

# VANGUARD MILITARY SCHOOL

8 Rothwell Avenue, Rosedale, Auckland | [vanguard.school.nz](http://vanguard.school.nz)

## ANNUAL IMPLEMENTATION PLAN 2026

<b>SCHOOL</b>	Vanguard Military School	<b>MOE NUMBER</b>	0854
<b>PRINCIPAL</b>	Steve Mueller	<b>BOARD CHAIR</b>	Jonathan Gale
<b>YEAR OF PLAN</b>	2026	<b>STRATEGIC PLAN</b>	2024 – 2026
<b>BOARD APPROVED</b>		<b>PUBLISHED</b>	March 2026

<b>VISION</b>	<i>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.</i>
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### INTRODUCTION

This Annual Implementation Plan (AIP) sets out the annual targets and actions for Vanguard Military School in 2026. It gives effect to the school's 2024–2026 Strategic Plan and meets the requirements of Te Whakangārahu Ngātahi | Planning Together for Ākonga Success, under the Education and Training Act 2020 and the Education (School Planning and Reporting) Regulations 2023.

The plan reflects the five strategic goals of the 2024–2026 Strategic Plan and incorporates the two 2026 Government priorities: lifting attendance, and implementing curriculum and assessment changes. All goals are directed toward supporting every recruit to achieve their educational potential within Vanguard Military Schools' distinctive military special character environment.

## 01 RECRUIT LEARNING

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>RECRUIT LEARNING — NCEA ACHIEVEMENT &amp; CURRICULUM DEVELOPMENT</b>				
Maintain high NCEA outcomes for all recruits at all levels and for all demographics.	<ol style="list-style-type: none"> <li>1. NCEA pass rates <math>\geq 90\%</math> at Levels 1, 2 and 3.</li> <li>2. Attendance <math>\geq 90\%</math> across all year groups.</li> <li>3. Equity of results across all demographic groups.</li> <li>4. Full course offering for Years 11–13.</li> </ol>	<ul style="list-style-type: none"> <li>Close monitoring of academic results and attendance with targeted interventions</li> <li>Maintain small class sizes with high expectations and consistent motivation</li> <li>Implement and review the instructional approach to teaching</li> <li>Use wrap-around pastoral care system: Section Leaders, SMT and outside agencies</li> <li>Maintain barrier-free access (uniform, travel, food, stationery, devices, activities)</li> <li>Partner with parents and external organisations to support success</li> <li>Present equity data at monthly Board meetings</li> <li>Continue special character processes, protocols and pedagogy</li> </ul>	<ul style="list-style-type: none"> <li>Existing staffing and budget allocations.</li> <li>Cost-free education provision.</li> <li>Pastoral care resources and external agency partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Official NCEA results (annually)</li> <li>Internal academic tracking (monthly)</li> <li>Official and internal attendance data (monthly)</li> <li>Principals' monthly report to Board</li> <li>ERO evaluation</li> </ul>
<b>Board Objectives:</b>	<ul style="list-style-type: none"> <li>Help each recruit attain their educational potential</li> <li>Ensure a safe, equitable learning environment</li> <li>Eliminate racism, bullying and discrimination</li> <li>Achieve equitable outcomes for all demographics</li> <li>Maintain staffing to deliver curriculum</li> </ul>			

## 02 RECRUIT ENGAGEMENT

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>RECRUIT ENGAGEMENT — ENROLMENT, ATTENDANCE &amp; SPECIAL CHARACTER</b>				
Maintain the ability to enrol any recruit from across Auckland and sustain full engagement with the school's special character.	<ol style="list-style-type: none"> <li>1. Full roll of 192 recruits enrolled and attending in 2026.</li> <li>2. Attendance ≥90% for all students.</li> <li>3. Safe, mutually respectful learning environment maintained.</li> <li>4. Progress MOE conversations regarding permanent site for future roll growth to 312.</li> </ol>	<ul style="list-style-type: none"> <li>Maintain strong focus on special character processes, procedures and systems</li> <li>Close monitoring for early signs of disengagement with rapid intervention</li> <li>Continue daily morning briefings and collaborative staff input</li> <li>Monitor attendance data regularly and act on patterns</li> <li>Maintain strong Section Leader pastoral bonds with students and whānau</li> <li>Staff to model attitudes and behaviours that optimise life success</li> <li>Apply restorative practice consistently across the school</li> </ul>	<p>Section Leader staffing structure.</p> <p>Daily briefing time within timetable.</p> <p>Board/Principal time for MOE engagement.</p> <p>Pastoral care budget and agency relationships.</p>	<ul style="list-style-type: none"> <li>Official attendance results (termly)</li> <li>Internal attendance tracking (weekly/monthly)</li> <li>Corrective training and catch-up data analysis</li> <li>Principal's monthly report to Board</li> <li>Board review of roll numbers (monthly)</li> <li>MOE site progress updates to Board</li> </ul>
<b>Board Objectives:</b>				
<ul style="list-style-type: none"> <li>Ensure a safe, inclusive environment free from discrimination</li> <li>Achieve equitable outcomes for all recruits</li> <li>Build self-confidence and good social skills</li> <li>Ensure programmes suit all learning styles</li> </ul>				

