

**School Charter
Strategic and Annual Plan for
Waikowhai Intermediate School
2023-2026**



Principal's endorsement: David King

Board of Trustees endorsement:

Submission date to Ministry of Education: March 1 2023

Waikowhai Intermediate School 2022 – 2025

Introductory Section – Strategic Intentions

Mission Statement	Developing lifelong Learners.
Vision	Developing Lifelong Learners... so that everyone feels confident to contribute positively to society.
Values	Manaakitanga, Ako, Māia
Principles	High expectations, Treaty of Waitangi, Cultural diversity, Inclusion, Lifelong Learning, Community engagement, future focus.
Maori Dimensions and Cultural Diversity	The Board of Waikowhai Intermediate School recognises that the school it represents draws students from a community that is multi-cultural and diverse. The Board, therefore, views as appropriate the incorporation of strategies that enables students from multi-cultural backgrounds to gain the most from their educational experience at Waikowhai Intermediate School. The board acknowledges and supports Maori as our Bi-cultural partners as written in the Treaty of Waitangi and therefore deems it appropriate that each student will be offered programmes of Tikanga Maori and Te Reo Maori in accordance with Ka Hikitia. The Board would consider carefully requests for instruction in Te Reo and support families/whanau in exploring these possibilities.
Special Character	Inclusive of the school's campus is one satellite class from Central Auckland Special School (CASS).

Baseline Data or School Context

Students' Learning

Successive years of National Standards data collection and collation illustrates a strong level of student achievement. Waikowhai Intermediate prides itself on value added to our students and this is a measure we will continue to benchmark ourselves against. For consistency of data we have replaced 'National Standard' with 'Waikowhai Standard'.

	Percentage of Year 8 students at or above the Waikowhai Standard beginning 2022	Percentage of Year 8 students at or above the Waikowhai Standard end of year 2022	Value Added
Reading	9%	64%	55%
Writing	6%	50%	44%
Mathematics	10%	53%	43%

Student Engagement

Due to the challenges the COVID-19 Pandemic has presented attendance data has been tracked in a variety of ways to ensure as high as attendance as possible during this time, online and at school. The Lynfield Kahui Ako is working with ACES attendance services to recognise patterns and work with families where necessary to address these before students enter high school. Learning Journals are a tool that drive student engagement and are used to activate student agency allowing for future focussed learning by connecting all stakeholders.

School Organisation and Structures

Waikowhai Intermediate School, opened in 1967, draws its students from a large and varied catchment area, this provides for a school that is culturally enriched and varied in terms of students' socio-economic backgrounds. The school sits on a site that is small and largely dominated by buildings; however, bordering Keith Hay Park enables the provision of ample recreation space for students. A principal, one deputy principal, an Associate Principal / SENCO support five teaching teams; two of year 8 staff, two of year 7 and a fifth of specialist teachers. There are four full-time teacher aides (plus 6, part time), two administrative staff and a Property Manager on the staff. Up to date Health and Safety policies and procedures ensure a safe environment. The school wide Professional Growth Cycle reflects high standards and the use of the Spiral of Inquiry supports a culture of continued improvement.

Review of Charter and Consultation

Various surveys and consultation meetings with community focus groups through 2016 to 2022 have provided the background to the construction of this Charter and consequent Strategic Plans. Staff and the Board of Trustees sort feedback at our Three Way Conferences, hui and fono. The most recent survey of the community and students was on our WaiProfile. All of this feedback is reflected in the current charter.

