



## **Kilbirnie School Charter**

**(2880)**

## **Strategic Plan 2022-2024.**

**Including Annual Management Plan for 2023.**

Principal's Endorsement	Yes.
School Board endorsement	Yes.
Submission date to Ministry of Education	March 1 <sup>st</sup> 2023

# Table of Contents

## SECTION 1: Strategic intention

1. Kilbirnie School Vision
2. Kilbirnie School Whakatauki
3. Kilbirnie School Motto
4. Kilbirnie School Values
5. Kilbirnie School Graduate Profile
6. Kilbirnie School Enablers

## SECTION 2: School context

1. Education and Training Act
2. National Education and Learning Priorities.
3. Te Tiriti o Waitangi Commitment
4. Curriculum
5. Personnel
6. Property
7. Finances
8. ERO Findings (May 2019)
9. School Roll
10. Consultation
11. Procedural Statement

## SECTION 3: 2022-2024. Strategic plan, goals and outcomes.

## SECTION 4: Kahui Ako change model and achievement challenges

## SECTION 5: Annual Management Plans 2023.

### 2023 Student Achievement Targets

- **Strategic goal 1:** Equity and excellence for all students as they access the New Zealand and Kilbirnie School curricula.

### Annual Implementation Plans.

- **Strategic goal 2:** Kilbirnie school gives effect to Te Tiriti o Waitangi. Ākonga Māori have the opportunity to succeed as Māori.
- **Strategic goal 3:** Hauora/well-being for all students in a safe environment where relationships are positive.
- **Strategic goal 4:** All students will be actively engaged in learning that is personalized for their needs and interests. Learning environments will support future focused practice.

## SECTION 6: 2022 Annual work Plans.

- Board of Trustees work plan.
- School work plan.

## SECTION ONE:

### Strategic intentions

The school's vision and values are represented in the visual below.

The infographic features a stylized blue bird in flight at the top right, with the text "To challenge and inspire for lifelong learning and achievement." Below the bird, the school's logo is on the left, consisting of a circular emblem with a wave and a sun, followed by the text "KILBIRNIE SCHOOL EST. 1884" and the Māori motto "Whāia te iti kahurangi". The main body of the infographic is divided into three curved sections: "OUR VALUES", "OUR TEACHERS", and "OUR GRADUATES".

**KILBIRNIE SCHOOL** EST. 1884  
Whāia te iti kahurangi

**OUR VALUES**  
Our school values are woven through the curriculum and modelled by staff, students and community.  
Kilbirnie Children C.A.R.E.  
C Confidence  
A Achievement  
R Respect  
E Empathy

**OUR TEACHERS**  
Our teachers will reflect the principles of:  
**AWHINA**  
Students will be included as part of their class and the school as a whole.  
**AKO**  
Learning is an active process shared by adults and students.  
**WHANAUNGATANGA**  
Parents and whanau are central to student progress and achievement.

**OUR GRADUATES**  
When students leave Kilbirnie School at the end of Year 6, they will be:

- Curious and engaged participants, contributors and leaders.
- Creative, innovative and critical thinkers who communicate effectively.
- Independent self-managers who set goals, self assess and reflect.
- Happy at school with a strong sense of inclusion and belonging.
- Literate, numerate and keen participants in physical activity.
- Confident, resilient and willing to take risks.
- Respectful of others and aware of tikanga Māori.
- Skilled users of technologies and discerning consumers of information.
- Aware of the environment and eager to protect it.

#### 1. Kilbirnie School Vision

To challenge and inspire for lifelong learning and achievement.

#### 2. Kilbirnie School Whakatauki

**Whaia te iti kahurangi, ki te tuohu koe me maunga teitei**

**(Seek that which is most precious, if you should bow let it be to a lofty mountain).**

This Whakatauki speaks of aspiration, striving for success and determination to be the best one can be. It is about aiming high and persevering when challenged. These themes resonate with the vision, graduate profile, enablers and values of Kilbirnie School. This Whakatauki is aligned to education in a broad sense, with education and learning beginning at birth and continuing throughout life.

### 3. Kilbirnie School Motto

**Whaia te iti kahurangi.**

**(Strive for something of great value).**

Our motto is associated with the idea of encouraging and supporting learners to strive to reach their personal potential - to be the best they can be.

This motto encourages us to pursue the things that we believe are important in growing our students into lifelong learners and achievers. The motto is closely aligned to the notion of personalized learning. Our school intends to deliver personalised learning in regard to student needs and interests. We conceptualise success and achievement in a holistic sense. We also believe all students are capable of engagement, progress and achievement.

### 4. Kilbirnie School Values

Our school values are integral to school life. They are to be woven through the curriculum, modelled by staff, students and community and at times explicitly taught.

#### **Kilbirnie Children CARE**

<b>C:</b>	<b>CONFIDENCE</b>	Inquiry; Curiosity; Independence; Responsibility
<b>A:</b>	<b>ACHIEVEMENT</b>	Excellence; Creativity; Innovation; Co-operation
<b>R:</b>	<b>RESPECT</b>	Consideration; Integrity; Honesty; Diversity
<b>E:</b>	<b>EMPATHY</b>	Compassion; Sense of Family; Caring

### 5. Kilbirnie School Graduate Profile

These are the competencies, skills and qualities we want the students of Kilbirnie School to have developed when they leave our school at the end of year 6. Our graduates will be:

- Happy at school with a strong sense of inclusion and belonging.
- Confident, resilient and willing to take risks
- Respectful of others and aware of tikanga Māori.
- Independent self-managers, who set goals, self-assess and reflect.
- Literate, numerate and keen participants in physical activity.
- Skilled users of technologies and discerning consumers of information.
- Curious and engaged participants, contributors and leaders.
- Creative, innovative and critical thinkers who communicate effectively.
- Aware of the environment and eager to protect it.

