SPOTSWOOD PRIMARY
STRATEGIC PLAN 2022 – 2024

AND ANNUAL PLAN 2022

Board of Trustees Chairperson: *[signature]*   Principal: *[signature]*   Submission Date: 8.12.2021

Spotswood Primary School Strategic Plan 2022 – 2024

SPOTSWOOD PRIMARY
ME AKO TĀTOU

Our Mission:
Growing lifelong learners

Our Vision:
Me ako tātou
Learning for all

Our Values:
Aroha
Love for yourself, others and the environment
Kōrero
Know my story, your story and our stories
Ora
Well-being for myself, others and the environment

We know who we are… *We know what we are working for…* *We know what we want for the future….* *We know what is important to us…*

We know what we want to achieve….

1
Student learning, progress and achievement
All students are provided with opportunities to succeed

2
Effective Teaching
Staff are resourced to effectively deliver quality teaching and learning opportunities

3
School Culture
Students, staff and whānau learn in an inclusive, safe and supportive environment

Our Strategic Goals

…what we are doing to achieve it…

4
Engaging Whānau
Our community is engaged with to form strong learning partnerships

5
Leadership and Management
The SLT builds its collective skills and knowledge to continually improve teaching and learning

6
Governance
The BOT uses best practice governance to make a difference to student progress, achievement and well-being

- *Digital technology is used as a tool to improve learning outcomes*
- *There is a focus on tikanga and te reo Māori for the benefit of all learners*
- *We value and learn about the unique language and cultures of our Pasifka students*
- *Curriculum areas are targeted to improve school-wide achievement*

- *Staff are valued and we have cared for their well-being*
- *We have provided our staff with opportunities to improve their skills and knowledge*

- *The well-being of students, staff and whānau is monitored and actively improved*

Strategic Priorities

…and if we are on track…

- *There are increased opportunities for whānau to engage with the learning of tamariki across all areas of the curriculum*

- *Participation in PLD opportunities have given the Senior Leadership Team the skills and knowledge to function as an effective management team*
- *The SLT understands, monitors and implements effective review of teaching programmes*

- *The board of trustees is focused on governance that fosters and supports the ongoing improvement of student progress and achievement as outlined in governance policies*

Moana Curriculum Target
Students who are at risk of not performing at expected achievement levels in reading will make accelerated progress.

Awa Curriculum Target
Students who are at risk of not performing at expected achievement levels in reading will make accelerated progress.

Maunga Curriculum Target
Students who are at risk of not performing at expected achievement levels in reading will make accelerated progress.

Te Tiriti o Waitangi

At Spotswood Primary we acknowledge New Zealand's cultural diversity and the unique position of Māori as tangata whenua. Te Tiriti o Waitangi is one of eight principles in The New Zealand Curriculum that provide a foundation for a school's decision making. At Spotswood Primary the principles of Te Tiriti o Waitangi are recognised as an essential element of the Strategic Plan.

"The curriculum acknowledges the principles of the Treaty of Waitangi, and the bicultural foundations of Aotearoa New Zealand. All students have the opportunity to acquire knowledge of te reo Māori me ōna tikanga." The New Zealand Curriculum, p 9.

Spotswood Primary's commitment to the principles of the Treaty of Waitangi is reflected through the following:

Partnership and Consultation
We recognise and value all cultures at our school, and acknowledge the special position of Māori in New Zealand society. We work together to achieve the best environment for success for our students. We consult with our Māori community in creating and maintaining our Strategic Plan which is the guiding document for our school, and access cultural advice as appropriate.

Protection and self-determination
We respect each person's culture and their right to follow their cultural direction. We promote the value of te reo (Māori language) and tikanga Māori (Māori culture).

Participation
We promote Māori achievement and equal opportunities for all members of the school community, including our staff and students who need extra support at school.

These principles guide our practice and are incorporated into our policies and procedures.

