



WAIHEKE HIGH SCHOOL

ANNUAL PLAN/ANALYSIS OF VARIANCE

2018



Established in 1986 Waiheke High School is the only island based High School in New Zealand and caters for students from Years 7-13. In a relatively short time, we have accomplished an enviable academic record, recognising the top overall scholar and top Maori student of New Zealand as just some of our students' outstanding successes.

The community of Waiheke includes a rich diversity of creative and entrepreneurial talent combining independent thinking with a strong sense of island identity. This spirited energy is also reflected in the sporting and cultural achievements of our students. It is within this thriving and vibrant community that Waiheke High School is building a strong tradition of providing enhanced educational opportunities for our students.



CHARTER 2017 - 2020

Korowaitia te tamaiti ki te tihi o ngā taumata teitei
Strive to reach the highest levels of achievement

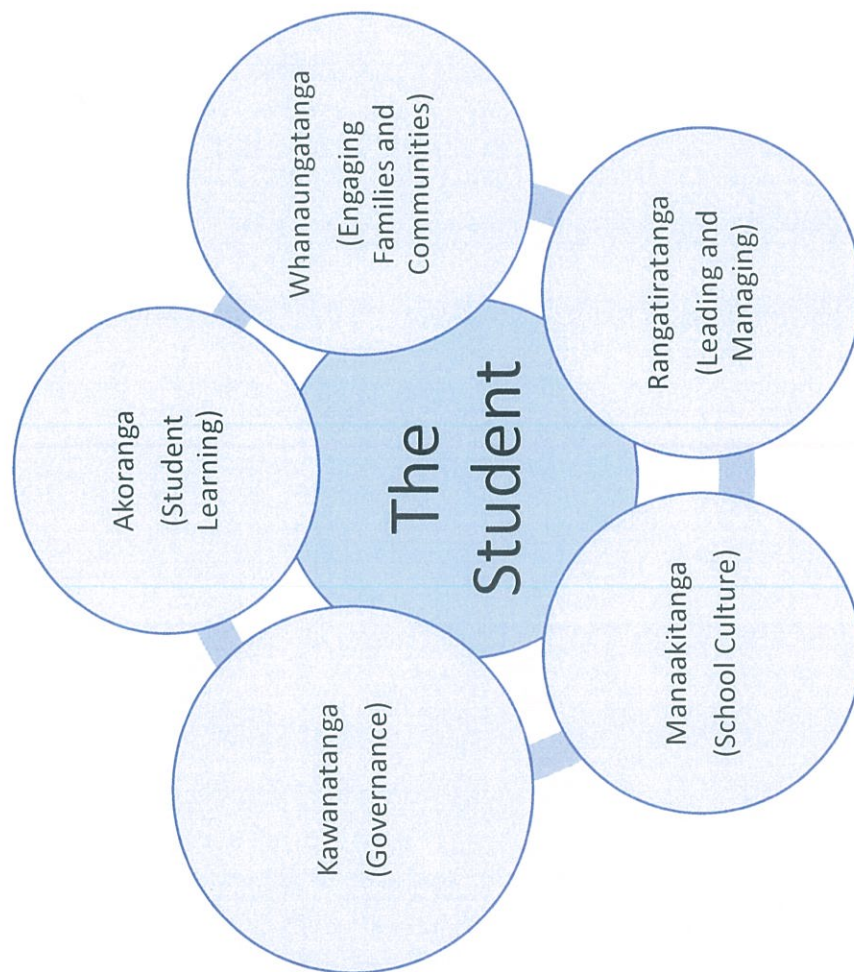
Mission

Waiheke High School is a nurturing and enthusiastic community that inspires lifelong learning and a sense of community for all.