### 6. Kilbirnie School Enablers

These are the principles that guide the work of Kilbirnie School. We base the work of the school on our shared understanding of how students learn and what their needs are as they grow, live and learn in a changing and unpredictable world.

The enablers are underpinned by the concepts of:


**Awhina:** Students will be included as part of their class and the school as a whole.

**Ako:** Learning is an active process shared by adults and students.

**Whanaungatanga:** Parents and whanau are central to student progress and achievement.

Our school will:

- Be willing to innovate pedagogically and seek evidence to evaluate its success.
- Expose students to a wide range of experiences acknowledging diverse talents and success in a broad sense.
- Deliver a curriculum based on transferable concepts emphasizing the links between learning and real life.
- Consider all students capable of progress and achievement while striving to personalise learning in regard to student needs and interests.
- Ensure students have opportunities to create, innovate and imagine across the curriculum including the application of understandings in problem solving contexts
- Promote engagement, progress, success and excellence in literacy and numeracy.
- Provide opportunities for student choice in independent and collaborative learning. Ensure student voice is heard.
- Provide opportunities for students to use digital technology to access and engage with information and to collaborate.



We base the work of the school on our shared understanding of how students learn and what their needs are as they grow, live and learn in a changing and unpredictable world.

*As teachers we will:*

- Be willing to innovate pedagogically and seek evidence to evaluate its success.
- Expose students to a wide range of experiences acknowledging diverse talents and success in a broad sense.
- Deliver a curriculum based on transferable concepts emphasizing the links between learning and real life.
- Consider all students capable of progress and achievement while striving to personalise learning in regard to student needs and interests.
- Ensure students have opportunities to create, innovate and imagine across the curriculum including the application of understandings in problem solving contexts.
- Promote engagement, progress, success and excellence in literacy and numeracy.
- Provide opportunities for students to use digital technology to access and engage with information and to collaborate.
- Provide opportunities for student choice in independent and collaborative learning. Ensure student voice is heard.

## SECTION 2:

### School context

Kilbirnie School is a co-educational state funded contributing primary school catering for students from Year 1 to 6 in the Wellington suburbs of Kilbirnie and Hataitai. The school opened in 1884, the first school in the eastern suburbs of Wellington. Kilbirnie School is a decile 10 funded school, drawing on parents from middle to above socio-economic status. A large number of parents are involved in self-employed and professional occupations.

#### 1. Education and Training Act (2020)- objectives for Boards in governing schools.

In August 2020, the Education and Training Act (2020) was passed. It is a comprehensive re-write of education legislation, and will allow for the Government's plans to transform the education system. In clarifying the role of school governance it adds wellbeing, inclusion and a genuine commitment to Te Tiriti o Waitangi to a school's requirement to have all students achieve to the best of their ability.

The Act states that a board's primary objectives are to ensure that:

1. Every student at the school is able to attain their highest possible standard in education achievement; and
2. The school:
  - is a physically and emotionally safe place for all students and staff; and
  - gives effect to relevant student rights; and
  - takes all reasonable steps to eliminate racism, stigma, bullying, and any other forms of discrimination within the school
3. The school is inclusive of, and caters for, students with differing needs; and
4. The school gives effect to Te Tiriti o Waitangi including by:
  - working to ensure its plans, policies and local curriculum reflect local tikanga Māori, mātauranga Māori and te ao Māori,
  - taking all reasonable steps to make instruction available in tikanga Māori and te reo Māori,
  - achieving equitable outcomes for Māori students.

Kilbirnie School has focussed on many of these aspects for several years through our Strategic Objectives, but the new Act gives us a clear framework to continually assess our progress in all of these areas. For this reason we have re-evaluated what was formerly our Bicultural Commitment to be the Te Tiriti o Waitangi commitment below.

#### 2. Statement of National Education and Learning Priorities (NELPS).

Kilbirnie School refers to the NELPS to ensure a focus on these objectives. The NELPS provide us with a set of underpinning priorities that guide our strategic planning and our annual implementation planning. We view the NELPS through the lens of Te Tiriti o Waitangi and the specific context of Kilbirnie School and our community.

## The priorities are:

**Learners at the centre:** Learners and their whānau are at the centre of education

- Ensure places of learning are safe, inclusive and free from racism, discrimination and bullying
- Have high aspirations for every learner and ākonga, and support these by partnering with their whānau and communities to design and deliver education that responds to their needs, and sustains their identities, languages and cultures

**Barrier free access:** Great education opportunities and outcomes are within reach for every learner

- Reduce barriers to education for all, including for Māori and Pacific learners, disabled learners and those with learning support needs
- Ensure every learner gains sound foundation skills, including language, literacy and numeracy

**Quality teaching and leadership:** Quality teaching and leadership make the difference for learners and their whānau

- Meaningfully incorporate te reo Māori and tikanga Māori into the everyday life of the place of learning
- Develop staff to strengthen teaching, leadership and learner support capability across the education workforce

**Future of learning and work:** Learning that is relevant to the lives of New Zealanders today and throughout their lives

- Collaborate with industries and employers to ensure learners have the skills, knowledge and pathways to succeed in work.

### 3. Te Tiriti o Waitangi Commitment

Kilbirnie School acknowledges the special position of Māori as tangata whenua of Aotearoa New Zealand, te reo Māori as an official language, and Te tiriti o Waitangi/The Treaty of Waitangi as the founding document of New Zealand as a nation.

The school's Bicultural Commitment Statement outlines how the school will ensure these important elements of our nation's history and culture are implemented in school practice, and integrated into the classroom. By doing this, we believe that a supportive and challenging environment will be created, in which our Māori students enjoy and achieve success as Māori.

