

Outcomes Plan - Planned Approach to Achieving Intervention Objectives

<p>Statement of effective governance: The board will develop and maintain relationships with professional leaders and/or other staff based on trust, integrity, openness, clarity about roles and responsibilities, transparency and shared knowledge, in the interests of improving valued outcomes.</p>			
Objectives for Statutory Provider during Intervention	Planned Approach to Achieve Objectives	Indicative Timeline for Achieving Objectives	Any significant areas/items of expenditure
<p>Ensure there is strategic and focused leadership which is held to account</p>	<p>Trustees and leaders to take a strategic, planned and consultative approach in establishing a new Charter and ensure consultation with school community, clarity of school vision and direction.</p> <p>Trustees and leaders to work together to establish and communicate clear, coherent strategic goals for the school and their learning areas.</p> <p>Leaders to develop an “active” Annual Plan which sets out actions that will be taken to achieve strategic goals. Ensure staff are involved in it’s development.</p> <p>The Annual Plan to be monitored and progress communicated regularly and consistently. Regular reporting by Principal of the achievement of strategic goals and annual plan is required</p> <p>Leaders to embed documented systems and processes to support strategic directions.</p> <p>Board annual work plan developed and implemented.</p> <p>Effective Principal Appraisal policy and process to be put into place. Appropriate involvement for all Trustee’s in Principal appraisal process needs to be ensured</p>	<p>New Charter and Annual Plan by 1 March 2021</p>	

	<p>Using data system, leaders and teachers to establish specific, measurable achievement targets, including targets to address disparity.</p> <p>Evaluation capability to be developed at all levels that enables the understanding and sharing of what has the greatest impact for all learners and also evaluates initiatives and interventions.</p> <p>Recruitment of Principal</p>		
<p>Address ERO report areas of development.</p>	<p>To ensure implementation of EROs recommendations, these have been incorporated in the relevant areas of this document.</p>		
<p>Build Board understanding of roles and responsibilities and best practice</p> <p>Build governance capability and develop knowledge and skills in effective governance as well as strengthen knowledge of governance systems and practices.</p>	<p>Board to co-op independent experienced Chair for fixed term.</p> <p>Board need to undertake further professional development to ensure they understand their roles and responsibilities as Board members and best practice.</p> <p>Develop and ensure Board induction occurs.</p> <p>Review delegations to make sure they are at the appropriate level</p> <p>Board to set clear expectations regarding Principal reporting to ensure Board is receiving necessary information to govern and is holding the Principal to account.</p> <p>Board to clarify expectations for leaders to regularly report on student progress and achievement over time.</p> <p>Governance Manual to be updated.</p>	<p>1-3 months</p>	

Statement of effective governance: The board will ensure that school policies and procedures are coherent and fit for purpose.

Objectives for Statutory Provider during Intervention	Planned Approach to Achieve Objectives	Indicative Timeline for Achieving Objectives	Any significant areas/items of expenditure
<p>Improved policies and procedures to enable more effective and consistent governance and management.</p>	<p>Policies and procedures to be reviewed and updated to ensure they are fit for purpose and are complete. School Docs is being put in place but need to ensure the school “owns” the policies.</p> <p>Ensure staff, students and parent community are aware of new policies and are appropriately educated where required.</p> <p>Some clarity and guidelines are needed to ensure staff consistently apply policies and procedures.</p> <p>Ensure review of specific policies including Digital Citizenship and Drugs and Alcohol.</p> <p>Consult with school community where appropriate on certain policies.</p>	<p>1-6 months</p>	
<p>There is an immediate need to ensure more effective management of complaints</p>	<p>New complaints policy which is shared with school community</p> <p>SLT to ensure proactive management of issues and complaints so they don’t escalate to Board level. Focus on managing complaint appropriately, deescalating and resolving complaint in timely manner.</p> <p>Board and SLT to ensure better management of complaints process at all levels through improved communication and appropriate support for complainants.</p> <p>Empower and educate staff on how to manage complaints.</p> <p>The board to seek assurance, over time, that the school’s complaints procedures are consistently followed.</p>	<p>1-6 months</p>	

