



[Te Kura Tuatahi o Tāhuna](#)

## **Introductory Section to QPS Annual Plan 2023**

<b>Mission Statement</b>	Through Quality, Perseverance and Success, QPS will grow confident, connected, future-focused learners.
<b>Vision</b>	Maintain consistent systems and practises throughout our school focusing on the learner at the centre of all decisions made, as we strive to be future-focused teachers and learners.
<b>Values</b>	CARE: Manaaki RESPECT: Whakaute INTEGRITY: Ngakau tapatahi
<b>Principles</b>	QUALITY: Kounga (Queenstown) PERSEVERANCE: Manawanui (Primary)

	SUCCESS: Mana (School)
<b>Maori Dimensions and Cultural Diversity</b>	<ul style="list-style-type: none"> <li>● NGA HAU E WHA; People blown in from everywhere meeting here.</li> <li>● Meaningfully incorporate Te Reo Maori and Tikanga Maori into the everyday life of our school.</li> <li>● Ensuring our students are safe and included and free from racism, discrimination and bullying.</li> <li>● Show how we give effect to Te Tiriti o Waitangi linked to the achievement of Māori students.</li> <li>● Staff participate in Cultural Capability PLD.</li> </ul>

**MĀ TE RONGO KA MŌHIO  
MĀ TE MŌHIO KA MĀRAMA  
MĀ TE MĀRAMA KA MĀTAU  
MĀ TE MĀTAU KA ORA.**

**THROUGH LISTENING COMES AWARENESS  
THROUGH AWARENESS COMES UNDERSTANDING  
THROUGH UNDERSTANDING COMES KNOWLEDGE  
THROUGH KNOWLEDGE COMES WELL-BEING.**

## **SCHOOL WIDE GOALS 2023**

**These goals were developed from feedback in staff exit surveys and staff wellbeing surveys as areas for improvement throughout 2022. It was decided to maintain these goals and further build upon our objectives. Survey results were generally positive from staff, parents and ākonga. Feedback has been considered and included in our key indicators.**

**We are committed to accelerating the achievement and wellbeing of all QPS students and the wellbeing of all staff by;**

- 1. Building and sustaining effective relationships with all stakeholders.**
- 2. Ensuring all stakeholders are informed in a consistent and timely manner.**

<b>Building and sustaining effective relationships with all stakeholders.</b>	<b>Who and When?</b>	<b>Key indicators.</b>
	<p>All stakeholders; staff, students, parents, BoT. Throughout the year.</p>	<ul style="list-style-type: none"> <li>● Demonstrating our QPS Values of Care, Respect and Integrity at all times.</li> <li>● Supporting each other at all times.</li> <li>● Understanding individual roles and responsibilities.</li> <li>● Following the “FISH” philosophy of; being present, having fun, choosing our attitudes and making someone’s day.</li> <li>● Acknowledging each other for what we do.</li> <li>● Being kind towards each other by gaining understanding of each others’ contexts.</li> <li>● Recognising peaks and trough periods in all roles. Supporting each other during these times.</li> <li>● Understanding and compassion towards each other at all times.</li> <li>● Placing the students of QPS at the centre of all of our decisions.</li> <li>● Building and sustaining effective relationships with all stakeholders.</li> <li>● Placing ākonga Māori at the centre of decisions relating to te ao and te reo and applying a holistic approach to ākonga needs.</li> </ul>

	Board of Trustees	<ul style="list-style-type: none"> <li>• Māori whānau hui will occur regularly and a focus group developed for advice and support.</li> <li>• The budget will support ākongā wellbeing.</li> <li>• PB4L will be followed to ensure ākongā are treated fairly and empathetically.</li> <li>• The notion that no staff member is any better than anyone else. A philosophy of 'we are in this together' will be demonstrated at all times.</li> <li>• The Board will be invited to walk through the school and classrooms at least once per term.</li> <li>• The Board will have an active presence in the staffroom and at school events.</li> <li>• The Board will seek a Maori representative to join the Board..</li> </ul>
<b>Ensuring all stakeholders are informed in a consistent and timely manner.</b>	<b>Who and when?</b>	<b>Key indicators</b>
Productive mahi with whānau will be completed to identify, understand and resolve barriers that may prevent ākongā from accessing, participating or to remain engaged in schooling.	All staff and BoT. Throughout the year. Moana (KAW) Toni (Māori curriculum)	<ul style="list-style-type: none"> <li>• This means we will better support ongoing communication between our school, whānau and community.</li> <li>• All to understand that stress in our context is caused through lack of timely information.</li> <li>• All stakeholders are responsible for keeping themselves informed via emails, intranet information,</li> </ul>