Strategic Section

Strategic Goals		Core Strategies for Achieving Goals 2023-2026
Students' Learning	<ul style="list-style-type: none"> • Improve outcomes for all students, particularly Maori, Pasifika and students with special needs. • Use Learning Journals and the Spiral of Inquiry to inform and drive pedagogy and student agency so that student progress is accelerated and well-being is supported. 	<ul style="list-style-type: none"> • Continue to use Learning Journals to facilitate student agency and well-being. • Continue to connect with our Lynfield Kahui Ako to share best and next practice. • Connect with experts through targeted PLD as needs are identified. • Allow for teacher agency through the use of the Spiral of Inquiry. • Specific school wide foci as necessary to move practice forward.
Student Engagement	<ul style="list-style-type: none"> • Support student well-being through restorative practices and other support programmes with our School Counsellor. • Use BoT funding for Teacher Aides to support students and teachers. • Use Learning Journals as a tool to improve school-wide student agency to increase motivation. 	<ul style="list-style-type: none"> • Use tracking and four team leaders to ensure there is a consistency of approach across classrooms, our 'Wai Way' classroom expectations. • Provide targeted support and extension programmes to students and link these programmes with classroom programmes. • Embed our WaiProfile in classroom practice so that our school values support student engagement.
School Finance and Property	<ul style="list-style-type: none"> • Operate within annual budget with a view to maintaining a positive cash movement. • Implement 5YA. • Work with MoE Property Advisor to optimise available property money. 	<ul style="list-style-type: none"> • Regular reporting to BOT and Principal of finance elements that place budget at risk i.e. banked staffing, relief teaching. • Seek to increase income through applying for grants. • Undertake capital works as laid out in the schedule in our Five Year Agreement.
Health and Safety	<ul style="list-style-type: none"> • To provide professional support and a caring and safe environment that recognises and values all students / staff. 	<ul style="list-style-type: none"> • Continue to monitor and review existing health and safety policies and procedures. • Actively support and promote teacher and student well-being. • Grow understanding and confidence in culturally responsive practice.
Personnel	<ul style="list-style-type: none"> • To recruit and retain quality staff while supporting professional pathways for our staff. 	<ul style="list-style-type: none"> • BoT as a good employer - hire staff that suit the needs of the community and support them in their role.
Community Engagement	<ul style="list-style-type: none"> • Maintain and grow positive engagement, particularly with our Maori and Pasifika communities. • Work with Kaianga Ora to understand challenges and opportunities of the development in Waikowhai. 	<ul style="list-style-type: none"> • Through involvement in Lynfield Kahui Ako we will connect with our wider Pasifika and Maori communities while also maintaining existing connections. • Build upon an initiative approach (Learning Journals) to engage families in specific regard to their child's learning. • Facilitate connections between, and with, our wider community.

Annual School Improvement Plan – SUMMARY

Domain	Strategic Goal	Target (Targets to be completed by end of Term 1)	Action
Learning (Reading) <i>Student Agency and pedagogy</i>	Teaching teams to collaborate and implement our 'Wai Way' Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.		<ul style="list-style-type: none"> • Targeted support programmes to be aligned to classroom practice. • Continue to support and grow library as a space for reading. • Wai Way expectations implemented and monitored with tracking and walk throughs each term.
Learning (Mathematics) <i>Student Agency and pedagogy</i>	Teaching teams to collaborate and implement our 'Wai Way' Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.		<ul style="list-style-type: none"> • Participate in MOE funded Just in Time Mathematics PLD and follow up with PLD application. • Teacher to complete MST1. • Wai Way expectations implemented and monitored with tracking and walk throughs each term. • Curriculum Refresh PLD to support mathematics programmes.

<p>Learning (Writing)</p> <p><i>Student Agency and pedagogy</i></p>	<p>Teaching teams to collaborate and implement our 'Wai Way' Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.</p>		<ul style="list-style-type: none"> • Wai Way expectations implemented and monitored with tracking and walk throughs each term. • Curriculum Refresh PLD to support mathematics programmes. • Learning Journals to drive student agency and development. • Wai Way expectations implemented and monitored with tracking and walk throughs each term. • Implement grammar programme.
---	---	--	---

Improvement Plan – Domain: Learning *Curriculum and Pedagogy* (Reading)

- **Strategic Goals:** Use Learning Journals and the Spiral of Inquiry to inform and drive pedagogy and student agency so that student progress is accelerated.

Annual Goal: Teaching teams to collaborate and implement our ‘Wai Way’ Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.

- **Annual Target:** To be co-constructed with Team Leaders end of Term 1.

Baseline Data: To be collected end of Term 1.

Key Improvement Strategies:

Four Team Leaders to support ‘Wai Way’ expectations and closer monitoring and tracking of progress by all teachers. Support programmes and resourcing of library to continue. Literacy planning to be completed in small teams.

When:	What: (examples)	Who	Indicators of Progress
Whole Year	Wai Way expectations Tracking of progress Support programmes Library Small team planning	Principal to apply / all teachers Team Leaders and DP Team Leaders and DP AP / SENCO Team Leaders	Each Term, planning checks and walk throughs Each term. Review of progress each term. Unit Holders Plan Feedback from TLs

Monitoring: Team Minutes and Senior Leadership meetings. DP to check in with Team Leaders. Tracking Sheets completed each Term. Planning checks to be completed each term. SENCO / AP to monitor support programmes. Unit Holders Plan progress.

Resourcing:

Team Leader release, teacher time to create resources. DP time to monitor, check, have conversations. Provision of sufficient resources for all support programmes. Budget and fundraising for library.

