

CONFIDENTIAL

Strategic Plan 2018-2022

HE RAUTAKI WHAKAWHANAKETANGA

mō

Ngā Tūmanako o Kahurangi ~ A Kaupapa Māori Unit inside Auckland Girls' Grammar  
School

March 2019

Te Whānau o Kahurangi  
Auckland Girls' Grammar School

[Contents](#)

	<i>Page</i>
<b>Mihi</b>	<b>3</b>

### **Preface 3**

Use of the Macron	3
Orthographic Conventions	3
Style	3

### **Executive Summary 4**

Recommendations	4
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### **Introduction 6**

Strategic plan structure	6
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## **He Rautaki Whakawhanaketanga 7**

### **Mihi**

Te Whānau o Kahurangi wishes to acknowledge Dr Tania Ka'ai and Tania Smith for their support of Te Korowai o Kahurangi in developing the draft Strategic Plan.

### **Preface**

#### *Use of the Macron*

All Māori words have been written in normal font. The macron has been used to denote a lengthened (long or geminate) vowel for example, Māori. Direct quotations have been reproduced as they appear in the original source with or without the macron.

#### *Orthographic Conventions*

An English translation will be provided the first time a Māori word is used.

#### *Style*

This Draft Strategic Plan has been developed from a 'whakaaro Māori' base in that it is located in a Kaupapa Māori framework nuanced by the use of Māori terms. It aims to link seamlessly with the current Auckland Girls' Grammar Strategic Plan.

## Executive Summary

- 1.0 This Draft Strategic Plan was prepared to give partial effect to Recommendation 2 of the 2017 Ngā Tūmanako o Kahurangi Review Report by Dr Tania Ka'ai and Tania Smith i.e. to develop a 5-year Strategic Plan for Ngā Tūmanako o Kahurangi to be embedded into the overarching School Strategic Plan for Auckland Girls' Grammar School. In order to give full effect to Recommendation 2 a business plan/budget will need to be developed to provide a detailed cost analysis and increase transparency about the investment of Equity Funding provided by the Ministry of Education.
- 2.0 Whānau expect that graduates of Ngā Tūmanako o Kahurangi will have an excellent grounding in te reo Maori me ngā tikanga Māori me te ahurea Māori so that they can participate fully in both Te Ao Māori and Te Ao Pākehā within New Zealand Society and take their place as leaders in their communities.
- 3.0 The vision of Auckland Girls' Grammar School is that Ngā Tūmanako o Kahurangi will provide this grounding by creating an environment where academic success, innovation, high achievement and cultural responsiveness flourish within an education context.
- 4.0 In accordance with Recommendation 3 of the 2017 Ngā Tūmanako o Kahurangi Review, this Strategic Plan for Ngā Tūmanako o Kahurangi includes several strands or pathways including:
  - a process of curriculum development,
  - devising strategies to achieve academic excellence,
  - monitoring of academic success,
  - provision for recruitment, retention and professional development for staff (both within Ngā Tūmanako o Kahurangi and outside),
  - a focus on strengthening relationships with Ngāti Whātua ki Ōrākei/Mana Whenua, community and industry to increase the scope and breadth of opportunities for members of Ngā Tūmanako o Kahurangi,
  - review the structure of Ngā Tūmanako o Kahurangi to enhance the unit and strengthen the internal relationships through increasing organisation, cohesion, communication and participation within Ngā Tūmanako o Kahurangi

There is also a focus on demonstrating and living the values on which Ngā Tūmanako o Kahurangi is built and communicating those to others by building the profile and identity of Ngā Tūmanako o Kahurangi within the wider school and outside. This relationship building is necessary to engender support from those outside the unit who can assist in nourishing and supporting Ngā Tūmanako o Kahurangi in future. This plan also identifies planning for a multi-purpose building complex and planning for transition of the current marae from its use as a marae to a repository for ngā taonga o Ngā Tūmanako o Kahurangi as important components in elevating and sustaining Ngā Tūmanako o Kahurangi at the centre of Auckland Girls' Grammar School into the future.

