Learning together with strength of character and gentleness of heart

St Brigid's School Strategic Plan 2020 - 2023

Excellent Teachers

Goal 1
Teachers will improve consistency and collaboration in how we work together

Initiatives

- Developing an "our" children mindset
- Shared understanding on what collaboration is and how it may look at St Brigid's
- Ensuring that team structures are strengthened to meet the needs across the school

Engaged Community

Goal 2
To understand and consistently model the St Brigid's vision

Initiatives

- Develop links with iwi, particularly mana whenua, to ensure that our vision is sound
- Actively engaged community who are empowered, valued and with a strong sense of belonging
- Build connections with our Parish

Powerful Learning

Goal 3
Embed the St Brigid's curriculum that provides students with rich learning opportunities

Initiatives

- Continue to design, embed and review our localized curriculum
- Developing learning pathways
- Working within the Kahui Ako 'Nga kura o te manuanga Tarikaka', to enhance learning for all

Aroha   Kotahitanga   Whakapono   Māia

"Learning together with strength of character and gentleness of heart"

A vision statement gives our school a clear and common purpose under which to grow and flourish. It reflects the ethos of the school and underpins decisions and goals.

St Brigid was known for her **strength of character and gentleness of heart**. These are qualities that we know are important for all of us to develop and 'live'. They encompass our values of aroha, whakapono, māia and kotahitanga, and grow in children's integrity (strength of character) and kindness (gentleness of heart). They are the focus for developing the 'whole person'

The key purpose of school is **learning** – not just academic learning, but learning how to relate positively to others, learning about the world around us and our place in it, learning to take risks, persevere, develop courage and resilience. We learn about our spiritual selves and how God, through the life modelled by Jesus, helps us become our best selves. In our community we are all learners. We build a positive learner mindset for students and adults at St Brigid's School

Our vision is for us to be a collaborative community where we work **together**, in partnership, for the good of ALL our children. We know that we are all stronger when we work together, rather than trying to achieve things on our own.

"Learning together with strength of character and gentleness of heart"

Strategic Goals

Goal 1	Goal 2	Goal 3
Excellent Teachers **Teachers will improve consistency and collaboration in how we work together**	**Engaged Community** **To understand and consistently model the St Brigid's School vision**	**Powerful Learning** **Embed the St Brigid's curriculum that provides students with rich learning opportunities**

Strategic Initiatives/High Impact Practices
The National Education and Learning Priorities (NELP)
SBS ERO School Improvement Framework focus areas: Te Tiriti o Waitangi   Partnerships   Stewardship

● Developing an "our children" mindset ● Shared understanding on what collaboration is and how it may look at St Brigid's ● Ensuring that team structures are strengthened to meet the needs across the school	● Develop links with Iwi, particularly manawhenua, to ensure that our vision is sound ● Actively engaged community who are empowered, valued and with a strong sense of belonging ● Build connections within our Parish	● Continue to design, embed and review our localised curriculum ● Develop learning pathways ● Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all

"Learning together with strength of character and gentleness of heart"

Goal 1 Teachers will improve consistency and collaboration in how we work together	Actions that support the initiatives
Developing an "our children" mindset	➢ Planned cross school programmes ➢ Team and whole school moderation ➢ Cross teams within our school QLC once a term ➢ KA Staff meetings once a term
Shared understanding on what collaboration is and how it may look at St Brigid's	➢ Develop a communication approach with roles and responsibilities ➢ Build an explicit model of what collaboration is, with clear principles ensuring our environments are conducive to effective collaboration ➢ Professional development on collaboration
Ensuring that team structures are strengthened to meet the needs across the school	➢ Review and align existing team structures ➢ Review Meeting structures to ensure that they align with Team structures and the vision of the school

"Learning together with strength of character and gentleness of heart"

Goal 2 To understand and consistently model the St Brigid's School vision	Actions that support the initiatives
Develop links with Iwi, particularly manawhenua, to ensure that our vision is sound	➤ Board engage with appropriate representative of Te Ati Awa ➤ Professional Development to support staff and board understanding of Te Tiriti o Waitangi ➤ Broaden opportunities for students to learn, participate and understand about our dual culture ➤ Strengthen the ways we engage with our community
Actively engaged community who are empowered, valued and with a strong sense of belonging	➤ Building strong communication processes for sharing information about the school and student achievement (Board and Whānau) ➤ Providing opportunities for us to learn as a community about things important to us
Build connections within our Parish	➤ Events to celebrate as school and parish ➤ Developing relationships with Parish, including Challenge 2000, so that school and Parish can work together modelling the vision

"Learning together with strength of character and gentleness of heart"

