



KENAKENA SCHOOL OPERATIONS PLAN 2026



GOAL 1: DELIVER A RICH INTEGRATED CURRICULUM

STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
1.1 Complete the redevelopment of the Kenakena School Teaching Framework into an online portal.	Upload new and reviewed documents into Essence Areas on the site.	Terms 1-4	Project Team	Documentation uploaded and in place.	
	Create documentation to guide the use of site content for planning and accessing resources.	Term 4	Project Team (ACET teacher and AP)	Planning document updates Appropriate staff PLD. Teams utilizing for planning.	
	Identify ongoing site development for 2027.	Term 4	Essence Area leaders Senior Leadership Team	Feedback from staff will provide guidance as well as identification of need by project team and SLT.	
1.2 Produce an annual Overview Document showing areas for Curriculum Focus.	Share with staff and board in November.	Term 4	Principal	Document produced and shared.	
	Share with community via Newsletter and school website.	Term 1 2027	Principal	Document shared and posted.	
1.3 Implement and refine the use of the HERO application school wide as the primary reporting tool to whānau.	Allocate to an implementation team to act on feedback from staff and whānau.	Terms 1-4	Implementation Team	Ongoing item at SLT meetings. Communications and updates to staff. Communication with office team. Feedback to HERO developers.	

	Work with teachers to adapt reporting format based on mandated changes to assessment and reporting.	Terms 1-4	Senior Leadership Team	Produce and update assessment and reporting guidelines including <i>Making Decisions on Achievement Level</i> .	
1.4 Connect the work of the Kāpiti North Kāhui Ako to support and enhance Kenakena School's curriculum development pathway.	Kahui Āko disestablished by government.				
1.5 Implement Kapahaka school-wide through working with learning teams.	Maintain a dedicated Years 5-8 Kapahaka Performance Group with in-school practice time.	Ongoing	Kapahaka Leadership Team	Weekly Kapahaka sessions. Kapahaka leads powhiri. Performance events including Takiri o te Ata.	
	Implement school-wide kapahaka through teaching teams to ensure across-school coherence with common material for pōwhiri and mihi whakatau.	Ongoing	Principal Kapahaka Team	Timetabled weekly across-school sessions. Whole school powhiri and mihi whakatau.	
1.6 Annually update a Curriculum Development, Implementation and Review Cycle that is flexible, responsive and includes the NZ Curriculum Refresh	Create in consultation with Senior Leadership Team.	Term 4	Principal	Three-year cycle adjusted to MOE curriculum cycle changes.	
1.7 Sustain the Dyslexia, Structured Literacy	Dyslexia Programme: Continue to work on programme	Terms 1-4	Principal Board - DS	Annual report with planned actions for 2027.	

Intervention, PMP Programmes and introduce Numicon.	sustainability and produce an annual report.				
	Structured Literacy Intervention: Ensure staffing is in place for 2026. Explore a sustainability model for funding and staffing and produce half yearly reports.	Terms 1-4	Principal Kowhai and Koromiko Team Leaders	Reports produced for staff and Board. Programme is implemented in 2025.	
	Implement MOE staffing (0.3 matched by school) for Years 1-6.	Terms 1-4	Principal	Programme is implemented as per MOE requirements.	
	PMP: Annually review equipment, personnel (including volunteers) and budget.	Term 4	NE Coordinator Principal	Implement review outcomes.	
	Implement Numicon with selected students in Years 3-8. MOE-provided Numicon Resources organized and made available to staff.	Terms 1-4	Maths Team Maths Team	Numicon programme implementation. Evaluation of results. Programme adequately resourced.	

GOAL 2: DEVELOP A SELF-REVIEWING LEARNING COMMUNITY BASED ON CONTINUAL QUALITY IMPROVEMENT					
STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
2.1 Set and review goals and targets for improving student achievement.	Implement actions from the 2025 Student Achievement Report.	Terms 1-4	AP - TD Senior Leadership Team	Discussion in SLT minutes. Actions reported on in 2026 SAR.	
	Consult with Board on 100% targets for achievement rates.	Term 1 2026	Principal	2026 targets are established.	

