

# HENDERSON PRIMARY SCHOOL

Face the future with confidence.

Kia matakite! Kia māia!

**W**ORK HARD

Pakeke Mahi

**A**CT SAFELY

Mahi Ora

**R**ESPECT

Manaaki

**M**AKE GOOD CHOICES

Kia Pai Kowhiringa

**HEARTED**

MANAGING SELF

RELATING TO OTHERS

PARTICIPATING & CONTRIBUTING

THINKING

USING LANGUAGE, SYMBOLS & TEXTS

*I te tuarua te kākano take*  
At the beginning existed one culture

*He taonga te kākano rua*  
Treasure the bicultural nature of NZ

*Me awhi te kākano maha*  
Embrace the multicultural nature of our community.



Annual Goals!

**Strategic Goal: Embed a culturally relevant localised curriculum across our kura/school.**  
**What does success look like? Tamariki/children are empowered as learners.**

**2026 Curriculum Initiatives and Operations:**

- **Align HPS Curriculum with the NZ Curriculum (NZC).**
- **Develop student agency by moving from compliance to engagement to empowerment.**
- **Initiate HPS Maths progressions and review HPS Literacy progressions.**
- **All tamariki working at or above Level 3 of the NZC, in Reading, Writing and Maths, by the end of Year 6.**
- **Remove food as a barrier to learning.**

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. Build strong inclusive relationships through valuing student identity, language and cultural competence.</p> <p>2. Ensure opportunities for learning are articulated through formative practices.</p>	<ul style="list-style-type: none"> <li>• Staff maintain a positive value perspective in all interactions with students.</li> <li>• Teachers knowing their students - through encouraging and listening to them, and having empathy for them in their circumstances</li> <li>• Staff value student's individual identity, culture and personal strengths.</li> <li>• Teachers providing learning contexts that are culturally responsive and link into prior experiences</li> <li>• Ensuring that the HPS class paepae process is utilised to facilitate the building of relationships.</li> <li>• Key Competencies: Students are introduced to strategies to support self-awareness and ability to calm themselves and focus on their learning. This will be a part of supporting overall wellbeing.</li> <li>• Learner Voice: Use student and teacher voice, as well as other forms of evidence and assessment to inform planning, teaching, learning and curriculum design.</li> <li>• Develop opportunities for learners to know themselves as learners, by building capacity for lifelong learning. Eg student agency, growth mindset, learning to learn, reflection.</li> <li>• Foster learner progress and achievement by identifying educational needs and providing teaching and learning programmes that will raise achievement, particularly in the areas of Literacy and Numeracy.</li> <li>• Literacy and Numeracy progressions are developed and used by learners and teachers to support learners to develop student agency. Student agency allows students to: <ul style="list-style-type: none"> <li>○ Be empowered as learners.</li> <li>○ Articulate what they are learning.</li> <li>○ Articulate how they and their teacher are helping them with their learning.</li> <li>○ Articulate why they are learning.</li> <li>○ Create understanding.</li> <li>○ Co-construct new learning with peers, experts and whānau.</li> <li>○ Share their learning.</li> </ul> </li> <li>• We need to reflect on our teacher modelling, making sure that each stage of the learning process is being explicitly taught and draw on 'high quality' practices from a range of sources to support the process.</li> </ul>	<ul style="list-style-type: none"> <li>• HPS Curriculum is in alignment with the NZ Curriculum (NZC).</li> <li>• Develop Student agency in tamariki by moving from compliance to engagement to empowerment.</li> <li>• Implement and review HPS Literacy and Numeracy Learning Progressions.</li> </ul>

