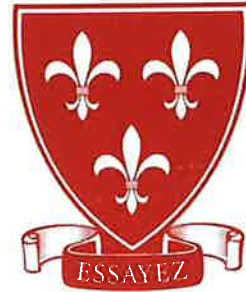


Horowhenua College



Analysis of Variance Report for 2023

School Name: Horowhenua College
School Number: 0236

Endorsements:

A handwritten signature in blue ink, appearing to read 'G Congdon', is written over a horizontal line.

Grant Congdon
Principal

A handwritten signature in blue ink, appearing to read 'Juliana Mansvelt', is written over a horizontal line.

Juliana Mansvelt
Board Chair

Submission date to Ministry of Education:

Introduction

This variance report is for the college year of 2023.

When developing the college charter the Board chose its strategic aims carefully and with the intention of making a positive and significant effect on the learning outcomes for our students.

The strategic aims for 2023 were:

1. To ensure a safe and inclusive environment for all where the physical, financial and human resources enhance student learning and well-being.
2. To resource and develop excellence in teaching, learning, leadership, management and governance to enhance student performance in all areas of school life.
3. To raise the engagement and achievement of all students to attain their personal best.
4. To strengthen self-review, active communication, positive relationships and partnerships within the school and with Iwi, Taitoko Kāhui Ako (CoL), and the wider community.

The strategic aims include annual objectives as well as specific targets to achieve. These aims, objectives and targets all focus on promoting, enhancing, improving and progressing student achievement at Horowhenua College, and link directly with the Horowhenua College Board Charter.

Annual Goal 1: Pedagogy

Provision of specific and focused Professional Development that supports the strategic direction of our college

This annual goal is aligned to Strategic Aim 2:

To resource and develop excellence in teaching, learning, leadership, management and governance to enhance student performance in all areas of school life.

2023 Target

To further develop curriculum delivery and pedagogy through staff receiving ongoing PD on UDL and CRRP

Target achieved: Yes

Actions to achieve targets:

Action	Outcomes	Action Achieved: If not, reason for variance	Evaluation/Next Steps
External providers contracted to provide PD	Steve Saville (UDL) and TupuOra (CRRP) contracted using MOE PD hours	Yes	Continue with these two providers during 2024, using the remaining PD hours from MOE.
Regular PD provided for staff on UDL and CRRP	Regular PD provided, using external providers as well as college working groups.	Yes	Continue to programme UDL and CRRP into staff meeting planning.
Staff provide learning programmes and delivery models that appropriately meet the learning and cultural needs of all students in their classes.	Staff trained to use the 'Levers for Change' template to ensure UDL and CRRP are incorporated in their planning.	Yes	Continue to promote the use of the 'Levers for Change' template with staff.
Sharing of best practice by staff.	Staff share how they have planned units/lessons in such a way as to meet individual learning needs of their students.	Yes	Continue to provide opportunities for staff to share best practice.

Annual Goal 2: Attendance
Regular attendance at college

This annual goal is aligned to Strategic Aim 3:

To raise the engagement and achievement of all students to attain their personal best.

2023 Target

To maintain at least 80% attendance at each year level

Target achieved: Partially

Average attendance during 2023: Term 1 - 83.1%, Term 2 - 82.2%, Term 3 - 78.7%

Actions to achieve targets:

Action	Outcomes	Action Achieved: If not, reason for variance	Evaluation/Next Steps																								
Efficient use of available finance to support students to attend college.	Employment of an Attendance Assistant through the Ministry of Social Development. This person had a specific job description to support student attendance.	Yes	Use the lessons learnt from the Attendance Assistant to guide decisions regarding enhancing student attendance.																								
Students constantly attend college.	90-100% attendance <table border="1" data-bbox="696 1026 1292 1437"> <thead> <tr> <th>Year</th> <th>T1</th> <th>T2</th> <th>T3</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>64.0</td> <td>50.5</td> <td>49.5</td> </tr> <tr> <td>10</td> <td>48.1</td> <td>44.4</td> <td>32.3</td> </tr> <tr> <td>11</td> <td>42.8</td> <td>41.1</td> <td>37.6</td> </tr> <tr> <td>12</td> <td>33.8</td> <td>29.8</td> <td>21.4</td> </tr> <tr> <td>13</td> <td>20.9</td> <td>25.0</td> <td>18.3</td> </tr> </tbody> </table> Numbers in %	Year	T1	T2	T3	9	64.0	50.5	49.5	10	48.1	44.4	32.3	11	42.8	41.1	37.6	12	33.8	29.8	21.4	13	20.9	25.0	18.3	Partially. Junior students showed consistently higher attendance of 90-100%	Maintain the initiatives introduced in 2023 to support student attendance. Focus more on Year 12 and 13 students to improve their attendance in 2024.
Year	T1	T2	T3																								
9	64.0	50.5	49.5																								
10	48.1	44.4	32.3																								
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13	20.9	25.0	18.3																								

Annual Goal 3: Student well-being
Provision of the Free and Healthy Lunch programme

This annual goal is aligned to Strategic Aim 1:

To ensure a safe and inclusive environment for all where the physical, financial and human resources enhance student learning and well-being.

2023 Target

To successfully transition the Free and healthy Lunch programme from an external provider to 'doing it ourselves'.

Target achieved: Yes

Actions to achieve targets:

Action	Outcomes	Action Achieved: If not, reason for variance	Evaluation/Next Steps
Catering kitchen refurbished and ready to provide lunches for 750 students each day.	Phase 1 of refurbishment completed to enable 750 lunches to be produced each day from the start of Term 3.	Yes	Work towards the completion of phase 2 of the refurbishment for the beginning of Term 2, 2024.
Staff appointed to run the canteen and lunch programme.	Staff appointed	Yes	Add one more Catering Assistant to the team early in 2024.
Income and expenditure procedures established to receive the government funding.	Procedures established through the Finance Administrator.	Yes	Continue to embed and tweak these procedures as necessary.
'Lunch groups' established comprising staff and students to provide input.	Lunch group established, met, and provided input	Yes	Dis-establish the lunch group as day-to day feedback provides the necessary information to the Catering Team.

Annual Goal 4: Staff well-being

The physical and mental health of all college staff

This annual goal is aligned to Strategic Aim 1:

To ensure a safe and inclusive environment for all where the physical, financial and human resources enhance student learning and well-being.

2023 Target

To effectively monitor staff well-being and respond in ways that support and enhance their well-being.

Target achieved: Yes

Actions to achieve targets:

Action	Outcomes	Action Achieved: If not, reason for variance	Evaluation/Next Steps
Staff well-being is effectively monitored.	A greater awareness of staff well-being was developed.	Partially. Monitoring was largely gained through anecdotal evidence rather than by any strategic method such as staff surveys.	Consider the use of staff surveys to analyse staff well-being.
Staff voice about well-being is heard and responded to in a timely way.	Staff well-being is considered a priority by SLT and discussed regularly.	Yes	Continue to include staff well-being in SLT agendas.
Ways to enhance staff well-being are proactively implemented.	'No meeting week' for week 1 of each term. Early finish on the last day of each term. 'Tumeke Tuesday' morning tea. Morning tea shouts from the Board. Drinks shouts from Principal	Yes	Continue with these initiatives and look for other ways to enhance staff well-being.