2.2 Implement and review new administration and intervention procedures for monitoring student attendance.	Implement attendance monitoring, reporting and reviewing documentation to meet MOE requirements.	Terms 1-2	AP - MM Office Administrator	Processing of student leave requests. Monitoring of attendance data and take action to address identified issues. Follow-up with attendance advisers. Implement discretionary absence approval policy guidelines.	
	Report to Board each term on attendance outcomes.	Terms 1-4	Principal	Term-by-term reports tabled at Board meetings.	
2.3 Analyze engagement data on Māori students as the school's identified <i>Priority Learners</i> .	Implement actions from the Student Achievement Report and track through HERO and regular discussions within teaching teams.	Terms 1-4	AP - TD Team Leaders	Priority Learner document updated and tracked in teams. Recording of completed actions in SAR.	
2.4 Develop and review an annual Operations Plan to monitor and evaluate the 2024 - 2026 Strategic Plan.	Plan written and presented to Board and Staff.	Term 1	Principal	Plan completed and linked to Strategic Plan. Tabled at Board meeting and shared with staff.	
	Plan reviewed and presented to Board and Staff.	Term 4	Principal	Reviewed with SLT Tabled at Board meeting and shared with staff.	
	Continue to strengthen across-school evaluation processes (ERO action).	Terms 2 and 3	Principal & Board	Development of guidelines and documentation to support quality evaluation.	

2.5 Annually review the formal leadership and management structure to adapt to changes in school size, workload, and strategic direction.	Review 2026 structure following receipt of roll-based staffing allocation, incorporating changes to CRT.	Term 4 (for 2027)	Principal Senior Leadership Team	Structure for 2027 set in Term 4. 2027 Staffing Profile Document	
	Monitor the ongoing implementation of increases to CRT on management structure.	Term 3 and 4	AP TD Senior Leadership Team	Minutes of SLT meetings. Staff CRT Planning Document Reviewed and updated in Term 4. Policy, procedure and best practice guide reviewed and shared with staff.	
2.6 Fully implement the transition to <i>School Docs.</i> and its policy and procedures review cycle.	Follow the 2025 School Docs review cycle term-by-term.	Terms 1-4	Board - DS Principal Office Manager	Documented review process.	
2.7 Set and review annual Tiriti o Waitangi Objectives.	Review as a Board – How is Kenakena School currently giving effect to Te Tiriti o Waitangi?	Terms 1-4	Board Principal	Review process documented. Draft objectives written and released for consultation.	

GOAL 3: MAINTAIN A COMPETENT AND MOTIVATED STAFF COMMITTED TO THE EDUCATION OF OUR STUDENTS					
STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
3.1 Survey the level of staff satisfaction annually and use the outcomes to adapt plans and approaches.	Review the questions on the survey before sending to staff.	Term 4	Senior Leadership Team	Survey completed and 2027 actions identified.	

3.2 Ensure corporate and individual professional development is motivating, focused, well-paced and linked to the PGC.	Produce a 2026 Overview Document (see 1.2) to guide PLD.	Term 4 (for 2027)	Principal Senior Leadership Team	Document produced and shared.	
	Implement PGC cycle with option for teams to tie to corporate PLD focus.	Ongoing	Team Leaders Principal	PGC documentation completed and filed.	
3.3 Provide school-wide opportunities and resourcing for leadership and organizational responsibility (R-Unit Projects)	Establish 2027 R-Unit Projects based on curriculum review, development and implementation focus (related to 1.6).	Term 4	Principal Senior Leadership Team	R-Unit projects written, advertised and allocated.	
3.4 Implement incremental increases to Classroom Release Time, project release, and Leadership Release to refine across-school timetabling and the increased role of part-time teachers.	Review the administration system and documentation to implement CRT for 2027.	Term 4	AP - TD	Document reviewed and implemented.	
3.5 Use individual teacher strengths effectively and collaboratively across the curriculum.	Team leaders encourage and delegate within teams.	Ongoing	Team Leaders	Team meeting minutes and allocation of personnel to tasks, projects and responsibilities.	
3.6 Fully implement the <i>Kenakena High Quality Professional Growth Cycles</i> for all full-time and part-time-teaching	Establish PGC goals based on individual and corporate needs.	Term 1	Principal Team Leaders	PGC documentation completed. Time scheduled for review meetings.	