<p>3. Clear and regular reporting of learner achievement.</p> <p>4. Remove food as a barrier to learning.</p>	<ul style="list-style-type: none"> <li>• Identifying next steps in learning – Student’s specific goals are recorded in their Record of Learning (RoL) journals and books.</li> <li>• We use exemplars &amp; models to show expectations.</li> <li>• Teaching students to be better learners: language of learning used by students as ‘their tool’ to assist/support their learning.</li> <li>• Deliberate Acts of teaching are utilised to enhance learning and shown in Teacher planning.</li> <li>• Continue to seek increased involvement of whānau and community as resource people particularly in student learning.</li> <li>• Consistent, regular reflection by staff (formally at meeting times and informally, in the course of the day to day teaching and conferencing with students).</li> <li>• Interviews with whānau of all new enrolments.</li> <li>• Support transition adjustment: build positive relationships and good communication with whānau.</li> <li>• Moderation of literacy and numeracy practice by all staff to develop consistency and confidence in making OTJ’s.</li> <li>• Mid/end of year OTJ’s.</li> <li>• Co-construction of Learning Goals: Continue to involve parents in the term 2 &amp; 4 collaborative reporting of progress/learning goals with the teacher and child at Student led (3-way) learning conferences.</li> <li>• Collect, analyse and report on student achievement data and against target students as per the agreed assessment plan.</li> <li>• Share achievement information with teaching staff, BoT and whānau.</li> <li>• Implement the Ka Ora, Ka Ako-Free and Healthy School Lunches Programme.</li> <li>• Continue to provide free snacks with the support of KidsCan.</li> <li>• Seek support to provide free fruit to tamariki.</li> </ul> <ul style="list-style-type: none"> <li>• All tamariki are working at or above Level 3 of the NZC, in Reading, Writing and Maths, by the end of Year 6.</li> <li>• Food as a barrier to learning is removed.</li> </ul>
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**Strategic Goal: *Embed a culturally relevant localised curriculum across our kura/school.***  
**What does success look like? *Tamariki/children are empowered as learners.***

**2026 Curriculum Initiatives and Operations:**

**- *Improve outcomes for priority learners; Māori and Pasifika.***

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. Foster Māori &amp; Pasifika learner progress and achievement by identifying educational needs and providing teaching and learning programmes that will raise achievement, particularly in the areas of Literacy and Numeracy.</p> <p>2. Māori &amp; Pasifika learners and their whānau are actively engaged in an ongoing partnership with the school.</p> <p>3. Data collection, analysis, evaluation, planning and reporting.</p> <p>4. Clear and regular reporting of Māori &amp; Pasifika learner achievement.</p>	<ul style="list-style-type: none"> <li>● Māori &amp; Pasifika students either requiring extra support to raise achievement levels or be challenged further (GATE) are identified and programmes are put in place. Learning Support Workers designated to At Risk learners as a priority.</li> <li>● Implementation of Whānau Support Group.</li> <li>● Continuation of Kapa Haka, and Tikanga Māori programmes that are offered to all students; teachers will foster and promote te reo Māori.</li> <li>● Understandings of cultural traditions, language, local and national issues are incorporated into classroom programmes.</li> <li>● Use of Te Reo Māori in school communications.</li> <li>● Consideration of Māori &amp; Pasifika dimension in school curriculum.</li> <li>● Classroom teachers will be responsible for:             <ul style="list-style-type: none"> <li>○ identifying the ethnicity of all students in their class.</li> <li>○ tracking learning, progress and achievement of Māori &amp; Pasifika students.</li> <li>○ closely monitoring and regularly evaluating the needs of 'at risk' Māori &amp; Pasifika learners.</li> <li>○ establishing and implementing 'targeted learning' for at risk Māori &amp; Pasifika learners.</li> <li>○ keep the SENCo and LSC informed of changing needs, progress and achievement of at risk Māori &amp; Pasifika learners.</li> <li>○ maintain a body of clear evidence supporting teacher judgements concerning all Māori &amp; Pasifika students achieving below and well below expected achievement standards in reading, writing and maths.</li> <li>○ incorporate teaching strategies that promote accelerated learning for 'at risk' Māori &amp; Pasifika learners.</li> </ul> </li> <li>● Collect, analyse and report on student achievement data and against target students as per the agreed assessment plan. Share Māori &amp; Pasifika achievement information with teaching staff, BoT and whānau.</li> </ul>	<ul style="list-style-type: none"> <li>● All Māori &amp; Pasifika students are achieving at or above the NZC level 3, in Reading, Writing and Maths, by the end of year 6.</li> <li>● Māori &amp; Pasifika students and their whānau/families feel their culture is valued and they are actively engaged in all aspects of Henderson Primary School and the School community e.g. parent helpers, BoT and Whānau Support Group.</li> <li>● All teachers of Māori &amp; Pasifika students can converse with learners and their whānau about their child's learning and achievement.</li> <li>● Māori &amp; Pasifika learner achievement is recorded and available for analysis.</li> </ul>

