

Totara College of Accelerated Learning



Strategic Plan 2019

MISSION STATEMENT

Totara College provides Biblically-based, Christian education to assist parents in their God-given task to bring up their children in the "training and guidance of the Lord" so that they may, "serve and love the Lord their God with all their heart, soul, mind and strength."

Deuteronomy: 6:5

Ephesians 6:4

*Reaching our God given potential:
Spiritually, academically, socially and physically*

TOTARA COLLEGE STRATEGIC PLAN

	Strategic goals	2019 Priorities	2020 Priorities	2021 Priorities
NAG 1: CURRICULUM	<p>1. To implement teaching and learning programmes based on the NZC in conjunction with the ACE programme, to improve student outcomes, prioritizing literacy, numeracy, and regular physical activity.</p>	<p>To re-examine and modify Totara College Curriculum Document. To re-examine and modify numeracy and literacy Documents/plans. To offer 10 NCEA Level 1 literacy and numeracy credits. To re-examine and modify health and physical education Document/plans. Continue to work on our achievement challenge as part of our CoL.</p>	<p>To review effectiveness of Totara College Curriculum Document. To implement and use new literacy and numeracy document/plans. To work on our new achievement challenge as part of our CoL.</p>	<p>To review effectiveness of the literacy/numeracy plans. Continue to work on our achievement challenge as part of our CoL.</p>
	<p>2. Through analysis of good quality assessment identify those not progressing or at risk of not progressing and any special needs, prioritizing literacy and numeracy.</p>	<p>To improve quality of reporting to BoT. To review TaI practices with emphasis on use of assessment for teaching practice. To increase the number of students achieving at or above the curriculum standards for 'Numeracy' and 'Writing' to 80% across the school. To review school indicators in numeracy. To review school assessment tools for oral language.</p>	<p>To continue to connect assessment data with pedagogy. To continue to monitor target students (TaI). To review school indicators in literacy. To review school assessment tools for visual language.</p>	<p>To continue to monitor target students (TaI). To review teaching practices around student self/peer assessment.</p>
	<p>3. To provide career education to all Year 7+ students with Year 11 – 13 students choosing qualifications which are tailored to suit their individual career pathways as documented on 'academic projections'. This can be a mix of ACE and NCEA, plus vocational and Recreational NZQAs.</p>	<p>To relate courses and qualifications to career choice and Further Ed/Higher Ed requirements early in Years 12 and 13. To ensure students courses are relevant to their needs and meet ACE requirements. To re-examine and modify careers Document/plans.</p>	<p>To ensure students courses are relevant to their needs and meet A.C.E requirements. To enroll and monitor students on chosen courses. To provide a 'permanent' 20 credit Transition to Work course.</p>	<p>To continue to review and improve delivery of courses leading to appropriate career pathways. To review career programme for Year 7-10 class groupings.</p>

	Strategic goals	2019 Priorities	2020 Priorities	2021 Priorities
NAG 1: CURRICULUM	4. Refocus the teaching and learning on the other six learning areas over a three year period. (The Arts, Health and PE, Languages, Science, Social Sciences and Technologies).	<p>To re-examine and modify all learning area documents/plans.</p> <p>To plan and present school-wide Art show.</p> <p>To begin research into school library.</p> <p>To stock take and re-equip kitchen.</p> <p>To monitor evidence in classrooms of Te Reo Maori and Te kanga Maori.</p>	<p>To review learning areas as decided in new schedule.</p> <p>To continue work on school library.</p> <p>To continue bi-annual camp for Year 1-10 students.</p>	<p>To review learning areas as decided in new schedule.</p> <p>To plan and present school-wide Musical.</p>
	5. To consult our Maori community on plans and targets for student achievement.	<p>To continue consultation with Maori community.</p> <p>To acknowledge the unique place of te ao Maori within Totara's Curriculum Document.</p>	<p>To continue consultation with Maori community in order to help our Maori students to achieve to their full potential.</p>	<p>To continue consultation with Maori community.</p>

