



VANGUARD MILITARY SCHOOL

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SCHOOL CHARTER 2023

1.0 INTRODUCTORY SECTION

Mission Statement

Vanguard Military School will use the ethos and training methodology of the military to develop young men and women from all over Auckland to become productive, responsible citizens of New Zealand. We will strive for excellence in all tasks both academic and attitudinal, with the aim of unlocking the full potential of each individual and thereby create a positive pathway for their future.

Vision

To provide a military school educational choice for all
Establish a permanent site for the school
Open enrolment for Years 9 and 10 at new site
Maintain NCEA results for all year levels above 90%
Maintain attendance rate above 90%
Maintain the school history, traditions and ethos as a special character school

Values and Principles of Vanguard Military School

The maintenance of the unique Vanguard Military School educational model
The maintenance of the unique pedagogy used at Vanguard Military School
The inclusive school community
The tolerant, respectful and compliant culture
The multi-cultural culture of Vanguard Military School
The equitable outcomes Vanguard achieves for all recruits
The privilege of being able to provide the unique Vanguard educational model to the greater Auckland community

The use of a military ethos and training philosophy for educating the recruits
The use of direct instructional teaching to optimise all learning
The use of individual pathway programmes for every recruit
The limited use of devices (only where the use enhances learning and for assessment)
The high level of pastoral care
The high expectations for attitude, effort and behavior for all recruits
Compulsory physical training
Compulsory Mathematics, English, Physical Education and Recruit Development for all recruits
Compulsory learning of the school pledge and haka
Employment of staff who have full buy-in to the special character of school and staff who role model all special character requirements
Recruits who have full buy-in to the special character of school who personally want to attend this school and learn using this school's unique pedagogy.
The development of confidence through accomplishment
Vanguard Military School as a school of choice for recruits and parents
The promotion of teamwork and leadership as a key component of the school philosophy
Developing and maintaining pride in self and the school
High level of direct community involvement

Maori Dimension and Cultural Diversity

Te Reo Maori taught at Years 11, 12 and 13 with an emphasis on speaking, listening and writing.

The entire school learns and performs the unique school haka, written by some of our foundation Maori recruits and which explains "who are we."

The school has developed and maintains an integrated bi-cultural/multi-cultural culture for the school.

The unique school haka used at traditional occasions to welcome new recruits to the school, to welcoming guests to our school, to farewell recruits leaving the school and as a mark of respect to our community at the finale of our annual graduation ceremony.

The development and maintenance of pride in the school's multi-cultural culture is ingrained in educational practise at the school. This practise would include, timetabled time to learn the school haka, intersection competitions of the haka performance, the use of the school haka during the year at all appropriate occasions, all Polynesian language weeks are celebrated annually,

A Pasifika group has been formed and performs annually.

The school has sections named after Victoria Cross winners. For example, Ngarimu and Apiata.

All of the above relate to a school wide philosophy that embraces all cultures under our military ethos banner. This has seen Vanguard able to produce high academic results that are equal across all cultures. High expectations on all has led to high achievement by all.

The School's Special Character

The school emerged from an environment of second chance education and has a focused curriculum. An important part of the education offered is not solely the qualifications per se, but rather the ability to improve oneself in this unique school environment. An educational programme that promotes self-discipline, self-worth, pride in achievement, and that teaches integrity, honour, respect and leadership. This programme aims to provide New Zealand with the next generation of productive citizens and leaders from all over Auckland.

The educational programme is different in the following ways:

a) A two-week Induction

Vanguard works very hard to explain to parents and recruits how Vanguard works and what is expected of them. Attending an Orientation evening is compulsory for a recruit and at least one parent or caregiver. From there they must meet with a Deputy Principal to lodge their formal application. Once this is done all new recruits regardless of their year of entry attend a two-week induction programme prior to school starting, to learn all of the unique school protocols. For example, learning military drill, methods of movement around the school, classroom expectations, expected work ethic, and the expected physical training warm ups and drills. This process by and large, functions along the lines of an intake system in the military, whereby all recruits have the same basic level of training before moving forward into their academics. Existing recruits are phased back during those two weeks to assist in the new recruits' development and welcome into the Vanguard family.

b) Compulsory Subjects

The educational programme makes it compulsory for every recruit in every year level to take Mathematics, English, Physical Education, Physical Training and a Recruit Development Course. This is seen as critical to the school's special character by making a concerted effort to improve the numeracy and literacy skills of all recruits, develop healthy lifestyles and fitness and lastly develop recruit skills in self-reflection, goal setting, respect for others and a better understanding of the challenges and expectations that will come their way once they leave school.

c) A military focus in the school curriculum

Across the curriculum a special effort is made to retain a military focus. Below are some examples.

