BALMACEWEN INTERMEDIATE

2024 - 2026 Strategic Plan

- **Collective Ambition: An Aspirational, Academic & Connected Community Striving For Personal Excellence**
- **School Values: Perseverance, Excellence, Respect, Kindness**
- **Giving effect to Te Tiriti o Waitangi through Partnership, Participation and Protection**

Strategic goal 1: **Our people (He Tangata)**	**Strategic goal 2:** **Teaching and Learning (Matauranga)**	**Strategic goal 3:** **Our people (He Tangata)**
Our students will develop self-confidence, relate positively to others and feel safe at school. Our staff will feel supported and valued and our community will feel connected.	Our programmes will support student achievement through authentic and engaging contexts.	Our resources, finances and legislative requirements will be managed to provide the best possible environment for staff and students.
How will we achieve these goals?		
We will continue to develop a positive, reciprocal relationship with local iwi and local educational organisations (Primary Schools, High Schools and the Hills Cluster)	We will review our assessment systems and processes to ensure they meet the needs for reporting and informing teaching and learning.	We will continue to manage the financial position of Balmacewen Intermediate responsibly
We will continue to develop our school's local curriculum to ensure we meet the latest government priorities, as well as ensuring the document reflects our school community and what happens at Balmacewen Intermediate School.	We will work with external facilitators, as well as in school leaders to ensure clarity of the Refreshed English and Math curriculums so that these are effectively implemented.	We will register with School Docs to improve the robustness of our school policies
	We will work with our staff and students alike to create a positive learning environment	We will implement property projects that improve the operating systems for the future.

Balmacewen Intermediate School
Annual Implementation Plan
2026

OBJECTIVE 1: OUR PEOPLE (Nga Tangata)
Provide a positive, learning focused culture that is committed to inclusion of all

GOVT PRIORITIES:
Stronger learning support: Targeting effective learning support interventions for students with additional needs

GIVING EFFECT TO TE TIRITI O WAITANGI:
Partnership and Participation

2026 AIMS	2026 SPECIFIC ACTIONS	MEASURES OF SUCCESS	WHO
We will continue to develop a positive, reciprocal relationship with local iwi and local educational organisations (Primary Schools, High Schools and the Hills Cluster)	-Continue to use a variety of methods/approaches to keep all stakeholders informed and involved Living the Vision, Admin News, Team and Home School Communication, facebook, surveys, 1:1 conversations, small group feedback sessions) -Develop relationships with other local schools through our involvement in the Hills Cluster and Otepoti networks in general (Math lead PLD, SENCO / DP group, Principal meetings) -Meet with and build a relationship with local iwi through Whaea Sue Mepham's connections and complete the review of the Mihi Whakatu in consultation with local Iwi. - Utilise expertise and connections of our school community to learn about our local area/people and strengthen our relationships -Celebrate significant cultural events (e.g. Māori New Year, Anzac Day, Diwali, Pasifka Language weeks, Te Reo Maori Language weeks) -Continue with Kapa Haka for all via the key mahi of Whaea Sue Mepham, Matua Aaron Pitts, Matua Che Arekateratera and Whaea Mary Brady	-Improved relationships and continued development in connections -Whānau engagement and feedback (formal and informal) -Involvement in the Hills Cluster: relationships developed and progress as a school through this work -Iwi connection development -School events: positive feedback from local Iwi and the school community -Involvement in local cultural festivals	-All staff -Balmacewen Intermediate School Board

We will continue to develop our school's local curriculum to ensure we meet the latest government priorities, as well as ensuring the document reflects our school community and what happens at Balmacewen Intermediate School.	-Regularly review updates from the Ministry of Education, including changes to the New Zealand Curriculum (NZC) -Ensure that the school's local curriculum reflects the key principles of the New Zealand Curriculum, such as equity, community engagement, and the inclusion of Māori and Pacific perspectives. -Ensure that the curriculum acknowledges and respects the diverse cultural backgrounds of the learners at Balmacewen Intermediate School -Ensure Māori language and culture are meaningfully integrated into the curriculum -While meeting national priorities, ensure a balanced approach that covers all the required learning areas (e.g., English, mathematics, science, social sciences, the arts, technology, health and physical education, etc.) whilst using our proven Project Based Learning pedagogy - Regularly seek input from teaching staff about how the curriculum is working in practice and make necessary adjustments.	-Local curriculum completed reflects what actually happens at Balmacewen Intermediate School (relevant and accurate) -Staff continue to develop understanding of govt priorities and refreshed curriculums, in order to align this with our Project Based Learning pedagogy -Learners have the opportunity to access all areas of the curriculum -Teachers feeling more confident with Refreshed curriculum -Resources designed and being used to assist teaching and learning	-Senior leaders -Teaching staff -Support staff

OBJECTIVE 2: TEACHING AND LEARNING (Matauranga)

Provide high quality teaching and learning programmes that enable every learner to reach their full potential

GOVT PRIORITIES:

