

Northern Health School Charter Goals and Targets

2019



Mission Statement

Te Puna Whakatipu - A place to grow and thrive

Values

Commitment to learning and the learner

Compassion inherent in all that we do

Achievement through setting and achieving learner centred goals

Respect for culture, diversity and each other

Equity of opportunity for all learners.

Purpose

The learner is the reason and the focus of all we do.

Every learner receives an education, no matter what their illness, where they live, or what path they want to follow.

The learners' voices and choices are central to everything.

High quality staff deliver consistency and cohesiveness across the school.

Special Character Statement

Northern Health School (NHS) is governed by a Ministerially appointed Board of Trustees and provides education for school aged learners unable to attend their school of enrolment due to serious illness. Learners are admitted to NHS while remaining enrolled at their School of Enrolment (SE).

The school also has responsibility for learners in the care of Oranga Tamariki and with behavioural challenges, through the te Awa initiative in Auckland.

NHS teachers provide learning programmes from years 1 to 13 in homes, hospitals, support centres and other suitable environments. An individual learning plan (ILP) is developed in association with the learner's regular school, medical teams, caregivers and other interested parties. Full curriculum coverage is not always appropriate due to the effects of illness. The focus is on the learner's education progress and transition to school, employment or tertiary study, while taking into account relevant health factors.

Reporting on progress to learners, parents and the regular school, is through the ILP, while aggregated information is prepared for the Northern Health School Board of Trustees. As health conditions and time on the roll vary greatly, it is not possible for NHS to report on progress in relation to a school-wide age or year level cohort. NHS measures student progress against the achievement of their individual ILP curriculum and transition goals and national norms and averages.

NHS embraces the principles of the Treaty of Waitangi.

The Northern Health School aims to provide programmes that reflect and include Te Reo Maori and Tikanga Maori, and which include reference to New Zealand's unique cultural heritage and diversity. The Northern Health School aims to accommodate students who are enrolled in bilingual classroom situations and full immersion kura Kaupapa.

Where students have been instructed in Te Reo Maori at their school of enrolment, NHS staff will take all reasonable steps to facilitate this. These steps may include the use of programmes provided by Te Kura (the Correspondence School), the student's school of enrolment and our own staff and learning resources.

School community consultation is undertaken at an individual family level, alongside the ILP process. Individual goals and programmes that meet the needs of the student educationally, culturally and in terms of their illness are agreed.

NHS staff participate in professional development, including the Ka Hikitia strategy. NHS employs staff with specific responsibility for this area, to increase staff awareness and skill in making programmes of work and their delivery culturally appropriate.

Strategic Area 1: Pedagogy, Learning and the Curriculum

Key Strategic Three year Goal:

The Board supports the staff in the provision of high quality learning outcomes for all students.

Long Term Goal 1

All programmes are learner focused

Planned actions	Led by	Timeframe	Progress	Result Achieved
Develop staff skills in project based learning	SMT	Reported Dec 2019		
Further develop staff skills in use of Learning Progressions Framework with y1-10 students	Pedagogical Leader			
Identify ways to improve students' participation in transition goal setting.	Principal	Term 3 2019		
Coordinate professional development to support learner focused programmes.	DP	Reported Dec 2019		

Operational Targets

Targets 2019	Student data shows they perceive themselves having more than 60% input into programme planning.	
	There is programme consistency across the school	

Long Term Goal 2

Innovation is encouraged and best practice shared.

Planned actions	Led by	Timeframe	Progress	Result Achieved
Increase staff capability in the use of on-line learning tools.	Specific MU holders	Reported Dec 2019		
Develop an online best practice guide	SMT	Reported Dec 2019		
Identify best practice nationally and internationally and share with all staff	Senior Staff	Reported Dec 2019		

Long Term Goal 3

Pedagogical understanding informs learning programmes

Deepen teacher understanding of culturally responsive Pedagogy, in relation to work on the Learning Progressions Framework and project-based learning, and over various teaching situations (home, hospital, student-support centre, online etc)	Principal, DP	Reported Dec 2019		
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Long Term Goal 4

Learning systems are enhanced and expanded, improving student opportunities for digital learning.

