

Vanguard Military School Strategic Plan 2024 – 2026

Vision Statement:

To provide a military school educational choice for all. To strive for excellence in all tasks both academic and attitudinal, with the aim of unlocking the full potential of each individual and thereby creating a positive pathway for their future.

Summary of the information used to develop this plan/How did we create this plan

The ERO School Profile Report and School Improvement Framework.
 Review of NCEA student achievement, attendance data, pastoral care data, financial data, health and safety data and human resource data.
 Student and parent special character agreement data.
 School special character pedagogy, systems, policies, processes, procedures and protocols.
 Board feedback.
 Parent feedback.
 Staff Feedback.
 Community Feedback – NZDF, Returned Services Association, other schools and employers.

Strategic Goals	Which Board Primary Objective does this strategic goal work towards meeting?	Links to Education requirements	What do we expect to see?	How will we achieve or make progress towards our strategic goals?	How will we measure success?
<p>Recruit Learning</p> <p>Maintain the high NCEA outcomes for all recruits at all levels for all demographics.</p> <p>Develop a Year 9 and 10 curriculum that is aligned with the legal requirements for these year groups, scaffolds into the Year 11 programme and inducts the younger recruits into the special character of the school.</p> <p>(Note: This is dependent on the Ministry of Education providing suitable schooling provision to enable the enrolment of Year 9 and 10 students.)</p>	<p>To help each young person attain their educational potential, resilience, determination, confidence and critical thinking.</p> <p>To ensure the school is a physically and emotionally safe place for all students and staff.</p> <p>To take all reasonable steps to eliminate racism, stigma, bullying, and any other forms of discrimination within the school.</p> <p>To consistently strive to achieve equitable outcomes for all students.</p> <p>Maintain staffing levels to ensure we can deliver the curriculum and maintain minimum class sizes.</p>	<p>LEARNERS AT THE CENTRE Have high aspirations for every learner/ākonga, and support these by partnering with their whānau and communities to design and deliver education that responds to their needs, and sustains their identities, languages and cultures.</p> <p>BARRIER FREE ACCESS Ensure every learner/ākonga gains sound foundation skills, including language*, literacy and numeracy.</p> <p>FUTURE OF LEARNING AND WORK Collaborate with industries and employers to ensure learners/ākonga have the skills, knowledge and pathways to succeed in work.</p> <p>To promote the development, in each student, of the following abilities and attributes: (i) resilience, determination, confidence, creativity and critical thinking skills.</p>	<p>Maintain NCEA results above 90% at all levels.</p> <p>Maintain Attendance rates above 90% at all levels.</p> <p>Equity of results for learners in both the above statistics.</p> <p>Good use of the instructional approach to teaching.</p>	<p>By maintaining barrier free access for all students in the greater Auckland Area.</p> <p>By 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.</p> <p>By working together with parents and outside organisations to support all students.</p> <p>By close monitoring of academic results and attendance in order to provide support, guidance and interventions where needed.</p> <p>By having small class size, with high expectations for all, and consistent motivation, and highly motivated staff.</p> <p>By the use of an extensive, wrap-around pastoral care system, which is supported by section leaders, parents, senior management and extensive outside organisations.</p> <p>By extensive use of the school's unique special character processes, protocols and pedagogy.</p> <p>By equity rates being monitored at monthly Board meetings</p>	<p>By use of official NCEA Results.</p> <p>By use of the school's academic tracking data.</p> <p>By use of official attendance results.</p> <p>By use of the school's attendance tracking data.</p> <p>By consultation with students, parents, staff, and other pastoral care organisations.</p> <p>By principal's monthly report to the board.</p> <p>By evaluation from ERO.</p>