**Strategic Goal: Embed a culturally relevant localised curriculum across our kura/school.**  
**What does success look like? Tamariki/children are empowered as learners.**

**2026 Curriculum Initiatives and Operations:**

**- Improve outcomes for priority learners; special education needs.**

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. There is clear evidence the school is implementing programmes for individuals and groups of learners with special education needs.</p> <p>2. To implement a school-wide programme for monitoring progress during the year for learners with special education needs.</p> <p>3. Appropriately report progress of learners with special education needs in the Annual Report.</p> <p>4. The Board to provide a focus on provision of professional learning for the senior leadership team/teachers regarding the inclusion of teaching and learning for learners with special education needs.</p>	<ul style="list-style-type: none"> <li>Tamariki with special educational needs (achieving below, or well below the level expected for their age; students who are under achieving for the level expected for their ability; students who are achieving at a level above that expected for their age, and time at school), to be identified and their progress logged in our children with special needs/abilities (CWSN/CWSA) register. Regular monitoring of CWSN/CWSA to occur (Week 5 &amp; 10 Term 1-3 &amp; Week 7 T4).</li> <li>Learning Support Coordinator (LSC) is able to track tamariki are being monitored regularly.</li> <li>Differentiated Learning Plans (DLP), Individual Education Plan (IEP) and Student Support Register used to monitor and record summary of progress made and further ideas for ways of supporting these students. Support can be in-class, in-school and external agencies.</li> <li>SENCo and LSC gathering data for CWSN/A; analysing the data for specific learning needs and teachers collectively deciding on next steps and forward focus.</li> <li>This information can be shared at Team/Staff Meetings and at Board Level to indicate trends and progress towards accelerating the learning of these students.</li> <li>Professional learning to be made available for addressing the needs of the students and their specific needs as opportunities avail and where appropriate. Some professional learning can take place within the school, within local schools, provided by the Ministry and through e-learning.</li> </ul>	<ul style="list-style-type: none"> <li>Tamariki with special educational needs will be monitored regularly, progress identified and new learning progressions identified and possible strategies shared between teaching staff.</li> <li>Regular Monitoring/Triage of students learning needs.</li> <li>DLP and IEP are in place.</li> <li>CWSN Support Register updated (Week 5 &amp; 10 Term 1-3 &amp; Week 7 T4).</li> <li>Unified effort that is consistent and focused on the learner and their needs.</li> <li>Principal and Board informed of progress.</li> <li>Staff are supported in providing for the specific needs of our tamariki.</li> </ul>

**Strategic Goal: Grow kaiako/teachers and kaiarataki/leaders pedagogical knowledge, skills and understanding.**  
**What does success look like? Knowledgeable, skilled kaiako/teachers and kaiarataki/leaders with a growing understanding of pedagogy and andragogy.**  
**2026 Personnel Initiatives and Operations:**

**-Improve kaiako and kaiarataki practice through embedding a Professional Growth Cycle (PGC).**

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. To support and encourage kaiako/teachers and kaiarataki/leaders to develop their personal efficacy as teachers, professionals and leaders of learning through a Professional Growth Cycle.</p> <p>2. To support and encourage support staff to develop their personal efficacy through appraisal.</p>	<ul style="list-style-type: none"> <li>• Kaiako &amp; kaiarataki will engage with the HPS Educational Leader Professional Growth system to help them reflect on their practice as Educational Leaders.</li> <li>• Kaiako will engage in a PGC to help them reflect on and improve their teaching practice. Teachers chosen focus area(s) will be shared with their colleagues.</li> <li>• Engage staff in self-review surveys: Term 3- NZCER Teacher Workplace Survey.</li> </ul> <ul style="list-style-type: none"> <li>• Support staff will have an annual appraisal of their performance against agreed criteria.</li> <li>• Support staff will engage in agreed professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• HPS Educational Leader Professional Growth system will help identify what we know, what we need to learn, and the best ways to move forward in our learning, being supported and encouraged by our learning community.</li> <li>• Kaiako &amp; Kaiarataki will be informed professionals and will be able to support children's learning.</li> <li>• Kaiako &amp; Kaiarataki will be apt at making fast decisions to address the learning and emotional needs of our tamariki in a timely and affirming manner.</li> <li>• The Tumuaki can attest to kaiako performance against the 'Our Code, Our Standards' Criteria and support staff performance against job descriptions.</li> </ul> <ul style="list-style-type: none"> <li>• Support staff are supported in their mahi.</li> </ul>