Defence Force Studies – Vanguard is the only school in the country that offers a subject dedicated to learning about the NZ Defence Force and the role it plays in New Zealand. Included in this subject is learning about the equipment our forces use, the ships, the planes and helicopters, the cultural milieu that is so effective in the NZDF, as well as learning the requirements for all the various employment opportunities in the NZDF.

History – The entire programme across the year levels is focused on New Zealand’s contribution to the World Wars and Vietnam, the battles NZ fought in and the effect these wars have had on our soldiers, their families, our country and the world at large.

Physical Training – This is a separate programme different from PE. It involves all recruits improving their fitness in a structured and organised manner using military style equipment like logs, tyres, water canisters and ammunition boxes. Routine and discipline is reinforced by PT kit checks every day and promotes the need to always be prepared and have the right equipment. Recruits participate in a range of activities that use the military ethos of teamwork that involves listening to instructions and communicating with each other whilst performing military like scenarios that promote leadership skills. Other sessions provide for recruits to choose their own ability groups to develop individual fitness. Sessions are conducted in year levels and also as an entire school. Encouragement and praise are a focus and recruits learn standardized warm ups which add to their self-worth.

Maths – One of the assessments has been written as a military exercise where recruits must place beacons for a drop zone and navigate to various extraction sites. This exercise utilizes navigation techniques and map reading.

Engineering – At Level 2 of our engineering curriculum recruits build a trebuchet. They are taught the history behind the siege machine, its impact during battle and the mechanics behind its design. This initial step leads into the modern-day physics of artillery trajectory.

Recruit Development Course – This course provides a focus on areas that align to our military ethos. Integrity, self-discipline, team work, conflict resolution and decision making are covered as is an in-depth project spent on selflessness – the Willie Apiata stories. This course teaches and assesses every recruit in the school on US24096 which requires them to learn the rank structure of the New Zealand Army, Royal New Zealand Air Force and Royal New Zealand Navy as well as learn where all the military bases are in New Zealand and describe in detail four engagements that New Zealand forces have been involved in.

d) History and Traditions

As Vanguard was originally established back in 2014, there are established traditions in our History that are unique to our educational programme.

Our Honours Board – Every recruit that we have trained that has joined the New Zealand Army, Royal New Zealand Air Force or the Royal New Zealand Navy has their name recorded on our honours wall with the year they graduated from basic training.

The 300 Club – Due to every recruit doing physical training a unique physical challenge has been taken from West Point Military Academy in the United States and replicated here. Recruits who pass this grueling physical test also gain their name on our wall.

ANZAC Day – Since we were established it has been compulsory for every recruit to march on an ANZAC Day parade regardless of it being a holiday or weekend. In our first years this saw the school parade at Browns Bay but as we have now reached a large size the school splits in half with recruits also marching at the Dawn Service and civic service at the Auckland War Memorial Museum. This is a great honour as only three schools are allowed to march at the dawn service and has come about due to our very strong association with the Auckland RSA.

The Matakana Terminator – Every year the entire school goes to a military assault course in Matakana where the sections complete an intense obstacle course, another military style confidence course, do equipment carries, crack codes, build bridges and navigate whilst competing against each other.

The Vanguard Challenge Cup – This is another school wide event where sections again compete along the length of Cheltenham Beach and North Head. It is designed to promote teamwork and leadership and the trophy is engraved with the winning section's leader as a mark of respect. This type of team-focused and competitive event is a catalyst for peer learning.

School Records – These have been kept in areas where the crossover between what we do in PE and PT replicate what is used in the Military. Male and Female records are kept for the Multi Stage Fitness Test, three and four kilometer runs, press ups and sit ups.

Graduation – Vanguard does not have a prizegiving, instead it has a military style graduation parade. At Graduation recruits are awarded Graduation coins gifted to us from the Auckland RSA.