	Strategic goals	2019 Priorities	2020 Priorities	2021 Priorities
NAG 2: SELF REVIEW	6. Develop and monitor the school's strategic and annual action plans.	To review school's strategic and annual action plan format and restructure if required and include any new goals from 2018 consultation. To provide updates to the school community about strategic plan goals.	To review school's strategic and annual action plan format and restructure if required. To provide updates to the school community about strategic plan goals.	To review school's strategic and annual action plan format and restructure if required. To provide updates to the school community about strategic plan goals.
	7. Complete and maintain an ongoing review of all BOT/school policies and procedures as per schedule.	To maintain an on-going evidence-based programme of review. To review meeting procedures in relation to public-excluded minutes and complaints. To re-examine and modify EOTC Document/plans. To strengthen policies and procedures around student safety.	To implement new review schedule.	To complete review as per schedule.
	8. Report to students and their parents, by means of good quality assessment, on the achievement of the individual student's in relation to NZ Curriculum, using plain language.	To use our established reporting system and to review and consult about its effectiveness with the community. (Year 9-13) Research use of Mark Box on MUSAC Edge for Yr 9-13 ACE credits/NCEA credits/reporting.	To implement appropriate consultation recommendations when reporting to families and students in Years 9-13. To consult with families re reporting to families and students in Years 1-8.	To implement appropriate consultation recommendations when reporting to families and students in Years 1-8.
	9. Report to the school community, by means of good quality assessment, on the progress of students as a whole in relation to NZ Curriculum.	To report to school community, the progress made in numeracy and literacy as whole school data. To update school website.	To report to school community, the progress made in Learning Areas. To continue to update school website.	To report to school community, the progress made in Learning Areas.

NAG 3: PERSONNAL

<p>10. Promote high levels of staff performance by implementing robust staff appraisals and making effective use of educational resources (including training) to meet student needs.</p>	<p>To ensure that appraisal of teaching staff is robust. To align all systems, plans, teaching practice, PLD, appraisal, and TaI with school-wide learning targets. To continue to provide support and mentoring around 'Standards for the Teaching Profession'. To complete ongoing A.C.E. staff training as required by SCEE. To send all main teaching staff to NZACS conference.</p>	<p>To implement and use robust teaching appraisal. To complete ongoing A.C.E. staff training as required by SCEE. To send principal and one other to A.C.E conference. To send principal to NZACS conference.</p>	<p>To implement and use robust teaching appraisal. To complete ongoing A.C.E. staff training as required by SCEE. To send all main teaching staff to NZACS conference.</p>
<p>11. The BOT will fulfil its role as a "Good Employer"</p>	<p>To review how the BOT fulfils its role as a "Good Employer". To continue to build a work environment that recognises different strengths of teaching and non-teaching staff. To continue to develop effective systems to monitor the welfare of all staff.</p>	<p>To review how the BOT fulfils its role as a "Good Employer". To continue to develop effective systems to monitor the welfare of all staff.</p>	<p>To review how the BOT fulfils its role as a "Good Employer". To continue to develop effective systems to monitor the welfare of all staff.</p>

