

CHARTER & STRATEGIC PLAN 2014-2018

“Excellent Education for Everyone”
“The right qualifications at the right time for the right person”

INTRODUCTION

1. Our School

Mana College was established in 1957 as the first college in the Porirua basin. It is a co-ed secondary school (Years 9-15) which is expecting roll growth at Year 9 in 2014. It works closely with its community to provide an excellent education to a diverse range of students.

Mana College is situated in an attractive garden setting at Takapuwhia, Porirua. The city has undergone a great deal of change in the last 20 years and as a result has undergone a reinvention as a magnificent retail centre with a fast growing area of private housing. It is a microcosm of New Zealand in the future and offers this challenge to its colleges.

The Board and teaching staff have a positive relationship and maintain a family atmosphere in which all students are encouraged to recognise and celebrate differences and be innovative in the way they think and act.

In delivering its simple mission Mana College will focus on raising achievement for all, actively develop pathways to employment and celebrate all aspects of learning, living and giving. Students are active participants in compelling learning delivered by passionate staff. All staff are engaged in raising their performance with the challenge to be a better teacher every day. And for students we ask them “to be a better learner everyday”. This does not happen without a comprehensive professional development programme for staff and a well understood and supported student plan for learning. In 2014 we begin our involvement in PB4L.

2. National Education Goals & National Administration Guidelines

Mana College is committed to fulfilling the intentions of the National Education Goals and the requirements of the National Administration Guidelines. It will achieve this through an up to date policy framework contained in its Trustee Handbook and a series of processes and systems including orientation, strategic meetings and plans covering communication with stakeholders, risk management and accountability. The government has identified three priorities. These being raising the achievements of Maori, Pasifika and providing for those with Special Education needs. In 2014 we are proud to say every learner will be on the NZQA pathway.

3. Whakapapa

The college is proud of its distinctive multi-ethnic composition and its capacity to cater for the full range of student abilities. It is a supportive and inclusive community where students, staff and parents work together to create an environment where everyone is valued and each student is challenged. We know our motto “Akona te mahi pai” – Learn to work well and enjoy its challenge.

The college provides a balanced choice of curriculum intended to meet the needs of employers in the modern world. It is based on core skills and competencies that establish a firm foundation for all students allowing them to move on to employment, further education or vocational training. We work hard to foster inquiry, high expectation and an interest in learning amongst our students. We also provide a range of sporting, cultural and recreational opportunities. These opportunities involve staff, family and our community because we believe education is more than just academic success.

Mana offers a safe, caring environment which encourages self-management and respect for the rights of others. We have a long standing well understood commitment to Maori success through our E Tīpe e Rea programme, Te Reo Maori, me ona tikanga and the promotion of whanaungatanga. In particular Mana College honours its responsibility under the Treaty of Waitangi to the tangata whenua. Our school models Tikanga Maori through every part of its operation.

It offers parents wishing to have partial instruction for their child in Te Reo a placement in our 'E Tipu e Rea' programme, whilst also offering every student the opportunity to develop their confidence in Te Reo Maori.

4. Overview of Student Achievement

NCEA 2013 performance)	
Junior School)	Available in the annual report
Other Achievement)	

5. Procedural Information

Timeframes

- Our review of strategic goals, including indicative student achievement benchmarks, is completed and presented to the BOT meeting in March.
- The annual goals for the following year are set in Term 4 and confirmed at the first Board meeting of the following year.
- Our annual goals are established from the broad strategic goals of our charter by using student achievement and review data whilst being mindful of national trends and research and governmental requirements.
- The Charter is lodged with the local MOE office by 1 March.
- The Annual Report is based on the above and is completed at the BOT meeting of April/May and once approved, copies are sent to the MOE by 31 May.
- This document is seen as a celebration of Mana College achievement and is posted on the school website.

6. Our Consultation Process

Prior to the development of our current 5 year strategic section of our Charter we:

1. Consulted staff, students, ex-students, parents, parents of primary school students. We also engaged a company to connect with residents of Porirua.

2. Tangata whenua and Pasifika communities were also consulted. We have a liaison committee made up of senior leaders in the school and kaumatua from the local iwi. Ngati Toa iwi has a designated place on the BOT.

7. Ongoing Consultation

1. Information is shared through the website and a twice termly newsletter.
2. Simple annual survey.
3. Pasifika parent support group to meet termly.
4. Whanau hui to meet termly to look at how we can meet the aspirations of their tamariki.
5. Our school is an open school and welcomes “pop-in” conversations, discussion, phone contact. (NB. Because of health and safety issues “pop-in” means to the office, not to the classroom).
6. Once every three years an in depth survey is conducted.