## Introduction

Auckland Girls' Grammar School has a long history of providing secondary education dating back to 1888. Its transition into a Grammar School to deliver education for young women in 1907 marked the arrival of an esteemed suite of Headmistresses and the beginnings of strong female leadership which is part of the rich legacy of the school. In the 1950s Auckland Girls' Grammar School was the first public school to introduce Māori language as a subject. Whilst it was offered against Latin, it is acknowledged that many Māori students elected to study Te Reo Māori and excelled in this subject. As such, Auckland Girls' Grammar School celebrates an esteemed Māori alumni, many of whom came from Te Tai Tokerau (the Far North region) to Auckland Girls' Grammar School for their secondary education. Over time Auckland Girls' Grammar School has sustained a style of leadership combined with a philosophy and understanding of the politics of education, which has become the hallmark of the Auckland Girls' Grammar School reputation as a preeminent secondary school for young women in New Zealand. This is reflected in the Auckland Girls' Grammar School vision and mission statement which is located within a philosophy which clearly embraces biculturalism and diversity.

Auckland Girls' Grammar School is committed to providing an education for young women which encourages achievement and self-esteem, fosters a co-operative spirit and celebrates diversity so that students develop the knowledge, skills and values necessary to face the challenges of the future and to participate in a bi-cultural and ethnically diverse society ([www.aggs.school.nz](http://www.aggs.school.nz))

Auckland Girls' Grammar School continued this strong commitment to the education of young Māori women with the establishment of the marae, Kahurangi ki Maungawhau in 1986. In 1987 Ngā Tūmanako o Kahurangi was founded as a special third form class and whānau unit, where the majority of subjects were taught in Māori and delivered in a Kaupapa Māori or Māori-centred way.

Acknowledging the rich whakapapa (genealogy) of Auckland Girls' Grammar School and Ngā Tūmanako o Kahurangi, this Strategic Plan outlines a model of development for Ngā Tūmanako o Kahurangi to remain contemporary, relevant, robust and appealing to young Māori women and their whānau and provide a preferred pathway for young Māori women to meet their educational and cultural aspirations. The timeframe of this Strategic Plan is five years, but as Ngā Tūmanako o Kahurangi embarks its second 30 years of providing quality education for young Māori women, we note that the vision of Ngā Tūmanako o Kahurangi is enduring and a high quality education which empowers graduates to “walk in two worlds” is as necessary today as it was in 1986.

### Strategic Plan Structure

This Strategic Plan, *He Rautaki Whakawhanaketanga*, consists of several components including:

- Mission
- Vision
- Values
- Strategic priorities
- Priority Areas
  - Goals

- Key action areas

Each of these matters is set out in more detail in the table below.

<b>He Rautaki Whakawhanaketanga Ngā Tūmanako o Kahurangi Strategic Plan 2019 – 2024</b>		
<b>ARONGA/MISSION:</b>  <p style="text-align: center;">Nō te kōpū kotahi I kai tahi, i moe tahi, i mahi tahi <i>As a collective unit of people operating as a single united force Everything can be accomplished, thus advancing a multitude of people</i></p> <p>Making Ngā Tūmanako o Kahurangi the Māori unit of choice for whānau Māori because it fosters Māori values of manaakitanga, whakaaro Māori, mahi tahi, tautoko, te hiringa taketake, ako, mana tangata-mana wahine. Ngā Tūmanako o Kahurangi will achieve this by creating an environment where academic success, innovation, high achievement and cultural responsiveness flourish within an education context.</p>	<b>MOEMOEVA/VISION:</b>  <p style="text-align: center;">Whāia te iti Kahurangi ki te tuohu koe, me he maunga teitei <i>Seek the treasure you value most dearly, If you bow your head, let it be to a lofty mountain</i></p> <p>To provide excellence in te reo me ngā tikanga Māori me te ahurea Māori to all young women in Ngā Tūmanako o Kahurangi so that they can participate fully in Te Ao Māori and Te Ao Pākehā within New Zealand Society and take their place as leaders in their own communities.</p>	<b>NGĀ POU HERENGA/VALUES:</b> <ul style="list-style-type: none"> <li>• Mana tangata, mana wahine – leadership</li> <li>• Wahine toa – personal strength and resilience</li> <li>• Mana reo, mana Māori – commitment to the Māori language and the Māori world</li> <li>• Whakahī – to be proud</li> <li>• Ngākau pono – integrity, loyalty and sincerity</li> <li>• Whakaute – be respectful</li> <li>• Pae tae – excellence and achievement of the highest order</li> </ul>
<b>STRATEGIC PRIORITIES</b>		
<b>TAHI: HE MAUNGA TEITEI/ ACHIEVING EXCELLENCE</b>		<b>RUA: WHAKAWHANAUNGATANGA / MAINTAINING GREAT RELATIONSHIPS</b>
<b>Review the current curriculum and modify where necessary to create a curriculum that is innovative, engaging and meets the needs of students</b>		<b>Focus on internal and external relationships and develop strategies to communicate the school culture and identity within Te Ao Māori</b>

