



Strategic Plan 2024 – 2025

Mission Statement: *To engage each student to do their best through delivering a balanced curriculum in an inclusive learning environment.*

Vision Statement: *E tū kahikatea, hē whakapai ururoa, awhi mai awhi atu, tātou tātou e
Stand up Kahikatea, our roots intertwine, strengthening and supporting each other. We are strong together.*

Strategic Goals	Evidence behind these
<p>1: Curriculum: To ensure that Kirkwood Intermediate has a curriculum that follows the National guidelines, as well as being relevant to our community and to our tangata whenua. The curriculum must reflect the Treaty of Waitangi, and must show how the school meets the National Education Learning Priorities. The curriculum must be inclusive of the needs of all learners</p>	<p>The New Zealand curriculum is undergoing an extensive refresh which will last the next two years or more. The school curriculum will need to keep up with the changes and will also need to develop into a full two year curriculum as teachers begin to take the same (more or less) children for their two years at Kirkwood. We must also ensure that we inform and consult with our community to ensure all views can be represented in our new curriculum.</p>
<p>2: Student Achievement: The school is committed to achieving success for all students. The school has a great deal of achievement information that outlines which students are achieving and which are not. The school will prepare actions to enhance the level of all students' achievement, but will focus on those who need more support.</p>	<p>Each year the Board and the community receive student target reports on reading writing and mathematics. As well as these reports, the Board and community receive reports on the other curriculum areas in a three year repeating pattern. This allows the Board to make informed decisions on funding, professional development and support. The most recent student target reports indicate that there are groups within our school who are not achieving as well as expected. The school will develop plans to enhance these students achievement level and will report back to the Board at regular intervals.</p>
<p>3: Learning Environment: The school is committed to providing a learning environment that is supportive and inclusive for all our learners, our staff and our community. As the school completes its refurbishment programme it will be essential to work with our cultural narrative to ensure our school is a welcoming place for all of our community and for our Māori learners and whanau.</p>	<p>The school is in the middle of an extensive refurbishment. The board expects the school to consider the cultural narrative of the school in things such as landscaping and naming. The school will provide a safe and healthy environment for all who work, study or visit. The Board expects the school to be a mana-enhancing environment where all feel connected and included. The school will continue to work on developing positive relationships through the Ministry programme Positive Behaviour for All. (PB4L)</p>

Strategic Goal 1: Curriculum

Strategic Goal	Link to Board Primary Objective	Links to education requirements	What do we expect to see?	How will we achieve or make progress towards our strategic Goal	How will we measure success
<p>To ensure that we have a curriculum that is relevant to our community, our mana whenua and to the National curriculum.</p> <p>This curriculum reflects the obligations we have under Te Tiriti o Waitangi</p> <p>This curriculum must be inclusive of all members of our community</p>	All of Section 127(1) applies	<p>NELP priorities 1, 2, 3, 4, 5, 6</p> <p>Te Mātaiaho and the Common Practice Model</p> <p>The Literacy and communications and Maths Strategy</p> <p>Attendance and Engagement strategy</p> <p>Well being in Education Strategy.</p> <p>Ka Hikitia – ka Hapaitia Action plan for Pacific education 2020-2030</p>	<p>Our school curriculum actively reflects Te Mātaiaho and our communities priorities for their children, and local tangata whenua priorities for our school</p>	<p>We will implement the necessary curriculum refresh changes through the on-going development of our local school curriculum and relationship with tangata whenua</p> <p>We will ensure local hapu/iwi will determine the matauranga Māori, te reo Māori and tikanga included in the local curriculum</p>	<p>Annual tracking of our local school curriculum and implementation plan against the Te Mātaiaho implementation guidance</p> <p>Tangata whenua satisfaction that the local curriculum has been co-designed with them</p>
			<p>School leaders, Kaiako whānau and ākonga are excited by and engaged with their local school curriculum</p>	<p>We will build awareness and grow understanding of Te Mātaiaho with kaiako and our school community</p>	<p>Annual ākonga, Kaiako and whanau feedback meetings to measure engagement and understanding of our local school curriculum</p>
			<p>Our school curriculum will be available on our website.</p>	<p>Ongoing development of curriculum and website.</p>	<p>Curriculum evident on website</p>
			<p>Kaiako are clear and confident on the learning that matters within our school curriculum and access and utilise it easily with ākonga</p>	<p>We will engage in ongoing professional development about Te Mātaiaho for school leaders and Kaiako</p>	<p>Annual ākonga learning and progress achievement data analysis with respect to our local school curriculum</p>
			<p>We have established systems and processes to measure and report on individual and school wide student progress with respect to our local curriculum</p>	<p>We will engage in appropriate ongoing professional development about Te Mātaiaho and its relationship to appropriate assessment and reporting</p>	<p>Annual ākonga learning and progress achievement data analysis with respect to our local school curriculum</p> <p>Annual ākonga and whānau feedback to measure satisfaction with reporting</p> <p>Annual ākonga well-being and belonging measures</p>

