

Introduction

This is our strategic plan for 2024 and 2025 (as required under the Education and Training Act 2020).

It starts with restating our existing Mission, Values and Vision and our commitment to Te Tiriti o Waitangi.

These have been used to guide our strategic priorities.

Our **overarching strategic guide is Mana Ōrite** - partnership, equity and strength in working together.

Our key strategic shifts are organised under two pou that align to our school and kura mission:

Pou Tāhu - Just - working for what is right and fair

Pou Manawa - Sustainable - working to ensure our school | kura can endure and thrive over time

This strategic plan is currently a 'transition plan', acknowledging that it does not yet have the benefit of a full and deep engagement and consultation with our school and kura community. This is intended to take place over the course of 2024 with a refreshed plan completed by the end of 2024, covering 2025 and the following 3-year strategic planning period of 2026-28.

Our Mission

All students and staff, inspired by a **love of learning**, are challenged to discover and develop their **unique personal strengths** so that they are equipped to share in the building of a **just** and **sustainable** society.

Our Values

Fairness / Tautikatanga

Treating others with the respect you in turn expect.

Diversity / Kanorautanga

Acknowledging that not everyone is the same.

Creativity / Auahatanga

The act of turning new and imaginative ideas into reality.

Sustainability / Tautiakitanga

The ability to maintain an environment or behaviour indefinitely.

Our Vision

Academic achievement is highly valued and encouraged through excellence in teaching

Students receive a balanced and personalised education that addresses the needs of the whole person in a caring and supportive climate

Individuality, critical thinking and creativity are fostered along with a sense of community, respect for and service to others

There are expectations of high standards of behaviour, which are collectively owned, clearly communicated and actively upheld

Diversity is embraced and individual differences are affirmed

Students feel safe and there is no place for violence, prejudice or discrimination

Students develop enduring friendships in a healthy co-educational environment

There is a wide range of opportunities and a high level of participation in sporting, cultural and community activities

School governance and management are based on a commitment to power sharing according to Te Tiriti o Waitangi responsibilities

Kupu Whakataki

Koia nei te rautaki mō te tau 2024 me te tau 2025 (hei tā te ture o te Education and Training Act 2020).

Kia toaitia te Koromakinga, ngā Uara me ngā Whāinga, ka oti, tō mātou whakaū ki Te Tiriti o Waitangi.

Koia nei ngā mea i ārahi i ō mātou whakaarotau ā-rautaki.

Ko te tāhūhū o tēnei rautaki ko te Mana Ōrite – te rangapū, te tautika me te mahi tahi.

E rua ngā pou matua hei tohu i te whanaketanga o o mātou kura e rua me te whakatutukinga o te koromakinga:

Pou Tāhu - Aro ki te tika me te tōkeke

Pou Manawa – Kia pakari, kia whanake whakamua ngā kura e rua haere ake nei.

He 'mahere whakawhitinga' tēnei mahere rautaki, ā, kāore anō kia whai wāhi ki te wānanga, ki te kōrero ki ngā hapori whānui o ngā kura e rua. Ko te takune, kia tutuki tēnei i te roanga o te tau 2024, ā, kia whakahouhia te mahere i te otinga o te tau 2024. Ka noho motuhake tēnei mō te tau 2025 me ngā tau whakamahere rautaki e 3 whai muri ake, 2026-28.

Te Koromakinga

Kia ngākau whakaawe ngā ākonga me ngā kaimahi katoa ki te ako, kia tūhura, kia whakapakari i ō rātou pūkenga pūmanawa hei taonga tuku ki te ao e hua mai ai ko te pāpori tōtika, toitū anō hoki.

