

Vanguard Military School Annual Implementation Plan 2024

Summary of the plan

With the assistance of ERO, Vanguard Military School has identified the following strategic priorities:

- recruit learning: maintain the high NCEA outcomes for all recruits at all levels
- recruit engagement: maintain the ability to enroll any recruit from all over Auckland
- school finance and property: establish a permanent site for the school that facilitates the integration of a junior school
- health and safety: regularly review and minimise risks to recruits and staff
- personnel: continued professional development for all staff to maintain the special character of the school and unique educational model.

The aim for 2024 is to continue using the tried and tested systems that have produced the high achievement results over the last five years, with the introduction of a digitalisation programme for selected systems to reduce staff administration time. In 2024, a concerted drive will continue, with the aim of securing a suitable new school site to allow the gazetted school to be fully established.

Where we are currently at:

Vanguard Military School is in a very good position at the moment. This being confirmed by a very good ERO report in 2023.

All objectives for 2023 were met, with the exception of establishing a permanent site for the school that facilitates the integration of a junior school. The planning and application for achieving this objective was intensified in the second half of 2023, and this focused drive will continue in 2024. The outcome however, still predominantly lies with the ministry's ability to provide a solution.

The bulk of the 2024 focus will be to maintain the high standards in all the key areas at and above the set targets.

How will our targets and actions give effect to Te Tiriti o Waitangi:

The Vanguard Military School's unique educational model has to date proved to give exceptional effect to Te Tiriti o Waitangi, with not only equitable outcomes for Māori students, but for all students at the school.

The annual student academic achievement, student attendance and student pastoral care targets remain the same and the intended actions to support this will also be the same.

The annual targets for all students will be set to a high level, with support and wrap-around programmes already in place and being used.

General:

The 2024 teaching and learning programme continues to focus on direct instruction with small classes. The use of military ethos and pedagogy develops good habits, sets high standards for all, and develops a strong sense of belonging. The new literacy and mathematics co-requisite will be delivered in modules and across-subject lines. Vanguard Military School is a special character school, with students and parents/caregivers who have chosen the unique educational model as one that will meet their needs and aspirations.

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<p>Strategic Goal 1 Maintain the high NCEA outcomes for all recruits at all levels for all demographics.</p>				
<p>Annual Target/Goal: To assist each young person, to attain their educational potential, resilience, determination, confidence and critical thinking. Equity of results for learners in the above statistic.</p>				
<p>What do we expect to see by the end of the year? NCEA results above 90% at all year levels.</p>				
<p>Actions Maintaining barrier free access for all students in the greater Auckland Area. Offering a cost-free education. For example: Free uniform, free travel to and from school, free computer use, free food at school, free stationary, free transport to all school based activities, free sports costs, uniforms, etc. Working together with parents and outside organisations to support all students. Close monitoring of academic results and attendance in order to provide support, guidance and interventions where needed. Having small class size, with high expectations for all, and consistent motivation, and highly motivated staff. The use of an extensive, wrap-around pastoral care system, which is supported by section leaders, parents, senior management and extensive outside organisations. Extensive use of the school's unique special character processes, protocols and pedagogy. Equity rates being monitored at monthly Board meetings.</p>	<p>Who is Responsible The Board The Principal The Deputy Principals The Staff The Parents/Caregivers The Students</p>	<p>Resources Required The continued use of the budget, as in the past, to provide for the execution of the listed actions. Allocation of funds in the 2024 budget to digitise selected systems, which in turn will free up staff time, which can be used more specifically for teaching and learning and student support.</p>	<p>Timeframe The digital platforms will be in place at the start of Term 1, with all modifications completed by the end of the term. Normal actions will follow the standard timeframes for the year.</p>	<p>How will you measure success? By use of official NCEA Results. By use of the school's academic tracking data. By use of official attendance results. By use of the school's attendance tracking data. By consultation with students, parents, staff, and other pastoral care organisations. By principal's monthly report to the board. By evaluation from ERO.</p>
<p>Strategic Goal 2 Maintain the high level of engagement of students from all over Auckland.</p>				
<p>Annual Target/Goal: Maintain the consistent and effective motivation of students in relation to full engagement with the school's special character.</p>				