	Strategic goals	2019 Priorities	2020 Priorities	2021 Priorities
NAG 4: FINANCE & PROPERTY	12. Allocate funds to reflect the school's priorities as stated in the school's strategic and annual action plan.	To ensure allocated funds are used as stated in the Annual Plan 2019. To employ an extra teacher-aide in LC4 for 3hrs per day.	To ensure allocated funds are used as stated in the Annual Plan 2020. To review budgetary needs procedure.	To ensure allocated funds are used as stated in the Annual Plan 2021.
	13. Implement an efficient maintenance programme which ensures the school buildings offer a safe and healthy learning environment.	To review and update 10 year maintenance plan.	To review and update 10 year maintenance plan.	To review and update 10 year maintenance plan.
NAG 5: HEALTH & SAFETY	14. Maintain a safe and healthy environment to foster student learning, including physical and emotional environment, and healthy food and nutrition.	To strengthen policies and procedures around student safety and appointment of staff. To strengthen policies and procedures for investigating, providing support and following up on serious concerns about student safety. To update emergency packs. Re-validate staff First Aid certificates. To renew support staff police vets.	To update emergency packs. To review Anti-Bullying policy and procedures.	To update emergency packs. Re-validate staff First Aid certificates. To renew support staff police vets.
NAG 6: LEGISLATION	15. Comply with all general legislation associated with the operation of the school.	To review compliance of general legislation requirements, including attendance, length of school day and length of school year.	To review compliance of general legislation requirements.	To review compliance of general legislation requirements.

Students at Totara College will experience personal growth through commitment to strengthening their relationship with Christ through prayer, Biblical knowledge, and applying the teachings of Christ in their lives.

	Strategic goals	2019 Priorities	2020 Priorities	2021 Priorities
Christian Character	16. The policies, procedures and practices in the school will reflect Christian values.	To review and amend where appropriate the school Behaviour Management policy. To re-examine and modify Bible Document/plans. To reflect the local context of the school, its history, story and beliefs, within Totara's Curriculum Document.	To review and amend where appropriate the school Complaints procedure and policy.	To review and amend the school Anti-Bullying Policy.
	17. To further develop the Christian culture of our school.	To promote Christian service within the wider community. To offer opportunities for senior students to participate in foreign missions. To offer opportunities for Year 7+ students to participate in A.C.E. convention. To consult with school community as to how they would like Christian culture to be developed. To update school website and ensure it reflects our Christian Culture.	To put in place community ideas from 2019, 2020 consultation. To promote Christian service within the wider community. To offer opportunities for Year 7+ students to participate in A.C.E. convention.	To promote Christian service within the wider community. To offer opportunities for senior students to participate in foreign missions. To offer opportunities for Year 7+ students to participate in A.C.E. convention.
	18. To create a classroom culture that reflects Christian values.	To build on our key values introduced in 2018. To promote the Christian value presented in each PACE.	To promote devotional times in each classroom.	To promote the Christian value presented in each PACE.

Legend: Essential Actions for 2019

Actions that are ongoing

(TR) Teacher Responsibility

(MR) Management Responsibility

(SWR) Schoolwide Responsibility

	Strategic Goal	2019 Goal	Actions	Led by	When	Budget	Actual Outcome	
NAG 1: CURRICULUM	Goal 1. To implement teaching and learning programmes based on the NZC in conjunction with the ACE programme, to improve student outcomes, prioritizing literacy, numeracy, and regular physical activity.	To re-examine and modify Totara College Curriculum Document.	Further develop document to provide clear guidance for implementation and expectations of teaching at Totara and align systems, plans and teaching practice.	DM LS(MoE)	Ongoing all year ready for 2020	N/A (SWR)	Worked with Lorraine and all teachers – 4.2.19 Worked on Curric. with R Peters and Lorraine -26.2.19, 9.4.19, 9.5.19, 28.5.19, 30.7.19, 1.10.19 Went to course ‘Curric. Design’ with R. Peters 2.4.19 We are having a TOD on 4 Feb 2020, to complete the Primary Curric doc. Sec. Curric is still a work in progress.	
		To re-examine and modify numeracy and literacy Documents.	Lead teachers to be given guidance and access to experts to redesign these documents and create hard copy and upload to Office 365.	RP Math BH Write MA Read	By Term 4	N/A (MR)	Have decided as a BoT that RP will work on the individual subject curric. documents wk 8 of term 1 2020. BH working with Ken Kilpin 2x in November and Chrissy Braid 14.5.19, 6.7.19, 20.8.19, 13.10.19 RP, SA, BH offering these 20 credits. RP, SA spent morning with Ian Groube about moderating Numeracy. Ian gave SA many approved resources used by Cornerstone. Applied and gained the new lit. course.	
		To offer 10 NCEA Level 1 literacy and numeracy credits.	NCEA literacy and numeracy 10 credits taught and assessed for all Year 11 & 12’s. To apply to ACE council for new literature credit.	SA Math BH Lit RP Lit	Ongoing, complete by Term 4	N/A (TR)	SA – completed 10 numeracy 14.12.19 BH, RP– completed 10 literacy 14.12.19 SEE bullet pt Goal 1	
		To re-examine and modify health and physical education Document/plans.	Lead teacher to be given guidance and access to experts to redesign these documents and create hard copy and upload to Office 365.	MD	Term 1	\$600 Relieving Budget		RP kept us on track with achievement challenges. Works with BH, MA and then with all teachers.
		To re-examine and modify health and physical education Document/plans.	Lead teacher to be given guidance and access to experts to redesign these documents and create hard copy and upload to Office 365.	JM	By Term 4	N/A (MR)		Her meeting dates have been 25.5, 14.11, 3.12
	Continue to work on our achievement challenge as part of our CoL.	Attend meetings and work on achievements challenges.	RP	On-going	COL			

