

Northern Health School
Charter Goals and Targets
2021



Tō Mātou Tauaki - Mission Statement

Te Puna Whakatipu - A place to grow and thrive

Tō mātou whanonga pono -Values

Te Mānawanui - Commitment to learning and the learner

Ngākau Aroha - Compassion inherent in all that we do

Mana Tutuki - Achievement through setting and achieving learner centred goals

Ngākau Whakaute - Respect for Tangata Whenua, Te Tiriti, culture and diversity

Mana Taurite - Equity of opportunity for all learners.

Tā Mātou Kaupapa - Purpose

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

Every learner is entitled to an education, no matter what their health condition is, where they live, or their aspirations.

The learners' voices and choices are central to everything.

High quality staff deliver consistency and cohesiveness across the school.

Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei.

Seek the treasure of your heart, if you bow down, let it be to a lofty mountain.

For NHS: In seeking our goals we strive and persevere, only bowing down to insurmountable obstacles.

Tō Mātou Tauāki Motuhake - Special Character Statement

Northern Health School (NHS) covers students from North Cape to Turangi and from Gisborne to Taranaki. We are governed by a Ministerially appointed School Board and provide education for school aged students unable to attend their school of enrolment full time due to a serious health condition or ill health. Students engage with NHS while remaining connected to their School of Enrolment (SE). Our focus is on the learner's education progress and transition to school, employment or tertiary study, while taking into account relevant health factors.

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

Through an individual learning plan (ILP) our teachers provide programmes from years 1 to 13 in homes, hospitals, support centres and other suitable environments. They work closely with the student's regular school, medical team, caregivers and other interested parties.

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.

NHS embraces the principles of the te Tiriti o Waitangi.

The Northern Health School aims to provide programmes that reflect and include Te Reo Maori and Tikanga Maori, and which include reference to Aotearoa-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 Aho o Te Kura Pounamu (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 cultural capability, to increase staff awareness and skill in making programmes of work and their delivery culturally appropriate.

Strategic Area 1: A Focus on Learning

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
1. Deepen teacher understanding of culturally responsive Pedagogy to improve learning outcomes for students.	Principal, DP and Curriculum Leader	Reported Dec 2021		
2. Deepen teacher understanding of student diversity, including gender to improve learning outcomes for students	Principal, DP and Curriculum Leader			
3. Deepen teacher understanding of content and pedagogy in Writing to improve learning outcomes for students.	Curriculum Leader	Reported Dec 2021		
4. Deepen teacher understanding of the Digital Technology curriculum and how to implement this to improve learning outcomes for students	Curriculum Leader and MU holder	Reported Dec 2021		
5. Analyse per-student teacher contact time across the school.	Principal and DP	Term 2 2021		
6. Work with staff to share flexible ways of increasing contact time with students.	Principal and DP	Term 2 2021		
7. Coordinate professional development to support learner focused programmes.	Principal, DP and Curriculum Leader	Reported Dec 2021		
8. Develop a shared understanding of NHS Local Curriculum in Maths, Writing and Key Competencies.	Principal, DP and Curriculum Leader	Reported Dec 2021		
9. Align the local curriculum with cultural values and transition	Principal, DP and Curriculum Leader	Reported Dec 2021		
10. Commence implementation of the NELPs	Principal, DP and Curriculum Leader	Reported Dec 2021		

Operational Targets				
Targets 2021		Maths LPF data is recorded and analysed for all students who meet the criterion for 2 assessments.		
Long Term Goal 2				
<i>The voices of learners are sought and included in learning programmes</i>				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Use student voice to support the evaluation of NHS writing programmes by gathering initial and concluding data.	Principal, DP and Curriculum Leader	Reported Dec 2021		
Long Term Goal 3				
<i>Student achievement is central to all programmes</i>				
1. Further develop staff skills in use of Learning Progressions Framework with students	Principal, DP and Curriculum Leader	Reported Dec 2021		
2. Improve staff skill and confidence in the use of LPF to report student progress.	Principal, DP and Curriculum Leader	Reported Dec 2021		
Long Term Goal 4				
<i>Learning systems are provided in an accessible way.</i>				
1. Increase capability within the school for making the curriculum more accessible to students	SMT	Reported Dec 2021		
2. Develop school wide systems using Teams as the primary form of communication and collaboration at the NHS	Principal, DP and MU holder	Reported Dec 2021		
Curriculum Targets				
Targets 2021		Learning systems are more accessible to students		
		Student data shows accelerated progress against LPF levels.		
		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 at least equal to European students' achievement.		