Improve staff skill and confidence in the use of LPF to report student progress	MU holder	Reported Dec 2019		
Monitor and respond to changes in Te Kura on-line learning programmes	SMT and MU holders	Reported Dec 2019		
Develop school wide systems using Teams	SMT and Unit holders	Reported Dec 2019		
Develop more effective assessment and	SMT and Unit holders	Reported Dec 2019		

recording systems for NHS context.				
Curriculum Targets (NHS curriculum targets only apply to students well enough or on the roll long enough to be assessed.)				
Targets 2019	All teaching staff able to use Teams			
	80% of Y 1-8 students show progress greater than their increase in age on assessments in English and Maths.			
	NCEA results are equal to or better than the national average for the subject.			
	Maori and Pasifika NCEA results are better than the national average and equal to European students' achievement.			

Strategic Area 2: Cultural

Key Strategic Three year Goal:

Maori and Pasifika achievement is at least as high as achievement from other ethnic groups.

Ministry of Education Priority one: improving education outcomes for Maori and Pasifika students.

Long Term Goal 1

Maori and Pasifika Staff recruited

Planned actions	Led by	Timeframe	Progress	Result Achieved
Recruit staff with appropriate cultural capability	Principal	Reported Dec 2019		

Long Term Goal 2

A balance of Board members maintained

Planned actions	Led by	Timeframe	Progress	Result Achieved
Review the balance of ethnicity, gender, regional representation and skills and co-opt as necessary.	Board	Term 2		

Operational Targets

Targets 2019	There is a balance of ethnicity within the Board			
	There is a gender balance within the Board			
	The Board contains a range of experience and skill			

Long Term Goal 3

Learning needs for each student are met in a culturally appropriate manner

Planned actions	Led by	Timeframe	Progress	Result Achieved
Develop staff capability through both individual and school-wide PD highlighting culturally responsive pedagogy.	Principal and DP	Reported Dec 2019		
Embed cultural practice in the way the school operates.	SMT and Unit Holder	Reported Dec 2019		
Make resources for staff working with Maori and Pasifika students available through Teams	MU holder	Reported Dec 2019		

Strategic Area: People and Property

Key Strategic Three year Goal:

High quality staff, Leadership and infrastructure provide for the cultural and achievement needs of learners.

Long Term Goal 1

National and International relationships maintained and extended.

Planned actions	Led by	Timeframe	Progress	Result Achieved
Continue professional development and dialogue nationally and internationally	Principal and DP	Reported Dec 2019		
Identified staff participate in the HELP conference September 2019	SMT	Term 3		
Principal, DP participate in HOPE conference	Principal and DP	April 2020		
Participate in the development of an academic journal to publish research in the field of education of students with illness.	Principal and DP	Term 3		
Develop and maintain positive relationships with MoE, te Kura and Te Awa partners	Principal EMT	Reported Dec 2019	September: a new MoE Liaison person has been assigned.	

Long Term Goal 2

The school is staffed in a flexible and effective way

Planned actions	Led by	Timeframe	Progress	Result Achieved
Review and maintain the balance of permanent staff at each Unit in relation to changes in roll numbers	Principal and DP	Term 1		
Recruit permanent staff where necessary to bring the base staffing for all Units to a minimum of 80%.	Principal and DP	Term 1		
NHS Units prepared to staff roll growth in advance	SMT	Reported Dec 2019		

Operational Targets

Targets 2019

The school is flexibly staffed

The school operates within its staffing entitlement

Long Term Goal 3

Staff have the specific knowledge and skill required to meet learners' needs

Planned actions	Led by	Timeframe	Progress	Result Achieved
Identify curriculum needs in Units prior to recruitment of new staff	Principal and DP	As appointments are required		
Share subject expertise across the three Health Schools using Teams.	Principal DP and MU holders	Reported Dec 2019		
Provide staff development opportunities for understanding the effects of illness on learning.	Principal DP and MU holders			
Staff identify an area of culturally responsive pedagogy to improve through the appraisal process.	Principal and DP	Reported Dec 2019		

Standardise the induction process across the school	SMT	Reported Dec 2019		
Extend the OneNote based appraisal system to include support staff.	MU Holders	Reported Dec 2019		
Long Term Goal 4				
<i>Leadership within the school is effective</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
Develop leadership skills through MoE funded PLD programme.	Team Solutions, Principal and DP	Reported Dec 2019		
As units grow in size, review allocated leadership is sufficient to provide support	Principal	Reported Dec 2019		
Provide opportunities for staff to present ideas, research and innovations to the Board and across the school	Principal and DP	Reported Dec 2019		
Long Term Goal 5				
<i>Welfare of staff and students is a high priority</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
Develop a system of peer support for staff	Principal and DP	Term 2		