<p>Goal 2. Through analysis of good quality assessment identify those not progressing or at risk of not progressing and any special needs, prioritizing literacy and numeracy.</p>	<p>To improve quality of reporting to BoT</p> <p>To review TaI practices with emphasis on use of assessment for learning and teaching practice. To increase the number of students achieving at or above the curriculum standards for ‘Numeracy’ and ‘Writing’ to 80% across the school. (See goal 7)</p> <p>To review school indicators in numeracy.</p> <p>To review school assessment tools for oral language.</p>	<p>Inquire into best practice reporting to the BoT</p> <p>Further develop tracking of progress and acceleration, including target students, acceleration groups, evaluating achievement progress and impact etc (CaAPlan) All assessment and tracking documents made into hard copy and upload to Office 365.</p> <p>Lead teacher to revisit indicators and align with latest documents ie learning progressions.</p> <p>Lead teacher to revisit indicators and align with latest documents ie learning progressions.</p>	<p>RP^{Math} BH Write/oral MA^{Read} DM^{Pace}</p> <p>All staff</p> <p>RP</p> <p>BH</p>	<p>End of Semester 1 Semester 2</p> <p>On-going</p> <p>By Term 4</p> <p>By Term 4</p>	<p>N/A (MR)</p> <p>N/A (TR)</p> <p>N/A (MR)</p> <p>N/A (MR)</p>	<p>Have decided on a format for reporting to BoT on Numeracy, Reading, and Writing. Add page about Target Students TaI was completed individually and in appraisals and given to DM. Have had staff meeting twice a term to identify Target S. Report on progress. Also worked with peer on how it is going. Have written up on Office 365.</p> <p>Have peer observations completed 5.9.19 All assessment and tracking documents made into hard copy and uploaded to Office 365.</p> <p>SEE bullet pt Goal 1</p> <p>SEE bullet pt Goal 1</p>
---	---	---	---	---	---	--

