

# Strategic Plan

2019 - 2024



PINEHURST  
SCHOOL

## OUR FOCUS 2019-24

### Our Vision

Pinehurst will be the school of choice on the North Shore for all students of all ages.

### Our Values

Respect for Self  
Respect for Others  
Excellence

### Our 2019-21 Objectives

- Provide each student with an excellent education in a safe, supportive environment that promotes self-discipline, leadership, motivation and excellence in learning.
- Work with parents to guide students towards academic and behavioural excellence, sporting achievement and artistic recognition.
- Employ and develop teachers and support staff who demonstrate excellence in their profession.
- Be internationally recognised for top academic achievement.
- Provide a values-based learning environment, which assists students in developing skills to become independent and self-sufficient adults who will succeed and contribute responsibly in the global community

#### Students

(led by our Heads of School)

- Will achieve outstanding results and be able to attend the university of their choice
- Will make exceptional progress by experiencing varied, evidence-led, focused learning
- Will develop resilience and outstanding leadership and communication skills
- Will continue to enjoy sport, music, drama and other activities to the highest standard, and will explore more of our outdoors
- Will develop exceptional cultural competencies through a deeper connection to our country, and outstanding opportunities to connect internationally.

#### Staff and Community

(led by our Executive Principal)

- We will continue to recruit exceptional, and very well-qualified, teachers with the potential to grow further within an entrepreneurial culture, fostering innovation
- Our professional leadership centre will become known as a centre of excellence
- Staff will develop outstanding digital technologies for work with students and parents
- Our community team will connect the school to current parents, alumni and other stakeholders through imaginative events & communications
- Parents' voices will continue to be prominent in the development of our school through a range of engagement strategies.

#### Environment & Facilities

(led by our Business Team)

- Sustainability will be at the centre of all of our thinking: people, environment, finance, technology
- We will continue to invest in and sustain our green spaces to create an environment ideal for learning
- We will invest in our learning, musical, sporting and arts facilities, including our new Library and new music practice rooms
- We will investigate the purchase of additional land for the further development of the school's facilities
- We will retain our identity as a school that is large enough to provide outstanding opportunities and small enough for everyone to be known and cared for.

## Strategic Plan: 2019-2024

*“Proud of who we are, what we know & what we can achieve”*

### **Vision**

“As one of New Zealand's leading schools, Pinehurst will educate its students to the highest level possible, ensuring they are superbly equipped for an outstanding future”

### **Mission**

1. Pinehurst will provide each student with an excellent education in a safe, supportive environment that promotes self-discipline, leadership, motivation and excellence in learning.
2. Pinehurst will work with parents to guide students towards academic and behavioural excellence, sporting achievement and artistic recognition.
3. Pinehurst will employ and develop teachers and support staff who demonstrate excellence in their profession.
4. Pinehurst will be internationally recognised for top academic achievement.
5. Pinehurst will provide a values-based learning environment, which assists students in developing skills to become independent and self-sufficient adults who will succeed and contribute responsibly in the global community.

### **Values**

Respect for Self  
Respect for Others  
Excellence

## Strategic Themes

Established in 2016, our themes provide the context within which our ambitions for the school can flourish. They develop our mission, offering a framework for the future:

1. Providing a well-resourced education to all students: academic, artistic and sporting, within a globally aware, values-based framework.
2. Continually developing a forward-thinking delivery model, one that is both innovative and evidence-based.
3. Ensuring a quality, modern learning environment that is welcoming and appropriate both physically and its use of technology.
4. Engaging staff so that they are heard, valued and respected.
5. Having pride in our school and developing connectedness between the school, students, alumni and staff.
6. Ensuring a school that is sustainable economically, socially and environmentally through its governance, financial stewardship, environment and communities.

## Strategic Ambitions: a ten-year approach

Our ambitions for the school are far-reaching. They develop our strategic themes and offer a picture of Pinehurst School in 2029.

We have one ambition that guides all others:

**Pinehurst will be the school of choice on the North Shore for all students of all ages.**

To achieve this ambition, we need to have others that will take us there:

## One

***Our students will have outstanding academic achievement at all ages in our school, and will be known for ensuring that all young people, regardless of their previous levels of attainment, make progress beyond their expectations.***

This means that, by 2024:

- 95% of students will achieve University Entrance
- 80% of students will achieve above internationally-recognized averages at all levels
- 95% of students will pass their examinations
- 40% of students will achieve at A or A\* in their IGCSE, AS and A Levels
- 40% of students will achieve a “5” or above in their Checkpoint exams

To get there, we must:

1. Focus on extension for all students, accelerating where necessary and exploring new curriculum options that make us accessible to all at all levels.
2. Become a specialist centre for Science, Maths and Computing, investing in cutting-edge technical and university-level laboratory technology to take us there and set us apart.
3. Continue to invest in ESOL and SEN support for our most vulnerable students.
4. Develop new leadership, teaching and learning professional development opportunities for staff, through a professional leadership centre that attracts teachers from other schools.
5. Become the leading Cambridge school in New Zealand through active involvement in training networks, engagement with Cambridge directly and professional leadership through the Board of the ACSNZ, the Curriculum Committee of the ACSNZ, and our leadership of Primary Cambridge in New Zealand.
6. Invest in school leadership to enable our ambition to flourish.



