Manawanui
Cluster 10
Strategic Plan
2022 – 2024

Manawanui RT LB
Cluster 10

Ehara taku toa i te toa takitahi, engari he toa takitini.

Vision Statement

Through an evidenced based practice and a strengths-based approach we will maximise learning opportunities for our mokopuna, kaiako and whānau.

Mission Statement

We provide a culturally responsive and strengths-based specialist support service to mokopuna, whānau and kaiako which aims to enable all mokopuna to have best access to the curriculum and to maximise their potential in an inclusive and sustainable way.

What we Value

Relational trust underpins the way we work at Manawanui.
Manawanui is a workplace where authentic relationships happen to enable open communication, growth, honest discussion and safe interactions so that we can provide/contribute to best outcomes for all.

National Education and Learning Priorities:

Manawanui RTLB will contribute to the following Ministry of Education's National Education and Learning Priorities:
- OBJ 1: Learners at the centre—learners with their whānau are at the centre of education
- OBJ 2: Barrier free access—great education opportunities and outcomes are within reach for every learner
- OBJ 3: Quality teaching and leadership—quality teaching and leadership make the difference for learners and their whānau
- OBJ 5: World class inclusive public education—New Zealand education is trusted and sustainable

National Executive Strategic Direction

Student Success

Quality baseline data is used to inform explicitly planned and co-constructed programmes that support students with substantial barriers to learning, culminating in measured progress.

RTLB Capability

RTLB expertise and leadership, accessed through referral, will assist teachers to develop and sustain teacher capability. Inclusive practices will foster and enhance student success.

Resourcing

The delivery of a high quality and respected RTLB service requires commensurate resourcing; including personnel, accommodation and funding.

Partnerships:

To promote respectful, collaborative and educationally powerful connections with local, national and global stakeholders and communities including the Ministry of Education, Kahui Ako, whanau, schools, teachers with whom we work.

Leadership

Effective RTLB clusters demonstrate high quality leadership through a positive, collaborative, professional relationship between lead school, principal and cluster manager This requires a positive, professional and collaborative relationship between the cluster manager, practice leaders and RTLB.

Strategic Focus: Consistent Quality RTLB Practice and Service Across Manawanui Cluster 10 NELP OBJ 1 and OBJ 3				
Reality 2021: As we adopt the LSDM we acknowledge the need to further develop consistent quality practice across all RTLB to ensure that there are common shared understandings of good practice.				
RTLB Exec strategic focus	**2022**	**2023**	**2024**	**Success measures (See progress continuum)**
Student Success	Manawanui Cluster 10 will develop a consistent system for gathering and recording student outcomes and ensure all RTLB have a common understanding of the indicators and a visual to support decision making	Manawanui Cluster 10 will review and refine how we are gather and record student outcomes data to ensure that it is fit for purpose	Manawanui Cluster 10 will review and refine how we gather and record student outcomes data to ensure that it is fit for purpose	Student outcomes data will be used by RTLB to highlight the effectiveness of our service and to guide next steps for development
RTLB Capability	Professional Growth Cycle will be developed and RTLB will be supported to develop quality practices for RTLB that align with Registered teacher standards. RTLB will set individualized goals	Professional Growth Cycle will be consolidated and growing emphasis on improvements focused RTLB will begin to use leadership capabilities framework	Professional Growth Cycle will be embedded and growing emphasis on improvements focused RTLB will use leadership capabilities framework	RTLB will feel confident and secure in identifying areas for growth and sharing their learning through their Professional Growth Cycle. This will ensure that as a cluster we are continuing to be improvements focused which will support positive outcomes for students
Leadership	Leadership team will explore elements of quality conversations and begin to use them in practice so that supervision and professional growth conversations are maximized and focus on success	Leadership team will enhance their skills in quality conversations to support	Quality conversations will become part of everyday leadership practice	Quality conversations will be part of everyday leadership practice and individual conversations around accountability and areas for growth will be common place.
Partnerships	Investigate and source resourcing to undertake a peer review in 2023	Undertake cluster peer review	Consider feedback from review and make changes accordingly.	Cluster will be improvements focused responding to recommendations in the peer review to ensure best outcomes for mokopuna