Ngā Mātāpono

Tautikatanga

Aroha atu, aroha mai

Kanorautanga

He kākano i ruia mai i Rangiātea, e kore ia e ngaro

Auahatanga

I orea te tuatara, ka puta ki waho

Tautiakitanga

Whatungarongaro te tangata, toitū te whenua

Te Pae Tawhiti

Kei ngā taumata ikeike te whiwhinga mātauranga, e rewa ai mā roto i te kairangi o te whakaako

Ka whai wāhi ia ākonga ki te mātauranga kua āta whakairohia māna, ā, ka āta whakatutuki i ngā hiahia o te ākonga mā roto i te wairua manaaki me te tautoko

Ka whakatitina te tūhāhā, te whakaaro kaikini, te auahatanga, ngātahi ki te wairua hapori, te whakaute me te tuari ki ētahi atu

He kawatau mō te paerewa whanonga, kua whakamanahia e te kiritōpū, kua whakamārama anō hoki kia pūmau

Ka whakamana i te kanorau me ngā rerekētanga o te tangata

E rongo ana ngā ākonga i te haumarutanga, ā, kāore he tūkinotanga, he whakahāwea, he whakatoihara rānei

Ka whakatupuria e ngā ākonga ngā hononga whakapūmau hoa i tētahi taiao mātauranga, tāne mai, wahine mai hoki.

He nui ngā kōwhiringa hākinakina, kaupapa ahurea, kaupapa ā-hapori hei toro atu

Ko te tūāpapa o te mana whakahaere me ngā whakahaerenga o te kura e hāngai ana ki ngā takohanga ki te Tiriti o Waitangi me te mahi ngātahi.

Te Tiriti o Waitangi partnership statement

Western Springs College Ngā Puna o Waiōrea gives effect to Te Tiriti o Waitangi through incorporation into all aspects of our school and kura including governance, management, school culture and practice.

Our co-governance constitution enacts our commitment to Te Tiriti o Waitangi.

Our Board will reach decisions by consensus.

Te Ohonga Ake operates within mana motuhake thereby determining Ngā Puna o Waiōrea educational development and priorities.

Western Springs College will accord high priority to the incorporation of te reo Māori, tikanga Māori and Te Tiriti into curriculum and school life and will be appropriately resourced.

The Board will address any educational disparities between Māori and non-Māori.

Māori will be an identified group in all policies and procedures relating to equity.

Te Ohonga Ake and Māori staff will guide the enactment of tikanga Māori across our shared campus.

Tauākī rangapū - Te Tiriti o Waitangi

Ka whakauru a *Western Springs College Ngā Puna o Waiōrea* i Te Tiriti o Waitangi ki ngā wāhanga katoa o ngā kura e rua. Ka kite i roto i te mana whakahaere, ngā whakahaerenga, te ahurea, me ngā tikanga.

Mā te turepapa mana ōrite e whakamana ngā takohanga ki te Te Tiriti o Waitangi.

Mā Te Poari ngā whakataunga e tatū tukupū nei.

He mana motuhake tō Te Ohonga Ake, nā, mā rātou ngā whakataunga mō te whanaketanga mātauranga me ngā whakaarotau o Ngā Puna o Waiōrea.

Ka whai mana te reo Māori, ngā tikanga, me Te Tiriti o Waitangi ki roto i te marautanga me te ao o Te Kura o Western Springs College, ka mutu, kia tika ngā rauemi.

Mā te Poari ngā rerekētanga mātauranga i waenga i a Māori me tauwi e kōrero.

Ka kitea a Māori i ngā kaupapa here me ngā whakahaerenga i ngā take tōkeke

Mā Te Ohonga Ake me ngā kaimahi Māori ngā tikanga Māori e whakauru ki te kura whānui.