Legislation
Requirements for schools to meet obligations towards Te Tiriti o Waitangi are contained within the New Zealand Education Act 1989. In relation to Te Tiriti o Waitangi we highlight and acknowledge:

Section 61
(3) A school charter must contain the following sections:

(a) a section that includes –

(i) the aim of developing, for the school, policies and practices that reflect New Zealand's cultural diversity and the unique position of the Maori culture; and

(ii) the aim of ensuring that all reasonable steps are taken to provide instruction in tikanga Maori (Maori culture) and te reo Maori (the Maori language) for full-time students whose parents ask for it

	ENDS POLICY 1.0 - Spotswood Primary School	
	Created/Amended:	December 2021
	Monitoring Schedule:	September, annually
	STUDENT LEARNING, ACHIEVEMENT AND PROGRESS	

1.0   All students are provided with opportunities to succeed.

1.1 Digital technology is used as a tool to improve learning outcomes

- Students can use digital technology to create, communicate and collaborate

- Students can use digital technology to research and sort information

- Students can use digital technology to support and record learning

- Students experience improved access to digital technology

1.2 There is a focus on tikanga and te reo Māori for the benefit of all students

- Māori students feel valued for their rich cultural heritage and experience success in their learning because of this

- Other students value Māori tikanga and te reo in honouring our bicultural partnership

- Students are able to recite and explain their own pepeha

- Students know about local history of Māori, centred around our school pepeha

- Students know about the national history of Aotearoa

- Students understand and are able to action marae tikanga

- Students are able to recite and explain a variety of karakia

- Students are able to sing and explain the meaning of a variety of waiata

- Students are able to use greetings in reo Māori and converse using simple sentences

- Through the Māori Achievement Collaborative, the school has understood and implemented Te Atiawatanga and ensures this is an element of the local curriculum

1.3 We value and learn about the unique language and cultures of our Pasifika students

- Pasifika students feel valued for their rich heritage and culture and experience success because of this

- Other students know about and demonstrate respect for the language and cultures of our Pasifika students

- The Pasifika community is consulted with how they wish Pasifika cultures to be emphasized

1.4 Curriculum areas are targeted to improve school-wide achievement

- Target students demonstrate increased performance in the annual targeted curriculum area

- All students demonstrate increased performance in the annual targeted curriculum area

ENDS POLICY 2.0 - Spotswood Primary School	
Created/Amended:	December 2021
Monitoring Schedule:	September, annually
EFFECTIVE TEACHING	

2.0 Staff are resourced to effectively deliver quality teaching and learning opportunities

2.1 Our staff are valued and we have cared for their well-being

2.1.1 Valuing staff means:

- The achievements of staff are celebrated frequently

- There are clear expectations for staff through the Strategic Plan

- There is open communication with staff; seeking opinions, listening to concerns and working to develop strategies for improvement

2.1.2 Caring for staff well-being means:

- Staff are able to communicate their well-being without judgment

- There is adequate and timely support for all staff

- The Senior Leadership Team and Board of Trustees are committed to enhancing staff well-being

- Responsibilities are shared equitably across the staff

2.2 We have provided our staff with opportunities to improve their skills and knowledge

2.2.1 Staff know how to:

- Use school systems to accurately measure student performance and evaluate teaching programmes

- Teach numeracy and literacy effectively for all students

- Conduct teaching as inquiry to improve achievement

- Assist Māori students to achieve success as Māori

- Use digital technology effectively for teaching and learning

2.3   Teaching and learning is collaborative

- Teachers share the responsibility for students in their team

- Teaching teams plan together, share resources and co-teach

- Teachers create opportunities for students to learn together

2.4   Teaching and learning is innovative

- Teachers try new strategies for teaching and learning

- Teachers use research to inform their teaching

- Teachers discuss and share their ideas about teaching and learning

	ENDS POLICY 3.0 - Spotswood Primary School	
	Created/Amended:	December 2021
	Monitoring Schedule:	September, annually
	SCHOOL CULTURE	

3.0 Students, staff and whānau learn in an inclusive, safe and supportive environment.

3.1   The well-being of students, staff and whānau is monitored and actively improved

- Students are consulted about their well-being at school

- Whānau are consulted about the well-being of students at school

- Staff are consulted about their well-being at school

- The PB4L Team use this consultation to implement and review school-wide initiatives to improve the well-being of students at school

- Students know, understand and action our school vision and values

- Staff share their opinions and concerns with each other without judgement

	ENDS POLICY 4.0 - Spotswood Primary School	
	Created/Amended:	December 2021
	Monitoring Schedule:	September, annually
	ENGAGING WHĀNAU	

4.0 Our community is engaged with to form strong learning partnerships

4.1 There are increased opportunities for whānau to engage with the learning of their tamariki across all areas of the curriculum

- Students each have a digital profile on Seesaw which they are able to share with whānau

- Whānau are able to engage with teachers easily and regularly through digital technology

- Whānau have increased access to assessment information about their children

- There are increased opportunities for whānau to provide feedback on the learning of all students and groups of students at school across the curriculum eg. kanohi ki te kanohi hui and digital surveys