<ul style="list-style-type: none"> <li>• Review current curriculum</li> <li>• Develop curriculum that is innovative and responsive to digital technologies and student needs</li> <li>• Provide te reo Māori papers within mainstream curriculum without the prerequisite of enrolling in Ngā Tūmanako o Kahurangi</li> <li>• Look for opportunities to embed tikanga Māori and Mātauranga across the curriculum where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Act in a mana-enhancing way in all relationships (whanau, community, tangata whenua, industry)</li> <li>• Put Ngā Tūmanako o Kahurangi at the centre of Auckland Girls' Grammar School as part of recognising obligations under Te Tiriti o Waitangi</li> <li>• Provide professional development for staff within Ngā Tūmanako o Kahurangi</li> <li>• Provide professional development opportunities in Te Ao Māori for staff outside Ngā Tūmanako o Kahurangi</li> <li>• Engage effectively with Ngāti Whātua ki Ōrākei/Mana whenua</li> <li>• Engage effectively with community and industry to create opportunities for young women within Ngā Tūmanako o Kahurangi</li> <li>• Engage effectively with staff, students and whānau of Ngā Tūmanako o Kahurangi</li> <li>• Define and develop an active profile of Ngā Tūmanako o Kahurangi</li> </ul>
<p><b>TORU: TE REO MĀORI ME TE AHUREA MĀORI / NURTURING THE INDIVIDUAL</b></p>	<p><b>WHĀ: MAHI PŪTEA / SECURING RESOURCES</b></p>
<ul style="list-style-type: none"> <li>• Ensure the principles contained within te reo me ngā tikanga Māori inform the focus and expected behaviours of the students in Ngā Tūmanako o Kahurangi at all times and in all places</li> <li>• Foster leadership in young Māori women that reflects PRIDE – Pride, respect, integrity, diligence and empathy and the wider values of Ngā Tūmanako o Kahurangi articulated above in this table</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a resourcing plan</li> <li>• Secure sufficient resources to implement this strategy</li> </ul>
<p><b>RIMA: TE WHAKATAKOTORANGA O TE KAUPAPA / BUILDING THE STRUCTURE</b></p>	
<ul style="list-style-type: none"> <li>• Determine what structure whānau want (i.e. whānau unit, rumaki, immersion unit) and use that to inform the structure of Ngā Tūmanako o Kahurangi</li> <li>• Determine whether the current structure of Faculty of Mātauranga Māori separate from Ngā Tūmanako o Kahurangi is best placed to support delivery of this strategy and implement changes as necessary</li> </ul>	

<ul style="list-style-type: none"> <li>• Identify and confirm a structure that will enable Auckland Girls' Grammar School to deliver the Ngā Tūmanako o Kahurangi vision</li> <li>• Determine whether the current reporting structure is best placed to support delivery of this strategy and implement changes as necessary</li> </ul>	
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HE WHAKAAROTAU/PRIORITIES	HE WHĀINGA/GOALS	HE MAHI/KEY ACTION AREAS
<p><b>STRATEGIC PRIORITY ONE: MAUNGA TEITEI/ACHIEVING EXCELLENCE</b>  <b>Review current curriculum and modify where necessary to create a new curriculum that is innovative, engaging and meets the needs of students</b></p>	<ul style="list-style-type: none"> <li>• Deliver a curriculum that is innovative and responsive to digital technologies and student and whānau needs</li> <li>• Ngā Tūmanako o Kahurangi members demonstrate academic excellence at all levels</li> <li>• Te Reo, Tikanga Māori and Mātauranga Māori forms a valued part of the curriculum for young women within Ngā Tūmanako o Kahurangi and outside</li> </ul>	<ul style="list-style-type: none"> <li>• Review current curriculum</li> <li>• Introduce an e-learning dimension through the use of digital technologies</li> <li>• Investigate an intranet system to enable students to submit oral assessments online and communicate with peers and their teachers</li> <li>• Introduce te reo Māori papers into the mainstream curriculum</li> <li>• Support the inclusion of Māori performing arts curriculum with NCEA credits</li> <li>• Support specialist subject teachers in their learning about Te Ao Māori as it applies to their discipline</li> <li>• Actively recruit more fluent speakers of Te Reo Māori as staff across all subjects where achievable</li> <li>• Monitor and report on academic performance of Ngā Tūmanako o Kahurangi girls as a subgroup consistently across all subject disciplines</li> <li>• Explore opportunities for tuakana-teina and peer-peer tutoring</li> <li>• Celebrate academic and other successes</li> <li>• Promote and support use of te reo Māori and participation in Manu Kōrero</li> <li>• Promote by example, and other means, the values of Ngā Tūmanako o Kahurangi to members and their whānau</li> <li>• Determine the appetite of whānau for Te Reo Rangatira as a subject choice. If desired, scope out how to deliver it so girls can achieve excellent results</li> <li>• Provide te reo Māori papers within mainstream curriculum without the prerequisite of enrolling in Ngā Tūmanako o Kahurangi</li> </ul>