MANA ŌRITE		MANA ŌRITE	
Mana ōrite is a fundamental tenet of Te Tiriti o Waitangi. It embodies partnership, equity and strength in working together. Mana motuhake actualises mana ōrite for our ākonga, kaiako and whānau in a way that is safe for all		Ko te mana ōrite te tūāpapa o Te Tiriti o Waitangi. Ka whakaahua tēnei i te rangapū, te tōkeke me te mahi ngātahi. Ko te mana ōrite te whakatinanatanga o te mana motuhake mō ngā ākonga, ngā kaiako me ngā whānau	
Priorities for 2024-25	Ngā Aronga mō ngā tau 2024-25	Key shifts for 2024-25	Ngā tohu whanake mō ngā tau o te 2024-25
Co-Governance: Co-governance practices are embedded and effective in our way of operating	Mana Ōrite: Ko ngā tikanga mana ōrite kua whakapūmau, ā, kua mana i roto i ngā whakahaerenga.	Strengthen our tangata whenua partnership with Ngāti Whātua Ōrākei	Ka whakakaha i ngā hononga ki te tangata whenua, ki a Ngāti Whātua Ōrākei.
		Develop and implement Mana Ōrite work programme to operationalise our commitment to Te Tiriti principles	Ka whakarite, ka whakaū i tētahi kaupapa mana ōrite hei whakatinana i tō tātou whai i ngā tikanga ārahi o Te Tiriti.
		Implement initiatives to grow campus-wide culture and collaboration for ākonga, kaiako, kaimahi tautoko and tumuaki	Ka whakatakoto kaupapa kia tupu te ahurea me te mahi ngātahi o ngā ākonga, ngā kaiako, ngā kaimahi tautoko me ngā tumuaki i te kura whānui.
		Undertake Board learning and development to improve individual and collective competence and confidence in co-governance	Kia ako, kia whakawhanake te Poari i te mōhiotanga me te māia o te kiritahi, kiritōpū anō hoki, i ngā mahi mana ōrite.
Tikanga and Te Ao Māori: Meaningfully incorporate Te Ao Māori and Tikanga into everyday life campus wide	Tikanga me Te Ao Māori: Me whakauru i te ao Māori me ngā tikanga ki ngā whakahaerenga o ia rā i te kura whānui.	Complete the proposal for compulsory Y10 Māori Studies in 2024 to provide a pathway for 2025	Whakaoti i te tono i te tau 2024 mō ngā Akoranga Māori Y10 me mātua tutuki hei huarahi mō te tau 2025.
		Grow Te Reo Māori pathways at Kura Auraki and Waiōrea	Whakawhanake i ngā huarahi ako i te reo Māori i te Kura Auraki me Waiōrea.
		Strengthen culturally responsive pedagogy for Māori ākonga in English medium	Whakakaha i ngā pūtoi ako rata ahurea mō ngā ākonga Māori i ngā akoranga reo Pākehā.

Measuring our success

During 2024 we will use the following indicators to measure our success in delivering student achievement outcomes.

Arotake i te angitutanga

I te tau 2024, ka whakamahia ēnei tūtohu hei arotake i te angitutanga o te whakatutuki i ngā whāinga paetae ākongā.

During 2024, as part of the engagement with our school and kura community to develop our long term strategic plan, we will consider a suite of measures that collectively measure our success.

I te tau 2024, ka mahi ngātahi mātou ki te hapori o ngā kura ki te whakarite rautaki pae tawhiti, ka āta whakaarohia ngā momo tātaritanga e kitea ai te angitutanga.

Key shift Ngā nekehanga	Measure Arotakenga	Target for 2024 Ngā whāinga mō te tau 2024
Ākongā achievement Ngā paetae ākongā	NCEA level 1 achievement (NPOW) Ngā paetae NCEA taumata 1	>90%
	Y11 achievement (Kura Auraki) Ngā paetae mō te tau 11 (Kura auraki)	> 18 level 2 credits > 18 whiwhinga i te taumata 2
	NCEA level 2 achievement Ngā paetae NCEA taumata 2	> 85%
	NCEA level 3 achievement Ngā paetae NCEA taumata 3	> 85%
	Grade quality - merit and excellence Te kounga māka – Kaiaka me te Kairangi	> 70%
	UE achievement Paetae urunga whare wānanga	> 70%
	Pacific student achievement L2&3 Ngā paetae tauira Pasifika, taumata 2 me te 3	> 85%
	Māori student achievement (Kura Auraki) L2&3 Ngā paetae tauira Māori (Kura Auraki), taumata 2 me te 3	> 85%
	Literacy - reading (Y10) Te Reo Matatini – Pānuī (Tau 10)	> 75%
	Literacy - writing (Y10) Te Reo Matatini – Tuhituhi (Tau 10)	> 60%
Numeracy (Y10) Mātau pangarau (Tau 10)	> 70%	
Ākongā attendance Ākongā tae ā-tinana	Average student attendance Te toharitetanga tae ā-tinana o ngā ākongā	> 90%
	Chronic non-attendance Te tamō auau	Decrease in % students with attendance < 70% Whakaheke i te % mō ngā ākongā kua <70% te tae atu