	ENDS POLICY 5.0 - Spotswood Primary School	
	Created/Amended:	December 2021
	Monitoring Schedule:	September, annually
	LEADERSHIP AND MANAGEMENT	

5.0 The Senior Leadership Team builds its collective skills and knowledge to improve teaching and learning

5.1 Participation in PLD opportunities have given the Senior Leadership Team the skills and knowledge to function as an effective management team

- SLT members manage staff issues effectively

- SLT members manage student behavioural issues effectively

- SLT members action and evaluate teaching as inquiry plans

- SLT members learn how to encourage staff to collaborate

5.2 The SLT understands, monitors and implements effective evaluation of teaching programmes

	ENDS POLICY 6.0 - Spotswood Primary School	
	Created/Amended:	December 2020
	Monitoring Schedule:	September, annually
	GOVERNANCE	

6.0   The Board uses best practice governance to make a difference to student progress, achievement and well-being

6.1 The board of trustees is focused on governance that fosters and supports the ongoing improvement of student progress and achievement as outlined in governance policies

Annual Plan

Strategic Goals	Strategic Outcomes	Actions 2022	Timeframe	Budget Area	Personnel Responsible
1 **Student learning, progress and achievement** *All students are provided with opportunities to succeed*	*Digital technology is used as a tool to improve learning outcomes*	Students use iPads collaboratively to share learning stories on Seesaw	All year	$2300 for site licence	All teachers
		Teachers and students use Seesaw to create student digital portfolios	All year	$2300 for site licence	All teachers
		Funding is sought to purchase more iPads and other technology for classes	All year	$0	Senior Leadership Team
		Teachers implement the new school-designed digital technology curriculum	All year	$0	All teachers
	There is a focus on tikanga and te reo Māori for the benefit of all learners	All teachers take responsibility for MASAM (Māori Achieving Success as Māori). They will investigate and improve outcomes for Māori students	All year	$0	All teachers
		All students have the opportunity to learn Taranaki waiata and a haka	All year	3416 Kapa Haka Tutor	All teachers and Kapa haka tutor
		All students learn and recite their pepeha	All year	$0	All teachers
		Students learn greetings and simple sentence structures to be able to converse in Māori at a basic level	All year	$0	All teachers

		All students participate in and understand kawa for the school haka pōwhiri.	All year	$0	All teachers
		All students will learn about our local and national history	All year	$0	All teachers
	We value and learn about the unique language and cultures of our Pasifika students	Students have the opportunity to take part in a Pasifika Group	All year	3390 Cultural Group resources ($500)	Teachers responsible for Pasifika Group
		Teachers provide opportunities for students to learn about the Pasifika cultures in classes	All year	$0	All teachers
		The Pasifika community is consulted on how they wish to emphasize Pasifika culture	Term 3	$0	Board and Senior Leadership Team

Strategic Goals	Strategic Outcomes	Actions 2022	Timeframe	Budget	Personnel Responsible
2 **Effective Teaching** *Teaching staff are resourced to deliver quality teaching and learning opportunities*	*Our teaching staff are valued and we have cared for their well-being*	The achievements of staff are celebrated frequently at staff meetings, assemblies, school newsletters and social media	All year	$0	All staff
		The well-being of staff is shared regularly in team and staff meetings, monitored closely and interventions employed when required	All year	$0	All staff
	We have provided our teaching staff with opportunities to improve their skills and knowledge	~~Teachers participate in Ministry of Education Reading PLD with Karen Lethbridge of Evaluation Associates to improve student achievement in reading.~~	~~All year~~	~~3075 Staff Development Course Costs $1000~~	~~All teachers~~

		Teachers will implement the school-developed Digital Technology Curriculum	All year	$0	All teachers
		Teachers will implement WordLab to improve spelling school-wide.	All year	$0	All teachers
		Prime Mathematics will be implemented school-wide, led by Team Leaders.	All year	3328 Mathematics $8500	All teachers
	Teaching and learning is collaborative	Teachers will share the responsibility for students in their team	All year	$0	All teachers
		Teaching teams will plan together, share resources and co-teach	All year	$0	All teachers
		Teachers will create opportunities for students to learn together	All year	$0	All teachers
	Teaching and learning is innovative	Teachers will try new strategies for teaching and learning	All year	$0	All teachers
		Teachers will use research to inform their teaching	All year	$0	All teachers
		Teachers will discuss and share their ideas about teaching and learning	All year	$0	All teachers