	Strategic Goal	2019 Goal	Actions	Led by	When	Budget	Actual Outcome
NAG 1: CURRICULUM	Goal 3. To provide career education to all Year 7+ students with Year 11 – 13 students choosing qualifications which are tailored to suit their individual career pathways as documented on ‘academic projections’. This can be a mix of A.C.E and NCEA, plus vocational and recreational NZQAs.	To relate courses and qualifications to career choice and Further Ed/Higher Ed requirements early in Years 12 and 13.	Following group sessions in year 11, individual student interests will be followed up through interview with careers advisor re externally provided courses available and related to student interests. All student programmes are then discussed with Year 11-13 teachers, and parents if necessary.	SA/SW	On-going	N/A (TR)	This is an ongoing process. SW and SA continually talking to students, finding them career pathways, tailoring their studies to their pathway. Discussed with parents 6.3.19, 7.8.19 Careers consultant and SA do a lot of work with the students to see where they will best fit when they graduate 2 students graduated: 1 as a hairdresser, 1 in the navy.
		To ensure students courses are relevant to their needs and meet ACE requirements.	All Year 11-13 teachers to discuss student Academic Projections are current and documented with SCEE.	RP	Term 1	N/A (MR)	As above Academic Projections are ongoing. The 2 students’ Academic Cert sent by 1.12.19. Received SCEE graduation certs in time for prizegiving.
		To re-examine and modify careers Document/plans.	Lead teacher to be given guidance and access to experts to redesign these documents and create hard copy for office and then upload to Office 365	SW	By Term 4	SW (TR)	SEE bullet pt Goal 1 Have gotten a new contractor for Office 365 and he will introduce us all to this on Jan 31
		To reflect the local context of the school, its history, story and beliefs, within Totara’s Curriculum Document.	Further develop the Totara College Curriculum document to reflect the local context of the school, its history, story and beliefs.	DM	Ongoing all year ready for 2020	N/A (SWR)	Whanau have been consulted and the local Maori History of Totara C. has been researched and written into Curric. Document

	Strategic Goal	2019 Goal	Actions	Led by	When	Budget	Actual Outcome
NAG 1: CURRICULUM	Goal 4. Refocus the teaching and learning of the other six learning areas over a three year period. (The Arts, Health and PE, Languages, Science, Social Sciences and Technologies).	To re-examine and modify all learning area documents/plans:-	Lead teachers to be given guidance and access to experts to redesign these documents and create hard copy and upload to Office 365.				SEE bullet pt Goal 1
		-Social Studies		SA	By Term 4	N/A (MR)	
		-Science		SA			
		-Technology - including digital technology		JM/AM /BH			
		-Languages	AM				
		-The Arts	RP				
		To plan and present school-wide Art show.	Prepare and present a range of art works for display.	BH	Term 2	\$750 (MR)	Had very well received Art show on 31.7, 1.8.19. Also the senior class presented a snippet of Pygmalion for their NCEA Drama.
To begin research into school library.	Research feasibility of a school library and begin designing and stocking	AM	All year	\$500 Fundraising committee	Have researched library, getting shelves at the moment. Have had books donated. Had a visit from National library to help with the planning. Walls painted. Now have shelves and lots of books. Still researching best system of recording books. Printer being bought, computer sourced.		
To stock take and re-equip kitchen.	Stock take all equipment in school kitchen and equip as necessary.	BH	End Term 3	\$500 (TR)	Kitchen stocktake completed and kitchen reequipped.		
To monitor evidence in classrooms of Te Reo and Tikanga Maori.	New vocab to be introduced and discussed at Staff Meeting and incorporated in classroom management	AM	ongoing	\$200 (MR)	Currently discussing a Maori metaphor each week to help with our understanding of what we know about our Maori community, and actions we can take to improve this. Basic language is taught in Primary school. Haven't done much of this lately.		

	Strategic Goal	2019 Goal	Actions	Led by	When	Resources/ Budget	Actual Outcome
NAG 1: CURRICULUM	Goal 5. To consult our Maori community on plans and targets for student achievement.	To continue consultation with Maori community.	BOT member with Maori portfolio to engage in a communication link with Maori whanau. Family Forum and parent interviews.	DM	Term 1	N/A	Family Forum 6 questions asked to both Maori and Pakeha. BoT member gave a questionnaire to our whanau. Students consulted and responses recorded.
		To acknowledge the unique place of te ao Maori within Totara's Curriculum Document.	Further develop document to acknowledge the unique place of te ao Maori.	DM	Ongoing all year ready for 2020	N/A (SWR)	As per Goal 3
		To re-examine and modify EOTC Document/plans	Lead teacher to be given guidance and access to experts to redesign these documents and create hard copy and for office upload to Office 365.	SA	By Term 4	N/A (MR)	SA has worked on this and we have accepted it, but now he needs to check that everything has been done. Ram updates to be trialled.