<p style="text-align: center;">Vision</p> <p style="text-align: center;">Mana College provides all learners with the knowledge, skills and qualifications to enable them to become active, strong, contributing members of their communities.</p>	<p style="text-align: center;">Values</p> <p style="text-align: center;">Respect Manaakitanga Commitment Aspiration Mana</p>	
<p>STRATEGIC PRIORITIES</p>		
<p style="text-align: center;">Success</p> <p style="text-align: center;">To lift aspirations and raise educational achievement for every student</p> <p style="text-align: center;"><i>Learning</i></p>	<p style="text-align: center;">Whanau</p> <p style="text-align: center;">To be an inclusive school centred in the community</p> <p style="text-align: center;"><i>Living</i></p>	<p style="text-align: center;">Hauora</p> <p style="text-align: center;">To enable students to be active participants In all aspects of New Zealand life</p> <p style="text-align: center;"><i>Giving</i></p>
<p><i>Outcome</i></p> <p>S1. All learners are engaged in a positive learning environment</p> <p>S2. Personal excellence and achievement is aspired to</p> <p>S3. Significant personalised pathways to employment are provided</p> <p>S4. Success beyond the classroom is recognised</p> <p>S5. Broad and balanced learning is provided</p> <p>S6. Data is collected and used to inform teaching inquiry (TToR PLD contract)</p> <p>S7. Qualification and career pathways are developed for all students</p>	<p><i>Outcome</i></p> <p>W1. Our partnership with Ngati Toa and obligations to the Treaty are recognised</p> <p>W2. Opinion is sought and welcomed from students, whanau and community</p> <p>W3. Communication is effective with our partners and parents</p> <p>W4. Thriving partnerships are developed and supported</p> <p>W5. Cross cultural relationships are strengthened</p>	<p><i>Outcome</i></p> <p>H1. School systems support all students through every stage of their school life</p> <p>H2. Employ and develop high quality and passionate staff</p> <p>H3. Provide resources that enable high quality learning</p> <p>H4. Our school is clean, healthy and safe</p> <p>H5. Diversity is respected, celebrated and welcomed</p>

TIMELINE

	Success	Whanau	Hauora
2014	<ol style="list-style-type: none"> 1. All learners are engaged in a positive learning environment 2. Qualification pathways and career pathways are developed for all students 3. Data is collected and used to inform teaching inquiry 	<ol style="list-style-type: none"> 1. Our partnership with Ngati Toa and obligations to the Treaty are recognised 2. Thriving partnerships are developed and supported 	<ol style="list-style-type: none"> 1. School systems support all students through every stage of their school life 2. Provide resources that enable high quality learning
2015	<ol style="list-style-type: none"> 1. Success beyond the classroom is recognised 2. Personal excellence in achievement is aspired to 3. Significant personalised pathways to employment are developed 	<ol style="list-style-type: none"> 1. Opinion is both sought and welcomed from community and whanau 2. Cross cultural relationships are strengthened 	<ol style="list-style-type: none"> 1. Our school clean, healthy and safe 2. Diversity is respected, celebrated and welcomed
2016	<ol style="list-style-type: none"> 1. Broad and balanced learning is provided 2. Review Achievement outcomes 	<ol style="list-style-type: none"> 1. Communication is effective with our partners and parents 2. Review Whanau outcomes 	<ol style="list-style-type: none"> 1. Employ and develop high quality passionate staff 2. Review Hauora goals
2017	<ol style="list-style-type: none"> 1. Actions from review 	<ol style="list-style-type: none"> 1. Actions from review 	<ol style="list-style-type: none"> 1. Actions from review
2018			

Long Term Improvement Targets

Year	2011	2012	2013	2014	2015
Roll	440	450	390	400	410
Actual	444	394	361	388	

NCEA Achievement - % of students leaving with level 2

Year	2012	2013	2014	2015
Level 2 Target	72%	75%	80%	82%
Level 2 Actual	76.1%	68.2%		

Attendance Rates

	2012		2013		2014	2015
	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Target</i>
Year 9	87	87.5	89	84	87	88
Year 10	85	87	87	81	85	86
Year 11	84	81	86	82	85	86
Year 12	82	83	84	80	84	85
Year 13	77	81	79	81	82	83

Stanine 5+ Targets

Year 9	2012		2013		2014		2015
	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>
Stanine 5+ at entry	45%	31%	50%	26.7%	45%		48%
Stanine 5+ at October	55%	48.7%	60%	44.2%	55%		55%

Annual Targets

SUCCESS	<ol style="list-style-type: none"> 1. Identify 20 Year 11 students at risk of not achieving and support them so that 70% obtain Level 1 and 100% stay in school. 2. The whole junior school will improve by 22 pts and 80% of target students will improve by 1 or more curriculum levels.
WHANAU	<ol style="list-style-type: none"> 1. Regular monthly involvement with runanga, PI community and businesses. 2. Five Wellington businesses will partner with Mana College in 2014.
HAUORA	<ol style="list-style-type: none"> 1. Attendance rates will show a 3% improvement on 2013. 2. Student wellbeing survey will show that Mana College students are above mid-decile averages.