	Wellbeing Team	<p>newsletters, reports and feedback from SLT meetings.</p> <ul style="list-style-type: none"><li>• All staff will receive shared meeting minutes and feedback requested. A cyclical approach.</li><li>• The rationale for all decisions made in the school MUST be shared with all staff via TLs, DPs and Principal.</li><li>• Fortnightly surveys to staff will be analysed and recommendations made.</li><li>• The Wellbeing Team will present a 2023 plan to all stakeholders and will provide a summary to the BoT at each meeting.</li><li>• All staff will know who to go to and where to find the information for any queries they may have via the intranet and by simply asking their TL in the first instance.</li><li>• Staff briefings each Monday morning will be a time to emphasise the weekly notices, provide opportunities for staff to share 'news' and for us all to come together to set the tone and scene for the week.</li><li>• New staff induction processes will be reviewed and continuously updated. A DP will be responsible for ensuring all information is up to date.</li><li>• Emails are not to be used as a method of communication when the content is sensitive. Face to face meetings or phone calls will be used.</li></ul>
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### 2023 Annual Goals from Strategic Plan 2020-2022

GOAL	WHO?	KEY INDICATORS
<b>Goal 1.</b> <b>Learners at the Centre</b>		
Ensure our place of learning is safe, inclusive and free from racism, discrimination and bullying.	Toni McIntyre Moana Thorn SLT All staff	Our school will have processes in place to promptly address and resolve any complaints or concerns.
	Jo Bell All staff	Our school will continue to follow PB4L. Feedback and suggestions from parent, staff and student surveys will be considered to improve our behaviour management system.

	Principal SENCOs All staff	We will create a safe and inclusive culture where diversity is valued and all learners/ākonga and staff, including those who identify as LGBTQIA+, are disabled, have learning support needs, or are neurodiverse feel they belong.
Targeted IEPs will increase student achievement and accelerate progress of those with high learning needs in Literacy and Numeracy.	SENCO team RTL GATE specialist	Students will be recognised early in the year and parents informed. Teachers will become more aware of the needs of all students from working towards to working confidently. Two teachers will be offered the opportunity to work with the SENCO; to learn the role and be released to support students in years 1-8. Neurodiverse learners will be identified and programmes developed to meet their needs. A GATE teacher will be appointed to support our gifted and talented learners and twice exceptional learners.
QPS localised curriculum document will be completed this year.	KAW WSL Rochelle Broughton Principal	This will encompass all of the priorities, needs and interests of our school community. It will help teachers and students comprehend concepts by relating and presenting a lesson in the context of our prevailing local environment, culture and resources. Lessons will be authentic, customised and appropriate. Priorities, needs and environmental and cultural interests of our school community are customised into teacher practice.
Achievement Target Students (ATs) will be	Literacy Leader, Julie Walker	Achievement Target Plans will be shared

<p>identified early in the year from achievement data from the previous year. Maori students will be identified as priority learners.</p>	<p>Maths Leader, Sarah Ferguson Curriculum Teams  SLT  Principal</p>	<p>early Term 1 and followed by all teachers. The principal will meet with teachers mid year to discuss ATs achievement; successes and barriers. Plans will be changed to meet the needs of these students if strategies are not working.</p>
<p>Effective reading practices will be reviewed and research based to improve current deliberate acts of teaching to raise student achievement for all students at QPS.</p>	<p>Taylor Osborne Literacy Team Julie Walker Team Leaders</p>	<p>Teachers will have clear guidelines regarding lesson formats and expectations and student achievement. We expect 80% or more of our students to be achieving within or confidently for their curriculum level. During Term 1, Taylor Osborne will work with years 5-8 ākonga and teachers.</p>
<p>Reduce barriers to education for all, including Maori and Pasifika learners.</p>	<p>Principal Moana (KAW) SLT Office support staff</p>	<p>Work with whānau families to identify and understand barriers that may prevent learners from accessing, participating or remaining engaged in schooling and work to address them.</p>
<p>Where possible, reduce non fee costs to reduce financial stress on families and whanau.</p>	<p>Carly (finance person) Ang (Baskets of Blessings) Principal</p>	<p>Accessing the Principal's discretionary fund will mean all students can attend Camps, events and activities. (CTOS)</p>
<p>Goal 2. Quality teaching and leadership.</p>		