and leadership positions. (Related to 3.4)	Incorporate part-time teacher PGC programme to coincide with additional CRT allocation.	Terms 1 and 2	Principal	Part-time teachers to establish the system and allocate PGC partners.	
3.7 Build leadership capacity for school-wide integration of Te Reo me Tikanga Māori.	Build student leadership capacity within kapahaka group for whaikōrero and Kaikāranga.	Terms 1-4	Kapahaka Team	Ākonga selected, trained and leading.	
	Cultural Lead provides leadership, advice and guidance across the school and in liaison with iwi.	Term 1	Cultural Lead (KG)	Leadership evidenced.	
	Ensure a strong kapahaka leadership team is established and maintained for 2026 (related to 1.5)	Term 1	Principal	As per 1.5.	

GOAL 4: EFFECTIVELY MANAGE THE SCHOOL'S FINANCIAL RESOURCES TO MEET SCHOOL PRIORITIES AND TO PROVIDE SAFE, ATTRACTIVE AND FUNCTIONAL BUILDINGS AND GROUNDS

STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
4.1 Implement the 10 Year Property Plan and 5 Year Agreement with the Ministry of Education through identification of annual priorities.	Work with the MOE's contractor to complete the negotiation of the 5YA and 10YPP and select a project manager.	Terms 1	Board CL Principal Property Team	5YA and 10YPP documentation completed. Procurement of project manager.	
4.2 Develop a school-wide outdoor development and maintenance programme that includes completion	Utilize new documentation to implement and review the plan.	Terms 1-4 Review each term.	Property Team	Maintenance programme implemented.	

of the Stan-Joy Community Garden.				Well-maintained grounds, playground structures and buildings.	
4.3 Monitor and manage the school roll to plan for effective allocation of staffing, resourcing and property.	Submit a staffing roll review if MOE allocation for 2027 looks too low.	Term 4	Principal	Submit review if required.	
	Configure 2027 teaching team organization that is responsive to the MOE allocation and changes to CRT for teachers and permanent unit holders.	Term 4	AP - MM & TD Senior Leadership Team	Configuration of teams and classroom numbers based on best use of available staffing. CRT part timers allocated/appointed through the established implementation system..	
4.4 Produce an annual budget that reflects short and long- term priorities including the implementation of the 10 Year Property Plan.	Budget confirmed monitored and reviewed.	Term 1 (Feb) Confirm. Term 3 Review	Principal Board - JK Accounts Manager	Budget document tabled and adopted (initial and reviewed).	
	Consult with AFS to confirm committed and uncommitted funds at key points.	Term 3	Principal Accounts Manager	Updated commentary of committed and uncommitted funds in monthly reports.	
	Communicate regularly with AFS on accounting processes, issues and reporting.	Ongoing	Principal Board - JK Accounts Manager	Clear reporting based on full understanding of accounting processes, budgeting and accuracy.	
4.5 Plan and implement a strong international education programme and the maximizing of its financial outcomes (Linked to 4.5)	Continually Update the International Education Page on the School Website with multilingual brochures and administration documentation for 2027.	Term 1-2	Principal International Education Administration Manager	Updated page is live and useable.	