ANNUAL PLAN

Excellent Education for Everyone

Strategic Priority Success	Background to this Goal There is a need to accelerate the reading and writing ability of students to enable them to better access the curriculum in Years9/10 and build a stronger foundation for NCEA in Year 11.
Strategic Goal To lift aspirations and raise educational achievement for every student	Targets 2014 1. Identify 20 Year 11 students at risk of not achieving and support them so that 70% obtain Level 1 and 100% stay in school. 2. The whole junior school will improve by 22 pts and 80% of target students will improve by 1 or more curriculum levels.

Strategic Goal S1 – All learners are engaged in a positive learning environment				
Action	Led By	Resources	Timeframe	Review
Define “all learners are engaged”. Identify how we know if a student is engaged. Share this information	Ck / Bd / Dr Ck	See working group notes from 2012 with Tr, Pz, Ck Bulletin	Term 2	May <i>Definition shared with staff</i>
Classes will enable students to work at levels appropriate for their ability	Classroom teachers	PLD, RTLB, HOD’s, FH’s, Classroom teachers	Throughout the year	May - ongoing
Tasks will be relevant and deliver authentic context learning while acknowledging different learning styles	Classroom teachers	PLD, RTLB, HOD’s, FH’s, Classroom teachers	Ongoing	May - ongoing
Positive behavioural expectations will be taught and regularly reinforced	PB4L school wide team	Materials, expertise, coach	According to PB4L – developing schedule	May - Not as yet
Classroom relationships will demonstrate open, respectful interactions	PB4L school wide	Modelling consistently by all in school	Ongoing	May - ongoing

This action plan is a dynamic document. It is expected that the actions will change as a result of continual review to ensure targets are met.

Strategic Goal S7 – Qualification pathways and career pathways are developed for all students				
Action	Led By	Resources	Timeframe	Review
1. Use KAMAR to disseminate/share career interview information – career information to Form Teachers	Dg / Oc	Interview folders (data)	Entering data – after career interviews this year	<i>May - ongoing Career interviews, Attitude seminars held</i>
2. More career presentations/Expo	Dg / Porirua Careers cluster	Porirua Career expo (March) led by PC Cluster	Market Feb/March – take students down	<i>May - happened Push through sign, newsletter, students, text/email</i>
3. Parent Portal – career info to parents	Whole school	Push through academic counselling/ Parent interviews/ newsletters/students	Over 2014	<i>May Open and advertising use</i>
4. Promoting Careers NZ website	Ry / Mc	Taught in junior school Social Studies Careers unit (Yr 9/10) Ry to talk to Social Studies meeting. Push in academic counselling and senior lifeskills	Over 2014	<i>May - ongoing</i>
5. An exit interview for students with no destination. *Dg to send names to the Learning Shop for follow up	Deans / Form Teachers Dg / Learning Shop	Deans pass names to Dg or pick up themselves		<i>May 2013 students identified. Learning Shop engaged</i>

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Action	Led By	Resources	Timeframe	Review
6. To offer supported learning credits (Level 1) in three core curriculum areas (Language, Maths and Lifeskills) to selected students in 2014	Pr	Staff time necessary to familiarise ourselves with standards; write assessments and moderate results	Credits to be offered Terms 2 and 3	<i>May - ongoing</i> Term 4: Management meeting as part of annual review
7. To work towards establishing the NZ Qualification in Supported Learning as a learning pathway in 2015	Pr	Staff development time	2015	<i>May - ongoing</i> Terms 1-4 Management meeting as part of termly/ annual review

Strategic Goal S6 – Data is collected and used to deliver improvement

Action	Led By	Resources	Timeframe	Review
1. Form Steering group for Year 9/10 JSD	Bn / Tr	Staff	Week 3	<i>May – occurred Feb</i>
2. Junior College baseline data gathered	Tr	STAR E-asTTle PAT Previous reports, etc	Feb week 3 / Sept Mar / Oct	<i>May – occurred March</i>
3. Target (Focus) group identified – mix of well below and just below 20 x Yr 9 20 x Yr 10	Steering group	Baseline data / Deans	Week 9	<i>May – occurred April</i>
4. Framework / Guidelines around the inquiry developed – templates developed	Steering group	Denise Hitchcock Margaret Leamy	Term 1	<i>May - ongoing</i>
5. Trialling of sample inquiries and shared with staff	Steering group	PE – Bk Art - Pp	Term 1	<i>May - ongoing</i>