This Commitment Statement is enacted by providing experiences and understandings in cultural traditions, language, local and national histories. To ensure that the school provides in Tikanga Māori (Māori culture) and te reo Māori (the Māori language) for all students, extra teaching personnel and staff professional learning and development have been provided. Our commitment to biculturalism captures three of the five principles of Ka Hikitia: The Māori Education Strategy:

- Treaty of Waitangi
- Identity, Language and Culture, and
- Ako: a two-way teaching and learning process.

We address the Treaty regarding: **Partnership, Participation and Protection:**

**Partnership** – build and nurture partnerships between Treaty partners.

- Building relationships and consulting with local kaumatua and iwi
- Meaningful engagement and collaboration with whānau Māori.
- Promote the partnership model within all aspects of the school

**Participation** – encourage Māori participation in all areas of the school (equality of opportunity)

- Encourage and foster a culture of bicultural practices, te reo Māori me nga tikanga – and ensure that they are meaningfully integrated into all curriculum areas
- Encourage and foster a culture of staff and community development to support knowledge of Te Tiriti, te reo Māori me nga tikanga.

**Protection** – ensure positive outcomes for all students and the sustainability of te reo Māori and tikanga within the school culture and environment.

- Monitoring the performance of Māori students in literacy, numeracy, language and engagement.
- Ensuring Te Reo Māori me nga tikanga are a part of the school's daily programme.

The school has a process in place to identify Māori students on enrolment. Achievement data for Māori students is tracked, and reported to the Board of Trustees, to ensure high expectations are maintained for their learning and that their needs are being met.

## 4. Curriculum

The major focus is the implementation of The New Zealand Curriculum. With literacy and numeracy being the core focus areas. Our curriculum is designed to foster individual and group learning, to give students the skills, attitudes and knowledge to become life-long learners. Students are encouraged to take risks to develop their natural strengths and abilities and to assume responsibility for their own learning. We use an integrated inquiry learning model that present students with authentic, transferable concepts.

There is a strong emphasis on building children's self-esteem so that they will have the confidence to use their skills and talents in a positive manner. There is also a clear expectation that children will develop socially responsible attitudes through caring co-operative group behaviour and service to the school.

The Government has introduced National Standards for Reading, Writing and Mathematics. Each standard states the expected level of achievement of each child compared with others at the same age and level nationally. We have fully implemented National Standards within the assessment and reporting procedures at Kilbirnie School.

## 5. Personnel

The school currently has eight teachers and a non-teaching principal. Part-time teachers and teacher aides are employed, as well as several ancillary staff. The school provides an extra teacher providing te reo Māori for students, as well as extra music tuition. The board generously funds teacher aide positions for each hub.

There is a strong commitment to professional development, quality teaching practice, development and review, collegial decision making and co-operative team endeavour. Performance management systems are designed to improve the quality of learning and teaching in the school. Regular assessment of both teaching and learning assists the school in identifying priorities and implementing changes. All professional development is linked to the school's strategic direction.

## 6. Property

In 2017 the three main teaching blocks at the school were renamed after central figures in the traditional Māori creation story of our local area, this is the story of the Taniwha Ngake and Whātaimai. A new hall and administration area opened in 2010 and a four-roomed Learning Studio block opened in 2011, this is known as



the Ngake Hub. This learning environment facilitates twenty-first century teaching and learning opportunities for our junior students.

Our middle school students work in the Whāitaitai hub which consists of three prefabs and a resource area. The original prefab has been located on the school site since the early 1970's; the other two were relocated to the school in the late 1990's. In late 2019 the school received Ministry of Education approval for a three-classroom building replacement project in this area of the school.

The senior area of the school is known as the Matairangi hub. This classroom block dates to the early 1970's and comprises three classrooms. The main toilet block and resource areas were refurbished in 2016. The classrooms were upgraded and modernized in 2021.

The school has a number of asphalted playground areas, a shaded area, a grassed field and well-equipped adventure playground. The school pool, built in 1945 and redeveloped in 2018 is still in use by the school and community.

## 7. Finances

Parents are well prepared to support the school with fundraising activities and the school donation return is generally well above 90%. Funds raised are used to provide equipment and resources for the benefit of Kilbirnie School students

## 8. ERO Findings (May 2019)

Achievement data from 2015 to 2018 shows that most students achieve at and above The New Zealand Curriculum expectations in writing and mathematics, with almost all achieving at and above expected levels in reading.

Leaders have clear expectations that all students, including those at risk of not achieving, will be supported to make accelerated progress. In reading and writing, two thirds of students achieving below expectations at the start of 2018 made accelerated progress during the year.

School achievement information from 2018 shows that many students moved from achieving at the expected level to above this level during the year in reading and writing.

Children are engaged, active learners. They talk confidently about their learning and progress. Children know about and demonstrate the CARE values. A sense of belonging is clearly evident.

Respectful interactions are an integral part of the school culture. Teachers are responsive to students' interests and holistic wellbeing. They know the students well and build positive and affirming relationships.

Well-considered theory and practice to guide the development of innovative learning environments is in place, supporting current and future teaching and learning. This includes increased emphasis on student choice.

The school's bicultural policy sets high expectations for leaders and teachers to emphasise Māori culture and language. A bicultural curriculum is evident, and the school is extending and further developing this emphasis.

The broad curriculum provides a wide range of learning opportunities for students. Leaders and teachers have developed and documented expectations for teacher practice to guide student learning and development.

There is a considered approach to coverage of *The New Zealand Curriculum* and students' interests inform their inquiry and authentic contexts for learning.

The school's bicultural policy sets high expectations for leaders and teachers to emphasise Māori culture and language. A bicultural curriculum is evident, and the school is extending and further developing this emphasis.