### 03 SCHOOL FINANCE & PROPERTY

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>SCHOOL FINANCE &amp; PROPERTY — PERMANENT SITE &amp; FINANCIAL SUSTAINABILITY</b>				
Establish a permanent site to facilitate Years 9–13, grow the roll to 312 recruits, and operate at a surplus subject to capital investment.	<ol style="list-style-type: none"> <li>At least one viable permanent site option identified and presented to MOE property team.</li> <li>Maintain financial surplus (subject to capital investment).</li> <li>Receive confirmation or updated timeline from MOE on gazetted site commitment.</li> </ol>	<ul style="list-style-type: none"> <li>Board and Principal to actively research potential permanent sites</li> <li>Track and document progress milestones from MOE</li> <li>Financial reporting reviewed monthly by Board</li> </ul>	<p>Board and Principal time.</p> <p>MOE property team engagement.</p> <p>Existing budget for financial reporting and audit.</p>	<ul style="list-style-type: none"> <li>Monthly financial reports to Board</li> <li>Annual financial statements and audit</li> <li>Principal's report.</li> <li>Board minutes recording MOE engagement outcomes</li> </ul>
<b>Board Objectives:</b>				
<ul style="list-style-type: none"> <li>Perform functions in a financially responsible manner</li> <li>Establish a complete learning pathway for all year levels</li> </ul>				

## 04 HEALTH & SAFETY

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>HEALTH &amp; SAFETY — SAFE, RESPECTFUL LEARNING ENVIRONMENT</b>				
Regularly review and minimise risks to recruits and staff.	<ol style="list-style-type: none"> <li>1. Zero bullying, racism or discrimination incidents left unresolved.</li> <li>2. All H&amp;S risks logged and actioned within agreed timeframes.</li> <li>3. Positive student wellbeing survey results maintained year-on-year.</li> </ol>	<ul style="list-style-type: none"> <li>Consistently monitor and review risks across the building, programmes and activities</li> <li>Promptly address identified risk areas (e.g. bullying, vaping, physical hazards)</li> <li>Maintain the established safe and respectful learning environment</li> <li>Administer regular student wellbeing surveys and analyse results</li> <li>Promote high levels of effective teamwork and affective development</li> </ul>	<p>Existing H&amp;S processes, logs and records. Student wellbeing survey tool.</p>	<ul style="list-style-type: none"> <li>H&amp;S logs and records (ongoing)</li> <li>Student wellbeing survey (termly)</li> <li>Staff feedback and annual survey</li> <li>Principal's monthly report to Board</li> </ul>
<b>Board Objectives:</b>				
<ul style="list-style-type: none"> <li>Ensure a physically and emotionally safe environment</li> <li>Take all reasonable steps to eliminate racism, bullying and discrimination</li> <li>Maintain a safe, mutually respectful working environment</li> </ul>				