Strategic Focus: RTLB will embrace neurodiversity and be equipped to support schools with students with neurodiversity NELP OBJ 1,2,3,5				
Reality 2021 : Data for 2021 shows 47% of referrals are for students with challenging behaviours this is an increase of 4% on 2020. There is an increasing demand for support with challenging behaviours and de-escalating students. RTLB have varying skills, knowledge and understandings about how to support neurodiverse students. RTLB have identified that one of the most important areas for development in the future is supporting adults around students to develop the capacity to support the students behavior needs.				
RTLB Exec strategic focus	**2022**	**2023**	**2024**	**Success measures (See progress continuum)**
Student success	RTLB will investigate and develop a set of evidence based tools that they can use to capture student behaviour frequency, intensity and antecedent. This information will be used to develop plans that ensure positive outcomes for students	RTLB will further strengthen and embed a set of evidence based tools that they can use to capture student behaviour frequency, intensity and antecedent. This information will be used to develop plans that ensure positive outcomes for students	RTLB will review and investigate further evidence based behaviour tools to ensure data gathering is fit for purpose. Groups will trial new evidence based behaviour tools with the view to add to cluster tool kit to ensure student success.	Plans for students will be based on robust, appropriate and triangulated data and will support student success
RTLB Capability	RTLB will chose an area of focus under neurodiversity and will develop their knowledge and understanding in this area	Cluster wide data analysis will be undertaken to understand R4S trends and patterns to inform areas of learning in neurodiversity	Base on analysis from data, continue to develop RTLB capability in supporting neurodiversity	RTLB will be able to successfully support teachers to identify and meet the needs of neurodiverse students. This will be evidenced in increasing of outcome data in teacher perception A set of resources available for RTLB to use and share A suite of PLD workshops will be available to educators and whanau in the cluster
Leadership	Within our Cluster: Implementation of Manawanui ways of working will be continued	Review and refine Manawanui ways of working to continue to develop and support an internal	Review and refine Manawanui ways of working ways of working to continue to develop and	A cluster culture where RTLB are open to learning, improvements focused and feel a sense of

	to develop and support an internal culture of relational trust which celebrates RTLB neurodiversity and provides the basis for open to learning conversations APPPLE team will provide PLD around Trauma	culture of relational trust which celebrates RTLB neurodiversity and provides the basis for open to learning conversations	support an internal culture of relational trust which celebrates RTLB neurodiversity and provides the basis for open to learning conversations	safety, belonging and value the neurodiversity of our colleagues Conflict is resolved in a restorative way. Matrices provide a shared understanding of ways of interacting with each other
Partnerships	Manawanui will offer workshops to address neurodiverse needs e.g. through IY, Seasons for Growth, FASD Yearly timetable of all workshops will be created and made available for schools to opt into	Manawanui will extend the range of workshops based on needs identified from a survey of cluster schools Yearly timetable of new workshops will be created and made available for schools to opt into	Manawanui will review and strengthen the range of workshops available	Schools and whanau will have had access to a range of RTLB workshops for self referral so that capability can be built without needing a R4S and this supports the He Pikorua multi tiered approach

Strategic Focus: RTLB will implement He Pikorua Practice Framework with fidelity and will have a strong understanding of the ways of working within the framework. OBJ 5 NELP				
Reality 2021 : RTLB are able to use some vocabulary associated with the framework and have an understanding of the different phases. Manawanui Cluster 10 is still recording casework in the database using the old 10 step sequence. Schools and whanau still revert back to 'expert model' which assumes RTLB will fix any difficulties rather than a more balanced partnership where all contributions are valued equally.				
RTLB Exec Strategic Direction	2022	2023	2024	Success measures (See progress continuum)
RTLB Capability	RTLB will learn to use new templates on schoolgate which align with He Pikorua Practice framework	Strategies and ways of working will be explored and adopted to support goals set in line with progress indicators on MOE Review Tool	Strategies and ways of working will be explored and adopted to support goals set in line with progress indicators on MOE Review Tool	RTLB will have the skills, knowledge and strategies to work within He Pikorua in an effective way contributing to positive outcomes for students
Leadership	Review tool developed by MOE will be used to evaluate how we are tracking with He Pikorua implementation and set goals for improvement.	Continue to strengthen how we work within He Pikorua using MOE review tool and striving to move all 6 ways of working along the continuum	Continue to strengthen how we work within He Pikorua using MOE review tool and striving to move all 6 ways of working towards the 'always' end of the continuum	Schools, whānau and mokopuna will experience a strengths based, partnership model that focuses on positive outcomes
Resourcing	New templates that align with He Pikorua will be introduced and trialed	Changes will be made to template based on review and feedback	Changes will be made to template based on review and feedback	Fit for purpose templates will strengthen how we work to support positive outcomes for mokopuna
Partnership	SENCO/LSC will have training so that they can view the templates on schoolgate Whānau will be encouraged through various initiatives to participate	SENCO/LSC to develop understanding of the ways we work within He Pikorua framework through workshops and professional learning Initiatives encourage whānau participation will be reviewed and refined	SENCO/LSC to develop understanding of the ways we work within He Pikorua framework through workshops and professional learning Strategies for engaging whānau will be in place and part of the way Manawanui works	Collective knowledge, experiences, and insights of mokopuna, whānau, educators, community and other providers are evident in contributing to the He Pikorua in action