Goal 3 Embed the St Brigid's curriculum that provides students with rich learning opportunities	Actions that support the initiatives
Continue to design, embed and review our localised curriculum	➢ Create shared understanding of our local curriculum with stakeholders ➢ Further develop appropriate student agency across the school ➢ Ensure our Catholic Character is highly visible within our curriculum
Develop learning pathways	➢ Strong relationships with transition partners (e.g. ECE, colleges) ➢ Cultural, sporting and arts programmes that enrich learning ➢ Planning for cohort entry
Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all	➢ Commitment to school wide participation ➢ Develop teacher pathways ➢ Engagement in opportunities that support our curriculum

"Learning together with strength of character and gentleness of heart"

	2020 T1 T2 T3 T4	2021 T1 T2 T3 T4	2022 T1 T2 T3 T4	2023 T1 T2 T3 T4
G1/Initiative 1	Developing an "our children" mindset	Developing an "our children" mindset		
G1/Initiative 2	Shared understanding on what collaboration and how it may look at St Brigid's		Shared understanding on what collaboration and how it may look at St Brigid's	Shared understanding on what collaboration and how it may look at St Brigid's (KA Challenge)
G1/Initiative 3	Ensuring that team structures are strengthened to meet the needs across the school	Ensuring that team structures are strengthened to meet the needs across the school		
G2/Initiative 1		Develop links with Iwi, particularly mana whenua, to ensure that our vision is sound	Develop links with Iwi, particularly mana whenua, to ensure that our vision is sound	Develop links with Iwi, particularly mana whenua, to ensure that our vision is sound (KA Challenge)
G2/Initiative 2	Actively engaged community who are empowered, valued and with a strong sense of belonging	Actively engaged community who are empowered, valued and with a strong sense of belonging		
G2/Initiative 3		Build connections within our Parish	Build connections within our Parish	Build connections within our Parish
G3/Initiative 1	Continue to design, embed and review our localised curriculum		Continue to design, embed and review our localised curriculum	Continue to design, embed and review our localised curriculum (KA Challenge)
G3/Initiative 2		Develop learning pathways	Develop learning pathways	
G3/Initiative 3	Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all		Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all	Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all

"Learning together with strength of character and gentleness of heart"

Goal 1 - Teachers will improve consistency and collaboration in how we work together

Initiative	Baseline Data	Interim Measure	Summative Measure
Developing an "our child" mindset	Count the number of times that teachers interacted in a "planned' way across the school during **T4 2019** Create shared doc for all teams or teachers to add info re interactions	Staff meeting/discussion - "What opportunities have you had to interact with all children across the school" **T4 2020** Goal to have 10% more interaction than previous year	Teachers can identify whole school interactions in planning by **end of 2021** Goal is to have 10% more interaction than at interim measure by **end of 2021**
Shared understanding of what collaboration looks like at St Brigid's	Develop survey/rubric to find out where teachers are on the continuum. **Survey in term 4** before the PD on January 30 takes place	**Mid year survey 2020** to monitor processing and embedding Survey again at the **end of 2020** to identify shifts	Audit collaborative practices over **2021** and **2022** with a view to creating more opportunities At the end of **2023** teachers will be collaborating effectively in teams and across the school. Environments will foster collaborative practices.
Build team structures that will meet the needs across the school	Identifying teachers who will need support/PD to implement changes **T1 2020** Team meeting minutes with a view of flexibility and innovative ideas **T1 2020**	Putting in support for successful changes with teachers **T4 2020** Team meeting minutes provide evidence of increase in innovations **T4 2020**	Measuring the outcomes of the support - have they achieved what was intended? **2021** and **2022**

"Learning together with strength of character and gentleness of heart"

Goal 2 - To understand and consistently model the St Brigid's School vision

Initiative	Baseline Data	Interim Measure	Summative Measure
Developing links with iwi	Count number of current interactions with Manawhenua **T4 2020**	Increase interactions with Manawhenua **T4 2021 and T4 2022**	Further increase interactions with Manawhenua **T4 2023**
Actively engaged community who are empowered	Percentage of parents attending Learning Conversation **T3 2019** Parent survey - numbers completing survey **T3 2019** Seesaw interactions - number of parents signed up **T3 2019**		Parent survey in **T1 2023** to gather whānau feedback on culture, curriculum and connection
Build connections within our parish	Count number of current interactions and the type of interaction within the Parish - **T4 2020**	Count number of current interactions and the type of interaction within the Parish with an increase of 20% **T4 2021**	Continue to increase interactions within the Parish and celebrating the connections made

"Learning together with strength of character and gentleness of heart"

Goal 3 - Embed the St Brigid's curriculum that provides students with rich learning opportunities