**Strategic Goal: Grow kaiako/teachers and kaiarataki/leaders pedagogical knowledge, skills and understanding. What does success look like? Knowledgeable, skilled kaiako/teachers and kaiarataki/leaders with a growing understanding of pedagogy and andragogy.**

**2026 Personnel Initiatives and Operations:**

**- Strengthen our normalisation of Te Ao Māori/The Māori World View at our kura/school through the Mana Kura project with Te Kawerau ā Maki.**

Competency	Implementation	Outcomes: What does this look like at Henderson Primary School (HPS)?
<b>Ako</b>	Practice in the classroom and beyond - all of us, taking responsibility for our own learning and that of our Māori learners, learning community.	<ul style="list-style-type: none"> <li>· Te Ao Māori at HPS Procedures created through consultation with HPS whānau, keeping Māori learners at the forefront of our minds.</li> <li>· Teachers are guided by and respond to procedures and this can be seen in their interactions with the learners (teachers and whānau are also learners, learning with and being taught by the students).</li> <li>· Provide authentic contexts for learning giving students access to te ao Māori, te reo Māori &amp; tikanga Māori and explore shared values.</li> </ul>
<b>Wānanga</b>	Communication, problem solving, innovation - we all participate with learners and communicate in robust dialogue for the benefit of the Māori learners' achievement.	<ul style="list-style-type: none"> <li>· Professional learning and capability of educators is developed.</li> <li>· Implementing a shared understanding of culturally responsive practice.</li> <li>· Engagement of parents, whānau and hapu to promote and support the learning of our children.</li> </ul>
<b>Manaakitanga</b>	Values - integrity, trust, sincerity, equity - we demonstrate integrity, sincerity and respect towards Māori beliefs, language and culture.	<ul style="list-style-type: none"> <li>· Great value is placed on being Māori and the unique qualities of being Māori.</li> <li>· Te Reo is used daily.</li> <li>· Māori culture is included in curriculum delivery—karakia, waiata, powhiri.</li> <li>· Māori names are pronounced accurately.</li> </ul>
<b>Tangata Whenuatanga</b>	Place-based, socio-cultural awareness and knowledge - we affirm Māori learners as Māori—provide contexts for learning where their identity, language and culture (Cultural locatedness) and whānau is affirmed.	<ul style="list-style-type: none"> <li>· Encouragement to acknowledge whakapapa through research of their own whānau links (pepeha).</li> <li>· Actively acknowledge and act upon the implications of the Treaty of Waitangi, e.g. foster Tikanga, Te Reo Maori, Mana Whenua.</li> <li>· Culturally relevant activities and initiatives.</li> </ul>
<b>Whānaungatanga</b>	Relationships - students, school wide, community, with high expectations - we actively engage in respectful working relationships with Māori learners, parents and whānau, hapu and the Māori community.	<ul style="list-style-type: none"> <li>· An open door and inclusive policy, encouraging whānau to walk in and visit at any time.</li> <li>· Regular whānau hui, personal invitations to whānau to come to school.</li> <li>· Respectful relationships are developed and maintained with whānau and hapu.</li> <li>· Positive and affirming interactions with our whānau.</li> <li>· Strengthening Hapu / Iwi relationships: Establish and sustain our Mana Kura partnership with Te Kawerau ā Maki.</li> </ul>