<p>Improvement of some employment practices and policies/procedures</p>	<p>Review and improve personnel practices and policies/procedures to ensure consistency with personnel matters, as well as transparency regarding recruitment and appointment processes</p> <p>Proactive management of current personnel issues</p> <p>Ensure that staff are familiar with the School Code of Conduct.</p> <p>Ensure that all roles have position descriptions and roles and responsibilities are clear.</p> <p>For all Management Unit and Allowance Units there needs to be a clear definition of roles and responsibilities and unit holders need to be held to account.</p> <p>Allocation of Units should be transparent and strategic. Where necessary there should be appropriate consultation regarding allocation of fixed term units.</p> <p>Ensure that staff are appropriately managed and held to account to perform their roles and responsibilities.</p> <p>Ensure effective and consistent performance appraisal and performance management practices are in place for all staff.</p> <p>Ensure personnel files are up to date, with up to date contracts and offer letters.</p> <p>Ensure appropriate PLD for staff.</p> <p>Ensure appropriate PLD and support for staff to address personnel issues and meet HR requirements</p>	<p>1-6 months</p>	
<p>Staff engagement and wellbeing (for staff and students) needs to be a focus</p> <p>Enable a working environment where leaders and teachers work together to build a professional, positive working environment that supports</p>	<p>Put plans in place to ensure staff wellbeing is a focus.</p> <p>Trustees and leaders developing an internal communication plan and staff engagement plan.</p> <p>Build leadership capability across the school at all levels. Ensuring clear, consistent and supportive leadership.</p>	<p>3- 6 months</p>	

<p>collaboration and openness to change and focuses on outcomes for students</p>	<p>Expectations for all staff should be made clear, and professional support made available to enact these expectations</p> <p>Student and staff NZCER surveys to be undertaken annually</p> <p>Ensure there are robust and reliable ways of monitoring and responding to feedback about the wellbeing of all staff.</p> <p>Review and clarify the school's management structure to ensure it is responding to the needs of the school.</p> <p>Put plans in place to ensure that student wellbeing is also a focus.</p> <p>Ensure appropriate resourcing for focus on staff and student wellbeing.</p> <p>Ensure regular reporting to the Board on staff and student wellbeing.</p>		
<p>Ensure best practice and continuous improvement by establishing an ongoing programme of review and evaluation of all departments/areas within the school.</p>	<p>Ensure there is an ongoing programme of review and evaluation of all departments/areas in the school.</p> <p>The first departments/areas to be reviewed are: HQ, English Department, Rutherford Programme, and Counselling Services.</p>	<p>3 - 6 months</p>	
<p>Statement of effective governance: The board will build relational trust and develop culturally responsive relationships with the school community to ensure active participation in the life of the school and reciprocal communication about the school's activities.</p>			
<p><i>Objectives for Statutory Provider during Intervention</i></p>	<p>Planned Approach to Achieve Objectives</p>	<p>Indicative Timeline for Achieving Objectives</p>	<p>Any significant areas/items of expenditure</p>
<p>Increasing relational trust at all levels</p> <p>Build relational trust and strengthen partnerships with the school</p>	<p>Board to co-op independent experienced Chair for fixed term.</p> <p>Build relational trust within the Board to ensure stability and optimum functioning.</p>	<p>1-6 months</p>	

<p>community to increase confidence in governance and leadership</p>	<p>Focus on building professional relationships across the school that promote collective responsibility for achieving equity and excellence of student outcomes.</p> <p>Board to consult with student, staff and parent community in development of Charter/Strategic Plan.</p> <p>Trustees and leaders are developing strategic external communication plan and community engagement plan.</p>		
<p>Strengthen communication practices at all levels to increase confidence in governance and leadership</p> <p>Ensuring timely, consistent and strategic communication, including reporting and consultation opportunities.</p>	<p>Advise school community of issues and outcomes/action plan.</p> <p>Keep school community adequately informed of governance matters and outcomes/action plan progress.</p> <p>Trustees and leaders developing a strategic external communication plan and community engagement plan.</p> <p>Trustees and leaders developing an internal communication plan and staff engagement plan.</p>	<p>1-3 months</p>	
<p>School needs to ensure it is meeting the needs of the school community</p> <p>School needs to ensure it responds appropriately to growth</p>	<p>Understand the school community and its expectations by ensuring consultation opportunities and involvement in strategic planning.</p> <p>Focus on developing, communicating, implementing and reviewing consistent systems and procedures that support the school community in a time of growth and change, as set out above.</p> <p>Focus on maturing the organisation through strong leadership and good governance.</p>	<p>3-6 months</p>	
<p>Board needs to resolve uniform review and move forward so it can focus on other issues.</p>	<p>Uniform review completed, decision made and implemented</p>	<p>1-3 months</p>	