Clearer Curriculum - establishing a knowledge-rich curriculum grounded in the science of learning via Project Based Learning
Better approach to literacy and numeracy: Implementing evidence-based instruction in early literacy and numeracy
Smarter assessment and reporting: Implementing consistent modes of monitoring student progress and achievement
Greater use of data: Using data and evidence to drive consistent improvement in achievement

GIVING EFFECT TO TE TIRITI O WAITANGI:

Protection and Participation

2026 AIMS	2026 SPECIFIC ACTIONS	MEASURES OF SUCCESS	WHO
We will review our assessment systems and processes to ensure they meet the needs for reporting and informing teaching and learning.	- EDGE platform used to collect schoolwide data -Team approach to ongoing data collection -Use of PAT Math from Year 7-8 -Review of formal written reports - when Govt guidelines are received -2 x face to face Parent/Teacher evenings -Schoolwide data collected: Target learners, Priority learners and all learners: analysed and used to make decisions regularly	-Decisions made as a staff on T.O.D. Jan 2026 -Systems and expectations clear Jan 2026 -Systems in place to monitor collection of quality assessment information -Assessment information is shared with learners (developing learner agency) -Assessment information is used to guide teaching and learning -Resourcing matches needs	- All staff
We will work with external facilitators, as well as in school leaders to ensure clarity of the Refreshed English and Math curriculums so that these are effectively implemented.	-PLD through Hills Cluster involvement: at leadership and class teacher level -SLT presenting new learning to whole staff -Staff professional development: Literacy, Science and Mathematics -Staff meetings focussed on understanding and implementation of refreshed curriculums -Provide ongoing PD for teachers to develop knowledge of new curriculum and ability to effectively implement these in their classroom -Development of resources to assist in planning, teaching and assessing -Sharing of teacher practice: learning from each other -Principal and DP learning through PLG groups then sharing knowledge and resources	-SLT attending relevant PD and sharing with Staff - Senior leaders learning from leaders in other places and sharing -Staff keen and confident in sharing with others -Staff learning from each other -Staff confidence in understanding and using the Refreshed curriculums	- All staff

We will work with our staff and students alike to create a positive learning environment	- Providing Hauora resources for staff to access - The inclusion of celebrating Pasifika Language weeks - Continuing with the Hauora unit - Continuing with student and encouraging student led initiatives	-Staff have accessed the Hauora resources - Pasifika Language weeks have been celebrated as they were student led	- Staff - SLT

OBJECTIVE 3:– RESOURCES, FINANCE AND GOVERNANCE (Te Whakahaere)

To ensure our Governance manages our Resources and Finances to provide the best educational environment possible

GOVT PRIORITIES:

Fiscal responsibility - ensuring all property and student needs are met
Policy review - reviewing and updating all policies
Governance - prudent governance of all resources and mana whenua

GIVING EFFECT TO TE TIRITI O WAITANGI:

Participation

2026 AIMS	2026 SPECIFIC ACTIONS	MEASURES OF SUCCESS	WHO
We will continue to manage the financial position of Balmacewen Intermediate responsibly	- At each Board of Trustee meeting an update on the Term Deposits will be discussed - Budgets will constantly be reviewed with a view to updating these for 2027 and beyond - We will gain knowledge of how best to apply the Banked Payroll - Applications to the Ministry of Education for ongoing support will be submitted	- Updated budgeting categories - Appropriate spending of staff wages - Increased income from the Ministry of Education	- SLT -Balmacewen Intermediate School Board
We will register with School Docs to improve the robustness of our school policies	- To register with School Docs - Once we are registered with School Docs to complete the onboarding process - Review School Docs templates and adapt to specific school requirements where needed	- Balmacewen will have its own School Docs site	-Balmacewen Intermediate School Board
We will implement property projects that improve the operating systems for the future.	- We enter into a new 5YA cycle which will have Ministry of Education P2 projects - Once we have a completed 10YPP report from Logistics Group we will discuss what P3 projects are required to further improve Balmacewen and future proof the site.	-The P2 projects have been planned for - P3 and other property needs have been discussed	-Balmacewen Intermediate School Board

2026 Targets

TARGET	WHY
- The 2026 target will be 80 % of our students are at Proficient or Excellence level across Reading, Writing and Numeracy	The school wide target for 2025 was 80% of students would be at the **Proficient or Excellent level** for Reading, Writing and Numeracy. The final results for these criteria were:reading 75%, writing 62% and numeracy 73%. Whilst reading and numeracy nearly reached this target, the writing result was concerning. In addition there was a significant disparity between the whole school results and Maori and Pasifika students which directly affects the whole school target.

2025 END OF YEAR DATA (students at Proficient or Excellence level):

Groups	Reading	Writing	Numeracy
Whole school	75%	62%	73%
Maori	64% (11% lower)	52% (10% lower)	65% (8% lower)
Pasifika	56% (19% lower)	45% (17% lower)	56% (19% lower)

2026 Targets(students at Proficient or Excellence level):

Groups	Total number of students	Minimum number of students required to reach this target	The impact of one student on overall results
Whole school	471	377	0.21
Maori	65	52	1.5
Pasifika	24	19	4.2

APPROVED BY: Balmacewen Intermediate School Board	COMPLETED: 8th May 2026	VERSION: *FINAL*