Priorities and shifts for 2024-2025

Pou Tāhu – JUST We work for what is right and fair for our ākonga and whānau, kaiako and kaimahi tautoko		Pou Tāhu Ka aro mātou ki te tika me te tōkeke mō ngā ākonga, mō ngā whānau, mō ngā kaiako, me ngā kaimahi tautoko	
Priorities for 2024-25	Ngā Aronga mō ngā tau 2024-25	Key shifts for 2024-25	Ngā tohu whanake mō ngā tau o te 2024-25
Learner Ākonga Achievement: Every learner ākonga is able to achieve to their highest possible standard	Paetae Ākonga: E āhei ai te ākonga ki te eke ki tōna taumata.	Develop a plan to reduce chronic non-attendance through targeted interventions	Ka whakarite mahere whakaiti i te tamō auau i ngā kura mā ngā rautaki whaihua.
		Integrate Central Auckland Specialist School satellite with our campus and inclusive values and pedagogy if and when the satellite is established onsite.	Ka tūhono mai i te kura motuhake o Central Auckland Specialist School ki tō mātou kura, ō mātou mātāpono, me tō mātou pūtoi ako anō hoki, mēnā e tau mai ki te kura
		Establish an equity advisory group to provide advice and guidance to the Board	Ka whakatū i tētahi rōpū hei hāpai i ngā take tautika ki te Poari
		Support the progress and achievement of Pacific learners through a prioritised work plan aligned with the Action Plan for Pacific Education	Ka tautokona te whanaketanga me ngā paetae o ngā ākonga Pasifika mā roto i te mahere whakaarotau e hāngai ana ki 'He Mahere Mahi mō te Mātauranga Moana-Nui-a-Kiwa.'
		Undertake Board learning and development to support improved governance awareness of Pacific learner needs and outcomes	Ka whakapakari te Poari i ō rātou mātauranga kāwanatanga e tūho ai ki ngā matea ako me ngā hua ako o ngā ākonga Pasifika.
		Develop a plan to address growing numbers of learners requiring learning support, to include resourcing levels, professional development for all staff, consideration of dedicated services for Waiōrea ākonga, and the role of the Learning Centre.	Ka whakarite i tētahi mahere hei hāpai i te nui o ngā ākonga me whai tautoko ako. Ko ngā kaupapa matua, ko te nui o ngā rauemi, ngā kaupapa whakangungu kaimahi, ngā ratonga e hāngai ana ki ngā ākonga o Waiōrea, ka mutu, te whai take o te Whare Ako.
		Review careers and gateway services to ensure they are connected with external pathways and aligned with future of work developments.	Ka arotakehia ngā ratonga aramahi me ngā ratonga whai tūranga mahi kia hono atu ki ngā ara ā-waho me ngā whanaketanga o te ao mahi o āpōpō.
		Explore options to remove barriers to learning for priority learners due to lack of access to appropriate digital devices	Ka tūhuratia ngā kōwhiringa mō ngā ākonga whakaarotau me tō rātou whai wāhi ki ngā rauemi matihiko, hei kaupare i ngā take whakawai i te ako.
Curriculum and pedagogy: Topics and methods of teaching are effective to meet learner ākonga needs	Marautanga me te pūtoi ako: E hangai ana ngā kaupapa ako me ngā kawenga ako ki ngā matea ako o te ākonga	Implement Te Mātaiaho the refreshed curriculum as it is developed and released by the Ministry of Education, with well-planned and resourced PLD to support the change	Ka kōkiri i Te Mātaiaho, arā, te whakahoutanga marau nā Te Tāhuhu o Te Mātauranga i whakarite, i whakaputa. Ka mutu, ka āta whakamaheretia, ka āta whakaritea ngā whakangungu hei tautoko.
		Implement and monitor the NCEA 2-year pathway for Kura Auraki	Ka kōkiritia, ka tiroiro hoki i te ara 2-tau NCEA mō te Kura Auraki.
		Further refine and embed our ILE pedagogy	Ka whakapai ake, ā, ka whakatinana i tō mātou pūtoi ako ILE.
		Deepen culturally responsive pedagogy for Māori and Pacific ākonga	Ka whakakaha i ngā pūtoi ako aronui ki te ahurea mō ngā ākonga Māori me ngā ākonga Pasifika
Learner Ākonga wellbeing: The physical and emotional welfare of learners ākonga is supported	Oranga Ākonga: Ka tautokona te oranga tinana me te oranga ngākau o ngā ākonga	Develop proactive approaches to address the impact of limited access and capacity issues for ākonga to Auckland Secondary Schools Centre and other alternative education pathways.	Ka whakarite i ngā tukanga tōmua ki te whakatau i ngā pāpātanga ki te ākonga e pā ana ki te whāiti o te āhei me ngā raru raukaha o te Auckland Secondary Schools Centre me ētahi atu ara ako arokē.
		Review pastoral care approaches, with a particular focus on Pacific learner pastoral care and Māori in English medium	Ka arotakehia ngā tukanga manaaki ākonga, inā hoki ka tino arohia ngā ākonga Pasifika me ngā ākonga Māori i te kura auraki.
Teacher Kaiako wellbeing: The physical and emotional welfare of teachers kaiako is supported	Oranga kaiako: Ka tautokona te oranga tinana me te oranga ngākau kare ā-roto o ngā kaiako.	Progress work to address class sizes, workload levels and ability to focus	Ka whakawhanake i ngā mahi ki te whakatikatika i ngā take nui, arā, ko te tokomaha ākonga kei ngā akomanga, ko te taumahatanga mahi, me te āhei ki te arotahi
		Develop a plan for improved kaiako spaces (quiet spaces, staffroom) to address pressures while the longer-term master plan is delivered	Ka whakarite i tētahi mahere kia pai ake ngā wāhi kaiako (ngā wāhi ngū, ngā rūma kaiako) ki te whakatau i ngā pēhitanga kia tae rā anō ki te wā e tutuki ai te mahere matua.