a) Akoranga : Student Learning (<i>Lifelong learning for all at Waiheke High School</i>) At Waiheke High School students and teachers will maximise their learning by becoming motivated to access a rich range of personalised resources that stimulate collaboration, cooperation, curiosity and creativity. Teachers will have PLD, inquiry, appraisal, pedagogical knowledge, and grow cultural competencies to become better practitioners. Te Reo and Tikanga Maori is available to all.
b) Whanaungatanga : Engaging Families and Community (<i>Relationships</i>) Waiheke High School will provide an inclusive, informative, diverse and welcoming environment to our families and our wider community.
c) Akoranga : Teaching (<i>Practice in the classroom & beyond</i>) Waiheke High School will recruit and develop future focussed excellent teachers through effective Professional Learning and Development (PLD), appraisal, pedagogical knowledge, the Treaty of Waitangi and cultural and inclusive practices.
d) Rangatiratanga : Leading and Managing : (<i>Leadership</i>) At Waiheke High School staff and students have opportunities to participate and then grow and develop their leadership abilities.
e) Manaakitanga : School Culture (<i>Values: integrity, trust, sincerity, equity</i>) Waiheke High School fosters a culture in which students, staff and whanau are supported, cared for and valued. School culture will develop through the bicultural foundations of Aotearoa New Zealand, a positive and safe learning environment, respectful relationships, inclusivity, empathy, integrity, reflection, grit and sustainability and focusing on the present and the future.
f) Kawanatanga : Governance At Waiheke High School the governance or Board of Trustees wishes to make Waiheke High School the secondary school of choice for Waiheke Island. This vision will be embodied in the policies, philosophies and practices of this school which are responsive to evidence, best practice and feedback from students, staff and community.

Waiheke High Schools guiding principles

The student is at the heart of the decision



Academic Strategic Plan 2016-2020

1. Student Learning (Akoranga)

- a) Strategic Goal - improve NCEA results from Years 11-13 in a bicultural and multicultural setting.
- By 2020, at least 95% of Year 13 leavers at Waiheke High School (WHS) will have achieved a minimum qualification of NCEA Level 2 enabling them to access a variety of tertiary education or career pathways of their choice.
 - By 2020, at least 95% of Maori Year 13 leavers will have achieved a minimum qualification of NCEA Level 2 enabling them to access a variety of tertiary education or career pathways of their choice.
 - By 2020, at least 85% of Pasifika Year 13 leavers will have achieved a minimum qualification of NCEA level 2 enabling them to access a variety of tertiary education or careers pathways of their choice.
 - By 2020, at least 85% of those learners with an IEP or who have specialised assessment conditions and are in a full NCEA Level 2 programme will have a minimum qualification of Level 2 as a Year 13 leaver, enabling them to access a variety of tertiary education and career pathways of their choice.
 - By 2020, to embed effective targeted programmes for Years 9-13 to improve pass rates of numeracy and literacy Level (1-3) and University Entrance.
- b) Strategic Goal – improve results from Years 7-10 in a bicultural and multicultural setting.
- By 2020, at least 90% of Year 9 and Year 10 students engaged in a full time learning programme at WHS will be achieving at a NQF level 4-6.
 - By 2020, at least 90% of Year 9 and 10 Maori students engaged in a full time learning programme at WHS will have achieved at a NQF level 4-6.
 - By 2020, at least 90% OF Year 9-10 Pasifika students engaged in a full time learning programme at WHS will have achieved at a NQF level 4-6.
 - By 2020, (year 7 & 8) 95% of Year 7 and 8 students will be working above the “national achievement level” in writing and reading.
 - By 2020, (Year 7 & 8) 95% of Year 7 and 9 students will be working above the “national achievement” level in numeracy.
 - By 2020, to embed effective targeted programmes for Years 7-8 students who have not achieved at the National Standards for literacy and numeracy of their year level (WaiCol).
 - By 2020, to develop and embed COL (Community of Learning 2017-2020) writing, numeracy, special needs for the benefit of all learners Years 7-13.
- c) Strategic Goal – develop and implement a Te Reo, Tikanga Strategic Plan for providing growth in senior Te Reo Maori 2019-2021.

2. Engaging Families and Communities (Whanaungatanga)

- a) Strategic Goal – to be more communicative and actively seek opinions with whanau and the wider school community on activities relating to Waiheke High School (Facebook, letters, newsletters, emails).



- b) Strategic Goal – to develop and grow a Friends of the School group.

