

Blue Mountain College Operational Plan 2010

Curriculum

Goal	Objectives	Key Tasks	Responsibility	Costs/ Resources	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
1.1 - improve academic achievement 1.1a Improve achievement in NCEA 1.1b To improve student work habits	Particular emphasis on increasing merits and excellences emphasis on motivation and self responsibility Tie in to Literacy and Personalising Learning Goals	Class noise levels (K Knight approach) In-house PD AtoL project – build on skills gained Literacy PD and Numeracy project	DP HODs	Negotiable Cost of new strategies to be agreed on a case by case basis	Inclusion in monthly curriculum report to BOT as appropriate Recommendations to BOT for the ensuing years budget preparation	Ongoing process Annual review to develop next stage	NCEA Results Anecdotal evidence General school Tone Feedback from parents, students and community	
1.2 To maintain a programme for gifted and talented students	To deliver a targeted writing programme to an identified group of G&T students To support OtagoNet Scholarship Mentoring Initiative. To support high achieving students in sport and cultural activities	On-going programme delivered by R Smith. Identify and enrol suitable students. Use of external coaches and expertise	Principal and Teacher in charge of Programme Senior Dean, Principal and DP. Sports and Arts co-ordinators	\$1000 allocated Self funded. \$1000 (plus investment in sports and arts co-ordination)	Report to Board at the end of Term 3 NCEA results. Component of monthly Principal's report to BOT	Ongoing End of year. Ongoing	Student success in competitions Students enter Scholarship exams and achieve success. High achievers continue to succeed	
1.3 To implement National Standards at Years 7 & 8	Develop a shared understanding of the standards Develop and put in place an implementation plan	Whole staff PD led by Principal, SCT, DP and Deans Identify and document processes	Whole staff SMT, Dean	Key focus for PD resourcing	Component of monthly Principal's report to BOT To Parents via reports	Initial implementation 2010 but will need to be ongoing over time	Students assessed against standards Reports address standards Baseline established	
1.4 Maintain access to instrumental music	To ensure that the profile of music is maintained via a range of means	Identify appropriate person and develop programme (this may need lateral thinking)	Principal and TIC Arts	Tutor support – Sam Hadfield during Term 1 – fairly intensive (banked staffing)	Public performances by students Annual report to BOT	- ongoing	High level of student involvement Principal enjoys performances	Sam Hadfield ran a brief, intensive programme during Term 1
1.5 To develop class	Establish a baseline to use for diagnostic	In-house PD to develop process	In-house PD	Cost of materials 3 days teacher release	Departmental reviews	- Form profiles by end of Term1,	Data is analysed and presented and	

profiles to make better use of formative assessment information	and evaluative processes To make effective use of AsTTLe and exemplar banks in junior classes To rationalise schoolwide assessment practices	Access eAsTTLe Incl. AsTTLe results into classroom manager database Develop profiles Maintain and develop during 2010	HODs Subject teachers SCT & DP	for test administration and analysis PD days for training for eAsTTLe	report to Board and staff meeting	- ongoing	available for teachers to use Review completed	
1.6 To use focussed in-house PD to develop pedagogy with a focus on National Standards	Covered in other Goals (included here as an overarching priority)		DP	PD budget		ongoing		
1.7 To implement the revised NZ curriculum document	To take advantage of any ongoing training and to start on implementation at both departmental and whole school levels	Familiarisation with new requirements Start process of aligning documentation and practice to these requirements	Principal and DP to lead HODs and departmental level is where the bulk of the work will have to be done Curriculum Leadership group	Included in departmental budgets	From HODs to Principal via Departmental Reviews To BOT from Principal via BOT reports	- 2010	PD reports Reports as part of Departmental reviews	
1.8 Investigate opportunities to integrate across curriculum areas (an ongoing focus as courses are developed)	To develop a mechanism to review programmes across curriculum areas to identify ways to provide more meaningful learning experiences for students	To be developed – initial focus on senior school including existing programmes, gateway, ITOs, etc Note: The junior school is also working to this in an informal way	Principal, Senior team and HODs	Time	Interim report to BOT by end of 2010	- Ongoing	Course details	
1.9 Broaden range of meaningful programmes for non academic students	To offer the SPEC programme for both special needs and mainstream students. Build on OtagoNet Supported Learning To expend Gateway To develop personalised learning plans (PLPs) senior students New Technology opportunities	Build on existing SPEC stuff Continue using VC Implement Gateway for 15 students Participate in training for relevant staff. Ongoing development of PLPs New courses in Technology	Special Needs committee Gateway co-ordinator DP and senior Deans HOD Technology	Within supported learning budget Separate TEC funding Departmental budget	Report to BOT Report to the BOT and TEC Via Principals reports to BOT	- Ongoing End 2010 Trials to be evaluated end 2010 Ongoing	Students achieving SPEC certificates. Special needs students using range of technologies including VC 15 students enrolled for Gateway and meet credit goals for TEC PLPs developed New technology courses	