		<p>(ii) good social skills and the ability to form good relationships.</p> <p>(iii) full participation in community/school life and good social responsibility.</p> <p>(iv) preparedness for work.</p> <p>To instil, in each student, an appreciation of the importance of working in a team, inclusion of all groups of people with different personal characteristics.</p>						
<p>Strategic Goals</p> <p>Recruit Engagement</p> <p>Maintain the ability to enrol any recruit from all over Auckland to attend Vanguard.</p> <p>Maintain the consistent and effective motivation of students in relation to full engagement with the school's special character.</p> <p>A target of filling the roll to its maximum of 192 recruits enrolled for 2024 has been set</p> <p>Enrol Year 9 and 10 recruits as soon as the MOE has established the promised site.</p> <p>Grow the roll to 312 recruits once on the new site.</p>	<p>Which Board Primary Objective does this strategic goal work towards meeting?</p> <p>To ensure the school is a physically and emotionally safe place for all students and staff.</p> <p>To take all reasonable steps to eliminate racism, stigma, bullying, and any other forms of discrimination within the school.</p> <p>To consistently strive to achieve equitable outcomes for all students.</p> <p>To ensure all programmes are suitable for all levels of learners.</p> <p>To ensure the curriculum is delivered in such a way as to cater for all learning styles.</p> <p>Good social skills and the ability to form good relationships.</p> <p>Participation in community life and fulfilment of civic and social responsibilities.</p> <p>Preparedness for work</p>	<p>Links to Education requirements</p> <p>To use the school's processes, procedures, and systems to motivate all students.</p> <p>To build self-confidence and foster the development of good social skills and relationships.</p> <p>To promote full participation in community/school life and develop good social responsibility.</p> <p>To instil, in each student, an appreciation of the importance of inclusion of all groups of people with different personal characteristics.</p> <p>LEARNERS AT THE CENTRE Ensure places of learning are safe, inclusive, and free from racism, discrimination, and bullying.</p> <p>BARRIER FREE ACCESS Reduce barriers to education for all, including for Māori and Pacific learners/ākonga, disabled learners/ākonga and those with learning support needs.</p>		<p>What do you expect to see?</p> <p>A role of 192 enrolled for 2024</p> <p>Progress with MOE in identifying and establishing a new site.</p> <p>Maintain NCEA results above 90% at all levels.</p> <p>Maintain Attendance rates above 90% at all levels.</p> <p>Equity of results for learners in both the above statistics.</p> <p>A safe, successful, mutually respectful, and enjoyable learning environment.</p> <p>Consistent high level of engagement.</p> <p>Strong pastoral bonds between Section Leaders and their students, and their respective parents/family/caregivers.</p> <p>Staff role-modelling the type of attitudes and behaviours which optimise success in life.</p> <p>Effective use of restorative practice.</p> <p>Staff consistently motivating and inspiring students.</p> <p>Effective use of the school's unique educational system.</p> <p>Attendance rates above 90% for all students.</p> <p>Equity of outcomes for all students.</p>		<p>How will we achieve or make progress towards our strategic goals?</p> <p>By maintaining a strong focus on the tried and tested special character processes, procedures and systems.</p> <p>By maintaining close monitoring of all students for any signs of disengagement.</p> <p>By actioning early interventions for any identified issues.</p> <p>By continued promotion of collaborative staff input/feedback and the use of daily morning briefings.</p> <p>By close monitoring of attendance in order to provide support, guidance and interventions where needed.</p>		<p>How will you measure success?</p> <p>By use of official Attendance Results.</p> <p>By use of the school's attendance tracking data.</p> <p>By reviewing and analysing corrective training, academic catch-up, charges, academic results data.</p> <p>By principal's monthly report to the board.</p>