**Strategic Goal: *Grow kaiako/teachers and kaiarataki/leaders pedagogical knowledge, skills and understanding. What does success look like? Knowledgeable, skilled kaiako/teachers and kaiarataki/leaders with a growing understanding of pedagogy and andragogy.***

**2026 Personnel Initiatives and Operations:**

**- Review HPS literacy programmes.**

**- Develop and implement HPS Maths programmes.**

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. Ensure all kaiako have the opportunity to engage in corporate and/or individual PD to enhance personal efficacy.</p>	<ul style="list-style-type: none"> <li>• Structured literacy Professional Learning and Development (PLD) is implemented for all kaiako with support from our Liz Kane Literacy facilitator.</li> <li>• The Board will provide financial assistance to support the implementation of Literacy and Maths PLD.</li> <li>• Staff will review our Literacy curriculum and progressions... How's it going? What are the challenges? How can we better support our tamariki? Are there better resources? Is our Literacy plan sustainable? What other options are there to support Literacy?</li> <li>• Staff will develop our Maths curriculum and progressions... How's it going? What are the challenges? How can we better support our tamariki? Are there better resources? Is our Maths plan sustainable? What other options are there to support Maths?</li> </ul>	<ul style="list-style-type: none"> <li>• HPS kaiako are competent and confident in delivery of our HPS Literacy curriculum.</li> <li>• Literacy and Maths PLD is supported.</li> <li>• A structured literacy approach is developed and implemented that enhances our HPS literacy curriculum and progressions.</li> <li>• A Maths programme is developed and implemented that enhances our HPS Maths curriculum and progressions</li> </ul>

**Strategic Goal: *Grow kaiako/teachers and kaiarataki/leaders pedagogical knowledge, skills and understanding. What does success look like? Knowledgeable, skilled kaiako/teachers and kaiarataki/leaders with a growing understanding of pedagogy and andragogy.***  
**2026 Personnel Initiatives and Operations:**

***- On-going engagement with WAPA2020+ community of schools.***

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. To improve learning outcomes for all tamariki including Māori &amp; Pasifika learners, tamariki who are under-achieving and tamariki who are excelling.</p>	<ul style="list-style-type: none"> <li>• In partnership with WAPA2020+ schools we will continue to share best practice and participate in joint professional development by:               <ul style="list-style-type: none"> <li>○ Trialling new strategies informed by shared best practice literature and research.</li> <li>○ Prioritise approaches/practices to be used at Henderson Primary School.</li> <li>○ Reflect and use evidence to evaluate the effectiveness and impact of approaches over time.</li> <li>○ Adjusting practices on the basis of outcomes.</li> <li>○ Share successes and findings.</li> <li>○ Participate in PLG’s and engage in ‘open to learning’ conversations.</li> <li>○ Participate in agreed ToD’s, PD days and Reference Group meetings.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Kkaiarataki/leaders are developing their practice.</li> <li>• Kaiarataki are sharing best practice with kaiako/teachers.</li> <li>• Tumuaki are supporting/fostering the effective implementation and development of PD foci.</li> <li>• New learning is reflected in school-wide documentation. (curriculum implementation plans and procedural documentation).</li> </ul>

**Strategic Goal:** *Create learner focused partnerships with HPS whānau/families*  
**What does success look like?** *HPS tamariki/children, whānau/families, kaiako/teachers and kaiarataki/leaders are partners in empowering learners*

**2026 Community Initiatives and Operations:**

*-Create a high quality learning community by developing strong partnerships with HPS whānau.*

*-Implement a cycle of regular community consultation with HPS whānau.*

*-Strengthen our relationship with our iwi, Te Kawerau ā Maki, through the Mana Kura partnership.*

