

Strategic plan 2021 - 2023 Updated October 2022- incorporated into the Primary School, the Proprietors Trust and Kindergarten strategic plans

Goal 1 Enhance the e	Goal 1 Enhance the expression of special character					
Objective	Success Indicators	Tasks strategies and resources	Who	Timeline		
Teachers obtain special character training and professional development	All teachers are in ongoing meaningful professional development in Steiner Education	- Primary School Teachers attend Steiner movement training	Primary School/Board	2022 - 2023		
		 Kindergarten will strengthen the special character content of kindergarten by Collegial sharing of circles, stories, songs Deepening pedagogical understanding through reading together 	Kindy/Props	2021 -2023		
		- The school and kindergarten develop effective reporting mechanisms for teachers' professional development to show the Board and Props	Props Board	2022 -23		
The governing bodies alongside the College of Teachers develop a mechanism to evaluate and track special character development and monitor its delivery	The school's practices display strong evidence of Steiner special character	 The Props uses the SEANZ special character review tool to review special character practice annually. Teachers will review two areas of SEANZ review tool in teacher only days before the new school year 	Props	From 2021 From 2023		
The delivery of the Steiner curriculum is extended.	Special character components are taught, including (but not limited to) a second language (te reo Māori), woodwork etc.	 Te Reo Māori is the main second language taught (see goal 2) In addition, the school and kindergarten will further develop its resources of poems and songs in other languages related to the curriculum Woodwork is delivered in the primary school curriculum 	See below (Goal 2) Primary School/Board/ Kindy Primary School/Board	See below (Goal 2) From 2022		
The community's understanding of special character is deepened through study and workshops in order to have governors and parents in a more informed position to support special character	Increased awareness of special character in the	Next step 2022-23 is an internal evaluation of this	Primary School/Board Kindy	2022 2023		
	parent community and in governing bodies	The school will share aspects of the arts and general curriculum with the community through a termly report on one curriculum thread as it runs through the whole school Possibility of a group meeting to explore the theme once or twice a year	See below (Goal 4) Primary School/Board Primary School/Board	See below (Goal 4) 2022 onwards		
		Professional development opportunities are explored for parents on the Board and Trust. This includes training for Proprietors in effective governance.	Primary School/Board/ Kindy	2023		



Goal 2 - Nurture the mana of te Tiriti					
Objective	Success Indicators	Tasks strategies and resources	Who	Timeline	
The culture of the school, its pedagogy	A Kaupapa Māori impulse group has been	- Establish a Kaupapa Māori impulse group	Management	2022 -3	
and operations increasingly reflect Te Ao Māori	established and has regular meetings	- The impulse group undertakes a review of internal evaluation of kaupapa Māori across the school's operations to inform a kaupapa Māori strategy that is embedded in the school's annual and strategic planning processes	Impulse group	2022-3	
	Te reo and tikanga practice is normalised	- Provide ongoing support for staff learning of Te Reo	Primary School/Board/	2022-3	
	in daily rhythm/ conversation	- Funding allows teachers to attend courses, purchase teaching resources and receive support to expand our delivery of te reo Māori, waiata, kapa haka and tikanga	Kindy	2022-3	
		- Support te Reo Māori me ngā tikanga in playgroup	Props	2022-3	
The physical environment reflects the culture of Te Ao Maori	There is a plan in place of the school's physical environment design, which reflects Kaupapa Māori ideas	- A forum working group (with a name) is established by the Kaupapa Māori impulse group to work on expression of special character and Te Ao Māori in the grounds	Impulse group MT Props	2023	
Relationships are formed with mana whenua as well as with relevant stakeholders and initiatives	The school has a pool of informed contacts to assist in this kaupapa	Relationships are developed with - Mana whenua - Ministry support workers - Other local initiatives and schools	Props Primary School/Board	2022-3	
and minute 100		The school offers help in local initiative— eg planting etc or clean up at Harwood			



Goal 3 Grow the School					
Objective	Success Indicators	Tasks strategies and resources	Who	Timeline	
Increase the roll so that the school is tracking to 96 students by 2027 with at least 12 in each year level from class 1 – 5 by	Marketing plan in place Student numbers have increased by 18% in class 1 – 5 by the end of 2023	 prepare for marketing plan which aims to fill the school laterally (ie to spaces in class 2 upwards) and also from the foundations – playgroup - Kindergarten Ensure we maintain important pathways to the school – eg through regular reviews with playgroup, kindergarten, Aurora Tamariki Spread the story of the school to the local community 	Management	2023	
the end of 2023. This will increase financial viability and is a step towards the longer term goal of a single class per year level	Plan in place	Create a realistic plan of how and when we will progress to single class per year level - the plan will show what needs to happen when in terms with clear steps.		2023	
A long-term financial plan for school is developed to increase financial viability and sustainability	The school has sustainable reserves	 A 3 year financial plan is prepared that shows how future funding will be focussed – eg by making the education more accessible to all, or by extending special character resources at the school (eg a handwork room) The plan also allows for the development of risk management reserves 	Management	2022-3	



Goal 4 - Foster a healthy community and environment

Objective	Success Indicators	Tasks strategies and resources	Who	Timeline
To develop and deliver an extended environment curriculum	We have an extended environment curriculum	Re-evaluate what the school does, what we want to do, and what we can do in this area	Primary school teachers	2023
Continue and enhance community gatherings, events and opportunities for parents to engage with each other and with the school bodies and staff	Healthy connected parent community reflecting our value of whanaungatanga	 A space is provided as a Parent hub for social, craft group work and parent education, discussions 4 Working bees each year, Parent nights, an annual whole school social event Enhance opportunities for fathers to come together with 2 specific events a year. Projects to be developed include continuing the building of raised beds and entrance way carving 	Primary School/ Board	
		- Workshops for carving / weaving.	Kindy	
		- Strengthening the healthy social life in the kindy through parent education, tours and parent times in kindy eg picnics	Kindy	

SMART objectives

Specific Measurable Attainable/Achievable Relevant (to the goal) Timely (defined deadline)