	Strategic goal	2019 Goal	Actions	Led By	When	Resources/ Budget	Actual Outcome
NAG 2: SELF REVIEW (Internal Review)	Goal 6. Develop and monitor the school's strategic and annual action plans.	To review school's strategic and annual action plan format and restructure if required including any new goals from 2018 consultation. To provide updates to the school community about strategic plan goals.	ERO areas for consideration to be included in appropriate parts of strategic plan, along with new goals. Keep in close liaison with BoT. Parent letters and family forum to inform school community.	RP DM	By end Feb Feb 27 ongoing	N/A (MR) N/A	Yes – ERO goals have been included. We are thinking about changing the format to only include what we have to do that year, not 'business as usual'. Discussed at BoT meetings Informed Sch Family at family Forum 6.3.19
	Goal 7. Complete and maintain an ongoing review of all BOT/school policies and procedures as per schedule.	To maintain an on-going evidence-based programme of review. Leaders to develop their understanding of effective internal evaluation. To review meeting procedures in relation to public-excluded minutes and complaints. To strengthen policies and procedures around student safety.	Revisit policy and procedures review schedule and make changes as needed. Effectively analyse achievement data to identify disparity, trends and thus improve quality teaching and learning reporting to BoT. Undertake internal Evaluation workshop To ensure BoT minutes are kept as per NZSTA recommendations. Ensure these meet expectation of <i>Vulnerable Children Act</i> and provide support for following up serious concerns re safety.	DM/ BoT chair DM/ BoT chair DM ERO CC/ BoT chair/ NZSTA DM/ BoT chair	By Term 2 Term3,4 Mar 6th By Term 2	N/A N/A N/A N/A	Review schedule adhered too. We decided in the last BoT meeting to include procedures and forms as an appendix to the policies, so this will happen from now on. As a staff we have analysed achievement data to identify disparity, trends and reported these findings to the BoT. Jan Coleman to come 30.9.19 to lead staff in this Had a session with Sarah Campbell (NZSTA) to guide us with BoT minutes among other things. 27.2.19 Have another session coming up. I had NZSTA check and help to change our safety policies to meet the expectation of <i>Vulnerable Children Act</i> and have sent them off to ERO. But they are not meeting the V.C. Act needs. So far ERO have not told us what we have done wrong. At last I found out the wrong parts to the policies. NZSTA have been going to send the policies to me for a mth.. Now will get them passed by the BoT and sent to ERO.

	Strategic goal	2019 Goal	Actions	Led By	When	Resources/ Budget	Actual Outcome
NAG 2: SELF REVIEW	Goal 8. Report to students and their parents on the achievement of the individual student's in relation to NZ Curriculum, using plain language.	To use our established reporting system and to review and consult about its effectiveness with the community. (Year 9-13) Research use of Mark Box on MUSAC Edge for Yr 9-13 A.C.E credits/NCEA credits/reporting.	Consultation to begin with feedback from parents during parent interviews, followed up with a parent survey and appropriate changes made. Consultation with MUSAC Edge team re what can be put in place for our Year 9-13 students re reporting.	SA SA	End of year End of Year	N/A (TR) N/A (TR)	Consulted with parents as they had their P/T interviews. No changes were asked for. Have added Key Competencies, now. We have checked with Edge about how to report the achievement of Yr 9-13 – they are still working on this. Training for putting NCEA onto MUSAC happened in September. Damian Computers have got the contract to work with us on Office 365
	Goal 9. Report to the school community, by means of good quality assessment, on the progress of students as a whole in relation to NZ Curriculum.	To report to school community, including the progress made in numeracy and literacy as whole school data, and Maori achievement.	In school newsletters after Sem 1 & 2 report to school community our whole school progress in numeracy and literacy.	DM	End Term 2 & 4	N/A	School family have been notified of achievement results school wide in Numeracy, Reading and Writing. 2.9.19 Will put results out again in an early newsletter 2020 Staff moderation and professional discussions are often had to check quality of assessments.