3. Teaching Practice in the Classroom and beyond (Akoranga)

- a) Strategic Goal – develop a PDL and inquiry programme for increasing achievement in writing from Years 7-13 (WaiCol)
- b) Strategic Goal – develop a culturally responsive programme of Tikanga and Te Reo Maori for staff and students in a bicultural setting.

4. Leading and Managing (Rangitiratanga)

- a) Strategic Goal – growing leadership capability across and in school.

5. School Culture (Manaakitanga)

- a) Strategic Goal – to increase number of inter House events.
- b) Strategic Goal – to develop student voice in and across the school and publish student learning across the curriculum

6. Governance (Kawangatanga)

- a) Strategic Goal – to maintain and develop current BOT policies, procedures and practices
- b) Strategic Goal – to develop a Waiheke High School Charitable Trust, Waiheke High School Alumni and fundraising plan.



Guiding Principles

Success – achieved through personal endeavour inquiry, curiosity, engagement and creativity in curricular and extra-curricular activities.

Leadership – responsibility, self-awareness, participating and contributing respecting others, demonstrating empathy, celebrating cultural diversity, collaborating and self-management.

Community – respectful online communication, form class and house participation, school pride, parent forum, community service participation and developing and maintaining partnerships with local businesses and national and international agencies.

Operational Quality – improving daily operations to ensure optimum effectiveness and efficiency around school wide systems, sustainability and staff and student safety

Waiheke High School Annual Plan/Analysis of Variance 2018

Actions to achieve targets:				Lead By	Time Frame	Actions, Monitoring, Review, Outcome																			
1. Student Learning : Akoranga (Practice in the classroom & beyond)																									
To improve or maintain NCEA levels at Levels 1, 2, and 3.				FLs SLT Teachers Deans	All Year	On track however the MOE is now changing how they present academic statistics so this target may change. All students whether they are completing a full or part time programme will be part of our annual statistics at Levels 1, 2 & 3 (Enrolment based) Waiheke High School has always used participation based students in a full time NCEA course.																			
<table><thead><tr><th>2016 WHS Actual</th><th>2017 WHS Target</th><th>2017 WHS Actual</th><th>2018 WHS Actual</th></tr></thead><tbody><tr><td>L1</td><td>93.5%</td><td>L1 90.0%</td><td>L1 92.6%</td><td>L1 94.02%</td></tr><tr><td>L2</td><td>94.2%</td><td>L2 90.0%</td><td>L2 88.0%</td><td>L2 96.0%</td></tr><tr><td>L3</td><td>83.3%</td><td>L3 90.0%</td><td>L3 83.7%</td><td>L3 77.0%</td></tr></tbody></table>				2016 WHS Actual	2017 WHS Target	2017 WHS Actual	2018 WHS Actual	L1	93.5%	L1 90.0%	L1 92.6%	L1 94.02%	L2	94.2%	L2 90.0%	L2 88.0%	L2 96.0%	L3	83.3%	L3 90.0%	L3 83.7%	L3 77.0%	To improve or maintain NCEA Endorsements at Levels 1, 2 & 3		
2016 WHS Actual	2017 WHS Target	2017 WHS Actual	2018 WHS Actual																						
L1	93.5%	L1 90.0%	L1 92.6%	L1 94.02%																					
L2	94.2%	L2 90.0%	L2 88.0%	L2 96.0%																					
L3	83.3%	L3 90.0%	L3 83.7%	L3 77.0%																					
FLs, SLT Teachers, Deans				All Year	On track according to how marks and achievements tracked for 2018. Use of ASSAY software to help us.																				
Endorsed with Merit																									
		2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Target)	2018 (Actual)																			
Level 1		48.3%	30.6%	39%	43%	51%																			
Level 2		22.6%	33.3%	24%	28%	36%																			
Level 3		28.8%	20.0%	31%	30%	36%																			
The Level 2 cohort for 2018 is a strong cohort and have maintained their levels of achievement well. e.g. 2017, Level 1 (51%), 2018 Level 2 (55.7%)																									

