

Scoping Report - Issues Analysis

Issues facing school/kura	Analysis of severity and scope
<p>Need for strategic leadership and accountability</p> <p>Strategic and focused leadership has been lacking and has impacted on outcomes for the school.</p> <p>Trustees and leaders should clarify school vision, strategic planning and direction.</p> <p>Trustees and leaders need to work together to establish and communicate clear, coherent strategic goals for the school and their learning areas.</p> <p>Need to develop an “active” Annual Plan which sets out actions that will be taken to achieve strategic goals.</p> <p>The Annual Plan should 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 need to embed documented systems and processes to support strategic directions.</p> <p>Effective Principal Appraisal policy and process needs to be put into place,</p> <p>Need to address ERO report areas of development.</p> <p>Leaders and teachers need to establish specific, measurable achievement targets, including targets to address disparity.</p> <p>Evaluation capability needs to be developed at all levels that enables the understanding and sharing of what has the greatest impact for all learners.</p> <p>Need to create a work plan that prioritises actions for improvement.</p>	<p>There is an immediate need for strategic and focused leadership.</p>

<p>Need to develop relational trust at all levels</p> <p>Some parents concerned about ERO report and Boards response.</p> <p>Some parents have lost trust and confidence in the Board and leadership as they feel their concerns have not been addressed.</p> <p>Differences within the Board led to the Chair and a Trustee to recently resign.</p> <p>School matters have been played out in the media with various interests and parties involved. This has impacted on relational trust at all levels</p> <p>There are two new trustees and it is uncertain how the Board dynamic will progress. There is potential for division within the Board that impacts on Board functioning.</p> <p>Need to build professional relationships across the school that promote collective responsibility for achieving equity and excellence of student outcomes</p> <p>Need for increasing relational trust with the school community by ensuring timely, consistent and strategic communication, including reporting and consultation opportunities.</p> <p>Ongoing need to strengthen partnerships with the community to increase confidence in governance and leadership</p>	<p>Immediate need for increasing relational trust at all levels.</p> <p>There is a need for the board and leadership to build the relational trust with school community.</p>
<p>Understanding Board roles and responsibilities and how a school Board functions is required</p> <p>Overall need to build governance capability and develop knowledge and skills in effective governance as well as strengthen knowledge of governance systems and practices.</p> <p>Board need to understand and appropriately maintain the governance and management divide.</p> <p>Board need to understand roles and responsibilities as Board members.</p> <p>Need to develop and ensure Board induction occurs.</p> <p>Improvements can be made to ensure an effective Board meeting.</p>	<p>Immediate need for trustees to ensure functional working relationship and to work together in the best interests of the school.</p> <p>Need for all trustees to build governance capability and understanding of roles and best practice.</p>

<p>Board need to understand that they speak with one voice and all Board members need to be involved in decision making.</p> <p>Understanding that the Board needs to collectively act in the best interests of the school</p> <p>Clarification on delegations are required</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>Need to clarify expectations for leaders to regularly report on student progress and achievement over time.</p> <p>Appropriate Trustee involvement in Principal appraisal process needs to be ensured</p> <p>Governance Manual needs to be updated.</p>	
<p>Understanding needs of school community and responding to growth</p> <p>School is continuing to experience significant roll expansion and related change.</p> <p>There is a general sense that the school has grown but not matured.</p> <p>The community is growing and changing and as a result the school community is changing and some have different expectations which are currently not being fully understood and/or met by the school</p> <p>Need to focus on developing, communicating, implementing and reviewing consistent systems and procedures that support the school community in a time of growth and change</p>	<p>School needs to ensure it is meeting the needs of the school community and ensure consultation opportunities.</p> <p>School needs to ensure it responds appropriately to growth.</p>
<p>More effective communication is required at all levels</p> <p>Need for Board to communicate effectively and appropriately with the school community including parents and staff.</p> <p>Need to strengthen internal communication practices at all levels, and between all levels.</p> <p>Need to strengthen communication practices with the community to increase confidence in governance and leadership</p>	<p>There is an immediate need to improve communication at all levels.</p> <p>School is developing strategic external communication plan and community engagement plan.</p>

<p>School needs to develop more effective ways to communicate with school community in a timely manner and be more proactive with their communication.</p>	<p>School is developing internal communication plan and staff engagement plan.</p>
<p>Improved policies and procedures to enable more effective and consistent governance and management of the school</p> <p>Policies and procedures need 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>Staff need to consistently apply policies and procedures. Some clarity and guidelines are needed to ensure consistency.</p>	<p>There is an immediate need to undertake this review and update.</p>
<p>Staff engagement and wellbeing needs to be a focus</p> <p>There is a need to put plans in place to ensure staff engagement and wellbeing is a focus.</p> <p>Ensure clear, consistent and supportive leadership.</p> <p>Build leadership capability across the school at all levels.</p> <p>Expectations for all staff should be made clear, and professional support made available to enact these expectations</p> <p>Leaders and teachers need to work together to build a professional, positive working environment that supports collaboration and openness to change</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 clarifying 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>There is an immediate need to put plans in place to ensure staff engagement and wellbeing.</p> <p>There is a need to ensure a planned approach to student wellbeing</p>

<p>Effective management of complaints at all levels</p> <p>Complaints policy is not fit for purpose and a new complaints policy is required.</p> <p>Proactive management of issues and complaints so they don't escalate to Board level.</p> <p>Focus on managing complaint appropriately, deescalating and resolving complaint in timely manner.</p> <p>Management of complaints process at all levels could be improved through improved communication and support for complainants.</p> <p>The board must also seek assurance, over time, that the school's complaints procedures are consistently followed.</p>	<p>There is an immediate need to ensure more effective management of complaints</p>
<p>Improvement of employment practices</p> <p>Proactive management of personnel issues is required.</p> <p>Some past and current personnel issues have had a significant impact on the school.</p> <p>Consistency in dealing with personnel matters.</p> <p>Ensure that staff are familiar with the School Code of Conduct.</p> <p>Transparency regarding recruitment and appointment processes is required</p> <p>Need to 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>Need to 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>There is an immediate need to improve these employment practices</p>

Issues Not Apparent at Outset of Intervention

1. Further review of some departments/areas within the school required

During the scoping it became evident that there were some departments/areas within the school where, due to some of the issues raised above, more immediate support/review may be required to ensure optimum functioning/best outcomes for students. These areas include HQ, English Department, Rutherford Scheme, and Counselling Services.

2. Uniform Review

Uniform review has taken 3 years. Board needs to resolve this and move forward so it can focus on other issues.

3. ILC Review

ILC is currently being reviewed by the Board.