	Strategic goal	2019 Goal	Actions	Led By	When	Resources/ Budget	Actual Outcome
NAG 3: PERSONNEL	Goal 10. Promote high levels of staff performance by implementing robust staff appraisals and making effective use of educational resources (including training) to meet student needs.	To ensure that appraisal of teaching staff is robust. To provide support and mentoring around 'Standards for the Teaching Profession'.	Revisit teacher appraisal system and implement changes. During dedicated staff meetings, work on each standard (for appraisal), and write up on Office 365 Staff Notebook.	DM	Term 2	N/A	MK been to Appraisal course 26.7.19 and she had staff meeting about changes. 6.8.19 Each criteria was discussed and written up. Staff used this as part of their Appraisal.
		To align all systems, plans, teaching practice, PLD, appraisal, and TaI with school-wide learning targets.	Appraisal system to be digitized on Office 365 and all systems to align with school-wide learning targets.	DM	Ongoing	N/A	See Goal 8, second part. We have been using office 365, but it has been so hard to find info on.
		To complete ongoing A.C.E. staff training as required to SCEE.	All teaching staff to complete SCEE SEW Series 2 Tues & Wed 8am.	DM	All year	N/A	On hold till discussed Technology outcomes We have completed 3 SEW programmes this year. The 3 rd one has just been sent off to SCEE.
		To send all main teaching staff to NZACS Con.	All teaching staff to attend NZACS conference in Tauranga.	DM	July 4 th & 5 th	\$2000	We all attended the conference. Very worthwhile. Resources from the conference are being used, esp in Secondary rooms.
	Goal 11. The BOT will fulfil its role as a "Good Employer"	To review how the BOT fulfils its role as a "Good Employer".	Revisit employment contracts and review in accordance with legislation.	DM (NZSTA)	Term 1	N/A	I am in the process of writing up an employment contract at this moment. I am using all the relevant legislation. When looking at the tools we are on the integrated level of inquiry. We are now starting to make a difference to the students achievement.
		To continue to build a work environment that recognises different strengths of teaching and non-teaching staff.	In conjunction with Principal, use self-review tools to set goal/s to improve effectiveness and use of individual strengths of all staff members.	DM	Term 1	N/A	Staff have not had formal 1:1 talks with Pastor. He has been coming once a term for devotions and many of the staff have sessions with him outside of sch.
		To continue to develop effective systems to monitor the welfare of all staff.	Staff to have one on one interviews with Pastor. Principal to monitor staff well-being.	DM	Term 1 & 3	N/A	Principal continues to work with Pastor monthly, and also as 'needs must'. Principal has been working alongside some of the staff who have been sick, or feeling not so well mentally. She has been looking after well-being.

	Strategic goal	2019 Goal	Actions	Led By	When	Resources/ Budget	Actual Outcome
NAG 5: HEALTH & SAFETY	Goal 14. Maintain a safe and healthy environment to foster student learning, including physical and emotional environment, and healthy food and nutrition.	To strengthen policies and procedures around student safety and appointment of staff.	Ensure policies and procedures linked to child safety and appointment of staff meet expectation of <i>Vulnerable Children Act</i> and provide support for following up serious concerns re safety. (see goal 7)	DM/ BoT chair	By Term 2	N/A	See goal 7
		To strengthen policies and procedures for investigating, providing support and following up on serious concerns about student safety.	Update emergency packs in each classroom and tech room.	BoT member	Term 1	\$200	Each Monday, as a staff, we discuss any 'near misses' and what to do about them. They are then included in the BoT report. For the children's Hauora we provide breakfasts and lunches or snacks are available for the students each day. Each classroom has emergency pack checked. Completed 14.12.19
		To update emergency packs.	Re-validate staff First Aid certificates.	DM	Term 2	\$2060	Went to course 11, 18 June. All have re-validated 1 st Aid cert.
		To renew support staff police vets.	To renew support staff police vets.	DM	Term 3	N/A	Renewed support staff police vets – 19.3.19, 8.5.19 and now doing two more.
NAG 6: LEGISLATION	Goal 15. Comply with all general legislation associated with the operation of the school.	To review compliance of general legislation requirements, including attendance, length of school day and length of school year.	Follow procedures document in relation to general legislation and check compliance.	DM	ongoing	N/A	28.11.20 Ratified Attendance, Board Functions, Policy Writing, Community Consultation, Open Hours and Days