1.10 To enhance performance of senior students through the development and use of Personalised Learning Plans (PLP)	To develop PLP with each year 12 or 13 student to allow us to more accurately measure achievement against each student's individual goals and aspirations	identify key areas for PLP develop a trail format and process develop a procedure to measure achievements against goals	Principal DP (as EHSAS lead teacher) Senior Deans Year 12 & 13 teachers	Within existing resourcing	Via EHSAS reporting To BOT via Principal's report as required	Use for measuring achievement – February 2010	Data used to report achievement of Year 12 & 13 Cohort for 2009	
1.11 Review whole school review processes	To examine our current practices and procedures to increase the effectiveness of the system	Identify current best practice, compare this with our practice and trial new documentation	Principal	Within existing resources	To BOT via Principals reports	End 2010 – new documentation trialled – ongoing process in terms of refinement	New review documentation and/or methods for review of 2010 year	
1.12 To review and update careers programme and documentation	In 2008 ERO recommended we improve the documentation of our Careers programme	Audit existing programme Investigate alternative models Decide on any changes and implement	Careers Advisor Principal Via Careers service contract	Within careers budget	To BOT as part of Principal's report New Documentation in place	End 2010	Documentation is in place	
1.13 To develop and implement a PD programme to assist the awareness, knowledge and use of biculturalism in the school's environment and programmes	In 2008 ERO identified this as a recommendation and we need to start to address it. This is not part of the Maori achievement plan as it refers to things we as a (Pakeha) staff need to do.	Identify where we want to go with this area Identify some goals and specific objectives Identify provider Action programme	Principal PD co-ordinator All staff	Set as PD goal and incorporated in PD budget with note we may need additional resourcing	Via PD reports	To be started 2010 then ongoing	To be developed	

Students

Goals	Objectives	Key Tasks	Responsibility	Costs/ Resources	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
2.1 Maori Achievement Plan (To improve the success of Maori students and Blue Mountain College)	To update and implement the Maori Achievement Plan (Goals 2.1, 4.6, 6.3, 7.2)	Update the plan	Principal	Budgetary provision made	Reporting to BOT and whanau/community via Hokonui Runanga	ongoing	Plan is available and evidence exists that it is being actioned	
2.1a To improve Maori student achievement	To ensure Maori students have the opportunity to achieve to their personal capacity	Ensure all Section 1 goals include Maori	HODs		Reporting to BOT and Maori Community	Ongoing	Via departmental review data	
2.1b To increase opportunities for Maori (and other) students to experience tikanga Maori	To provide a range of opportunities for Maori students to broaden experiences	Maintain Kapahaka Opportunities for Maori students to attend hui/wananga Year 9 Class visits to Marae Identify and take advantage of other opportunities as they arise	AP/Maori Teacher TIC Maori Principal Maori Teacher	\$4600	Reporting to BOT and Maori Community	ongoing	Levels of participation Performances (eg Music festival) At least one student to attend Lincoln Hui (if it runs in 2010) Year 9 Marae visit	
2.1c To provide access to Te Reo for those who request it	To ensure that Maori students who wish to learn Te Reo have the opportunity to do so	Support distance education provision of Te Reo	Correspondence co- ordinator	Nil	Reports to parents	Annual	Results from programmes	
2.2 Maintain effective participation in OtagoNet	To participate in OtagoNet to utilise the opportunities to maintain and extend breadth of curriculum	Make it part of our everyday operation	Principal and e- principal e-teachers	Schoolzone - \$11000/year e-teachers – up to 10 days release Staffing for e-teachers Staffing contribution to OtagoNet (0.1FTTE) Costs for e-Huis	Inclusion in Principals monthly report to BOT as appropriate	Ongoing	System in place and operating smoothly Students participating in Scholarship Mentoring Initiative	
2.4 To review reporting to comply with National Standards	To ensure our reporting on Year 7 & 8 students complies with new NAG requirement	Review report format Identify requirements Trial new reports	SMT and Dean	Included in general budget	Reports sent out	Draft for Term 2 reports and finalise for Term 4 2010	Reports go out to parents	

