's Local Curriculum supporting our community of digital learners

2023

- Implement the next steps from self-review

Objective Three

Waterlea's Local Curriculum supports the wellbeing/hauora for all learners to improve student outcomes.

Success measures:

2021

- Continue to embed Waterlea's model of Hauora/wellbeing - Te Whare Tapa Wha, in Waterlea's local curriculum, ensuring our learning programmes reflect our tamariki's physical, spiritual, social and social needs
- Continue to be responsive to the wellbeing needs of whānau and in particular the impact of COVID-19 by providing access to our wellbeing programmes such as Kai for Kids, SWIS (Social Workers in School), Learning Support Coordinators (LSC), Incredible Years Parenting Programme etc
- Continue to extend and monitor the use the Individual Education Programme (IEP) format which puts wellbeing/hauora needs at the centre of learning to a variety of students with diverse leaning needs, including gifted students
- Increase our Learning Support Programmes to meet the literacy needs of our junior school students e.g Reading Recovery, Phonemic Awareness Programme
- Continue to inquire into the impact student hauora/wellbeing has on student achievement and in particular our M & P target children through the Wellbeing at School Survey



- Induct all new staff to Waterlea's systems, processes and policies so they can have a sense of wellbeing and place at Waterlea
- Collaborate with staff to build teacher capability and achieve a greater sense of work/life balance

2022

- Engage in self-review through ongoing consultation with iwi/whānau/tamariki and teachers to ensure the wellbeing/hauora of all learners is supported by Waterlea's Local Curriculum
- Identify next steps in terms of Waterlea's Local Curriculum supporting the hauora of all learners to improve student outcomes

2023

- Implement the next steps of the review

Strategic Aim 2

Nurture productive community partnerships to enhance learning

Objective One

Community collaboration happens in order to support transitions and learning pathways for tamariki and whānau to improve student outcomes.

Success measures:

2021

- Continue to induct the LSC into Waterlea School and our Learning Support Systems and processes
- Continue the Kāhui Ako led inquiry into the learning language used in ECE with the view to share with Year 1 teachers so we can create meaningful pathways between Te Whāriki and NZC
- Review all transition to/out of Waterlea school by collecting student, whānau and kaiako voice from all contexts, with the view to making changes to current processes

2022

- Engage in self-review through ongoing consultation with iwi/whānau/tamariki and teachers to ensure our tamariki/whānau are being supported in their transitions and learning pathways have been established
- Identify next steps in terms of community collaboration to improve student outcomes

2023

- Implement the next steps of the review

Objective Two

A sense of community is fostered to encourage whānau engagement in the learning to improve student outcomes.

Success measures:

2021

- Review/consult regarding local curriculum to ensure it is inclusive, integrated, values based, and broad in its scope
- Respond to review, thereby creating a greater sense of partnership with community

2022

- Engage in self-review through ongoing consultation with iwi/whānau/tamariki and teachers to ensure a sense of community has been fostered and whānau is more engaged in our tamariki's learning
- Identify next steps in terms of whānau engagement to improve student outcomes

2023

- Implement the next steps of the review

Objective Three

Connections are made and collaboration happens with local providers and community groups to enable our tamariki to learn from exploring our local environment.

Success measures:

2021

- Local curriculum provides authentic opportunities across the school for student inquiry by exploring local area; this will increase the sense of kaitiakitanga or environmental guardianship
- Collaboration and support for whānau groups such as the PTA to bring about more equitable outcomes for tamariki such as the PTA, Pasifika Parent Groups



2022

- Engage in self-review through ongoing consultation with iwi/whānau/tamariki and teachers to ensure our tamariki have opportunities to explore their local area
- A new PTA has been formed to work in collaboration with the school for fundraising and community engagement purposes
- Our Maori and Pasifika whānau have a sense of engagement in learning
- Identify next steps in terms of community collaboration to improve student outcomes

2023

- Implement the next steps of the review

Strategic Aim 3

Create a vibrant environment where great learning happens

Objective One

Consultation with whānau, tamariki and teachers leads to the creation of a 10YPP which ensures that our indoor/outdoor learning environments are flexible and fit for purpose, now and in the future.

Success measures:

2021

- Having consulted with tamariki, whānau and staff the Board will prioritise the property needs of the school and create a 10YPP in collaboration with Carmen Licopit (our consultant) and personnel from MOE
- The Board will plan improvements in outdoor play areas using funding from the School Investment Package (SIP)
- The Board will roll out property improvements under the Cyclical Maintenance Plan and manage these with refurbishments and other building projects such as the Learning Support Coordinator space

2022

- Engage in ongoing self-review regarding property

2023

- Implement the next steps of the review

Objective Two

The Board's ongoing collaboration with property personnel from MOE will strengthen relationships and understanding bringing about better outcomes for our tamariki.

Success measures:

2021

- The Board's Property sub-committee will meet regularly progressing property work planned in the 10 YPP, including meeting with Carmen and MOE property advisor
- The sub-committee will report back to the wider Board each month by giving updates

2022

- Engage in ongoing self-review regarding property

2023

- Implement the next steps of the review

Objective Three

The Board will actively engage in measures to help future proof in terms of roll growth and make property decisions which will have long term benefits.

Success measures:

2021

- The Board's Property sub-committee will report back to MOE in terms of updating in regards to roll growth
- The Board's Property sub-committee will lead discussions at board meeting in regards to exploring ways of bringing the percentage of out-of zone students to within 10% of the student roll
- The Board's Property sub-committee will continue to engage with SKP and MOE in terms of increasing the capacity of SKP students on the Waterlea site if it is mutually benefit in terms of additional buildings for both schools

2022

- Engage in ongoing self-review regarding property

2023

- Implement the next steps of the review

Strategic Aim 4

Continue to be flexible and innovative in response to the impact of COVID-19

Objective One

Waterlea School's communication regarding the shifts on COVID-19 Alert Levels is prompt, clear and reaches the entire community.

Success measures:

2021

- Review the Level 2 & 3 Health and Safety Plans and modify to meet changing needs
- Review communication to community via surveys immediately after a shift in Alert Levels
- Respond by making changes where necessary
- Streamline school systems to ensure responsiveness
- Actively engage with whānau of students to find solutions to the barriers to returning quickly to school after a school closure

2022

- Engage in ongoing self-review regarding pandemic planning

2023

- Implement the next steps of the review



Objective Two

Waterlea's Home Learning Plan delivers a variety of learning opportunities for all students.

Success measures:

2021

- Review Home Learning via surveys of whānau, tamariki and staff immediately after a shift in Alert Levels
- Respond to feedback by making changes where necessary
- Streamline school systems to ensure responsiveness
- Actively engage with whānau of students to find solutions to the barriers to learning at home after a school closure

2022

- Engage in ongoing self-review regarding pandemic planning

2023

- Implement the next steps of the review

Objective Three

Waterlea School will respond quickly to set up systems to any national vaccination roll out requirements of schools.

Success measures:

2021

- As information comes to hand from the Ministries of Education & Health regarding school requirements, this will be communicated to whānau in a timely manner
- Administrative systems will be set up quickly to monitor student vaccination information
- The Board will ensure any modifications to school policies happen in School Docs to reflect requirements



2022

- Review systems and policies to ensure information to whānau regarding vaccinations is clear

2023

- Implement the next steps of the review