<p>The foci for our WSL (Within School Leads) and KAW (Kahui Ako Wakatipu) teachers are;</p> <ol style="list-style-type: none"> <li>1. Effective reading practices at QPS. Investigating the current practices, establishing how successful these are and incorporating the structured literacy approach based on the science of reading.</li> <li>2. As above Localised Curriculum.</li> <li>3. Cultural capability in strengthening teaching and learning for Māori ākonga.</li> </ol>	<p>Taylor Osborne  Rochelle Broughton  Julie Walker  Principal  Moana Thorn</p> <p>Julie Little</p>	<p>Feedback from staff and parent surveys in 2022 have created these foci to ensure we are ever improving.</p> <p>The structured literacy approach continues with a specialist intervention teacher driving changes in teachers deliberately teaching spelling, reading and writing.</p> <p>A QPS localised curriculum will be completed by year end.</p> <p>The NZ Aotearoa History Curriculum (NZAHC) will be introduced by the principal. Goals for 2023 will be established by year end.</p> <p>The principal will share the NZC refresh timetable with all teachers.</p> <p>GATE programme will be resurrected in 2023.</p>
<p>To ensure all staff understand and follow the Teaching Council's Code of Standards and meet the criteria within their professional growth cycles (PGCs).</p>	<p>Principal  Dps  TLs  Teachers</p>	<p>All teachers will have a school goal, team goal and personal goal within their individual PGC agreements.</p> <p>Team Leaders will ensure all team members are following their PGC plans closely, observe teaching and learning both formally and informally each term and provide timely feedback and feedforward.</p> <p>The principal will work with an external appraiser in 2023. This is to reassure the Board that all standards are being met.</p> <p>The focus on external professional development in 2023 will be raising cultural</p>

		capability and linking outcomes to strengthening ākonga Māori achievement.
SLT will further develop their leadership and management skills.	Principal DPs Team Leaders	Quality teachers and leadership make a positive impact on ākonga and their whanau.
Our school has received approved MoE funding for professional learning development (PLD) in 2023. The focus will be raising the cultural capability of our staff.	MoE facilitator, Dr Ann Milne Principal Moana Thorn and team	The QPS behaviour management plan required strengthening to address behaviour management in a positive way at QPS. The PB4L team will drive the implementation of this programme and the leader will present at a Board meeting. Data gathering of behaviours and an analysis will also be shared with all stakeholders.
Maths professional development will be a focus for all teachers in 2023. 2022 data indicates gaps in students' achievement and understanding of concepts.	Sarah Ferguson Maths Leader and her team. Team Leaders.	Maths achievement is expected to improve in 2023 via professional learning development for teachers, Maths team informing team members in a timely and consistent manner and assessment data used formatively to 'fill' gaps in students' understanding and knowledge.
Project Based Learning (PBL) to be reviewed and changes made for school wide improvement.	Matt Leach and PBL team. SLT	Students will learn authentically, integrating curriculum areas and including specialist teachers where possible. "MUST DOs" will be included within the review so that there are consistent practices across our school.
<b>Goal 3.</b> Barrier free access.		
Staff's wellbeing will be monitored.	All staff and students	The Board will approve the budget for this