Initiative	Baseline Data	Interim Measure	Summative Measure
Continue to design, embed and review our localised curriculum	Ensure parent community understands the content and purpose of our local curriculum - follow up survey **T1 2020** Teacher/students identify number of 'local' opportunities in our curriculum **T4 2020**	Questions in Parent Survey about understandings or knowledge of the curriculum **T3 2021** Teacher/students identify number of 'local' opportunities in our curriculum 10% more than baseline **T4 2021**	Questions in Parent Survey about understandings or knowledge of the curriculum **T1 2023** There will be a localised flavour in teachers' planning and curriculum offering
Develop learning pathways	Identify the number of pathways with a view of increasing and strengthening opportunities **T2 2021**		
Working within the Kahui Ako - "Nga kura o te maunga Tarikaka" to enhance learning for all	Data collected from feedback surveys for 2019 cluster work setting future direction and what that might mean for our school **T4 2019**	Assess/measure leadership roles from our school within Nga kura o te maunga Tarikaka **T3 2020** Initiatives that we have been involved with and the impact on our school **T4 2020**	Encourage and support the leaders from our school within Nga kura o te maunga Tarikaka Providing opportunities for teachers to share the progress that they have made on their challenge inquiry with the wider staff

"Learning together with strength of character and gentleness of heart"

Goal 1 - Teachers will improve consistency and collaboration in how we work together
Initiative 1 - Developing an "our children" mindset

Baseline Data	Interim Measure	Summative Measure
Count the number of times that teachers interacted in a "planned' way across the school during **T4 2019** Create shared doc for all teams or teachers to add info re interactions	Staff meeting/discussion - "What opportunities have you had to interact with all children across the school" **T4 2020** Goal to have 10% more interaction than previous year	Teachers can identify whole school interactions in planning by **end of 2021** Goal is to have 10% more interaction than at interim measure by **end of 2021**

Action	Responsible	Resource	When	Measurement snapshot
Teams to contribute to a shared doc to collect information about cross school interactions	Team Leaders	Team Meetings and shared doc	End of T4 2019	Count the number of interactions
Deliberate planning of cross school initiatives	Team Leaders	Team Meetings	T1,T2,T3	Evident in planning
Whole school moderating - writing/maths	Team Leaders	Staff Meeting	T2 and T3	Meeting notes
Cross team within our school QLC twice a term	SLT/QLC groups	Time set aside	Each term	QLC reflections
Staff meeting/discussion - "What opportunities have you had to interact with all children across the school"	Principal	Staff Meeting	T4	Compare interactions to the data collected in T4 2019 to measure target

"Learning together with strength of character and gentleness of heart"

Goal 1 - Teachers will improve consistency and collaboration in how we work together
Initiative 2 - Shared understanding on what collaboration is and how it may look at St Brigids

Baseline Data	Interim Measure	Summative Measure
Develop survey/rubric to find out where teachers are on the continuum. **Survey in term 4** before the PD on January 30 takes place	**Mid year survey 2020** to monitor processing and embedding Survey again at the **end of 2020** to identify shifts	Audit collaborative practices over **2021** and **2022** with a view to creating more opportunities At the end of **2023** teachers will be collaborating effectively in teams and across the school. Environments will foster collaborative practices.

Action	Responsible	Resource	When	Measurement snapshot
Develop survey/rubric to measure the understanding about collaboration	Principal/DP	Models of rubrics, readings, time to create	T4 2019	Data taken from staff completion
School wide professional development to build an explicit model of what collaboration looks like at St Brigid's	Principal/Katrina	Katrina Laurie, TOD	30/1/2020	Staff engagement and understanding Agreed principles and protocols
Develop a communication approach with roles and responsibilities	Principal/SLT	SLT meetings	T2	A plan has been developed, shared and understood
Mid year rubric survey	Principal/DP	Staff meeting	Beg T3 2022, 2023	Analyse data to identify strengths and weaknesses - decide on further actions
End of year rubric survey	Principal/DP	Staff meeting	End T4 2022, 2023	Identify shifts in thinking and practice and next steps

"Learning together with strength of character and gentleness of heart"

Goal 1 - Teachers will improve consistency and collaboration in how we work together
Initiative 3 - Ensuring that team structures are strengthened to meet the needs across the school

Baseline Data	Interim Measure	Summative Measure
Identifying teachers who will need support/PD to implement changes **T1 2020** Team meeting minutes with a view of flexibility and innovative ideas **T1 2020**	Putting in supports for successful changes with teachers **T4 2020** Team meeting minutes provide evidence of increase in innovations **T4 2020**	Measuring the outcomes of the supports - have they achieved what was intended? **2021** and **2022**

Action	Responsible	Resource	When	Measurement snapshot
Identifying teachers who will need support/PD to implement changes	Principal	SLT Meetings	T1	Minutes of meeting and a plan developed
Develop capacity within 4 teams, through growing leadership	SLT	Team Meetings	Each term	Meeting minutes
Ensuring meetings (team, SLT and staff) align with the school's vision	SLT	SLT Meetings	Each term	Meeting minutes