Strategic Goals	Strategic Outcomes	Actions 2021	Timeframe	Budget	Personnel Responsible
3 **School Culture** *Students learn in an inclusive, safe and supportive environment*	*We actively improve the well-being of students, staff and whānau*	Positive student behaviour is promoted and rewarded through the PB4L Programme	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		The school will participate in new learning around Tier 2 PB4L strategies	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		The school vision and values are promoted throughout the school with professional signage	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		Student and whānau voice is gathered formally and informally to measure student well-being.	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		Student and whānau voice is used by staff to implement initiatives that improve student well-being	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		Staff voice will be gathered formally and informally to implement initiatives to improve well-being	All year	$0	Senior Leadership Team
		Student and whānau voice is used to measure the effectiveness of programmes used to improve student well-being.	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		Behaviour Management data is analysed and reviewed regularly to search for trends and to implement suitable strategies for improvement.	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff

		Staff will undertake Tier 2 PB4L PLD and effective strategies will be implemented to improve outcomes for students.	All year	0171 PB4L Funding ($10,000)	PB4L Team and all staff
		Staff share their opinions and concerns without judgement	All year	$0	All staff

Strategic Goals	Strategic Outcomes	Actions 2021	Timeframe	Budget	Personnel Responsible
4 **Engaging Whānau** *Our community is engaged with to form strong learning partnerships*	*There are increased opportunities for whānau to engage with the learning of their tamariki across all areas of the curriculum*	Teachers and students use Seesaw to create student digital portfolios	All year	$2300 for site licence	All teachers
		Teachers and students use Seesaw	All year	$2300 for site licence	All teachers
		Teachers communicate regularly kanohi ki te kanohi (face to face)	All year	$0	All teachers

Strategic Goals	Strategic Outcomes	Actions 2021	Timeframe	Budget	Personnel Responsible
5 **Leadership and Management** *The SLT builds its collective skills and knowledge to continually improve teaching and learning*	*Participation in PLD opportunities have given the Senior Leadership Team the skills and knowledge to function as an effective management team*	The Senior Leadership Team undertakes targeted PLD with Nadia Ballentine to build skills in managing staff and students in Terms 1 and 3	Term 1 & Term 3	1550 Senior Staff Development $1500	Senior Leadership Team
		The Senior Leadership Team research methods for improving teaching and learning in the target curriculum area	All year	$0	Senior Leadership Team
		The Senior Leadership Team learn how to encourage staff to collaborate	All year	$0	Senior Leadership Team
	The SLT understands, monitors and implements effective review of teaching programmes	The SLT, through regular critical analysis, ensures that Raising Achievement Plans and teaching inquiries, focussed upon the target area of reading will improve outcomes for target students	All year	$0	Senior Leadership Team
		The SLT will complete Best Practice Checklists in Terms 1 and 3 to monitor and improve teacher performance.	All year	$0	Senior Leadership Team

Strategic Goals	Strategic Outcomes	Actions 2021	Timeframe	Budget	Personnel Responsible
6 **Governance** *The BOT continues to use best practice governance to make a difference to student achievement*	*The board of trustees is focused on governance that fosters and supports the ongoing improvement of student progress and achievement as outlined in governance policies*	The Board reviews policies regularly to ensure the intent of Te Tiriti o Waitangi is fulfilled	All year	$0	Board Members
		The Board undertakes PLD in Te Tiriti o Waitangi	All year	$0	Board Members
		The Board critically analyses reports on student achievement and uses this information to resource areas of identified need.	All year	$0	Board Members
		The Board as an entity regularly reviews its performance.	All year	$0	Board Members

Supporting Documentation

Curriculum	Our Learning Community	Asset and Systems Management
NZ Curriculum	Job descriptions and performance agreements	Charter and Strategic plans
National Standards Documents	Performance Management file	Governance Manual
Spotswood Curriculum 2020	Staff professional development plans	Procedures Manual
Assessment and Reporting Schedule	School information books	Annual budget and audited accounts
Learning Progressions Documents	School organisation booklets	10 Year Property Plan and 5YA
Curriculum Policies and Procedures	Parent newsletters	Health and Safety Guidelines
Class Programme Planning	Board of trustees meeting report	School organisation folders
Student records	Transition to school- Preparing for School booklet	Meeting minutes
Raising Achievement Plans	Community consultation documentation	
Teaching inquiries	MoE publications ie. Ka Hikitia, Tataiako, Success for All, Pasifika Education Plan etc.	