Awards and Trophies – These have been named after military battles and we would wish to continue these at any future graduations. We have trophies named The Gallipoli Shield, El Alamein Plate and have a Scholarship called the Auckland RSA Bayonet.

The school has this year introduced a new time-honored tradition in the form of a “Bell Ceremony”. The ringing of the ceremonial bell to signal new recruits and staff joining the school and starting a new chapter of their lives at Vanguard, as well as a ceremony to signal recruits graduating and leaving the school as well as staff leaving the school, to start the next chapter of their lives.

e) Expectations, Standards and the Honour Code

All recruits have to live up to the expectations and standards set by the School's Honour Code. Recruits abide by the code or face consequences agreed to in the disciplinary system. These include, amongst others, their presentation, behaviour, ability to follow instructions and interaction with others and staff. Like the military, the standards are set and the expectation is for all recruits to achieve these standards. The system is supported by close communication with parents.

f) Every recruit is expected to pass and is fully monitored throughout the year

At Vanguard it is explained to all recruits that from the onset it is expected that they will always try their best and in doing so give themselves every opportunity to succeed. The school monitors every recruit and every assessment with the aim of managing each individual to ensure they gain their NCEA qualification prior to external exams. The

school system ensures that each recruit is placed into a year level that is appropriate to their level of academic development, not the year level set by their current age. This system ensures that no recruit is ever set up to fail and delivers optimum results.

g) The Pastoral Care System

Vanguard uses a unique system that places all the recruits in sections named after New Zealand Victoria Cross winners. These sections compete for section points in a range of activities that by default help the school maintain its standards in the following ways.

Attendance – points are awarded to sections who have the least absent or late recruits. This improves attendance rates and promotes a culture of not letting fellow recruits down.

Behaviour – points are awarded to the sections that gain the least CT's or Charges. Again, positive behaviour is rewarded whilst negative behaviour is seen as letting down your section.

Attendance and Behaviour are closely monitored by Section Leaders (teachers) and the Deputy Principal of each year level. Intervention points are well established and these initiate processes to modify any unwanted behaviour. Parents are fully involved in all of the more serious interventions.

This high level of monitoring is part of a focus to not only maintain school standards, but also to assist recruits with developing their personal character.

h) Parades and Drill

Uniquely, Vanguard starts and ends each day with a formal parade based on military protocols and involving military drill. The parades are used as a method to switch off the distractions, create focus on the objectives, check the dress and bearing of the recruits', their personal grooming, as well as to identify any lateness or absenteeism for immediately intervention.

i) Timetable

The school uses a timetable system that provides for all academic work first, allowing for afternoons to be used for physical training. The entire school is timetabled to do physical training at the same time in the afternoons, allowing for fresh and rested recruits doing academics in the morning and then switching focus to burning off excess energy, resting the mind, and working the body in the afternoon.

Recruits Learning

NCEA Results from 2022

Vanguard Level 1 – 95.0%	National Average – 64.0%	Decile 1-3 Average – 58.8%
Vanguard Level 2 – 95.9%	National Average – 74.2%	Decile 1-3 Average – 68.3%
Vanguard Level 3 – 92.1%	National Average – 67.3%	Decile 1-3 Average – 60.9%

This means that for every 100 students entering a decile 1-3 school only 24.46 gain their Level 3 and 7.73 would gain University Entrance whereas at Vanguard 83.9 will gain their Level 3 and 30.88 will gain their University Entrance. This NZQA data shows that Vanguard students have a 70.85% better chance of achieving a Level Three qualification and a 74.98% better chance of achieving a Level Three Qualification with University Entrance.

Māori Achievement at Vanguard Military School

NCEA Results from 2022

Level 1 Māori Students	100.0%	National Average 52.5%	Decile 1-3 Ave 50.2%
Level 2 Māori Students	94.7%	National Average 63.0%	Decile 1-3 Ave 61.3%
Level 3 Māori Students	88.9%	National Average 55.1%	Decile 1-3 Ave 52.0%
Māori Students UE	33.3%	National Average 29.9%	Decile 1-3 Ave 22.4%

Student Engagement

The **overall School Attendance Rate for 2022** was **89.2%** (9 February to 3 December 2021)

Additional data supplied: (As per KAMAR SMS)

Year Level	Justified Absence	Unjustified Absence	Intermittent Absence	Attendance Rate for School
11	7.6%	0.8%	0.5%	90.8%
12	10.0%	1.0%	0.5%	88.3%
13	10.9%	1.1%	0.4%	87.4%
NZ Māori				
11	10.1%	1.4%	0.9%	87.5%
12	8.0%	1.1%	0.7%	90.0%
13	8.4%	1.1%	0.1%	90.3%
Overall School	9.1%	0.9%	0.5%	89.2%

School Organisation and Structures

Health and Safety – Health and Safety Logs, Professional Development for Staff, training for recruits, required policies in place, 1st aid certificates held.