<p>Strategic Goals</p> <p>School Finance and Property</p> <p>Establish a permanent site for the school that facilitates the integration of a junior school, to achieve the planned outcomes for the gazetted five year-level high school.</p> <p>Enrol Year 9 and 10 recruits as soon as the MOE has established the permanent site.</p> <p>Grow the roll to 312 recruits once on the new site.</p> <p>Subject to Capital Investment, operate at a surplus.</p>	<p>Which Board Primary Objective does this strategic goal work towards meeting?</p> <p>To perform its functions and exercise its powers in a way that is financially responsible.</p> <p>To fulfil the mandate of the minister of education as gazetted in 2018.</p> <p>To establish a complete pathway of leaning for students at the school.</p> <p>To facilitate the growth of the school roll to 312.</p> <p>To fulfil the mandate of the Minister of Education as gazetted.</p>	<p>Links to Education requirements</p> <p>To help each student attain their educational potential.</p> <p>To remove as many barriers to learning for the student as possible.</p> <p>LEARNERS AT THE CENTRE Ensure places of learning are safe, inclusive, and free from racism, discrimination and bullying.</p> <p>BARRIER FREE ACCESS Reduce barriers to education for all, including for Māori and Pacific learners/ākonga, disabled learners/ākonga and those with learning support needs.</p>	<p>What do you expect to see?</p> <p>Progress with MOE in identifying and establishing a new site.</p> <p>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>A role of 312 recruits made up of Junior and Senior recruits.</p>	<p>How will we achieve or make progress towards our strategic goals?</p> <p>By looking for potential sites to then pass on to the MOE property team.</p> <p>By 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>How will you measure success?</p> <p>By having a new site identified.</p> <p>By having plans drawn up.</p> <p>By having development stages established, with timelines for actioning the move.</p> <p>By ultimately moving into a new and permanent school building, with five year levels and a roll of 312.</p>	
<p>Strategic Goals</p> <p>Health and Safety</p> <p>Regularly review and minimize risks to recruits and staff.</p>	<p>Which Board Primary Objective does this strategic goal work towards meeting?</p> <p>To ensure the school is a physically and emotionally safe place for all students and staff.</p>	<p>Links to Education requirements</p> <p>To help each student to attain their educational potential.</p> <p>To promote the development, in each</p>	<p>What do you expect to see?</p> <p>A safe, successful, mutually respectful and enjoyable learning environment.</p> <p>Happy and engaged students and staff.</p>	<p>How will we achieve or make progress towards our strategic goals?</p> <p>By consistently monitoring and reviewing risks in the school building, learning programmes and all school extracurricular activities.</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 survey.</p>	