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Action	Led By	Resources	Timeframe	Review
6. Analysis of data with staff – what does this data (e-asTTle) mean	Tr E-asTTle expert	Staff	Week 12	<i>April – summary data shared</i>
7. Identify 20 students at risk of not achieving NCEA Level 1	Wb, Rn, TToR	Staff and TToR Release time/ TOD time	Mid-term 1	<i>May Identified and now monitored through KAMAR</i>
8. Work on SSA-PLD with TToR for Year 11 students in Maths, Science, Social Studies, Art and English	TToR Wb, Rn	Ck, Wi, Ba, Mg, De, Bn, Tr, Sh, Mc Release time/ TOD time	Throughout 2014	<i>May - ongoing</i>

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Excellent Education for Everyone

Strategic Priority Whanau	Background to this Goal Mana College sits in Takapuwahia and on land assigned by Ngati Toa. We are thus centred in our community and must honour this in the way we deliver an excellent education for all.
Strategic Goal To be an inclusive school centred in the community	Targets 2014 Regular monthly involvement with runanga, PI community and businesses. Five Wellington businesses will partner with Mana College in 2014.

Strategic Goal W1 – Our partnership with Ngati Toa and obligations to the Treaty are recognised				
Action	Led By	Resources	Timeframe	Review
1. Consultation with Iwi to work in partnership	Hp (Iwi person)	Time Takapuwahia Kaunihera Runanga	Prior to end of Term 1	<i>May</i> <i>Hp attends</i> <i>Kaumatua welcome</i> <i>ERO</i>
2. Celebrate success of our Maori students: a. At Mana b. At Takapuwahia	Ed	\$ Whanau hui School assemblies	Ongoing on a termly basis	<i>May</i> <i>Term 1 assembly</i>
3. Communication with whanau	SMT	Maori achievement Successes		<i>May - ongoing</i>
4. Attendance to Iwi runanga hui to present report/update on Maori achievement or/and developments (Marae buildings, education) *Hp to liaise with Iwi re. attendance	Mn (prepare report and present to Iwi)	Staff to feedback info to Mn	Monthly attendance	<i>May - ongoing</i>

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Action	Led By	Resources	Timeframe	Review
5. Treaty a. Staff PD on Treaty, outside facilitator b. Review Social Studies and Tikanga-a-lwi programme	Rn / Ed	Professional Development Effective programme		<i>May PD session held Feb</i>
6. Parents – Develop parent group for Maori	Ed	Text communications Website (school) Parent portal Use of sign on main road	By end of Term 1	<i>May Hui held April</i>
7. Staff Professional Development a. Te Reo me ona tikanga b. Tiriti o Waitangi c. Waiata	Rn	External provider Funding	Ongoing	<i>May PD session held Feb</i>
8. School reflects partnership – Maori & Non-Maori	Sh / Hp / Ep / Pp	Signage Art works \$		<i>May - ongoing</i>
9. Revisit Marae Policy – establish a new Marae booking system	Ed / Mn	Time Set up committee	By end of Term 1	<i>May Committee being set up</i>

Strategic Goal W4 – Thriving partnerships are developed and supported

Action	Led By	Resources	Timeframe	Review
Look into the possibility of running evening classes for targeted community organisations eg. Ngati Toa / Workers Education Association (WEA)	SMT to discuss	Classrooms Teachers / tutors Teaching tools	Trial for a term	<i>May – plan prepared but no response as yet from WEA. At end of trial</i>

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Action	Led By	Resources	Timeframe	Review
Develop a plan for a Health Science Academy	Wi / Kr	Time needed for making contacts and for planning Small budget for kai for meetings held at school	2014	<i>May</i> <i>Wi looking at documentation and interest</i> End of 2014
Liaise with the Skills Organisation to start a Bright Sparks programme for interested students. This could lead to mentoring and career opportunities with Vodafone and similar industries.	Wi	Electronics equipment Netbooks	2014	End of 2014
Discuss Arts mentoring with Whitireia and other tertiary organisations re their students mentoring our students, with a view to increasing the number of Mana College students gaining Arts qualifications and going on to tertiary enrolments. Continue with mentoring by NZ Music Commission	Pk / Nd (Me on the Arts board at Whitireia)	Time Transport of students (possibly petrol vouchers?) NZMC will provide payment for mentors	As mentors become available	End of each term
Support Whitireia's offer re programming for mobile devices and look into possible sources of game programming tuition. Capital E was suggested.	Ka / Dg (STAR coordinator)	Money Time Transport	2014	End of 2014
Further develop links with local businesses re mutual benefits, eg. Downer	SMT / BOT	Time	Term 1 (and repeat each term)	<i>May</i> <i>Meetings held, students attend driver programme</i>
Further develop Marae Catering and Field Maori opportunities – for Mana College and for the community through us	Hp / Ed	Time	2014	<i>May</i> <i>Wairoa Film Festival</i> <i>5 students</i>