	Update visual content on promotional material and produce video content.	Term 4	Principal	Refreshed visual content.	
	Direct Marketing in our key markets of Korea, China and Thailand.	Terms 1-4.	Principal	Targeted communication and marketing action in the three markets to re-establish pre-COVID relationships, reinforce existing relationships and seek appropriate growth opportunities.	
	Negotiate with China-centric agents to establish WeChat and presence on China social media channels.	Ongoing	Principal in cooperation with agents and Kāpiti College.	We Chat channels and groups established to enhance communication and promotion in China.	
	Communicate and liaise with Education New Zealand over marketing and promotion opportunities.	Ongoing	Principal in cooperation with Kāpiti College.	Attend ENZ Agent Seminars in China (March)	
	Continue dialogue with KCDC over assistance for marketing international education in Kāpiti.	Ongoing	Principal in cooperation with agents and Kāpiti College.		
	Establish realistic budgets for income and expenditure on a reconfigured budget spreadsheet with AFS and review mid-year.	Terms 1 and 3	Principal International Education Administration Manager Accounts Manager	Initial budget based on known Term 1 enrolments and review based on predicted mid-year and long-term enrolments.	
Write a detailed 2026 Action Plan that	Term 1	Principal International Programme Manager (MM) and	Defined actions and expected outcomes for increasing the number of		

	encompasses all of the above		International Education Administration Manager (RP)	international students from key markets.	
	Complete and submit annual Code review.	Term 4	International Education Administration Manager AP - MM Principal	Code submitted after thorough review process.	
	Undertake strategic thinking about long-term investment of anticipated international education profit.	Term 4	Principal Board - PF Senior Leadership Team	Review current growth, profit margins, define capacity, think creatively and develop a draft document (linked to 2026 Action Plan)	

GOAL 5: PROVIDE A SAFE PHYSICAL AND EMOTIONAL ENVIRONMENT THAT PROMOTES SELF-ESTEEM AND A POSITIVE ATTITUDE TOWARDS WORK AND LEARNING

STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
5.1 Implement a <i>Trauma Informed School Approach</i> through professional development led by SENCO.	Implement trauma-informed practice and pedagogy utilizing in-school resources and SENCO guidance.	Terms 1-4	SENCO/KH ASL	TIP PLD delivered. Documentation of TIP resources uploaded to Teaching Framework. Evidence of TIP across the school.	
	Implement the MITEY programme for student mental health (linked to 5.4)	Terms 1-4	Programme manager (KG)	MITEY planning meetings undertaken and documented.	

				Staff professional learning and development undertaken. Programme implemented.	
5.2 Refresh the Te Roopu Kaiakopono and Mana Wāhine Programmes through within-team leadership for Kauri and Kahikatea Teams.	Te Roopu Kaiakopono – Kahikatea Team. Plan and evaluate.	Terms 1-4	Kahikatea Team	Programme implemented. Evaluation completed.	
	Mana Wahine -Kauri Team. Plan and evaluate.	Terms 3-4	Kauri Team AP - MM	Programme implemented. Evaluation completed.	
5.3 Through classroom programmes and through school liaison with parents and agencies, endeavour to cater for the educational, social and emotional needs of students using a range of strategies.	Kenakena Teaching Framework under pedagogical development process (see 1.1)	Terms 1-4	Project Team	As per 1.1.	
	Report annually on Student Achievement at Kenakena.	Term 1	AP - TD	Draft report shared with teaching teams for comment and commentary. Final report presented to Board and included in annual reporting documentation.	
	Keep an accurate and up-to-date Special Needs Database.	Ongoing	SENCO	Working database operating effectively.	
	Engage appropriate agencies and processes in a timely manner to enable effective intervention and develop positive working relationships with	Ongoing	Principal SENCO AP – TD & MM	Record of interventions and student and whanau involvement: - KYS - OT	