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<ol style="list-style-type: none"> <li data-bbox="343 1541 606 2161">A regular cycle of HPS Community Consultation is in place</li> <li data-bbox="606 1541 869 2161">Whānau are encouraged to develop strong partnerships with our kura/school.</li> <li data-bbox="869 1541 1059 2161">Strengthen Te Kawerau ā Maki iwi relationships.</li> </ol>	<ul style="list-style-type: none"> <li data-bbox="343 584 606 1541">The Board will engage in consultation with their community each term. The 'RAWE' community consultation model will be our framework. The aim is to update the karewa/floats on our 'RAWE' net to reflect all cultures of our kura/school. A suggested cycle for 2026 is...               <ul style="list-style-type: none"> <li data-bbox="462 584 526 1541">Term 2 HPS whānau/fanau Community Consultation talanoa - update aspirations and punga/anchors</li> <li data-bbox="526 584 606 1541">Term 3 HPS whānau/fanau Community Consultation talanoa - HPS Health and Physical Wellbeing</li> </ul> </li> <li data-bbox="606 584 869 1541">The Board will engage in consultation with their community (Term 1/4) each year, about our Strategic Goals.</li> <li data-bbox="869 584 1059 1541">A Whānau Support Group is maintained to promote community spirit by organising a community building event each term.</li> <li data-bbox="1059 584 1059 1541">Establish and maintain our Mana Kura partnership with Te Kawerau ā Maki.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="343 118 606 584">The diverse range of tamariki and whānau cultures are represented in our kura/school.</li> <li data-bbox="606 118 869 584">The community are consulted and informed about our current Strategic Goals (Term 1/4).</li> <li data-bbox="869 118 1059 584">Whānau are seen as partners in our kura/school.</li> <li data-bbox="1059 118 1059 584">Te Kawerau ā Maki are acknowledged as mana whenua and our kura continues to grow our knowledge and understanding of Te Kawerau ā Maki.</li> </ul>

**Strategic Goal: *Develop a 'fit for purpose' learning environment.***  
**What does success look like? *A healthy, safe learning environment is enjoyed by all HPS tamariki/children and kaimahi/employees.***

**2026 Property Initiatives and Operations:**

- ***Implement 5 year agreement (SYA) planned work***
- ***Implement HPS 10-year Property Strategic Plan.***
- ***Develop flexible learning environments that enhance collaboration.***
- ***Develop environmentally sustainable energy sources.***

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. To ensure the Board maintains school property and plans for future projects based on MoE and local needs.</p>	<ul style="list-style-type: none"> <li>• Ensure the school is painted on a cyclical basis (10 years).</li> <li>• Relevant TELA laptop leases are upgraded.</li> <li>• Explore upgrades of e-learning digital devices.</li> <li>• MoE 5 Year Agreement tasks are completed &amp; the new 10 Year Property plan is drafted.</li> <li>• Cesspits, roofs and gutters are cleaned.</li> <li>• Investigate maintenance of the bike track</li> </ul>	<ul style="list-style-type: none"> <li>• \$20 000 is set aside for external painting annually.</li> <li>• Teachers have access to laptops.</li> <li>• \$10 000 is budgeted for purchases and 1:1 devices are maintained for Y3-6 tamariki.</li> <li>• Funding is sought for replacement devices.</li> <li>• Supplementary funding is sought for identified fire alarm, drainage and roofing issues.</li> <li>• Flooding damage is mitigated.</li> <li>• The bike track is in good working order.</li> </ul>

**Strategic Goal: *Ensure our kura/school is financially stable.***  
**What does success look like? *A financially stable kura is empowered to support teaching and learning.***

**2026 Finance Initiatives and Operations:**

- ***Develop and implement HPS 10 year Finance Strategic Plan.***
- ***Establish and implement financially sustainable practices.***

OBJECTIVES	IMPLEMENTATION	OUTCOMES
<p>1. To ensure the school uses its funds to support learning and teaching now and in the future.</p>	<ul style="list-style-type: none"> <li>• The Board will add to our reserve annually (\$20 000) to cover risks such as: personnel issues, property issues and special projects. The intention is to have funding to repaint our kura in 2028.</li> <li>• The Board spends operational grants appropriately.</li> <li>• Asset replacement is calculated into annual budgets</li> <li>• Fundraising grants are sought for approved projects.</li> <li>• Uncommitted funds are identified and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>• The school has a reserve fund of \$230 000.</li> <li>• An annual operational budget balance is maintained at zero.</li> <li>• Depreciation is monitored and allowed for in the budget.</li> <li>• Seek funding for Board approved projects.</li> <li>• Uncommitted funds are used for Board approved projects.</li> </ul>