**On the basis of the findings of this review, ERO's overall evaluation judgement of Kilbirnie School's performance in achieving valued outcomes for its students is:**

**Strong.**

## **9. School Roll**

Kilbirnie School has had an enrolment scheme in place since the beginning of 2006. The school roll is between 210 and 230 students. The school draws its population from a narrow geographical zone, north of the Kilbirnie shopping area and east of Newtown. Since the enrolment scheme has been in place, no balloted positions have been offered.

Approximately 64% of students are New Zealand European, 9.5% Māori, 12.5% Asian, 4% Pasifika and 10% other. Attendance figures are excellent and there are no current truancy issues. All absences are fully justified. There is very little transience at the school.

## **10. Consultation**

Communication with the school community is undertaken through fortnightly school newsletters, regular board newsletters, class emails and blogs. Parent surveys are carried out annually and the information gathered is used as the basis for future strategic planning. Regular staff surveys also enhance this process. Consultation also includes informal and formal meetings, surveys and questionnaires.

Kilbirnie School consults with the members of the community, including Māori students and their whanau, as part of the consultation process. This consultation gathers information in regard to meeting the needs and aspirations of the Māori families and sharing targets and strategies for raising student achievement.

## **11. Procedural Statement**

Kilbirnie School will lodge a copy of its annually updated Charter to the Ministry of Education each year, along with its annual targets and the previous year's analysis of variance.

## **SECTION 3:**

### **Strategic Plan.**

During 2021, the Kilbirnie School staff and school Board worked to review the priorities used to guide school development. This review of the strategic priorities and charter of our school has allowed us to align these important statements with the new Kilbirnie School vision and graduate profile. The school Board received very positive feedback about the school goals, vision and graduate profile in the 2021 school survey.

We believe that if our students develop the competencies represented in the graduate profile they will be prepared to continue to succeed educationally and personally, equipped with the skills for on-going learning and development. The graduate profile is now implicit in the school charter. Quality teaching and deep learning drive the Kilbirnie School vision. We are guided by the principles of teacher inquiry, evaluation and knowledge building for improvement and innovation.

The review in 2021 culminated in the establishment of 4 strategic goals underpinned by the influence of quality teaching on deep learning. Each goal has several core areas of work which we believe will provide our learners with authentic opportunities to develop the competencies associated with our graduate profile. Annual student achievement targets are established based on needs identified in school wide data. Targets are captured under

strategic goal 1. Kilbirnie School will ensure that equity is at the centre of its evaluation of the 2022 targets and implementation plans.

**The following strategic goals have been identified for 2022-2024.**

- **Strategic goal 1: Equity and excellence for all students as they access the New Zealand and Kilbirnie School curricula.**
- **Strategic goal 2: Kilbirnie school gives effect to Te Tiriti o Waitangi. Ākonga Māori have the opportunity to succeed as Māori.**
- **Strategic goal 3: Hauora/well-being for all students in a safe environment where relationships are positive.**
- **Strategic goal 4: All students will be actively engaged in learning that is personalized for their needs and interests. Learning environments will support future focused practice.**

## **STRATEGIC GOAL 1:**

### **Equity and excellence for all students as they access the New Zealand and Kilbirnie School curricula.**

We aim to provide a rich and broad-based curriculum that promotes progress and achievement in all learning areas or all students. Formative assessment practice provides teachers with quality information to identify progress and enhance further learning. We expect Kilbirnie School students to progress and achieve in:

Core learning areas:

- **Reading**
- **Writing**
- **Mathematics**

Other learning areas within the New Zealand Curriculum:

- **Science**
- **The Arts**
- **Technology**
- **Social sciences including Aotearoa New Zealand Histories.**
- **Health and Physical Education**

## **STRATEGIC GOAL 2:**

### **Kilbirnie school gives effect to Te Tiriti o Waitangi. Ākonga Māori have the opportunity to succeed as Māori.**

The Kilbirnie School Te Tiriti Commitment and Ākonga Māori Achievement Plan is implemented.

- We work to ensure its plans, policies and local curriculum reflect local tikanga Māori, mātauranga Māori and te ao Māori,
- We take all reasonable steps to make instruction available in tikanga Māori and te reo Māori,
- Kilbirnie School is achieving equitable outcomes for Māori students as Māori.

## **STRATEGIC GOAL 3:**

### **Hauora/well-being for all students in a safe environment where relationships are positive.**

All students feel comfortable, confident and happy in all aspects of their physical and mental health. Relationships between students and between students and adults are positive, collaborative and respectful.

## STRATEGIC GOAL 4:

**All students will be actively engaged in learning that is personalized for their needs and interests. Learning environments will support future focused practice.**

Student learning is individual and highly personal. We recognize the unique requirements and characteristics of our students as well as the unique requirements and characteristics of our community and of Aotearoa, New Zealand. The value of content, context and focus of teaching and learning and student progress, achievement and success is perceived in a broad sense. We aim to develop a modern, innovative learning environment in which students, teachers and where possible parents and whanau are highly engaged and actively involved in learning. There will be clear evidence of high levels of commitment to learning and to each other.

This will be achieved through a focus on:

- Support for diverse learners and specific learning needs.
- Rich school-wide multi-cultural and environmental programmes.
- An authentic school-based local Kilbirnie School curriculum including.
- A broad range of extra curricula learning opportunities.
- Future focused learning in a modern learning environment.
- Digital technologies, E-learning and digital citizenship.
- Educationally powerful connections between home and school.