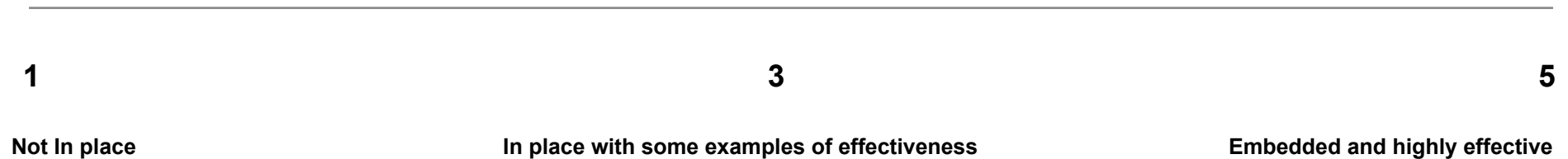| Strategic Focus: RTLB will develop culturally responsive practices and have a strong understanding of key documents Tātaiako and Tapasā to ensure positive outcomes for mokopuna. NELP OBJ 1.2.3.5				
Reality 2021 : 29% of referrals are of Māori Ethnicity and 49% of referrals are Pasifika. We currently have one RTLB who can support Te Kura Kaupapa Māori. We have the FOLA team who supports the cluster in their development of practices for working with Pasifika students. We have used the Māori measurable gains framework to support our development.				
RTLB Exec Strategic Direction	2022	2023	2024	Success measures (See progress continuum)
RTLB Capability	Hikairo Schema will be introduced to RTLB as a tool to reflect on, develop and track gains made against poutama in their practice to develop their cultural competencies.	Hikairo Schema will continue to be used to track and reflect on gains made	Hikairo Schema will continue to be used to track and reflect on gains made	All RTLB will be able to show gains made against cultural competencies and will be incorporating this into their practice
Leadership & Student Success	Explore and develop aspirational targets that reflect success for priority groups within Manawanui Cluster 10	Track and refine of the targets that reflect success for priority groups within Manawanui Cluster 10	Track and refine of the targets that reflect success for priority groups within Manawanui Cluster 10	Targets for priority groups will be met and show progress
Resourcing	Hikairo Schema, Tātaiako and Tapasā will need to be purchased for each RTLB	New RTLB will need a copy of Hikairo Schema, Tātaiako and Tapasā	New RTLB will need a copy of Hikairo Schema, Tātaiako and Tapasā	Hikairo Schema, Tātaiako and Tapasā will be provided so that everyone is using a common tool and language to track progress against cultural competencies.
Partnership	Our Cultural teams will partner with RTLB and others to provide professional learning opportunities for developing competencies to work with mokopuna and their whānau This will include direct links between practice and competencies in Tātaiako and Tapasā	Develop and strengthen Initiatives encouraging whānau participation

This will include direct links between practice and competencies in Tātaiako and Tapasā | Implement and embed existing initiatives and explore new initiatives to strengthen and encourage whānau participation

This will include direct links between practice and competencies in Tātaiako and Tapasā | Adults working with Māori and Pasifika learners will have the capability to work effectively with mokopuna and whānau

Home-School partnership outcomes will show gains and outcomes data will reflect this |

How will we track our progress?

Strategic Plan

For each of the success measures a continuum will be used to highlight shifts at the end of each year. Placement of continuum scores will be supported by evidence for each success measure. This will inform our direction for the next year.