## Two

***Our students will experience an exceptional, caring, relationships-based, holistic Kiwi education with outstanding provision especially in music, performing arts, sports and “outdoor education”, a feature that will set our school apart.***

This means that, by 2024:

- 95% of students will participate in physical activity
- 50% of students will participate in school music
- Every student will enjoy at least three “offsite” events every year, to include time at our outdoor pursuits centre
- 50% of College students will travel overseas with the school at some point in their time here
- Every student from Year 4 upwards will enjoy an overnight stay offsite every year
- 90% of students say they feel looked after, safe and happy when they are in school
- 90% of parents say their children are looked after, safe and happy when they are in school.

To get there, we must:

1. Sustain small classes, homerooms, PODs and our ethos that puts relationships ahead of everything else in our school.
2. Ensure we appoint staff who subscribe fully to our ethos.
3. Identify our key school sports and invest in the people and resources we need to be successful in them.
4. Continue to look for new sports in which our students can participate and support them actively.
5. Extend our sporting facilities, investigating a Gym extension to include a weights gym, a squash court and a viewing facility.
6. Create a specialist sporting facility in a code in which we excel.
7. Create new music practice areas and build a performance space in which musical performances can be enjoyed by the school community.
8. Invest in land in which we can create an outdoor pursuits centre, creating a facility for our own students and for others.
9. Create active partnerships with schools in China and Spain to add to our existing partnerships in South Africa and Korea.
10. Offer an expanding range of overseas opportunities for students from Years 7 - 13.
11. Extend our leadership work, retaining Duke of Edinburgh at the centre of leadership development in College.
12. Implement our “premium” international students strategy.

## Three

***Our students will experience a school environment that is sustainable, continually-improving and equipped with outstanding technological resources, both inside the classroom and across the entire campus.***

This means that, by 2024:

- Ubiquitous wireless network technology is reliable, flexible and open to all devices
- Students in the Primary School use technology as an instinctive part of their learning, typically at least three times a week
- College students all have reliable devices, and use them as tools for learning, typically around 50% of the time
- We have a range of sustainability features and is recognized for this within and beyond the school
- All classrooms are equipped with the most appropriate teaching and learning technology
- Digital Technology (computing, coding and design) is experienced by all students between Years 1 and 9, by a half of students in Years 10 and 11, and by as many as a third in Years 12 and 13.
- The school is financially sound and operates strictly within its covenants.
- The school is over-subscribed, with a healthy waiting list and future enrolments.

To get there, we must:

1. Establish a culture and invest in an infrastructure that enables an open ICT environment, to encourage an experimental, entrepreneurial approach in students and staff.
2. Sustain exceptional training for our teachers in areas connected with IT, using our Professional Leadership Centre to do so.
3. Make our Sustainability Group a more central part of our school, developing a strategic plan for sustainability and investing in its leadership.
4. Invest in school ICT equipment for use by students, and in curriculum materials for digital technologies.
5. Invest in the school environment, sustaining a proactive approach to maintenance and actively looking for innovative ways to enhance our green and pleasant grounds.
6. Sustain our current approach to financial management and roll management.

## Four

***Our students will be taught and supported by outstanding, well-qualified staff, who will be recognized for their reflective approach to inquiry and their exceptional range of teaching and learning strategies.***

This means that, by 2024:

- 95% of observations conducted by leadership and other staff are rated “good” or better.
- Observations are notable for the exceptional range of teaching and learning strategies used
- Learning outcomes are a core part of every lesson
- 80% of staff say they are supported by a strong professional development strategy
- 10% of staff are engaged on post-graduate training at any one time.

To get there, we must:

1. Formalize our expectations of teaching and learning through lesson observation forms, protocols and planning structures.
2. Invest in professional learning, in part through our professional leadership centre.
3. Attract and continue to train exceptional teachers to our school, focusing on potential and teaching and learning expertise.
4. Actively support post-graduate training for all staff, whether teachers, administrative or others in associate positions.
5. Adopt a flexible, entrepreneurial approach to rewarding staff, focusing on benefits and opportunities rather than on pay as a recruitment strategy.