	<p>To take all reasonable steps to eliminate racism, stigma, bullying, and any other forms of discrimination within the school.</p> <p>To ensure a safe, successful, mutually respectful and enjoyable learning and working environment.</p> <p>To help each young person attain their educational potential.</p>	<p>student, of the following abilities and attributes: (i) resilience, determination, confidence, creativity and critical thinking skills. (ii) good social skills and the ability to form good relationships. (iii) full participation in community/school life and good social responsibility. (iv) preparedness for work.</p> <p>To instil, in each student, an appreciation of the importance of working in a team, inclusion of all groups of people with different personal characteristics.</p> <p>LEARNERS AT THE CENTRE Ensure places of learning are safe, inclusive and free from racism, discrimination and bullying.</p>		<p>No racism, bullying or any other forms of discrimination within the school.</p> <p>Students demonstrating high levels of affective learning development.</p> <p>Consistently high levels of effective teamwork involving all students.</p> <p>Board investment in facilities to ensure future of work and health and safety.</p>		<p>By addressing any identified areas of risk to students or staff. For example, bullying, vaping, etc.</p> <p>By maintaining the established safe, successful, mutually respectful learning and working environment.</p> <p>By using the regular student well-being survey.</p>		<p>The principal's monthly report to the board.</p>
<p>Strategic Goals</p> <p>Personnel</p> <p>Continue professional development for all staff to maintain the special character of the school and unique educational model.</p> <p>Maintain a level of Defence Force knowledge within the staff.</p> <p>Maintain a level of military ethos knowledge throughout all staff.</p> <p>Maintain the level of Te Reo Māori teaching staff.</p> <p>Maintain a good understanding of the school's special character and unique educational model.</p> <p>Providing the environment in which all staff can build</p>	<p>Which Board Primary Objective does this strategic goal work towards meeting?</p> <p>To help each young person attain their educational potential.</p> <p>The inclusion of different groups and persons with different characteristics</p> <p>Diversity, cultural knowledge, identity, and the different official languages.</p> <p>Treaty of Waitangi and te reo Māori.</p> <p>To maintain the unique Vanguard Military School educational model.</p> <p>To maintain the unique pedagogy used at Vanguard Military School.</p> <p>To ensure effective use of a military ethos and training</p>	<p>Links to Education requirements</p> <p>QUALITY TEACHING AND LEADERSHIP Develop staff to strengthen teaching, leadership and learner support capability across the education workforce. Meaningfully incorporate te reo Māori and tikanga Māori into the everyday life of the place of learning</p> <p>FUTURE OF LEARNING AND WORK Collaborate with industries and employers to ensure learners/ ākonga have the skills, knowledge and pathways to succeed in work.</p> <p>To help each student attain their educational potential.</p> <p>To promote the development, in each</p>		<p>What do you expect to see?</p> <p>Performance Measures</p> <p>Retention of Staff Annual retention rate Percentage of positions needed to be re-advertised due to lack of quality applicants. Percentage of staff seeking further qualifications Percentage of staff participating in external professional learning opportunities Percentage of staff participating in leadership professional learning.</p> <p>Investment in staff to develop them for the future of work and to strengthen capability.</p> <p>Recruitment process aligned with maintaining Defence Force knowledge for key staff positions.</p> <p>Staff aligned to the special character of the school.</p>		<p>How will we achieve or make progress towards our strategic goals?</p> <p>By appointing staff who demonstrate commitment to the school's aims, purpose and objectives. Who personally want to teach at the school, accept the special character of the school, and teach the recruits at the school using the school's methodology and unique educational system at all times.</p> <p>By striving to appoint staff, who have the motivation to learn how to use the ethos and training methodology of the military to develop young men and women to become responsible and productive citizens of New Zealand.</p> <p>By maintaining the established and rigorous professional development programme delivered at the school.</p> <p>By providing the financial support to strengthen and develop leadership in all areas of the school's special character.</p>		<p>How will you measure success?</p> <p>By reviewing and analysing staff Professional Growth Cycle outcomes.</p> <p>By reviewing the all school professional development log.</p> <p>By reviewing the principal's monthly report to the board in relation to, special character engagement, attendance data, academic achievement data</p>

<p>their capabilities, extend their leadership capacity, and willingly contribute to the School's future direction.</p> <ul style="list-style-type: none"> • attraction, development, and retention of quality staff • staff are passionate about and take pride in their work • a positive culture of responsibility exists across all staff • increased leadership development opportunities across the School 	<p>philosophy for educating the students.</p> <p>To develop and strengthen teaching, leadership, and learner support.</p>	<p>student, of the following abilities and attributes:</p> <p>(i) resilience, determination, confidence, creativity and critical thinking skills.</p> <p>(ii) good social skills and the ability to form good relationships.</p> <p>(iii) full participation in community/school life and good social responsibility.</p> <p>(iv) preparedness for work.</p> <p>To instil, in each student, an appreciation of the importance of working in a team, inclusion of all groups of people with different personal characteristics.</p> <p>To use the school's processes, procedures and systems to motivate all students.</p> <p>To build self-confidence and foster the development of good social skills and relationships.</p> <p>To promote full participation in community/school life and develop good social responsibility.</p>		<p>Continued professional development for staff to maintain the special character of the school.</p> <p>Continued professional development for subject matter specialists.</p> <p>All staff capable of providing the highest level of education, promoting, and pursuing the school vision, maintaining high ethics and values, and striving to achieve the school's strategic goals, using the school's unique educational model, processes, procedures and protocols.</p> <p>Investment in staff development to strengthen capability and futureproof the special character of the school.</p>										
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