## Strategic outcomes.

Strategic goal	2022	2023	2024
<b>Strategic goal 1:</b> Equity and excellence are possible for all students as they access the New Zealand and Kilbirnie School curricula.	<b>1.1</b> Student achievement targets are set, monitored and evaluated based on self-review of data.  <b>1.2</b> Staff professional development aligned to student target groups and other areas of school development ie. Science 2022.  <b>1.3</b> Student learning needs are evaluated and addressed by teachers and across school.	<b>1.1</b> Student achievement targets are set, monitored and evaluated based on self-review of data.  <b>1.2</b> Staff professional development aligned to student target groups and other areas of school development.  <b>1.3</b> Student learning needs are evaluated and addressed by teachers and across school.	<b>1.1</b> Student achievement targets are set, monitored and evaluated based on self-review of data.  <b>1.2</b> Staff professional development aligned to student target groups and other areas of school development.  <b>1.3</b> Student learning needs are evaluated and addressed by teachers and across school.
<b>Strategic goal 2:</b> Kilbirnie school gives	<b>2.1</b> Staff professional learning and development in Te Tiriti o	<b>2.1</b> Staff professional learning and development in Te Tiriti o	<b>2.1</b> Staff professional learning and development in Te Tiriti o

<p>effect to Te Tiriti o Waitangi. Ākonga Māori have the opportunity to succeed as Māori.</p>	<p>Waitangi underpins work with students.</p> <p>2.2 Review of Te Tiriti Commitment and Ākonga Māori Achievement Plan developed in 2021. Prepare plan for implementation.</p>	<p>Waitangi underpins work with students.</p> <p>2.2 Implementation and monitoring of Te Tiriti Commitment and Ākonga Māori Achievement Plan.</p>	<p>Waitangi underpins work with students.</p> <p>2.2 Monitoring of Te Tiriti Commitment and Ākonga Māori Achievement Plan.</p>
<p><b>Strategic goal 3:</b></p> <p>Hauora/well-being for all students in a safe environment where relationships are positive.</p>	<p>3.1 NZCER Well-being @ school tool administered.</p> <p>3.2 Review of staff professional development to further develop direct acts of teaching and learning in strategies for student mental well- being.</p> <p>Introduction of Think, Pause, Smile programme.</p> <p>Professional learning and development in Zones of Regulation programme.</p>	<p>3.1 NZCER Well-being @ school tool administered.</p> <p>3.2 Monitoring and continuing professional learning and development:</p> <p>Think, Pause, Smile programme.</p> <p>Introduction of Zones of Regulation programme.</p>	<p>3.1 NZCER Well-being @ school tool administered.</p> <p>3.2 Monitor and Review -Think, Pause, Smile and Zones of Regulation programme.</p>

<p><b>Strategic goal 4:</b></p> <p><b>All students will be actively engaged in learning that is personalized for their needs and interests. Learning environments will support future focused practice.</b></p>	<p><b>4.1</b> Matairangi hub environment is complete and initial modern practises planned and implemented.</p> <p><b>4.2</b> Whātaimai hub design and then procurement process complete. Demolition of old buildings. Commence construction of new whataimai block.</p> <p><b>4.3</b> Garden to Table becomes embedded as a part of the Kilbirnie School curriculum. Environmental education progresses into camping experience in year 5/6.</p> <p><b>New camping experience developed for 2023.</b></p> <p><b>4.4</b> Staff and students involved in review of recent 2-year cycle in Kilbirnie School local curriculum. Work together to develop next 2-year cycle of guiding concepts which incorporate science, New Zealand History and digital curriculum.</p> <p><b>Review of integrated inquiry learning. Initial professional learning and development.</b></p>	<p><b>4.1</b> Matairangi hub modern practises continue to be planned, implemented and reviewed.</p> <p><b>4.2</b> Construction of new Whātaimai block complete. Initial modern practises planned and professional learning and development provided.</p> <p><b>4.3</b> Garden to Table becomes embedded as a part of the Kilbirnie School curriculum. Environmental education progresses into camping experience in year 5/6. Plan to utilise new environment in Whātaimai to enhance GTT.</p> <p><b>New camping experience- first camp.</b></p> <p><b>4.4</b> Implement new 2-year cycle in Kilbirnie School local curriculum. Incorporate concepts in science, New Zealand History and digital curriculum.</p> <p><b>Continued professional learning and development.</b></p>	<p><b>4.1</b> Matairangi hub modern practises continue to be planned, implemented and reviewed.</p> <p><b>4.2</b> Whātaimai hub modern practises continue to be planned, implemented and reviewed.</p> <p><b>4.3</b> Utilise new environment in Whātaimai to enhance GTT. Develop outside spaces. Further develop GTT and Environmental education across school.</p> <p><b>New camping experience- review and develop.</b></p> <p><b>4.4</b> Implement new 2-year cycle in Kilbirnie School local curriculum. Incorporate concepts in science, New Zealand History and digital curriculum.</p> <p><b>Continued professional learning and development.</b></p>
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## SECTION 4:

### Kahui Ako Change Model and Achievement Challenges.

Kilbirnie School is one of 13 schools in the Eastern Wellington Kahui Ako.

The following model for educational change and the associated achievement challenges were developed in 2017:

We'll work towards our goal of equity and excellence by using a systems approach to strengthen:

- young people, teachers and leaders' capability
- the rich learning opportunities we can provide
- the systems, processes and structures that support our young people their families and whānau, our teachers and leaders.

We have identified some key aspects of our system that are our priority areas for strengthening and will be developed through local context. We will work collaboratively to identify, develop and embed effective practices through sharing information and resources.

Contexts will be identified in collaboration with community, teachers and students.

Priority areas of focus.



### Achievement challenges.

The kahui ako has appointed a lead principal and is currently in the process of discussing and approving the approach that all schools will take. Work is being undertaken in 2022 to review the strategic plan and achievement challenges.

## SECTION 5: Annual Management Plans 2023.

Individual management plans have been developed for each of the school's four strategic goals.

### Strategic goal 1: 2023.

#### Student achievement targets.

**Equity and excellence are possible for all students as they access the New Zealand and Kilbirnie School curricula.**

#### Focus area:

Writing.