## Five

***The whole school community will be cohesive, engaged and committed to the school, supported by an exceptional Development team and a customer-focused school ethos.***

This means that, by 2024:

- 80% of parents say that they feel a part of the school community
- Pinehurst Friends and Family annually support three events and have a school support fund
- 80% of parents engage with the school on at least one social media platform
- 80% of parents express satisfaction with school communications
- 80% of parents attend at least one school event
- 80% of staff say that they enjoy relationships with parents
- Alumni are an increasingly strong presence in our school

To get there, we must:

1. Create a strong, entrepreneurial Development team with a consistent focus on parents, alumni and the wider community, bringing together all aspects of admissions and marketing.
2. Re-build Pinehurst Friends and Family with a strong committee and a clear sense of purpose.
3. Develop a strong, cohesive sense of identity amongst all members of the Pinehurst community through an active, flexible approach to engagement activities.
4. Invest in an alumni strategy that begins with school culture, reaching out from a strong centre.
5. Look constantly for opportunities to involve parents in the life of the school.
6. Strengthen our identity through our brand, returning to our school mission at every possible moment.

## Three Year Operational Planning Structure

### Primary Plan – Sian, Catherine JH

1. Develop the use and scope of digital technologies to support learning
2. Sustain above world average results in CIE Maths and Science. Develop comprehension and writing skills in CIE English through professional learning.
3. Grow leadership capacity of teachers to share best practice with colleagues collaboratively and in line with school goals.
4. Ensure teaching and learning responds to deep analysis of data and is differentiated to 'narrow the gap' and meet the needs of all students, including extending all students as appropriate.
5. Develop key sports to encourage growth and participation especially in Hockey and Netball
6. Continue to develop communication with parents via Seesaw and parent information sessions.

### College Plan – Chris W, Kieran V/Joe J

1. Improve results for all students, focusing on extension for all and narrowing the gap between students' differing levels of achievement, through teaching and learning that is varied and responds to individual students' needs.
2. Sustain the development of a broad, balanced curriculum for students, alongside increasingly specialised and flexible pathways for Year 12 and 13 students.
3. Develop a cohesive and coherent well-being programme focussed on cultural responsiveness and the changing needs of our students.
4. Improve the transition of students through the school and beyond, with a specific focus on Year 9 as a key stage for progress and development
5. Develop a cohesive student leadership programme that extends and challenges all students
6. Continue to develop a comprehensive extra curricular programme with excellent participation levels and a focus on quality and extension for all students.

### Business Plan – Jon H

1. Maintain our current sustainable, prudent approach to long-term financial planning.
2. Invest in ICT and data annually to support the development of a long-term strategy.
3. Plan and build a central Library to provide a research and literacy hub for all students.
4. Develop the school grounds to sustain a high-quality, green environment that attracts students to our school. This to include a new Junior Primary playground, and increased play and seating facilities around the school.
5. Complete a new After School Care facility to ensure that we offer high quality wrap-around care for younger students.
6. Invest in curriculum developments as identified by Primary and College plans.
7. Develop and maintain existing property to meet the existing and changing needs of our students.
8. Invest in people, PD and retention and recruitment

### HR Plan – Michelle D

1. Ensure our recruitment and selection process is innovative and dynamic, allowing us to attract and secure the best possible candidate for each position
2. Establish a framework for training and development that allows for the identification of training needs for the individual as well as the needs of the team. The goal is to ensure learning and development effectively meets the current and future needs of Pinehurst school.
3. Continue developing an innovative approach towards compensation and benefits for all staff
4. Maintain procedures and practises that are legally compliant and consistently fair and reasonable

### Marketing / Comms & Development Plan – Nicki W, Judy W, Sylvia L

1. Strengthen brand awareness, through an expanded range of media and PR strategies, especially as an outstanding provider of Year 9-13 education.
2. Strengthen the connections between the marketing team and other areas of the school, supporting home-school communications consistently.
3. Support the school's transition activities to strengthen the school as a Year 1-13 option for all students.
4. Build a coherent, updated and consistent, culturally-responsive parent engagement strategy, to include a revived PFF
5. Develop and begin implementing a robust, evolving alumni engagement strategy.
6. Design and resource a new international engagement strategy, placing the school as a premium brand for students from overseas seeking an English-language education.

### Data & ICT Plan - CIO, Lisa J

1. Data is captured accurately, stored securely in nominated system/s and used to develop a data warehouse
2. Achievement data is used to set specific targets for individuals and groups, and to identify priorities
3. Data is analysed and presented in a meaningful, visual form, easily accessed by a range of audiences.
4. Students use technology seamlessly as and when appropriate in lessons.
5. The Schools ICT infrastructure is increasingly robust, flexible and responsive to changing needs.
6. Technology is understood as an essential tool for learning by students and teachers