	agencies and organizations working with children and families.			<ul style="list-style-type: none"> - Attendance - ASK - Police - MOE Special Ed. - RTLB - CAMHS - Wellstop 	
	Ensure good communication school-wide between staff and teaching teams regarding assistance, behaviour management and intervention strategies to meet the needs of individuals and groups of children.	Ongoing	Classroom Teachers Teacher Aides Team Leaders AP – TD & MM Principal SENCO	HERO entries and records. SENCO processes and referrals. Team Meeting Minutes SLT minutes	
5.4 Undertake school-wide participation in the MITEY mental health education programme, ensuring alignment to the NZ Curriculum and the Mental Health Education Guidelines.	Work with Mitey Team to provide ongoing PLD and implement the programme school-wide.	Terms 1-4	Project Team	As per 5.1	
5.5 Effectively manage the factors that impact employee health, welfare and safety (links to Goal 3).	Communicate with staff individually and as a group regarding those factors.	Ongoing	Principal Board H&S Team Staff Trustee Property Manager Office Team	Positive Staff Satisfaction Survey Results and evidence of staff support in difficult times. H&S Committee Minutes and Board reports.	

	Consider issues around these factors and plan to mitigate them.	Ongoing	Principal Board H&S Team Staff Trustee Property Manager Office Team	Actions from SSS. H&S Committee Minutes and Board reports.	
	Utilize the Staff Welfare Budget	Ongoing	Principal	Staff Welfare Budget utilized.	
5.6 Annually survey Years 7&8 student on student engagement through NZCER's <i>Me and My School</i> .	Implement the survey in Term 4 or consider and implement an alternative survey.	Term 4	AP – MM Kauri Team Leader - JM	Utilize survey results for data and actions.	
5.7 Review how the skills of teacher aides can be best utilized in a changing education landscape.	Continue to review inclusive education at Kenakena and the personnel and resources required, including the provision of targeted PLD.	Terms 1-4	SENCO MOE Key Worker	Completed review documentation and actions.	

GOAL 6: DEVELOP EFFECTIVE COMMUNICATION AND LIASION TO SECURE HIGH LEVELS OF PARENT AND COMMUNITY SUPPORT

STRATEGY	IMPLEMENTATION	TIMEFRAME	RESPONSIBLE	OUTCOME INDICATORS	REVIEW
6.1 Consider how curriculum programmes and school events can be utilized to honour the cultures of Kenakena's children and whānau.	Raised awareness through <i>Whanaungatanga</i> Pedagogy Essence Area in 2026.	Terms 1-4	Whanaungatanga Essence Leader – Principal and AP's	Evidence in team planning documentation and school events.	

6.2 Implement the change to HERO for home-school communication and utilize social media to enhance communication with the school community.	Continue with HERO Implementation Team to monitor HERO in action and suggest adjustments to staff and to HERO admin.	Terms 1-4	HERO Implementation Team Office Team	Refinements and adjustments to HERO implementation. Documented suggestions to HERO admin.	
	Utilize Facebook for highlighting achievements and events and WeChat (China), Kakao Chat (Korea) and WhatsApp for International Education Communication.	Ongoing	Principal International Education Administration Manager	Evidence of communication outcomes across the platforms.	
6.3 Work towards the re-establishment of a Whānau Group for parents and caregivers of Māori students.	Plan and implement actions for kaupapa Māori to build whānau connectivity.	Terms 1-4	Principal Board Cultural Lead - KG	Events created and implemented to involve whanau and enhance engagement.	
6.4 Provide school leadership staff presence at School-Parent Network meetings to maintain strong communication, planning and partnership.	Principal and Assistant Principals alternate attendance at SPN meetings alongside staff representative and Board member.	Terms 1-4	Principal AP – TD & MM Board Staff member – SS.	Input of staff and board evident in SPN minutes and board minutes. School-based events have staff input and engender staff support.	
6.5 Regularly update the School Website with revised content and functionality.	Monitor International Page and create analytics.	Term 1 and Term 4	Principal International Education Administration Manager	Page up to date with current documentation. Review analytical data.	
	Revise and update all pages and photos including strategic plan.	Terms 1 and 2	Principal Office Manager	Updates uploaded to website.	

	Monitor technical functionality of site.	Term 1	AP – TD Office Manager	Website responsive on all devices.	