- Students across the school who are achieving well below or below in writing.
- Māori students who are achieving below in writing.

#### Annual Plan goals:

- To accelerate the progress being made by students who may have learning needs in writing. (Acceleration is defined as making more than one year's progress in 2023).
- To increase the number of Māori students across the school achieving AT or ABOVE expectation in writing.

#### Student Achievement Targets

Curriculum area.	Writing.
Students targeted.	Lower achieving students. Students achieving at the expected level who may have the potential to achieve above the expected level in writing. All Māori students with special needs that are not progressing or achieving at the expected rate in writing.
Lead/support staff.	Senior leadership team.
Budget.	Release for assessment and evaluation. Teacher release for observation, school visits and inquiry. Facilitation and external professional learning and development. Structured literacy approach.
<b>Baseline data- collected, collated and analysed at the end of 2022.</b>	
4% students are well below in writing. 21% of all students are below in writing. 6 Māori students are below in writing.	
<b>2023 Targets.</b>	
No students are well below in writing.	



10% of all students are below in writing.  
No Māori students are below.

## Action Plan- Writing.

### Objectives

#### Teachers will:

- Gather data to evaluate student ability in writing.
- Gather student voice data about student attitudes toward writing.
- Use evidence to identify the most important learning needs for each student in writing.
- Use internal and external expertise to determine how students might be most effectively taught using a structured literacy approach.
- Use devices to expedite the writing process. BYOD in Matairangi and school based in other areas.
- Evaluate outcomes using data and student voice.
- Plan to continue to sustain professional learning and development in structured literacy.

### Planning.

Action	Responsibility	Resources	Success criteria
Assessment tools used to gather student achievement information on all students in writing.	All teachers.	e- AsTTle tools.	Data to evaluate student ability in writing is gathered.
Gather student voice in regard to current writing programmes.	All teachers.	Survey or focus group.	Student voice data underpins development of writing programmes in classes.
Teachers plan approaches to teaching and learning in writing using a structured literacy approach.	All teachers.	Structured literacy resources.	
Teachers plan to incorporate the use of devices to remove the hand writing aspect from some writing tasks.	All teachers.	Devices.	
Peer based in class modelling and observations.	Teachers	Release time.	Teachers enhance use of programme and have feedback on progress.

### Progress report to Board- Term 3.

#### What has happened so far?

#### What are the next steps?

### Variance Analysis- December 2023.

<b>Outcomes-what happened? 2022 outcomes collected, collated and analysed in term 4.</b>
<b>2023 target.</b>  No students are well below in writing.  10% of all students are below in writing. No Māori students are below.
<b>2023 outcomes.</b>
<b>Analysis of initiative on values student outcomes.</b> <b>Reasons for variance (Why did it happen?) and Evaluation (Where to next?)</b>

#### Focus area:

- Reading- in year 2 (2022). These students are in year 3 in 2023.

#### Annual Plan goals:

- To increase the number of students achieving AT or ABOVE expectation in reading.
- To accelerate the progress being made by year 2 (2022) students who have learning needs in reading.
- To accelerate the progress being made by Māori and Pasifika students across the school.  
(Acceleration is defined as making more than one year’s progress in 2023).

### Student Achievement Targets

Curriculum area.	Reading.
Students targeted.	Lower achieving year 2 (2022) students in reading. All Maori, Pasifika or students with special needs that are not progressing or achieving at the expected rate in maths.
Lead/support staff.	Senior leadership team.
Budget.	Release for assessment and evaluation. Teacher release for observation, school visits and inquiry. Facilitation and external PLD in structured literacy.
<b>Baseline data- collected, collated and analysed at the end of 2022.</b>	
22% of year 2 students (2022) below in reading. There are 2 Māori students below in reading. There is 1 Pasifika student below in reading. There are 2 Asian students well below in reading.	

## 2023 Targets.

10% of year 3 students (2023) below in reading.  
No Māori, Pasifika or Asian students below or well below in reading.

## Action Plan- Reading.

### Objectives

#### Teachers will:

- Gather data to evaluate student ability in maths and use formatively.
- Use data will be used to identify specific next steps for each student.
- Teachers will use data to plan for group-based teaching correlated to needs identified.
- Targeted support programmes will be developed for those that need this. This may involve support staff and involvement of RTLB or outside facilitation.
- Develop a critical friend observation and feedback cycle based on improving practice in new initiatives related to student needs.
- Teacher will report specific needs to whanau during term 1 conferencing to allow whanau to support learning in identified areas of reading.
- Participate in professional learning and development in structured literacy.

### Planning.

Action	Responsibility	Resources	Success criteria
Data collected in assessments.	Senior staff to timetable assessment programme.	Assessment tools	Specific data collected on each student.
Next steps identified for each student and groups established accordingly.	All staff	Data	Teaching is specific to identified needs.
Next steps reported to whanau at conferencing	All teachers.	Learning evidence- goals.	Whanau able to support learning in identified areas of reading.
Teachers work together and collaborate with support staff to develop specific programmes based on identified needs of individuals and groups of year 6 students.	All teachers.	Depending on specific needs.	Individual learning needs are being met.
Classroom assessments to monitor progress of learners.	All teachers.	Depending on specific needs.	Programmes modified as students make progress.
2023 professional learning and development in structured literacy target needs.	All teachers.	As part of professional learning and development.	Structured literacy important motivation and accelerates progress.