1	**3**	**5**
Not In place	**In place with some examples of effectiveness**	**Embedded and highly effective**

Annual Plan

Colour coding will be used at the end of each of the 3 review points to indicate progress against goals on our annual plan

Colour Code for tracking progress across the year 2022:

On-track:		Concern:		Difficulty:		Completed:	

Annual Plan 2022

Strategic Focus: Consistent Quality RTLB Practice and Service Across Manawanui Cluster 10						
Reality 2021 : As we adopt the LSDM we acknowledge the need to further develop consistent quality practice across all RTLB to ensure that there are common shared understandings of good practice.						
RTLB Exec strategic focus	**2022**	**Actions**	**Who**	**April Review**	**July Review**	**October Review**
Student Success	Manawanui Cluster 10 will develop a consistent system for gathering and recording student outcomes and ensure all RTLB have a common understanding of the indicators and a visual to support decision making	PLD to ensure consistency of understanding of different outcomes using toolkit Process recorded, understood and followed by all RTLB to ensure consistent approach to gathering data Visuals developed using indicators in tool kit that all RTLB can use	Lead Responsibility Adrian & Lianne Practice Leaders RTLB			
RTLB Capability	Professional Growth Cycle will be developed and RTLB will be supported to develop quality practices for RTLB that align with Registered teacher standards. RTLB will set individualized Professional Growth	PLD meetings to complete Manawanui Quality practices document that aligns RTLB practice with the Registered standards for teaching Use quality practices document during supervision for RTLB to take ownership for highlighting meeting standards for teaching Leaders will use Leadership Capability Framework to support their learning and growth RTLB will be supported to set individualised goals that are challenging and provide growth	Lead Responsibility Tamara Practice Leaders RTLB			

	Cycle goals	opportunities				
Leadership	Leadership team will explore elements of quality conversations and begin to use them in practice so that supervision and professional growth conversations are maximized and focus on success	Leadership team will participate in professional learning about Quality Conversations Developing quality conversation skills will be a leadership Growth Cycle goal. Leadership team will role play and coach each other around quality conversations Data will be collected from RTLB seeking feedback about quality conversation experiences.	Lead Responsibility all PLs Practice Leaders RTLB			
Partnerships	Investigate and source resourcing to undertake a peer review in 2023	CM to link with other cluster to find out how they have facilitated peer review Identify possible cluster to partner with Set up an agreement ready for 2023	Lead Responsibility Tamara Practice Leaders RTLB			

Strategic Focus : RTLB will embrace neurodiversity and be equipped to support schools with students with neurodiversity						
Reality 2021 : Data for 2021 shows 47% of referrals are for students with challenging behaviours this is an increase of 4% on 2020. There is an increasing demand for support with challenging behaviours and de-escalating students. RTLB have varying skills, knowledge and understandings about how to support neurodiverse students. RTLB have identified that one of the most important areas for development in the future is supporting adults around students to develop the capacity to support the students behavior needs.						
RTLB Exec strategic focus	**2022**	**Actions**	**Who**	**April review**	**July Review**	**October Review**
Student success	RTLB will investigate and develop a set of evidence based tools that they can use to capture student behaviour frequency, intensity and antecedent. This information will be used to develop plans that ensure positive outcomes for students	Set up a focus group to investigate what tools we currently have in the cluster and what is available commercially Decide on which tools we will focus on for 2022 PLD will be planned for and implemented to upskill RTLB with the tools Pre and post data collection on RTLB capability around the tools to be used Supervision will include discussion on tools being used and the next steps for the RTLB	Lead Responsibility Peter Practice Leaders RTLB			
RTLB Capability	RTLB will choose an area of focus under neurodiversity and will develop their knowledge and understanding in this area	RTLB will identify an area for growth and in collaboration with the PL develop a Professional Growth Cycle Goal and plan for learning Supervision will include discussion on learning and make explicit links to case work and their practice, including next steps for the RTLB PLD log will show evidence of learning and application to practice	Lead Responsibility Adrian & Peter Practice Leaders RTLB			