Strategic Area 2: Pedagogy				
Key Strategic Three year Goal:				
<i>The school accesses, shares and provides best practice tools and resources.</i>				
Long Term Goal 1				
<i>The school is well positioned to respond to changes in NCEA and Te Kura</i>				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Increase teacher understanding of	Principal and DP	As required		

<i>the ongoing changes to NCEA to guide student choices and learning decisions</i>				
2. <i>Increase teacher understanding of changes to Te Kura online learning programmes to guide student course choices and learning decisions.</i>	<i>Principal and DP</i>	<i>Reported Dec 2021</i>		
Long Term Goal 2				
<i>Staff have access to tools, understanding and skills that assist in working with mental health</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
1. <i>Provide staff development opportunities for understanding the effects of mental health needs on learning.</i>	<i>Principal MU holder and DP</i>	<i>Reported Dec 2021</i>		
2. <i>Improve awareness and access for new teachers, for support and information on the effects of illness on learning.</i>	<i>Principal MU holder and DP</i>	<i>Reported Dec 2021</i>		
Long Term Goal 3				
<i>The school provides relevant professional development opportunities.</i>				
1. <i>Provide information and training to staff regarding child protection.</i>	<i>Principal MU holder and DP</i>	<i>Reported Dec 2021</i>		
2. <i>Provide opportunities for staff to present ideas, research and innovations to the Board and across the school</i>	<i>Principal, DP and Curriculum Leader</i>	<i>Reported Dec 2021</i>		
3. <i>Professional Growth Cycle structure developed to replace appraisal system.</i>	<i>Principal MU holder and DP</i>	<i>Reported Dec 2021</i>		
Operational Targets				
Targets 2021	<i>Research is presented to the Board</i>			
	<i>The school responds to Ministry consultation opportunities.</i>			

Strategic Area 3: Leadership				
Key Strategic Three year Goal: <i>Leadership within the school is valued, promoted and responsive to the changing education environment.</i>				
Long Term Goal 1				
<i>The school is well positioned to respond to roll growth</i>				
<i>Planned actions</i>	<i>Led by</i>	<i>Timeframe</i>	<i>Progress</i>	<i>Result Achieved</i>
1. <i>Review allocated leadership to ensure</i>	<i>Principal and DP</i>	<i>Reported Dec 2021</i>		

support as units grow in size.				
Long Term Goal 2				
<i>Leadership capability is promoted</i>				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Provide access to leadership support and development to leaders across the school	Principal and DP	Reported Dec 2021		
2. Strengthen collaboration between curriculum leaders to support staff in improving outcomes for students through consistent delivery.	Principal, DP and Curriculum Leader	Reported Dec 2021		
3. Commence development of NELP objective 3	Principal, DP and Curriculum Leader	Reported Dec 2021		
Operational Targets				
Targets 2021	NZCER leadership tool results in 80% or better satisfaction rating.			
Long Term Goal 3				
<i>Learning needs for each student are met in a culturally appropriate manner</i>				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Develop staff capability through both individual and school-wide PD highlighting culturally responsive pedagogy.	Principal and DP and MU holder	Reported Dec 2021		
2. Investigate possibilities for Beyond Diversity training for staff.	Principal and DP and MU holder	Principal and DP and MU holder		

Strategic Area 4: Relationships and Partnerships

Key Strategic Three year Goal:

Positive and effective relationships and partnerships provide for the cultural and achievement needs of learners.