Strategic Goal 2: Student Achievement

Strategic Goal	Link to Board Primary Objective	Links to education requirements	What do we expect to see?	How will we achieve or make progress towards our strategic Goal	How will we measure success
<p>Student Achievement:</p> <p>The school is committed to achieving success for all students.</p> <p>The school will collect valid and reliable student achievement data across the curriculum.</p> <p>The school will report on this data to whānau, the Board and the school community.</p> <p>The school will identify groups of students who are not achieving and focus on improving their results.</p>	Objectives 1,3 and 4	NELP Te Mātaiaho and the Common Practice Model	All students are achieving success across the school curriculum	<ul style="list-style-type: none"> ▪ Clear expectations of teacher planning and assessment ▪ Engaging Curriculum ▪ Targeted teaching and formative assessment. ▪ Engagement of whānau in akonga's education. 	Akonga, Kaiako and whānau feedback. Clear and shared understanding of expectations for whole community. Effective and appropriate assessment procedures. Clear reporting to individual akonga and whānau and aggregated to the Board and community.
			Clear assessment planning with shared expectations.	School will enhance assessment planning and share with community	Acknowledgment by community of schools planning and expectations.
			Twice yearly (minimum) reporting to whānau Timely reporting to Board and community	Formal reporting as per schools schedule Other opportunities clearly offered to whānau. Board approval of schools reporting and progress made.	All stakeholders are clear as to progress of individual students. Community satisfaction with, and participation in reporting opportunities. Board acknowledgement of schools assessment and reporting of student achievement.
			Clear guidelines to identify those akonga who are not achieving. Clear plans to enhance these akonga's achievement.	Target groups established early in year. Professional conversations between staff. Reporting to Board Opportunities for whānau to discuss akonga progress and ways to support.	Reporting to MoE, Board and community will show aggregated results across Target groups.

Strategic Goal 3: Learning Environment

Strategic Goal	Link to Board Primary Objective	Links to education requirements	What do we expect to see?	How will we achieve or make progress towards our strategic Goal	How will we measure success
<p>Learning Environment</p> <p>The school is committed to providing a supportive, safe and inclusive learning environment for all our akonga, staff and community.</p>	Objectives 1, 2, 3 and 4	<p>NELP</p> <p>Te Mātaiaho and the Common Practice Model</p> <p>NZ Child and Wellbeing Strategy</p> <p>KaHikita-Ka Hāpaitia</p> <p>Action Plan for Pacific Education 2020 – 2030</p>	<p>A welcoming environment where all feel welcome and valued. A safe place – physically, emotionally, culturally – for all</p>	<p>Completion of school refurbishment.</p> <p>Continue to enhance and reflect our school values.</p> <p>Development of PB4L and Pause, Breathe, Smile Programmes</p> <p>Sounds Health and Safety procedures.</p>	<p>Refurbishment complete</p> <p>Landscaping complete</p> <p>School Values displayed prominently</p> <p>Values known and used by all in community</p> <p>Clear PB4L procedures</p> <p>Increased use of PBS programme</p> <p>Health and Safety procedures followed at all times.</p>
<p>As we complete our refurbishment, we will further enhance our cultural narrative to ensure we offer a welcoming and culturally appropriate environment.</p>		<p>Attendance and Engagement Strategy</p> <p>Well being in Education Strategy</p>	<p>A School that acknowledges and reflects the specialness of our mana whenua. A school that places itself within our cultural narrative and is culturally appropriate in all we do.</p>	<p>Work with Ngai Tuahuriri to complete cultural narrative.</p> <p>Landscaping, school name and building reflect our area.</p> <p>Enhance use of te reo Māori plus ensure inclusion of appropriate tikanga.</p>	<p>Clear Cultural narrative shared with community.</p> <p>School naming and signage reflects Cultural narrative.</p> <p>Increased use of te reo me tikanga Māori across school.</p>