Goals	Objectives	Key Tasks	Responsibility	Costs/ Resources	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
2.3 To develop strategies to enhance student engagement	To try and identify influence of (dis)engagement on student achievement and develop strategies to address this	To research engagement and find tool to use at BMC. On the basis of this develop plan	Principal as part of sabbatical and EPDP project	Principal's PD for year	To BOT via Principal's report Via Sabbatical report on MOE website (2011)	2012	Engagement "tool" identified Sabbatical report	
2.4 To expand leadership and other opportunities available for students	To ensure we are taking advantage of every opportunity to expose students to as diverse a range of experiences as possible	Could include Local Youth councils Provoke Junior leadership Youth Leadership programme School leaders forum, Maori leadership hui Trips, exchanges etc etc	Everyone – to be alert for opportunities	Unknown (unknowable?)	To BOT via Principals reports To Community via newsletters	Ongoing	Reports of achievements	
2.4a To develop a "sports strategic plan"	To meet the various bureaucratic requirements of the funding agencies (including this strategic plan component)	Ensure sport is covered by School Plan (this is it)	Sports Co-ordinator Principal/BOT	From Kiwisport funding Within other allocations	To SPARC as required To BOT as part of departmental review process	Part of planning process Include in sports reports	SPARC indicates plan meets requirements	
2.4b To maintain the level of participation in sport and other extra-curricular activities by BMC students	To maintain the level of participation in sport the Arts, EOTC, and service etc... by BMC students	Maintain a database of students and volunteers Identify and act on opportunities	Sports and Arts Co-ordinators	Budgeted in a wide range of areas and codes	To BOT via monthly reports and community via newsletters	Ongoing	Data from reports to SPARC, MOE (arts) etc	
2.4c To expand community involvement in sport and other extra-curricular activities	To expand community involvement in school sport and other extra-curricular activities to ensure programmes are maintained even if staff volunteer rate drops	To identify and engage key community people To find ways to encourage and support them in assisting as volunteers	Sports and Arts Co-ordinators SMT BOT Activity "zealots"	Unknown	To BOT via monthly reports and community via newsletters	Ongoing	Participation data	
2.4d To establish a school and community sports council	SPARC is keen to have schools establish formal links with the community. This needs to be investigated	Identify key people, Have meeting to discuss proposal If supported to work out best way to do it	DP Sports co-ord Nominated BOT member Community reps	Hopefully can be done without excessive additional costs	To BOT via monthly report in first instance	Aim is to have something up and running in 2010	Structure in place for 2011	