## 05 PERSONNEL

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
PERSONNEL — STAFF DEVELOPMENT, RETENTION & SPECIAL CHARACTER CAPABILITY	<p>Continue professional development for all staff to maintain the school's special character and unique educational model.</p> <p>1. ≥90% staff retention year-on-year.                      2. 100% of staff participate in the school PD programme.                      3. Te reo Māori teaching capacity maintained and developed.                      4. All staff demonstrate capability in the school's unique educational model.</p> <p><b>Board Objectives:</b></p> <ul style="list-style-type: none"> <li>Help each recruit attain their educational potential</li> <li>Maintain the unique Vanguard educational model</li> <li>Develop and strengthen teaching, leadership and learner support</li> <li>Reflect NZ cultural diversity including te reo Māori</li> </ul>	<ul style="list-style-type: none"> <li>Appoint staff with personal commitment to the school's aims and methodology</li> <li>Maintain the rigorous professional development programme</li> <li>Provide financial support for leadership development across all special character areas</li> <li>Align recruitment to maintain Defence Force knowledge in key positions</li> <li>Support staff in pursuing further qualifications and external PLD</li> <li>Develop and embed te reo Māori and tikanga Māori into everyday school life</li> <li>Build leadership capacity across all staff for succession planning</li> <li>Review and act on annual staff survey results</li> </ul>	<p>Professional Development budget.</p> <p>Leadership development funding.</p> <p>HR processes: recruitment, onboarding, PGC.</p> <p>Te reo Māori resourcing.</p>	<ul style="list-style-type: none"> <li>Staff retention rates (annually)</li> <li>PGC outcomes review</li> <li>All-school PD log</li> <li>% staff in leadership PLD</li> <li>Principal's monthly report to Board</li> </ul>

# P1 GOVERNMENT PRIORITY — ATTENDANCE

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>GOVERNMENT PRIORITY 2026: LIFT ATTENDANCE AND REDUCE ABSENCE</b>				
Align with the Government's 2026 priority to lift student attendance and reduce persistent absence.	<ol style="list-style-type: none"> <li>1. Whole-school attendance ≥90%.</li> <li>2. Reduce persistent absence (below 70%) to zero where possible.</li> <li>3. Equitable attendance rates across all demographic groups.</li> </ol>	<ul style="list-style-type: none"> <li>Track individual and cohort attendance weekly; intervene early for any student below 90%</li> <li>Engage whānau/caregivers immediately when concerns arise</li> <li>Use Section Leader pastoral bonds to identify and address barriers</li> <li>Coordinate with outside agencies for social, health or family barriers</li> <li>Report attendance data and interventions to Board monthly</li> <li>Recognise and celebrate strong attendance as part of school culture</li> </ul>	<p>Section Leader time and pastoral structure.</p> <p>Attendance tracking system.</p> <p>External agency relationships.</p>	<ul style="list-style-type: none"> <li>Weekly attendance monitoring report</li> <li>Monthly Board attendance report</li> <li>Official attendance return (MOE)</li> <li>Persistent absence case tracking</li> <li>Equity analysis by demographic</li> </ul>
<b>Board Objectives:</b>				
<ul style="list-style-type: none"> <li>Take all reasonable steps to ensure students attend school</li> <li>Achieve equitable outcomes for all students</li> </ul>				

## P2 GOVERNMENT PRIORITY — CURRICULUM & ASSESSMENT

STRATEGIC GOAL	ANNUAL TARGET(S)	ACTIONS	RESOURCING	MONITORING
<b>GOVERNMENT PRIORITY 2026: CURRICULUM, ASSESSMENT &amp; AROMATAWAI CHANGES</b>				

Implement and prepare for changes to the national curriculum, assessment and aromatawai requirements.

1. All teaching staff informed and prepared for updated curriculum and assessment requirements.

2. Assessment and aromatawai practices reviewed and updated.

3. NCEA results maintained ≥90% through the transition period.

- Principal and HODs to monitor Ministry communications on curriculum and assessment changes
- Embed curriculum change preparation into the school's PD programme
- Review and update internal assessment practices and aromatawai tools
- Ensure teachers have access to MOE guidance and required PLD
- Report curriculum readiness progress to the Board

PD budget for curriculum change training.

HOD and Principal time for review.



MOE guidance materials.

- PD log: curriculum change sessions
- Updated assessment schedules
- NCEA results tracking
- Principal's report: curriculum readiness

**Board Objectives:**

- Use good quality assessment and aromatawai information
- Help each recruit attain their educational potential

### BOARD APPROVAL

BOARD CHAIRPERSON	SIGNATURE	DATE
JONATHAN GARD		
PRINCIPAL	SIGNATURE	DATE
STEVE MUELLER		

This plan must be published on the school website by 31 March each year in accordance with Te Whakangarahu Ngātahi requirements.