Pou Manawa - SUSTAINABLE We work to ensure our school and kura can endure and thrive over time		Pou Manawa Aro kia pakari, kia whanake whakamua ngā kura e rua haere ake nei	
Priorities for 2024-25	Ngā Aronga mō ngā tau o te 2024-25	Key shifts for 2024-25	Ngā tohu whanake mō ngā tau o te 2024-25
Physical Resources: The physical spaces and resources for teaching and learning meet our current and future needs	Ngā Rauemi ōkiko: E tutuki katoa ana i ngā wāhi me ngā rauemi ngā whakarite mō te whakaako me te ako	Advocate and work with MoE to deliver the master plan to ensure it meets the needs of current and future ākonga and kaiako	Ka āki, ka mahi tahi ki te MoE ki te whakatutuki i te mahere matua e eke katoa ai ngā whakaritenga mō ngā ākonga me ngā kaiako o mohoa, o āpōpō anō hoki
		Develop and deliver a plan to reinstate a Pasifika Fale on campus	Ka whakarite i tētahi mahere ki te whakaara i tētahi Fale Pasifika i te papa o ngā kura
		Integrate Central Auckland Specialist School satellite with the wider campus (if and when it moves onsite)	Ka tūhono mai i te kura motuhake o Central Auckland Specialist School ki te kura whānui (mēnā rānei e tau mai ai ki te kura)
		Address current and medium-term pressures on space and resources for specific curriculum areas including studio space for performing arts; and teaching spaces for technology subjects	Ka hāpai i ngā take o nāianeī me ngā take o āpōpō e hāngai ana ki ngā wāhi me ngā rauemi mō ētahi o ngā marau ako, ko ētahi o aua wāhi ko te taupuni mō ngā mahi ā-rēhia me ngā wāhi ako hangarau
		Develop a plan to manage competing demands on the new gym as a multi-use facility	Ka whakarite i tētahi mahere whakamahi i te whare hākinakina hou hei whare mahinga rau
		Develop a plan to address immediate and future shade, outdoor recreation and quiet space	Ka whakarite i tētahi mahere ki te whakatika ake i ngā marumaru, i ngā papa rēhia me ngā wāhi ngū ināianeī, i ngā rā ki tua anō hoki
Equitable funding: NPOW is fully and equitably funded	Tohanga pūtea: Kia tika, kia whānui, kia hāngai ngā tohanga pūtea mō NPOW	Progress work with MoE on the financial operations review to deliver equitable funding for Waiōrea and Māori ākonga, for implementation in 2025	Ka mahi tahi ki te MoE ki te whakawhanake i ngā kaupapa arotake pūtea ki te tuku pūtea tōkeke ki a Waiōrea me ngā ākonga Māori mō te tau 2025.
		Evaluate funding for Waiōrea co-curricular and extra-curricular activities to ensure equitable and sustainable delivery	Ka arotakehia te pūtea tautoko mō ngā marautanga motuhake me ngā mahi i tua o te marautanga mō Waiōrea, kia tōkeke, kia tautiaki hoki te kawē.
		Identify and progress next steps to establish a marae trust for Waiōrea locally-raised funds	Ka tautohu i ngā mahi, ā, ka whakapau kaha ki te whakatū tarahiti marae ki te tiaki i te pūtea kohi tata a Waiōrea