"Learning together with strength of character and gentleness of heart"

Goal 2- To understand and consistently model the St Brigid's School vision
Initiative 2 - Actively engaged community that are empowered, valued and with a strong sense of belonging

Baseline Data	Interim Measure	Summative Measure
Percentage of parents attending Learning Conversation **T3 2019** Parent survey - completing survey **T3 2019** Seesaw interactions - number of parents signed up **T3 2019**	Parent survey to measure the effectiveness of the new vision (do they know it and understand it) Collect the 3 types of data (see baseline) in **T3 2020**	Parent survey in **T1 2023** to gather whānau feedback on our progress with culture and connection

Action	Responsible	Resource	When	Measurement snapshot
Gather feedback from parents about communication structures	Principal/EM	Google form	T1	Results of the survey will guide comms plan
Develop comms plan	SLT	Survey results	T2	Plan in place
Communicating information around the vision	Librarian	Poster and information in the library	T1	Visual reminder and information in the library
Meeting with Filipino parents to hear their voice	BOT/Gina (MOE)	Library/Invitations	T2	Attendance at meeting
Initiative 2 shared with Bot for further development	BOT	Board meeting	T2	Minutes of meeting

"Learning together with strength of character and gentleness of heart"

Goal 3 - Embed the St Brigid's curriculum that provides students with rich learning opportunities
Initiative 1 -Continue to design, embed and review our localised curriculum

Baseline Data	Interim Measure	Summative Measure
Ensure parent community understands the content and purpose of our local curriculum - follow up survey **T1 2020** Teacher/students identify number of 'local' opportunities in our curriculum **T4 2020**	Questions in Parent Survey about understandings or knowledge of the curriculum Teacher/students identify number of 'local' opportunities in our curriculum 10% more than baseline **T4 2021**	Questions in Parent Survey about understandings or knowledge of the curriculum **T1 2023** There will be a localised flavour in teachers' planning and curriculum offering

Action	Responsible	Resource	When	Measurement snapshot
Align and finalise draft Local Curriculum with strategic plan (design)	DP	Draft curriculum / Strategic plan	T1/T2	These will be aligned and shared - a working document created
Allocating staff meetings to further develop the curriculum - with a strong focus on Catholic Character	SLT	Meetings scheduled each term to view and review	Each term	Minutes/outcomes of meetings
Parent meeting to share the document and develop understandings	DP	Parent meeting time scheduled and advertising	Term 2	Attendance at meeting
Aligning Seesaw posts to the local curriculum making explicit links and further informing and embedding with parents	DP	Team meetings to share what is happening and what it might look like	T3/T4	Clear links can be seen between Seesaw posts and the curriculum
Action from Goal 3 Initiative 2 'Pathways" - explore cohort entry and how best to plan it for 2021	Tahi Team Leader	Planning clear information for parents	T1	Letter that is sent to parents explains starting dates 2021 - monitor feedback

"Learning together with strength of character and gentleness of heart"

Goal 3 - Embed the St Brigid's curriculum that provides students with rich learning opportunities
Initiative 3 -Working within the Kahui Ako - "Ngā kura o te maunga Tarikākā" to enhance learning for all

Baseline Data	Interim Measure	Summative Measure
Data collected from feedback surveys for 2019 cluster work setting future direction and what that might mean for our school **T4 2019**	Assess/measure leadership roles from our school within Nga kura o te maunga Tarikaka **T3 2020** Initiatives that we have been involved with and the impact on our school **T4 2020**	Assess/measure leadership roles from our school within Nga kura o te maunga Tarikaka **T3 2022** Initiatives that we have been involved with and the impact on our school **T4 2023**

Action	Responsible	Resource	When	Measurement snapshot
Gather and share the feedback and summary of impact for the board	Principal	Summary sheet	T4 2019	This will gauge buy in and direction for the next year
Active participation in the set up stage of the Kahui Ako	Principal	Attend meetings	Each term	Minutes/outcomes of meetings
Appoint within school leader to ensure there is a connect with classroom teachers and the Kahui Ako and to drive and support initiatives	In school Leader Principal	Advertise and appoint within the timeframe set across the schools	Term 2	A capable leader has been appointed
Engage in the mahi of Ngā kura o te maunga tarikaka by ensuring structures are in place that allow for full participation	In school leader Principal	Release time, communication, enabling participation, monitoring workload	T2/T3/T4	Participation is made accessible and is well supported for all

"Learning together with strength of character and gentleness of heart"

Related Documentation

Student achievement data
Target Students
Catholic and Special Character Plan
Financial Reports
Professional Development
Appraisal
Governance Policies
Operational Procedures
Learning Support/ELL