Students at Totara College will experience personal growth through commitment to strengthening their relationship with Christ through prayer, Biblical knowledge, and applying the teachings of Christ in their lives.

	Strategic goal	2019 Goal	Actions	Led By	When	Resource/ Budget	Actual Outcome
CHRISTIAN CHARACTER	Goal 16. The policies, procedures and practices in the school will reflect Christian values.	To review and amend where appropriate the school Behaviour Management policy.	Behaviour Management Policy will be discussed at SM and amended as required. Follow-up letter to parents.	DM	Term 2	N/A	Went over Restorative chats and Anti-bullying - 21.5.19 Not been over Behaviour management Policy. Will do so 2020
		To re-examine and modify Bible Document/plans.	Lead teacher to be given guidance and access to experts to redesign these documents and create hard copy for office and then upload to Office 365	DM	By Term 4	N/A	SEE bullet pt Goal 1
	Goal 17. To further develop the Christian culture of our school.	To promote Christian service within the wider community.	World Vision Anzac and Easter services. Art Show Church Service Christmas Parade	RP DM BH RP DM	Term 2 Term 2 Term 2 Term 3 Term 4	N/A N/A \$750 N/A N/A	W.V. – 15.3.19 took senior students to seminar in Wgtn. Had 3 assemblies in preparation of WV famine night, and one after to say thank you. Had sleepover for both primary and then secondary sch. Most participated. We raised \$3164.00. Anzac and Easter was participated in. We didn't have a church service this year, but have taken 3x 15 min slots to present some of the items we are doing for convention.
	To offer opportunities for senior students to participate in foreign missions.	India Mission	DM	Term 1	Fundraising	None from Totara went to India, but we are preparing to take students to Rarotonga next year. This is now on hold till 2021 18 students went to convention in Auckland, 9-13 Sept. Lots of preparations, singing, platform, art works have been had. Very worthwhile, and lots of fun.	
	To offer opportunities for Year 7+ students to participate in A.C.E. convention.	Staff to assist students with convention items, paperwork and travel.	JM	Term 3	\$1500		

	Strategic goal	2019 Goal	Actions	Led By	When	Resource /Budget	Actual Outcome
CHRISTIAN CHARACTER	Goal 17. continued	To consult with school community as to how they would like our Christian culture to be developed.	Consult with school community at Parent Evening.	DM	March 6 th	\$250	6.3.19 – community consulted Lots of comments, have them written down and discussed at SM 13.3.19
		To update school website and ensure it reflects our Christian Culture.	Totara website to be updated to reflect Christian Culture. (see goal 9)	JM/ AM	Ongoing	N/A (MR)	This has been ongoing. Pete Smithies is going to update it. See Goal 8
	Goal 18. To create a classroom culture that reflects Christian values.	To build on our key values introduced in 2018.	Parent letters and family forum to remind and expand upon school wide values.	DM	Term 1	N/A	See goal 17 Pt 1.
		To promote the Christian value presented in each PACE.	Each teacher to plan and implement as appropriate.	All staff	Ongoing	\$500	Ongoing