		A bank of resources will be developed that can be used by others				
Leadership	Provides the basis for open to learning conversations and create a culture of honesty and belonging	Matrix of ways of working and interacting at Manawanui will be completed and implemented Action plan will be developed with goals to support developing Manawanui Ways of Working and APPPLE Objectives	APPPLE Leader TBC			
Partnerships	Manawanui will offer workshops to address neurodiverse needs e.g. through IY, Seasons for Growth, FASD Yearly timetable of all workshops will be created and made available for schools to opt into	Yearly timetable of all workshops will be created and made available for schools to opt into IY Team will develop and implement their action plan Dates set and various workshops advertised Workshops delivered collecting pre and post participant feedback Workshops will be refined to responsive to different need	Lead Responsibility Wini all PLs RTLB			

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<tr><td colspan="7" style="background:blue;color:white">Strategic Focus : RTLB will implement He Pikorua Practice Framework with fidelity and will have a strong understanding of the ways of working within the framework and LSDM.</td></tr>
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RTLB Exec strategic focus	2022	Actions	Who	April review	July Review	October Review
RTLB Capability	RTLB will learn to use new templates on schoolgate which align with He Pikorua Practice framework	PLD to upskill RTLB to use templates effectively and develop exemplars for best practice in recording that support the principles of He Pikorua Through Schoolgate monitoring and supervision, Practice Leaders will ensure that templates are being completed to high standard and that Principles of He Pikorua are upheld	Lead Responsibility Peter & Adrian Practice Leaders RTLB			
Leadership	Review tool developed by MOE will be used to evaluate how we are tracking with He Pikorua implementation and set goals for improvement.	Complete the review using the He Pikorua implementation tool and choose 2 priority areas from the 6 ways of working to develop Develop a mini action plan outlining how the 2 priority areas will be strengthened	Lead Responsibility Tamara and Wini Practice Leaders RTLB			
Resourcing	New templates that align with He Pikorua will be introduced and trialed	Changes to database are made based on design from 2021 Refine any glitches that may	Lead Responsibility Peter			

		arise during introduction	Practice Leaders			
		Review mid/end of the year to check for any other changes/adaptations that need to be made	RTLB			
Partnership	SENCO/LSC will have training so that they can view the templates on schoolgate	Workshops will be run to support Sencos to develop their knowledge and skills of how to access information on schoolgate A privacy workshop will be provided to support Sencos to understand privacy requirements around our database and sharing student information	Lead Responsibility Wini Practice Leaders RTLB			

Reality 2021 : 29% of referrals are of Māori Ethnicity and 49% of referrals are Pacific Island Nations. We currently have one RTLB who can support Te Kura Kaupapa Māori. We have the Fetu O Le Aniva (FOLA) team who supports the cluster in their development of practices for working with Pacific Island nations students. We have used the Māori measurable gains framework to support our development.

RTLB Exec strategic focus	2022	Actions	Who is responsible	April review	July Review	October Review
RTLB Capability	Hikairo Schema will be introduced to RTLB as a tool to reflect on, develop and track gains made against poutama in their practice to develop their cultural competencies.	Teams will work through Hikairo Schema so that all RTLB understand what the poutama are and how they could track progress. RTLB will benchmark themselves against the poutama to identify a starting point for their journey. RTLB will identify 2 areas to focus on and will develop a goal around the focus area that is individual to their need Focus on evidence in relation to growing competence will be discussed and reflected on at supervision meeting RTLB will track their progress in their document	Lead Responsibility Lianne & Peter Practice Leaders RTLB			
Leadership &	Explore and develop aspirational targets that reflect success for	Research how other clusters set targets	Lead Responsibility Tamara and Wini			

Student Success	priority groups within Manawanui Cluster 10	Set targets and share with RTLB Track progress against targets and report against how we are tracking Review process to refine for 2023	Practice Leaders RTLB		
Resourcing	Hikairo Schema will need to be purchased for each RTLB	Ebook version of Hikairo schema will be purchased for each RTLB to track their progress over time	Lead Responsibility Tamara Practice Leaders RTLB		
Partnership	Our Cultural teams will partner with both RTLB and others in our cluster to provide professional learning opportunities for developing competencies to work with mokopuna and their whānau. This will include direct links between practice and competencies in Tātaiako and Tapasā	FOLA team will develop an annual plan outlining areas of PLD FOLA team will facilitate a whole day workshop for RTLB at TOD FOLA team will facilitate professional learning and discussion exploring the frameworks in Tapasā Maori Team will develop an annual plan outlining areas of focus and actions to meet these goals.	Lead Responsibility Peter & Lianne with FOLA team Practice Leaders RTLB		