Strategic Area: Organisation and Sustainability				
Key Strategic Three year Goal:				
The school is organised and structured for sustainability and effectiveness				
Long Term Goal 1				
<i>The school's carbon footprint is reduced.</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
Include Carbon emissions in vehicle purchase decisions	Board and Principal	Reported Dec 2019		
Consider the viability of purchasing at least one all electric vehicle as a trial.	Principal	Reported Dec 2019		
Reduce the km per student travelled through the use of on-line technologies.	Principal	Reported Dec 2019		
Operational Targets				
Targets 2019	Fuel use is reduced on a per student basis by 10%			
Long Term Goal 2				
<i>Systems and processes enable the effective governance of the school and meet legislative requirements</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
Review the school's strategic direction and goals with input from major stakeholders.	Board and Principal	November 2019		
Develop Unit based annual plans from the school-wide plan	Principal and SMT	Term 1		

<i>Continue to refine a Board meeting programme that focuses more on strategic planning and review.</i>	<i>Board and Principal</i>	<i>Term 1</i>		
<i>Targets 2019</i>	<i>2019 Annual plan targets are met</i>			
Long Term Goal 3				
<i>Learning outcomes are reported to the Board</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
<i>Update eTAP to export data directly to NZQA</i>	<i>EMT</i>	<i>Term 2</i>		
<i>Develop a “dashboard” report from eTAP that provides basic admission, transition and demographic information.</i>	<i>SMT</i>	<i>Term 2</i>		
<i>Develop a recording and reporting mechanism around learning progressions</i>	<i>Unit holders and SMT</i>	<i>Term 2</i>		
<i>Provide support to staff in complex student admission, enrolment and transition meetings</i>	<i>SMT</i>	<i>Reported Dec 2019</i>		
Long Term Goal 5				
<i>Parent / student / school of enrolment survey result satisfaction levels are high.</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
<i>Community Satisfaction survey conducted</i>	<i>Principal</i>	<i>2019</i>		
<i>Review, update and deliver a leadership effectiveness measure</i>	<i>Principal</i>	<i>Term 2</i>		
<i>Staff Satisfaction survey conducted</i>	<i>Principal</i>	<i>2019</i>		
Operational Targets				
<i>Targets 2019</i>	<i>Satisfaction ratings are above 90%</i>			
Long Term Goal 6				
<i>Strategies and systems support the school in case of a disaster</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
<i>Review and update the school’s risk management plans.</i>	<i>EMT</i>	<i>Term 3 2019</i>		
<i>Finish migration of systems to the cloud to improve the school’s data backup and safety.</i>	<i>EMT</i>	<i>Term 3 2019</i>		
Long Term Goal 7				
<i>Suitable and safe environments are provided for staff and students</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
<i>Identify and report risks in each Unit</i>	<i>SMT</i>	<i>Each term</i>		
<i>Investigate options for staff wellbeing training and support.</i>	<i>SMT</i>	<i>Term 2</i>		
<i>Undertake H&S training for key Unit staff</i>	<i>Principal and DP</i>	<i>Term 2 2019</i>		

Operational Targets				
<i>Targets 2019</i>		<i>Staff in all Units have awareness of NHS safety procedures.</i>		
Long Term Goal 8				
Property provision is consistent and of high quality				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
<i>Monitor roll growth across the school and identify trends</i>	<i>EMT</i>	<i>On-going, reported Dec 2019</i>		
<i>Establish a new Unit in Kaitiaa.</i>	<i>EMT</i>	<i>Term 3</i>		
<i>Manage the development of new Units to best meet the needs of the students and staff.</i>	<i>SMT</i>	<i>Dec 2019</i>		
<i>Plan and implement re-location of Tauranga and Northland staff to new premises.</i>	<i>EMT</i>	<i>Reported Dec 2019</i>		
<i>Encourage and enable staff input into building projects across the school.</i>	<i>EMT, SMT</i>	<i>Reported Dec 2019</i>		
<i>Provide all Units with technology to enhance collaboration using Teams and Skype.</i>	<i>EMT</i>	<i>Term 3</i>		
Operational Targets				
<i>Targets 2019</i>		<i>There is a plan for future property development across the school.</i>		
		<i>New Units are established within budget and on time.</i>		
		<i>Staff input into design is evident.</i>		

Glossary

EMT: Executive Management Team, consisting of Principal, Deputy Principal, Business Manager.

SMT: The Senior Management Team, consisting of Principal, Deputy Principal, Business Manager, Associate Principals, TKT Manager, Senior Teachers.