Initiatives for specific needs planned and established- RTLB/ TA involved as needed.	Senior staff.	Depending on initiatives.	Teaching is specific to identified needs. Intense focus on those that need differentiated learning.
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***Progress report to Board- Term 3.***

<b>What has happened so far?</b>
<b>What are the next steps?</b>

***Variance Analysis- December 2023.***

<b>Outcomes-what happened? 2022 outcomes collected, collated and analysed in term 4.</b>
<b>2023 target.</b>  10% of year 3 students (2023) below in reading. No Māori, Pasifika or Asian students below or well below in reading.
<b>2023 outcomes.</b>
<b>Analysis of initiative on values student outcomes.</b> <b>Reasons for variance (Why did it happen?) and Evaluation (Where to next?)</b>

**Annual Implementation Plans.  
Strategic goals 2-4.  
2023.**

<b>Strategic goal 2: Kilbirnie school gives effect to Te Tiriti o Waitangi. Ākonga Māori have the opportunity to succeed as Māori.</b>				
<b>Outcome</b>	<b>How</b>	<b>Who</b>	<b>costs</b>	<b>Progress indicator</b>
<b>2.1</b>  <b>Staff professional learning and development in Te Tiriti o Waitangi underpins work with students. This includes PD in the ANZHC.</b>	Review Te Tiriti professional learning and development in 2022. Decide on next stages of professional learning in Te Tiriti o Waitangi and te reo for this year.	SLT, Rachel.	Course costs.	Staff deepen understanding of Te Tiriti o Waitangi and connection to Kilbirnie School context.
<b>2.2</b> <b>Implementation and monitoring of Te Tiriti Commitment and Ākonga Māori Achievement Plan. This includes implementing the ANZHC (school-wide study in term 2).</b>	Implement plan to guide work over 2-year period.	SLT, Rachel and Board.	Teacher release.	Commitment to biculturalism and diversity evident in all aspects of Kilbirnie School curriculum and school life.  New school-based plan is implemented: Te Tiriti Commitment and Ākonga Māori Achievement Plan.

**Strategic goal 3: Hauora/well-being for all students in a safe environment where relationships are positive.**

Outcome	How	Who	costs	Progress indicator
<p><b>3.1 NZCER Well-being @ school tool administered.</b></p>	<p>Implement the tool in 2023.</p>	<p>SLT.</p>	<p>NZCER fee.</p>	<p>Data can be used formatively and also compared to data from previous assessment. Base line for new professional learning and development.</p>
<p><b>3.2 Review of staff professional development to further develop direct acts of teaching and learning in strategies for student well-being.</b></p>	<p>Staff and hub meetings to review progress with plans and actions.</p>	<p>SLT.</p>		<p>Staff think about the success of recent work in this area and discuss the relative success of strategies. Review identifies successes and next steps.</p>
<p><b>Continue implementation of Think, Pause, Smile programme.</b></p>	<p>Staff meetings to review programme. External professional learning and development as required. Training for new staff.</p>	<p>Providers coordinated by kahui ako WSL.</p>	<p>To provider.</p>	<p>Teachers able to continue programme after professional learning and development in 2022. Deliberate acts of teaching and learning with well-being outcomes evident in classrooms.</p>
<p><b>Professional learning and development in Zones of Regulation programme.</b></p>	<p>Build on Think, Pause, Smile with introduction to Zones of Regulation.</p>	<p>Professional learning and development via kahui ako WSL.</p>	<p>Kāhui ako.</p>	<p>Initial awareness of Zones.</p>

**Strategic goal 4: All students will be actively engaged in learning that is personalized for their needs and interests. Learning environments will support future focused practice.**

Outcome	How	Who	costs	Progress indicator
<p><b>4.1</b> Matairangi hub modern practises continue to be planned, implemented and reviewed.</p>	Teachers plan and implement changes to practise.	Hub teachers.	Teacher release. Equipment and release time for lead staff school visits. For example, view cooperative learning in MLE best practise.	Teachers plan, implement and review impact of classroom environment on teaching and learning. Observable change in pedagogy in Matairangi hub underpinned by MLE.
<p><b>4.2</b> Construction of new Whātaimai block complete by end of year. Initial modern practises planned and professional learning and development provided.</p>	Principal and Board work with Ministry of Education.	Principal and Board.		Building designed and demolition and then construction starts in 2023.
<p><b>4.3</b> Garden to Table becomes embedded as a part of the Kilbirnie School curriculum. Environmental education progresses into camping experience in year 5/6. Plan to utilise new environment in Whātaimai to enhance GTT.</p>	Whātaimai teachers and GTT specialists collaborate to develop and enhance programme. Discuss connection to new school camp from environmental education perspective.	Whātaimai staff and GTT specialists.	Staffing costs. Equipment. professional learning and development. Release for lead teacher if required.	Programme operates weekly and develops. Student and whānau feedback and engagement is positive. All students in the Whātaimai hub participate in the programme. The programme is developed sustainably.
<p><b>New camping experience- first camp.</b></p>	Long standing provider is closing. Reconnaissance to explore options for new camp/ EOTC experience for year 5 and 6 students starting in 2023.	Peter and Lou.	Teacher release.	Diligence, review and collaboration leads to development of 2023 Kilbirnie School camp. Sustainability established.

<p><b>4.4 Implement new 2-year cycle in Kilbirnie School local curriculum. Incorporate concepts in science, New Zealand History and digital curriculum. The ANZHC is implemented.</b></p>	<p>Meetings to review what was achieved and implications of Covid 19. Establish concepts for 2023-2024. Planning for teachers to use our inquiry learning model consistently across school. Whole school study in term 2 based on ANZHC.</p>	<p>SLT.</p>		<p>Local curriculum concepts established and guide integrated inquiry learning. Inquiry approach consistent across school. The ANZHC is implemented.</p>
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## SECTION 6: 2023 Annual Plans Board KILBIRNIE SCHOOL BOARD WORK PLAN 2023.