Long Term Goal 1

The school delivers on its Treaty commitments

Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Recruit staff with cultural capability	Principal and DP	Reported Dec 2021		
2. Embed cultural practice and use of Te Reo in the way the school operates.	Principal and DP	Reported Dec 2021		
3. Build Board skill in viewing the school through a Te Ao Maori lens	Board	Term 1		

Long Term Goal 2

Links to Maori and Pasifika communities are maintained and strengthened.

Planned actions	Led by	Timeframe	Progress	Result Achieved
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1. Units identify key local community leaders, able to work with and support the school.	Principal and DP and MU holder	Reported Dec 2021		
2. Invite participation and input from experts outside the Board	Board	Term 1		
Targets 2021				
All Units have links in place to their local Maori community.				
Board increases its te ou Maori capability.				
Long Term Goal 3				
National and International links and partnerships are maintained and extended				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Identify best practice nationally and internationally and share with all staff	Principal and DP	Reported Dec 2021		
2. Principal, DP participate in HOPE conference 2021	Principal and DP	Term 2		
3. Continue professional development and dialogue nationally and internationally	Principal and DP	Reported Dec 2021		
4. Identified staff participate in the HELP conference 2021	Principal and DP			
5. Participate in annual NZSTA and Board conferences.	Principal and DP and Board	TBC		
Long Term Goal 4				
Relationships and links with partner organisations are maintained and strengthened.				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Develop and maintain positive relationships with MoE, Te Kura and Te Awa partners	Principal and DP	Reported Dec 2021	.	

Strategic Area 5: Optimising Organisation and Performance

Key Strategic Three year Goal:

The school is organised and structured for sustainability and effectiveness

Long Term Goal 1

Wellbeing is at the core of the school's systems and processes

Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Actively promote staff and student wellbeing and a supportive culture across the school.	Principal and DP and MU holder	Report Dec 2021		

2. Review and improve the peer support programme.	Principal and DP and MU holder	Report Dec 2021		
3. Implement the school's peer support programme as Units are ready.	Principal and DP and MU holder	Report Dec 2021		
4. Deliver the Wellbeing@school survey	Principal and DP	Term 2		
Targets 2021	Results from the Wellbeing survey are included in decisions around support for staff.			
Long Term Goal 2				
The school's carbon footprint is reduced.				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Include Carbon emissions in vehicle purchase decisions	Principal and Business Manager	Reported Dec 2021		
2. Develop and implement a Sustainability plan for the school	Principal	Term 2		
3. Reduce km per student travelled through the use of on-line technologies.	Principal and DP	Reported Dec 2021		
Operational Targets				
Targets 2021	Fuel use is reduced on a per student basis by 10%			
Long Term Goal 3				
The school operates in a financially prudent manner				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Review and update the school's internal financial systems and responsibilities.	Principal and Business Manager	Reported Dec 2021		
Long Term Goal 4				
Optimal use is made of school resources				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Identify curriculum needs in Units prior to recruitment of new staff.	Principal and DP	Reported Dec 2021		
2. NHS Units prepared to staff roll growth in advance.	Principal	Term 1		
3. School delivers on its commitment to EEO and a diverse workforce.	Principal	Reported Dec 2021		
Long Term Goal 5				
Property needs are planned for in a strategic manner.				
Planned actions	Led by	Timeframe	Progress	Result Achieved
1. Temporary property solutions are identified and put in place where required.	Principal and Business Manager	As required		
2. Actively seek solutions to property	Principal	Reported Dec 2021		

<i>issues through the Ministry.</i>				
Long Term Goal 6				
<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>
1. <i>Identify and report risks in each Unit.</i>	<i>Principal</i>	<i>Monthly, Reported Dec 2021</i>		
2. <i>Review and update the school's Disaster planning.</i>	<i>Principal</i>	<i>Term 1</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, Curriculum Leader, Associate Principals, Te Awa Manager, Senior Teachers.