Human Resources

Goals	Objectives	Key Tasks	Responsibility	Costs	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
3.1 review teaching practices to ensure consistency and effectiveness	This is part of our ongoing in house PD focus. See also goals 1.2, 1.4, 1.7, 1.8, 1.13	In-house PD to develop shared understanding PMS for monitoring	HODS Teachers	Nil	Via PMS	Ongoing/annual	observations	
3.2 Review Personnel policies and procedures	To ensure that the personnel polices comply with the requirements of CEAs and the obligation to be a good employer	As education CEAs are renewed - review policies in the light of any changes to CEAs	Principal	Negligible unless settlement costs are not met by MOE but dumped on BOTs (again).	Inclusion in Principals monthly report to BOT as appropriate	All CEAs are up for negotiation this year – to be done as CEA are settled	All Policies comply	
3.4 To review the EAP (Employee Assistance) programme	To review the support provided to staff through the EAP	Discuss informally with staff and formally with provider Recommendation to BOT	Principal	\$3000 budgeted for 2010	Due to privacy constraints there is very limited reporting of this process.	Ongoing	Reports from provider indicate service is being utilised	
3.5 To review and update our Health and Safety systems to ensure they are compliant	To ensure that there is a compliant Health and Safety system in place	Produce hazard register Continue implementation of systems	Health and Safety Co-ordinator and Committee	Within existing budgetary provisions (we hope!!)	Inclusion in Principals monthly report to BOT as appropriate Accidents/incidents reported as required	Hazard register available	A safe workplace	
3.7 Use PD to ensure staff develop a shared understanding of National Standards	This is driven by political decision to impose National Standards at Years 7 & 8. All staff need to be on board with this however.	To develop suitable expertise on staff to lead PD To carry out the PD process To incorporate standards into classroom programmes	SMT and Dean to lead but all teaching staff to be involved	Incorporated into PD budget	Reporting to BOT as part of regular PD and curriculum reporting	This is the start of a long process which will take a considerable time	Standards are being implemented	

Community and Outside Agencies

Goals	Objectives	Key Tasks	Responsibility	Costs	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
4.1 Positive promotion of school beyond the newsletter	Find new ways of promoting our school in the media Incorporate into appropriate programmes	Establish better links with reporters Regular articles from our school included in local newspapers Utilise Blue Mountain Express Organise an Open Night	AP (Publicity person) Teacher charged with preparing material for local paper YAS teacher	purchase space in Blue Mountain Express on a monthly basis Sum budgeted for local papers Open Night budget	Board will notice articles	Ongoing	cuttings and clippings in folio in Interview Room	
4.2 School website	to have an effective and attractive website in place	Continue to improve website	Principal BOT Secretary	\$1000 budgeted	will be publicly available	Ongoing	Website is in place and accessible	
4.3 Community Consultation on sexuality component of health curriculum	To meet our obligations to consult on this area	Prepare consultation Analyse data Prepare report	HOD PE and Health	Within existing budgets	To BOT via Principal's report	Term 3 2010	Consultation analysed and report presented to BOT	
4.4 Increase College profile in wider community	To ensure that the College's views are included in local forums that impact on students	Identify and participate in local organisations. Encourage staff to involve themselves and support this where necessary	Principal Principal and BOT	Time Precious time (evenings)	Via Principals reports to BOT from time to time as appropriate	Ongoing	We are part of the groups (we cannot control outcomes)	
4.5 Develop and maintain effective and positive working relationships with outside agencies	To ensure that the relationships between the College and the agencies we work with are effective and benefit our students	Maintain positive relationships with GSE RTLB Public Health MOE CYFS etc.. etc..	Principal Senior staff GC	N/A	Via Principals reports to BOT from time to time as appropriate	ongoing	We are able to readily access services and advice when required	
4.6 To strengthen links with Maori parents to assist in improving the achievement of Maori students	To improve communication between the College and the parents of Maori students	To identify more effective ways to communicate between the school and the Maori Community	Principal	N/A	Via Principals reports to BOT from time to time as appropriate	Ongoing	Meetings (or other forms of communications) have occurred and have been reported	