Endorsed with Excellence

		2014 (Actual)		2015 (Actual)		2016 (Actual)		2017 (Target)		2017 (Actual)		2018 (Actual)		
Level 1		15.5%		19.4%		20%		20%		24%		26.8%		
Level 2		14.5%		9.3%		20%		20%		18%		15.3%		
Level 3		22.2%		6.8%		18%		20%		18%		14.8%		
To increase the number of University Entrances												SLT FLs	All Year	On track – unsure because of reporting results in the new 2019 academic format from MOE. Believe that participation pass rate versus enrolment based pass rate will lower figures considerably because of a smaller school and the impact of several students failing because of not being in a fulltime programme.
2015 Actual		2016 Actual		2017 Target		2018 Target		2018 Actual		2018 Actual				
60.1%		52.2%		61%		67.3%		70%		51%				
For all students to improve engagement – attendance to 87% across all levels/cohorts (Years 7 -13) for 2018												Attendance officer DP i/c attendance	All year	On track – some slippage at Year 13 but Deans on to this. Some statistics here get easily skewed because of parents taking students on overseas holiday. Several dire medical issues that have caused long absences.
2016 Actual		2017 Target		2017 Actual		2018 Target		2018 Actual		2018 Actual				
85%		87%		83%		85%		83.2%						
Critical Career Conversations – Years 10 – 13												SLT (extended Careers Guidance	Across the year	New reporting system e.g. reporting on key competencies, establishing teacher/student voice reports. Year 10 Critical Career Conversations complete.



				Increase of Critical Career Conversations at Years 11, 12 & 13 across the year.
			All Year	Professional experts appointed – 2 groups, Years 7-10 and Years 11-13. PDL annual plan established Have reapplied for more expert PDL for 2019. Inquiries looking robust and next year will include another year of inquiries around writing across the curriculum. Learning about the differences with inquiry.
		FLs Waiheke Primary Te Huruhi		
To develop and plan for achievement challenges for WaiCol – writing, special needs				

Participation Pass rates

	2016	2017	2018
L1	93.5%	93%	94%
L2	94%	88%	96%
L3	83%	84%	77%

Enrolment Pass rates

	2016	2017	2018
L1	86.6%	86.3%	83.1%
L2	86.6%	84.9%	86.7%
L3	69%	73.2%	75%



2. Engaging Families and Community : Whanaungatanga (Relationships)

Continue with parent education – career conversations, parent training through the digital world. More on achievement in newsletters, Facebook and other forms social media, publications.	Principal SLT Fundraising & Marketing manager	All year	BOT appointed Fundraising and Marketing Manager (2 days per week). Growing presence – Facebook, updating website Mike King visit Pretty Smart Talk Tertiary providers evening
Careers Semesters/Dreamcatcher – mid-year semester break with parent career providers training.	SLT Careers		Review reporting system in school Completed Extend careers time for 2019
To market our Year 7 and 8 school	SLT BOT		BOT discussions to organise plan Friends of the School (organised) Community Engagement Committee – developed. Improving school responsiveness (newsletters, queries)
To develop a plan to understand and address issues around the declining School roll.	BOT		For discussion – Community Engagement Plan – Term 3 & 4. GATE programme to roll out formally in 2019 Classroom refurbishment (5YA) Partial rebuilds – 2019