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<p>What do we expect to see by the end of the year? Maintain Attendance rates above 90% at all levels. Equity of attendance results for all students.</p>				
<p>Actions</p> <p>Ensure the school is a physically and emotionally safe place for all students and staff.</p> <p>Take all reasonable steps to eliminate racism, stigma, bullying, and any other forms of discrimination within the school.</p>	<p>Who is Responsible</p> <p>The Board The Principal The Deputy Principals The Staff The Parents/Caregivers The Students</p>	<p>Resources Required</p> <p>The continued use of the budget, as in the past, to provide for the execution of the listed actions.</p> <p>The continued use of the school policies, processes and procedures.</p>	<p>Timeframe</p> <p>Ongoing.</p>	<p>How will you measure success?</p> <p>By use of official attendance results. By use of the school's attendance tracking data. By consultation with students, parents, staff, and other pastoral care organisations. By Principal's monthly report to the board. By evaluation from ERO</p>
<p>Strategic Goal 3 Establish a permanent site for the school that facilitates the integration of a junior school.</p>				
<p>Annual Target/Goal: Fulfil the mandate of the minister of education as gazetted in 2018, to facilitate a full five year-level secondary school.</p>				
<p>What do we expect to see by the end of the year? Progress with MOE in identifying and establishing a new site. Proactive actions by the board and principal to locate potential sites and then persistent follow-up by the board and principal to ensure progress.</p>				
<p>Actions</p> <p>Looking for potential sites to then pass on to the MOE property team. The board using a strategy of consistent pressure on the MOE to honour the gazetted commitment of providing Vanguard with a permanent school site and buildings.</p>	<p>Who is Responsible</p> <p>The Board The Principal</p>	<p>Resources Required</p> <p>The Board delegating the follow-up to board member/s. The Principal allocating time to promote progress at the ministry.</p>	<p>Timeframe</p> <p>Ongoing.</p>	<p>How will you measure success?</p> <p>By having a new site identified. By having plans drawn up. By having development stages established, with timelines for actioning the move.</p> <p>(Achievement of this goal is highly dependent on the ministry)</p>
<p>Strategic Goal 4 Regularly review and minimize risks to recruits and staff.</p>				
<p>Annual Target/Goal: Ensure the school is a physically and emotionally safe place for all students and staff.</p>				
<p>What do we expect to see by the end of the year? A safe, successful, mutually respectful and enjoyable learning environment. Happy and engaged students and staff.</p>				
<p>Actions</p> <p>Consistently monitoring and reviewing risks in the school building, learning programmes and all school extracurricular activities.</p>	<p>Who is Responsible</p> <p>The Board The Principal The Deputy Principals The Staff The Students</p>	<p>Resources Required</p> <p>School policies, current H&S logs and records.</p>	<p>Timeframe</p> <p>Ongoing.</p>	<p>How will you measure success?</p> <p>By reviewing and analysing all school health and safety data. For example, Health and safety logs and records, student wellbeing survey, staff feedback and annual review.</p> <p>The principal's monthly report to the board.</p>
<p>Strategic Goal 5 Continued professional development for all staff to maintain the special character of the school and unique educational model.</p>				

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Annual Target/Goal:
 Maintain the unique Vanguard Military School educational model.
 Maintain the unique pedagogy used at Vanguard Military School.

What do we expect to see by the end of the year?
 Development of staff to maintain special character and to strengthen capability.
 Staff well aligned to the special character of the school.

Actions	Who is Responsible	Resources Required	Timeframe	How will you measure success?
Investment in staff to develop them for the future and to strengthen capability. Staff aligned to the special character of the school. Continued professional development for staff to maintain the special character of the school.	The Board The Principal The Deputy Principals The Staff	The continued use of the budget, as in the past, to provide for the execution of the listed actions.	Ongoing.	By reviewing and analysing staff Professional Growth Cycle outcomes. By reviewing the all school professional development log. By reviewing the Principal's monthly report to the board in relation to, special character engagement, attendance data, academic achievement data