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Action	Led By	Resources	Timeframe	Review
Hiring out Mana College facilities, eg. Sistema project for young string players	Wb / Nd	Ongoing as requested Generation of income and/or reciprocal benefits	Ongoing	<i>Ongoing</i>
Appoint a staff member to be coordinator for all partnerships	SMT / Faculty	Time allowance Salary unit (MU)	By end of Term 1 2014	<i>May – not as yet</i> End of 2014

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Excellent Education for Everyone

Strategic Priority Hauora	Background to this Goal The wellbeing of students enables access to success in learning now and to active citizenship in the future.
Strategic Goal To enable students to be active participants In all aspects of New Zealand life	Targets 2014 1. Attendance rates will show a 3% improvement on 2013. 2. Student wellbeing survey will show that Mana College students are above mid-decile averages.

Strategic Goal H1 – School systems support all students through every stage of their school life				
Action	Led By	Resources	Timeframe	Review
Clarification of Roles and Students/Staff involved. Clearer job descriptions/Staff Information on: <ul style="list-style-type: none"> • Teacher Aides • Priority Students • PEP • Learning Support • Gateway 	Coordinators SMT Deans Hauora	Personnel	Terms 1 & 2	<i>Term 3</i> <i>May – priority students identified.</i> <i>Gateway students placed. Rest ongoing.</i>
1. Clarification of Roles and information: <ol style="list-style-type: none"> a. Teacher Aides b. Learning Support Coordinator 	SMT Deans Hauora	Email Staff Info	Terms 1 & 2	<i>Term 3</i> <i>May – ongoing Learning Support Coordinator appointed January</i>
2. Identification and improved information <ol style="list-style-type: none"> a. Tuakana b. PLD – Priority Students c. ESOL – interview sheet d. Gateway 	SMT Deans ESOL	Staff Info Interview Sheet (ESOL)	Terms 1 & 2	<i>May – ongoing</i> Term 3

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Action	Led By	Resources	Timeframe	Review
3. Improved Teamwork/Information and Education Sessions: Supporting families, Active Listening a. Hauora b. Deans c. Form Teachers	Hauora Deans	Group Sessions Staff Info KAMAR	Term 2	<i>Term 2</i> <i>May – active learning session being planned</i>
4. Targeted Information on At Risk Students and Families in Need of Support a. Students b. Families		Staff/Group Sessions KAMAR	Term 2	<i>May – ongoing</i> Term 3

Strategic Goal H3 – Provide resources that enable high quality learning

Action	Led By	Resources	Timeframe	Review
1. At start of Teaching Programme make use of available data to know where they are at (to include baseline assessments in subject areas) Engaged learners will be working at an appropriate level (Curriculum)	Department Heads and hand down to Classroom teachers	KAMAR E-asTTle STAR K Drive PATS Subject specific Reports and Credits ROL	Term 1, then ongoing as part of inquiry cycle and at end of units. Review what impact our teaching is having (what evidence)	<i>PLD group formed</i> <i>Teacher familiarity</i> <i>May - ongoing</i>
2. Place Based Education Opportunities: The school provides lots of place based opportunities but this is a finite resource. The challenge is funding (eg. student contributions), how do we increase this?	Gateway/STAR Coordinator Classroom teacher	STAR budget Gateway funding (TEC) Department budgets	Across Terms 1-4	<i>Field trips in Junior College</i> <i>May – ongoing</i> <i>31 Gateway students will be involved (22 now)</i>

This action plan is a dynamic document. It is expected that the actions will change as a result of continual review to ensure targets are met.

Action	Led By	Resources	Timeframe	Review
3. Improve current inappropriate resources in certain areas, eg. Marae toilets, ICT and printing in D Block, TWA in canteen	BOT SMT School Strategic plan Property plan	Wharepaku repair Projectors and printers in D block (food tech rebuild) Ongoing building work to convert canteen		<i>May – wharepaku nearing readiness, strategic plan complete, property plan complete to MOE soon.</i> <i>Health & Safety implications</i> <i>Culturally responsive</i>

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