	Wellbeing Heroes team led by Katie Hart	area. Everyone will be encouraged to stay at home when unwell and understand that we believe family comes first at our school. SLT will monitor team members' health and wellbeing and seek support from the Well Place Strategy and Wellbeing Heroes. The team will produce a QPS Wellbeing Strategy for 2023 with organised progress points to report to the Board each month.
A wellbeing strategy will be developed and resourced for our ākongā. There will be an extensive focus on student wellbeing. Staff will have an unconditional positive regard for ākongā.	Justine, Katie and Principal	Goals for students will underpin all actions.
Ensure all new staff receive timely and consistent induction to our school.	DPs Principal Team Leaders Admin Team	The focus on everyone receiving timely and consistent information underpins our induction processes. Staff, students and parents will be surveyed during all terms to check we are working towards meeting our 2 school goals. Going to the 'right people for the right information' will be key this year.
Strengthen community and whānau relationships.	All staff Student Leaders	Parents will be invited into school each term. Parents will be surveyed throughout the year relating to school improvement, organisation and in Term 4 to contribute to the review of our 2020-2022 Strategic Goals and to participate in the goal setting for 2023-2025. QPS whānau will feel valued and welcome in our school at all times. The notion of 'we are in this together' will drive all communication and be foremost in

		raising student achievement for all.
	EOTC Leader and Team Nicky Tall Principal Students	We will continue to build positive relationships with our neighbours (Skyline, Motel, Kiwi Birdlife Park and GForce) and further develop mutual respect. Our EOTC programme will include 'paying back and forward' to our suppliers and environment. Students will maintain the wilding pines site on Bob's Peak, plant out at Moke Lake, clear rubbish from the lakefront and mountains etc.
To ensure that all ākonga gain sound foundation skills, including language, literacy and numeracy.	Principal Julie Walker (Literacy) Sarah Ferguson (Maths)	Student profiles for achievement will be developed for the end of years 2, 4, 6, and 8 (which are end of curriculum levels) Parents will be notified whether their child is an AT (achievement target) student. The Board will receive regular information in relation to student achievement in these areas.
<b>Goal 4.</b> <b>Property</b> Work with the MoE on the Master Plan that caters for projected roll growth.	Project Manager BoT property sub committee Matt Leach Principal Capital Works Team Christchurch MoE property advisor Southbase	5YA projects to be finalised. ECE to move on site at the end of Term 1. First classroom block (N) to be removed and replaced by the end of Term 1. Other 7 spaces to be allocated via a placement plan. OCS cleaners' contract under discussion. Maintenance of school fields is a priority.
<b>Goal 5.</b> <b>Finance</b>	Solutions and Services Accountants (SS)	Work with SS and Carly to ensure the principal accurately manages the financial

<p>There will be effective planning and operations of the finance, human resources, health and safety and digital resourcing for the school.</p>	<p>Principal Carly Blackburn BoT finance sub committee MoE property advisor Ang Gibson</p>	<p>systems of the school in a transparent manner that meets the annual approved budget and supports the school's strategic and operational plans. We will ensure an effective system for handling sponsorship, donations and grants which are outside of the regular funding from MoE. Cyclical maintenance proportion from the OPs Grant will be considered and budgeted for throughout the year. 5YA and 10YPP funding is used to reflect the strategic direction of the school. Recruit highly effective staff. All staff and parents will be aware of how to access QPS policies and procedures. A cycle for effective review will be developed with the Board of Trustees.</p>
<p>Provision over time for replacement of EOTC equipment.</p>	<p>Matt (EOTC) Principal</p>	<p>Detailed asset register and forecasted plan developed in advance of draft budgeting each year. A policy will be developed to ensure all EOTC equipment is accounted for and identify the responsibility should equipment be damaged.</p>
<p>Overseas professional development budget aligned to school goals and leadership development.</p>	<p>Principal SLT</p>	<p>The Board will be advised of upcoming professional development that requires funding for travel and accommodation and will be shared at In Committee meetings of the Board.</p>
<p>Board reserves will reflect the advice given</p>	<p>Principal</p>	<p>Board reserves (working capital) will support</p>

by Solutions and Services and MoE guidelines in terms of amount.	Board	the needs of the school. An agreed figure will be identified each year as an amount to support the school should a situation arise that is not covered by MoE funding.
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To continue self review following School Docs recommendations. Involve parents in consultation regarding processes via surveys.