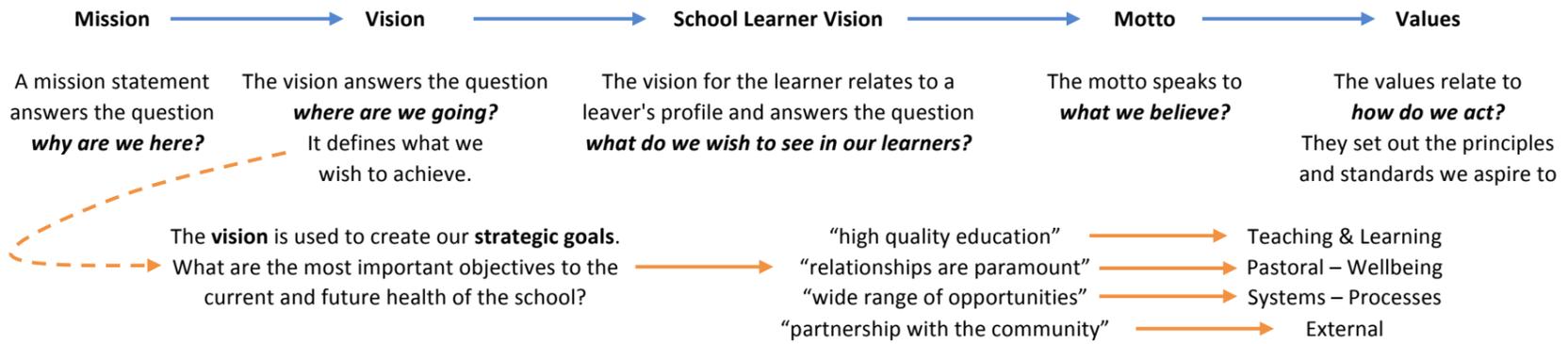


Unpacking our strategic plan:

The Strategic Plan is a one to five year plan and includes four levels:



LEVEL ONE: MISSION – VISION – VALUES



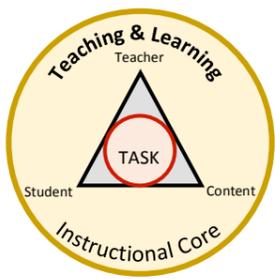
THEORY OF ACTION:

This is an **if – and – then** statement to focus on school direction.

If we wish to improve outcomes for all students **and** teachers have the greatest impact on outcomes (Teaching matters) **then** we must focus on instruction above all else.

To focus on instruction is to have a **strong culture** that focuses on instruction and improvement, **develops an understanding** of what ‘good’ instruction looks like, and **builds a common instruction language** through a **school specific taxonomy**. To do this we must describe the current instructional patterns to understand our next steps.

LEVEL TWO: KEY STRATEGIC FOCI

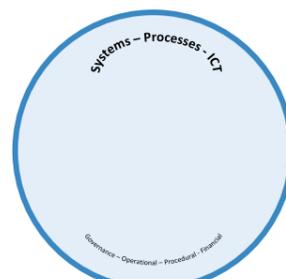


Teaching and learning is at the centre of what we do. If we wish to improve outcomes for all students, we must focus on the relationship between the teacher, student and content. The task that students complete show us how strong the connection is:

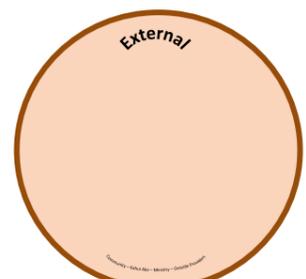
**TASK PREDICTS PERFORMANCE**



Pastoral supports the ability of our students to learn. It is deeply connected to the outcomes for our students. It, however, should focus on supporting learning and not the driving force of school strategy. We are an institution for learning.



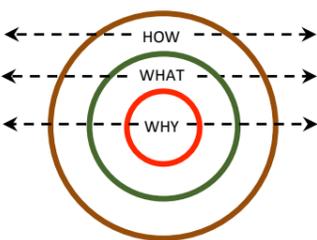
Our systems and processes should be focused on supporting teaching and learning and wellbeing. They should be in place to provide opportunities for our students to succeed and to support our staff in the work that they do.



Some external factors are often outside of the school’s control and need to be approached with care. Spending energy and resources on factors that the school has no influence over is counterproductive. However, as a school we need to be aware of the power of celebrating the successes of the school with the school’s stakeholders.

Each core has several key strategic elements that make up the core. These are focus areas for our targets and provide our anchors which align to our school’s plans, assessments and evaluations.

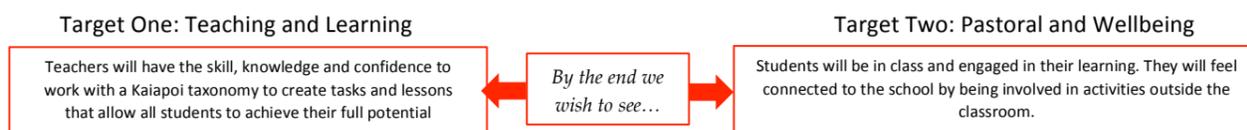
LEVEL THREE: TARGETS



There will be only TWO targets. The belief here is that strategy is about placing one or two **informed and educated** bets, rather than simply hedging our bets (strategy) over many initiatives that provide a low risk – low return approach. Each strategy requires the following principles:

1. One must focus on the instructional core
2. Each must have focus, coherence and synergy (they must relate to one another for a common purpose)
3. Both visionary and problem solving – addresses problems and leads to realizing the vision
4. Has ownership and enactment throughout the system – everyone understands the target and talks about how their work relates to it.

Each target must be on a foundation of ‘why do we need to do this?’ (evidence not assumption). What needs to be completed for this task to be realised and finally, ‘how are we going to achieve it?’ Each target requires a clear ‘by the end we wish to see...’ statement.



LEVEL FOUR: ANNUAL TARGETS

Annual targets are yearly and must be SMART – specific, measurable, achievable, realistic and timely. Each target will include key performance indicators (KPIs) and set resourcing for the year. They may be one year of a two year target, or simply a one year target.

Target One: Teaching and Learning

- Increase in Merit and Excellence internal assessments by 2% - All students
- Increase in Merit and Excellence internal assessments by 2% - Maori/Pasifika
- Male EastTle reading scale median at the national average
- KHS Taxonomy used by all faculties in at least one unit of work
- A 50% increase in teacher confidence

Target Two: Pastoral and Wellbeing

- Increase senior attendance by 3%
- Increase in pass rates for all levels by 3%
- 100% of students who miss 5 days or more have a return to school plan
- 80% of students who are absent 3-5 days have a catch up plan in place
- 100% students who have 80% or less attendance after 2 months placed on ROCKON