3. Teaching : Akoranga (Practice in the classroom & beyond)

Develop differentiation in classrooms	All Staff	All Year	WaiCol – expert providers Completed – awaiting final reports from expert providers.
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Exploring pedagogy through practice				More work around writing to embed new pedagogies in 2019. See COL data.
Develop individualised, personalised programmes for targeted groups	All Staff	All year		Inquiry for WaiCol around writing across curriculum areas – ongoing. To be completed by December 2018. Staff report back on writing inquiries – ‘Show and tell’ took place in January 2019.
Te Reo, Tikanga for all staff as per Teacher Registration Criteria and Tātaiako and develop.	All staff	All Year		All staff to complete pepeha and whakatauki – completed. Phrase of the week - complete Te Tiriti Policy and mihi ongoing and push to 2019 – Te Ao Maori Strategic Plan 2019
Develop cultural competencies and cultural responsive pedagogy across teaching staff (Te Taiako)	SLT (extended)	All year		Enhance vocabulary in classrooms and Tikanga- completed Evidence of this in classrooms and will be ongoing in 2019 – ongoing.
Develop BYOD programme across BYOD teachers and wider staff	eLearning committee	All year		Google suite – training – PDL time given Ongoing and for 2019 Year 7 recommended at both classes for 2019
4. Leading and Managing : Rangatiratanga (Leadership)				
Growing and developing leadership opportunities across the school.	All	Ongoing		Student leadership opportunities ESLT x 4 staff WaiCol – Community of Learning positions x 4 staff ESOL qualifications – x 1 staff Master Programme – x 2 staff EOTC x 2 staff Seasports x 2 staff Outdoor Education x 1

Develop learning and teaching pedagogy across curriculum enrichment and develop how the school does this in an holistic, dynamic way Sharing best practice	Principal and Across School/in School Teachers	Ongoing	COL inquiry – shared practice of these Term 4 and Term 1 in 2019 – completed More inquiry around steps to better writing with target groups.
5. School Culture : Manaakitanga (Values: integrity, trust, sincerity, equity)			
To increase the role of Whanau Teachers through a Deans' Programme of pastoral care.	Deans	All year	Term 1 and 2 successfully complete Term 3 – student profiling Term 4 – needs refining and developing further – ballroom dancing Yrs 7 & 8 - completed
To develop the concept of a student council through whanau captains who can articulate student voice, led by Head Boy/Head Girl.	SLT	All year	On track but Head Boy/Head Girl not leading – too busy. Will look at leadership of the group more closely and grow prefects' involvement and student BOT representatives' involvement in 2019.
Further development of 5 student led committees	Prefects	All Year	Embedding – still slow uptake. Will need to involve teachers with each committee more in 2019.
To develop PB4L (Positive Behaviour for Learning)	Deans	All Year	A re-establishing committee has invigorated this process and has been involved in three training sessions to date. Waiheke WISE programme
To develop and empower staff using Restorative Practice and to communicate restorative practice with the wider school community	ELST Deans	All Year	Gaining traction – more staff trained, whole staff training on Teacher Only Day and Teacher Only Days at beginning of 2019 – completed.
6. Governance: Kawanatanga			
To update and develop through review school charter, strategic plan and annual plan	BOT	Term 1	More work required in 2019 with new BOT Update of Annual Plan – Analysis of Variance 2019 completed

				Growth and development of a strategic plan required after BOT Elections Annual Plan 2019 published February 2019.
To update and develop through review school policies along an annual time line	BOT Principal	Term 1		Timeline established and using the policy programme School Docs from 2019 School Docs completed and Waiheke High School now on line February 2019
To develop Health & Safety through Vulnerable Children’s Act and new Health & Safety legislation	BOT Principal	Term 1		On track and updated. Update Hazards Register to be completed by January 2019 Hazards Register underway and training occurred with all teachers January 2019
A strategic property management plan established with an Annual Plan of Work	BOT Principal	Term 1 – Term 4		On track Health & Safety Manual updated 5YA strategic property management plan completed and 10YA
The BOT considers and develops succession planning for trustees	BOT	Term 1 & 2		Not happened but BOT to review this 2019
The BOT considers and develops a fund raising strategy for the partial rebuild.	BOT	Ongoing		Tim Kay appointed – Director of Fundraising and Marketing Friends of the School (parent group formed) – no fundraising strategy formed by end of 2018.
Utilise Hautu (Maori Cultural Responsiveness Review Tool) to develop a more collaborative direction for maintaining and developing Maori student achievement. Further development of Te Kahui Kuaka across WaiCol	SLT	Ongoing		Two meetings held Strategic Plan embedding Te Reo in Senior school at Waiheke High School. Head of Maori & BOT endorsed annual plan for Te Reo Maori students in 2019. Seven meetings around growing Te Reo Maori at Waiheke High School held with new plan in place 2019.