Personnel – A full complement of staff is employed and aware of the requirements of working at Vanguard Military School.

Property – The current facilities can provide for our current recruits and staff and the board is patiently waiting for a permanent property solution.

Finance – The school is run at a surplus, is devoid of fraud and has in place the required financial policies to operate effectively.

Review of Charter and Consultation

The Establishment Board will review the charter annually during its November meeting. At this stage consultation will not be undertaken with our wider community as the EBOT has been tasked with establishing a new school that retains its special character, finalizes a plan for a permanent site, has the ability to enroll years 9 and 10 and grow the roll to 312 recruits. Once that has been achieved the EBOT will be open to consultation on the school charter.

2.0 STRATEGIC SECTION

Recruit Learning

Maintain the high NCEA outcomes for all recruits at all levels for all demographics. 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.

Recruit Engagement

Maintain the ability to enroll any recruit from all over Auckland to attend Vanguard. Enroll Year 9 and 10 recruits as soon as the MOE has established the promised site. Grow the roll to 312 recruits once on the new site.

A target of filling the roll to its maximum of 192 recruits enrolled for 2024 has been set.

School Finance and Property

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.

Operate at a surplus.

Upgrade equipment as it depreciates.

Health and Safety

Regularly review and minimize risks to recruits and staff

Personnel

Maintain a level of Defence Force knowledge within the staff.

Maintain a level of military ethos knowledge throughout all staff.

Maintain the level of Te Reo Māori teaching staff.

Maintain a good understanding of the school's special character and unique educational model.

CORE STRATEGIES FOR ACHIEVING GOALS 2023 – 2025

Recruit Learning

Continue with compulsory Maths, English, Physical Education, Physical Training and Recruit Development Courses.

Continue with all the established and proven systems that comprise the special character.

Continue with the use of tracking data and individual pathway plans.

Initiate the development of a full Year 9 and 10 curriculums within a military ethos once the establishment of the new school site is confirmed.

Recruit Engagement

Continue with the high pastoral care system.

Continue to consult with and rely on parent assistance in this area.

Continue with morning parades and class rolls in every lesson.

Continue to use the unique educational model to motivate recruits to remain fully engaged with their own learning and development.

Attract recruits from all over Auckland through brand awareness.

School Finance and Property

Be proactive in working with the Ministry for answers and solutions to the new school site issue, the special character aspects that conflict with standard ministry process, with the aim of establishing a definitive understanding and timeline for a property solution. This aspect is essential for the school to be able to plan ahead and fulfill its legal obligations.

Review the condition of key resources and formulate action plans for replacement.

Health and Safety

Continue with the health and safety logs being presented at board meetings.

Personnel

Continue to monitor and support all staff.

Continued professional development for all staff to maintain the special character of the school.

3.0 ANNUAL SCHOOL IMPROVEMENT PLAN – SUMMARY

The board is committed to reviewing strategic aims regularly. These will be tracked and discussed at monthly board meetings.

Recruit Outcomes

Continue using the highly effective educational model that has produced the outstanding achievements to date.

Continue the high-level monitoring of every recruit through the established tracking system. Maintain the concept of setting high standards for all and ensuring that all ethnicities continue to achieve equitable results.

Maintain the very high target for NCEA results at a 90% average for all three year-levels.

Property Solution

2023 will see the Board and the Principal continue to apply significant pressure on Ministry officials, the Ministry of Education, Members of Parliament and the Minister of Education to provide information on the permanent solution to Vanguard's property situation. This would finally allow the school to plan effectively for the future and achieve the aims set out for the establishment of a complete five year-level high school with a special character, that allows for the introduction of years nine and ten, and allows for growing the school roll to 312.