		Develop and deliver a comprehensive plan to increase locally raised funds (donations, facility hire, international students)	Ka whakarite, ā, ka tuku i tētahi mahere matawhānui ki te whakapiki pūtea kohi tata (koha, whare rīhi, ākonga rāwaho)
		Work with the WSC Development Trust on its role and strategic investment priorities	Ka mahi tahi ki te tarahiti WSC Development i tana tūranga me ngā whakaarotau o te rautaki haumi
Recruitment and retention	Te rapu me te whakapūmau kaimahi	Develop and deliver a plan to address recruitment and retention for those curriculum areas that are challenging to fill	Ka whakarite, ā, ka whakatinana i tētahi mahere ki te kimi, ki te rapu me te whakapūmau kaiako mō ngā marautanga e uaua ana te whakakakī
		Develop and deliver a Kura Māori kaiako recruitment and retention plan	Ka whakarite, ā, ka whakatinana i tētahi mahere ki te kimi, ki te rapu me te whakapūmau kaiako Māori
Community: There is a strong and effective connection with our local community and whānau	Hāpori: He kaha te hononga ki te whānau whānui me te hapori whānui o te kura	Develop and deliver a comprehensive plan to strengthen whānau and wider community engagement, with particular attention on Pacific learners’ families, whānau of Māori in Kura Auraki, Waiōrea whānau	Ka whakarite, ā, ka tuku i tētahi mahere matawhānui ki te whakakaha i te whai wāhi mai o ngā whānau me te hapori whānui. Inā hoki, ko te whai wāhi mai o ngā whānau o ngā ākonga Pasifika me ngā ākonga Māori i te Kura Auraki, i Waiōrea anō hoki.
		Develop and strengthen community partnerships (inc. sports clubs)	Ka whakarite, ka whakakaha anō hoki i ngā hono rangapū ki te hapori (tae ana ki ngā karapu hākinakina)
Co-curricular: A range of co-curricular activities remain available and accessible	Ako i tua o te akomanga: Kia noho pūmau tonu ngā hōtaka i tua o te akomanga.	Develop a plan to sustain co-curricular activities including performing arts, sports, music, clubs, kapa haka, competitions, tournaments	Ka whakarite i tētahi mahere kia mauroa ai ngā marautanga motuhake i tua o te akomanga pēnei i ngā mahi a te rēhia, i te hākinakina, i te puoro, i te kapa haka, i te whakataetae, me ngā tātāwhāinga
Environment: We do everything we can to care for and sustain the environment	Taiao: Kia noho tātou hei kaitiaki mō tō tātou taiao.	Develop campus-wide policies and a plan underpinned by kaitiaki principles and mātauranga Māori, with appropriate resourcing, to support environmental sustainability initiatives, for example kai gardens, transport, energy, green spaces, food waste	Ka whakarite i ngā kaupapa here mō te kura whānui, ka whakarite hoki i tētahi mahere, ko te kaitiakitanga me te mātauranga Māori te tūāpapa. Kia hāngai ngā rauemi hei tautoko i ngā kaupapa toitū taiao, hei tauira, ngā māra kai, te tūnuku, te pūngao, ngā wāhi kaupapa kākāriki, me te para kai