	Planning	February	March		May	June		August	September		November	December
<b>Meeting Dates</b>	January.	February Meeting 1	March Meeting 2		May Meeting 3	June Meeting 4		August Meeting 5	September Meeting 6		November Meeting 7	December (6:30) Meeting 8
<b>STRATEGIC REVIEW</b>												
<b>School Charter and planning</b>	Survey analysis: Staff planning and strategic plan	Review and approve Charter and Strategic Plan				Annual plan progress report.			School Survey planning.		School Survey developed	Initial survey results. Discuss 2024 strategic planning
<b>Strategic Targets</b>		Final report: 2022 student achievement goals						2023 School Goal Milestone Reports				Specialist area review; hub reviews; achievement data.
<b>REGULAR REVIEW</b>												
<b>Policy Review</b>		Board objectives as per Education and Training Act; Bicultural commitment. <b>SCHOOL DOCS:</b> Identify polices for review as per schedule for this term.	Term 1 policies reviewed and returned for approval.		<b>SCHOOL DOCS:</b> Identify polices for review as per schedule for this term.	Term 2 policies reviewed and returned for approval.		<b>SCHOOL DOCS:</b> Identify polices for review as per schedule for this term.	Term 3 policies reviewed and returned for approval.  Attendance report		<b>SCHOOL DOCS:</b> Identify polices for review as per schedule for this term.	Term 4 policies reviewed and returned for approval.
<b>Board Assurances</b>		EEO; Police vetting for non-teachers; 10-year property plan; Reporting and recording accidents, medicines;			Computer security and cybersafety; Finance and property management policy; SUE (staff usage and expenditure) reports; Abuse recognition and reporting; Digital technology and cybersafety, cyberbullying; Emergency evacuation/emergency kit; Student attendance			Principal Professional Growth Cycle. Physical restraint; Safety Management System; Surrender and retention of property and searches			Reading recovery/ literacy support; Appointment procedure; Appraisal of staff / professional growth; Attestation; Provisionally certified teachers; Teacher registration, certification and vetting; SUE reports; Emergency evacuation/ emergency kit; Length of school year	
<b>Risk and health and safety</b>		SWOT analysis.  Covid 19 update.	Hazard and risk assessment register.  Covid 19 update.		SWOT analysis.  Covid 19 update.	Hazard and risk assessment register.  Covid 19 update.		SWOT analysis.  Covid 19 update.	Hazard and risk assessment register.  Covid 19 update.		SWOT analysis.  Covid 19 update.	Hazard and risk assessment register.  Covid 19 update.

<b>Programmes and specialist areas</b>		School Camp planning.	Science PLD plan; Other professional learning and development.	Special Education Update	Garden to Table or sport report.	Attendance report.	BYOD / school technology		
<b>Personnel</b>		Registration, vetting and vaccination report.	Professional learning and development plan report	Professional growth cycle plan report.				Professional learning and development plan update.	
<b>Financial</b>	Draft Budget	Board approval of 2023 budget	2022 Annual Financial Statements approved and sent to auditor before 31 March	Cash Flow/balance sheet. Audited Annual Accounts adopted and signed by Presiding member 31 May.	Cash Flow/balance sheet. Asset register reviewed	Cash Flow/balance sheet. Audit report	Cash Flow/balance sheet. Asset replacement plan		Cash Flow/balance sheet. Draft Budget
<b>Property</b>		Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.	Whātaimai replacement project update.
<b>BOARD PROCESS REQUIREMENTS AND ADMIN</b>									
<b>Board Admin</b>		Elect 'Presiding Member'. Staff Information	Board succession planning.	Enrolment scheme Board succession planning.	Board questionnaire re progress as a board	Attendance report	Board elections.		Board induction. Responsibility establishment.

## KILBIRNIE SCHOOL WORK PLAN 2023.

	February	March	April	May	June	July	August	September	October	Novemb.	Decemb.	
<b>Dates &amp; Holidays</b>	Senior staff planning. TODS Waitangi Day		Kāhui Ako professional learning and development-cultural responsiveness.  End of term Holidays Easter within term time 2023.		TOD- June.  Pause, Breathe, Smile and Zones of Regulation training for all staff.  Queen's Birthday.	End of term Holiday		End of term Holidays Labour Day			Holiday's start 19 <sup>th</sup> .	
<b>School Events Schedule</b>	School info evenings. Zoom  Teacher/ parent meetings. Zoom			Whole school shared integrated inquiry learning: <b>ANZHC.</b>  <b>Matariki celebration including full day te reo and tikanga electives.</b>  Full School Cross Country.		Whole school shared focus on visual arts:  <b>Art te Aroha.</b>  <b>Arts splash choir.</b>			Whole school "Choosing Thursday" programme.  Full School Athletics.  Kilbirnie School Carnival.		End of year activities: Leaver's dinner	
<b>Staff Meeting Schedule</b>	Review policy use in practice, prior to Board review.											
<b>Assessment &amp; Evaluation</b>	As per programme: Reading Age Writing sample e-AsTTle (Reading & Maths: Y4-6) STAR (Y3-6) BURT (Y2-6)			On-going classroom and hub-based assessment.				STAR (Y3-6) BURT (Y2-6)	Reading Age Writing sample. GLoSS & JAM as needed.	NZC based OTJ collation. Discussion and moderation of student achievement data in preparation for reporting to Board.		
<b>Reporting to Parents- all Zoom.</b>	Separate hub information evenings. "Meet the teacher" meetings and student information form. Meeting- Year 1 Parents		Student led Conferences.	Junior Parents-reading.	Potential for online safety evening- kahui ako.	Junior Parents	Student led Conferences		Junior Parents- topic TBC	End of year Summary and reporting to parents and whanau.		
<b>Perform. MGNT</b>	EDUCA update.	2022 Professional Growth Cycles completed 2023 Professional Growth Cycles established.		Observations Critical Friend			Mid-year Principal Appraisal	Observations Critical Friend Staff Review	2023 Professional Growth Cycle final meetings with professional leaders.			