Improvement Plan – Domain: Learning *Curriculum and Pedagogy* (Mathematics)

- **Strategic Goals:** Use Learning Journals and the Spiral of Inquiry to inform and drive pedagogy and student agency so that student progress is accelerated.

Annual Goal: Teaching teams to collaborate and implement our 'Wai Way' Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.

Annual Target: To be co-constructed with Team Leaders at the end of Term 1.

- **Baseline Data:** To be collected end of Term 1.

Key Improvement Strategies:

PLD application to continue work with Just in Time Mathematics facilitator, alongside MST1 teacher, to develop schoolwide improvement plan that aligns with the Curriculum Refresh and the requirements for our students entering Lynfield College.

When:	What: (examples)	Who	Indicators of Progress
Whole Year	Maths PLD application MST1 Existing Wai Expectations Liaison with Lynfield College	Jenni Rodan Karen Power Team Leaders Leanne Smith, Jenni Rodan	As per plan created As per plan created Minutes and feedback from Team Leaders Direct feedback to leaders

Monitoring: Team Minutes and Senior Leadership meetings. DP to check in with Team Leaders. Tracking Sheets completed each Term. Planning checks to be completed each term. Reporting against plans for PLD.

Resourcing: MOE PLD, MST1, Team Leader release, DP time.

Improvement Plan – Domain: Learning *Curriculum and Pedagogy* (Writing)

- **Strategic Goals:** Use Learning Journals and the Spiral of Inquiry to inform and drive pedagogy and student agency so that student progress is accelerated.

Annual Goal: Teaching teams to collaborate and implement our ‘Wai Way’ Expectations in the classroom, using the students Learning Journals and the Spiral of Inquiry to differentiate and personalise learning.

- **Annual Target:** To be co-constructed with Team Leaders at the end of Term 1.

- **Baseline Data:** To be collected end of Term 1.

Key Improvement Strategies:

Four Team Leaders to support ‘Wai Way’ expectations and closer monitoring and tracking of progress by all teachers. Resourcing to support teachers to implement our ‘Wai Way’ best practice for writing that has been developed over the past seven years. Implementation of learning from TLIF and ALL projects.

When:	What: (examples)	Who	Indicators of Progress
Whole Year	Wai Way Expectations Tracking of Progress Resourcing Wai Way best practice Implementation of learning from TLIF and ALL projects. Implementation of new grammar programme	Team Leaders and DP Team Leaders and DP DP DP DP - teachers	Each Term in Walk throughs, meetings and Minutes On tracking sheets each term. Planning Checks each term. Data collection Feedback through minutes, Team Leaders.

Monitoring: Team Minutes and Senior Leadership meetings. DP to check in with Team Leaders. Tracking Sheets completed each Term. Planning checks to be completed each term.

Resourcing: Team Leader and teacher release, teacher time to create resources. DP time to monitor, check, have conversations.

Other 2020 Key Improvement Strategies to Achieve Strategic Vision

Property	Action	Finance	Action
<p>Implement five year property agreement to ensure we optimise available funds and use SIPs funds effectively.</p>	<p>Principal to work in conjunction with MOE property advisor, Project Managers and with support of Willie Ioelu our Property Manager.</p> <p>Follow the schedule of work in the new Five year property agreement.</p>	<p>Work within Annual budget with a view to maintaining a small cash surplus.</p> <p>Monitor roll with a view to potential housing development and the disruption this could cause.</p>	<p>Monitor budget holders for and work on creating income from grants.</p> <p>Look to increase cash reserves by \$5000 - \$10000 annually.</p> <p>Work with MOE and Kaianga Ora to keep up to date information about housing development.</p>
Personnel	Action	Community Engagement	Action
<p>To support staff professional growth and well being.</p> <p>To actively support staff and students well-being.</p>	<p>Support professional learning and continue to create a safe and supportive working environment.</p> <p>Use the Spiral of Inquiry approach to achieve a sustainable approach to student well-being.</p> <p>Use Student Led Initiative for Well-being funding to grow well-being in a sustainable way.</p>	<p>Continue to engage with parents on their child's learning using the learning map tool.</p> <p>Use the Lynfield Kahui Ako as an opportunity to link to the wider Maori and Pasifika community while maintaining existing connections.</p> <p>Foster connections within and between the wider community. E.g. Kaianga Ora.</p>	<p>Events co-ordinated and held as planned.</p> <p>Specific events include: Waifest, Learning Map sharing, Open Days, production, concerts, Kahui Ako hui and fono.</p> <p>Help to create connections in the wider community through events and sharing information.</p>