Property

Goals	Objectives	Key Tasks	Responsibility	Costs	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
5.1 To action the next stage of our new 5yp	To work through the hoops of the MOE property management system to ensure we comply with the requirements no matter how ridiculous (!!!)	To meet every bureaucratic hurdle with good humour and tolerance so we meet the requirements as soon as possible	Principal and BOT Property Consultant (Greg Johnston, School Support Otago)	From MOE property grant	Reports to BOT from Principal and property consultant	Ongoing	Work done	
5.1a Finish Computer Suite and Special needs rooms	Complete construction of purpose built special needs room	Ditto	Ditto	Tender – GSE	Via GSE and MOE systems	Term 1 2010	Room completed	
5.1b Tender documents for phase 2 of B Block upgrade	To refurbish B Block as modern teaching area	Research options – incl visit to Dunstan Develop plans and get MOE tick Prepare tender documents	Ditto	Ditto	Via MOE System	To be ready to put to tender at the start of 2011	Documents ready to go	
5.1c Other work as required	See 5.1 above	This will include A block and common room floor coverings	Ditto	Ditto	Ditto	End 2010	Work is done	
5.2 Ongoing maintenance programme	School is maintained in good order and is safe	Update 10 year plan Carry out identified maintenance work as appropriate	Property consultant BOT Property Committee	included in budget	Inclusion in monthly property report to BOT as appropriate	Ongoing	School is well maintained and painted – looks as attractive as possible	
5.3 Upgrade classroom chairs and desks - ongoing	Upgrade school furniture in up to two rooms	Itemise requirements Get proposals/prices Order new furniture	Property Consultant AP	Included in upgrade costs (above) Estimated \$15000	Property report to BOT	Term 1 2011 (but tie in with b-block work) Ongoing	New Furniture in use	
5.4 Review ICT Plan to replace hardware and infrastructure	Upgrade documentation and action ICT hardware and infrastructure plan	Purchase and install identified equipment	Senior Management and TIC Computing	\$20 000 plus (Note- some from MLT for interactive boards)	Inclusion in Principals monthly report to BOT as appropriate and annual budget	Ongoing, purchase as soon as possible	ICT hardware in good operational standard	
5.5 Ongoing development of McLeod Block	Develop the McLeod Block as a viable school farmlet	To be developed by the management committee	management committee (students) established	Costs to be met from income (hopefully)	Inclusion in regular reports from the management committee to the BOT as appropriate	Ongoing	Farm is up and running	

5.6 School houses	To ensure that there is sufficient accommodation available to meet recruitment and retention needs	Retain existing stock of school houses and flats	Principal and Board	Unknown but likely to be huge	Inclusion in Principals monthly report to BOT as appropriate	Unknown	School has staff	
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Administration

Goals	Objectives	Key Tasks	Responsibility	Costs	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
6.1 To identify and action opportunities for overseas marketing	To ensure we continue to attract quality overseas students	Marketing venture including new countries – depending on international situation	AP International teacher	\$10 000	Written report to Board on completion	ongoing	At least 5 overseas students Short term Thai group	
6.2 To identify and if practicable implement a managed learning environment (MLE) which meets MOE accreditation standards	To identify and implement a MLE that complies with the MOE guidelines, is compatible with OtagoNet and other EHSAS partner schools and which enhances teaching and learning	Identify needs Identify what is available On the basis of the best available advice get proposals to evaluate The next step will depend on the outcome of this process	Principal IT staff	\$10 000 budgetted for hardware and installation – impossible to budget for MLE itself	Report to BOT as required	Ongoing	Either a system in place and operating Or Firm recommendations for proceeding in 2011	
6.3 To meet statutory and NAG requirements in respect of Maori students and whanau	To meet statutory and NAG requirements in respect of Maori students and whanau	Maintain records of Maori students Analyse and report Maori achievement To report to the Maori community	Office HODs and teachers Principal		Reports to BOT and Hokonui Runanga	Annual	Requirements are met.	

Governance

Goals	Objectives	Key Tasks	Responsibility	Costs	Monitoring / Reporting Back	Completion Date	Performance Indicators	Actual Outcome
7.1 Meet MOE requirements for annual planning and reporting	To prepare and submit an annual plan which meets requirements	Review Charter Gather quality information Decide on whole school priorities for 2010/11 Identify performance measures	- Principal/Senior Management	Time	Success reported to BOT by Principal and Ministry by BOT Analysis of variation and report to MOE and our community	Plan – finalised March 2010 Outcomes - end of term 1, 2011	- Alignment between targets and actual outcomes and/or professional reasoning provided	
7.2 Successful BOT election	To successfully manage the BOT election process to ensure we have an effective BOT in place	Get nominations Run election (if required) Training for new BOT members	- Returning Officer - Returning officer Principal and BOT	Met from MOE election funding	To meet statutory obligations	April 2010 May 2010 on	- BOT in place and operating	
7.3 Board Training	To ensure adequate training is accessed to allow BOT members to do their job effectively	Identify suitable trainings At least one BOT member to attend NZSTA conference	- BOT secretary and individual BOT members	Provision made in budget	BOT members report to BOT	Ongoing	- An effective functioning BOT	