		<ul style="list-style-type: none"> <li>Identify opportunities to embed mātauranga Māori, tikanga Māori and te reo Māori across the curriculum as appropriate</li> </ul>
<p><b>STRATEGIC PRIORITY TWO</b>  <b>WHAKAWHANAUNGATANGA</b>  <b>FOSTERING RELATIONSHIPS / PARTNERSHIPS</b>  <b>Focus on internal and external relationships and develop strategies to communicate the school culture and identity</b></p>	<ul style="list-style-type: none"> <li>Ngā Tūmanako o Kahurangi is at the centre of Auckland Girls' Grammar School</li> <li>All staff value Ngā Tūmanako o Kahurangi</li> <li>Staff of Ngā Tūmanako o Kahurangi seen as professional leaders</li> <li>External partnerships supportive of Ngā Tūmanako o Kahurangi</li> <li>Mana whenua of Ngāti Whātua Ōrākei obvious</li> <li>Whānau of Ngā Tūmanako o Kahurangi actively participate at all levels</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all staff are familiar with the vision and mission of Ngā Tūmanako o Kahurangi and its role within Auckland Girls' Grammar School and its importance to whānau and community</li> <li>Support Ngā Tūmanako o Kahurangi staff accessing professional development annually related to te ao Māori to ensure they identify ways to incorporate mātauranga Māori, te reo Māori me tikanga Māori and ahurea Māori into their specialised teaching.</li> <li>Engage in mana enhancing ways with each other and with whānau, community, industry and tangata whenua</li> <li>Form and maintain a cultural advisory rōpū (group) to support the Principal, Senior Leadership Team, Board of Trustees and staff in their development and adoption of authentic tikanga and practice which is appropriate in the Auckland Girls' Grammar School context</li> <li>Rebuild and strengthen engagement with tertiary providers, community and industry</li> <li>Foster and sustain positive relationships with Ngāti Whātua ki Ōrākei/Mana whenua</li> <li>Develop links with industry and community to create opportunities for young women within Ngā Tūmanako o Kahurangi and capitalise on those relationships to benefit graduates</li> <li>Develop and formalise processes for effective communication internally and externally for Ngā Tūmanako o Kahurangi</li> <li>Create opportunities to engage effectively with staff, students and whānau of Ngā Tūmanako o Kahurangi</li> </ul>



		<ul style="list-style-type: none"> <li>• Create a profile of Ngā Tūmanako o Kahurangi that is consistently applied across all print and digital resources of Auckland Girls' Grammar School</li> <li>• Define and develop an active profile of Ngā Tūmanako o Kahurangi to convey to the world</li> <li>• Establish a calendar of events for whānau within Ngā Tūmanako o Kahurangi which can be updated as required</li> <li>• Develop a recruitment strategy to attract students into Ngā Tūmanako o Kahurangi.</li> <li>• Provide opportunities for young women and whānau in Ngā Tūmanako o Kahurangi to participate in wānanga relating to traditional cultural activities (e.g. kai karanga, raranga, mau rākau)</li> <li>• Practice and foster whanaungatanga, including via noho marae and wānanga</li> <li>• Hold at least two whānau hui per term. Finalise and advertise the programme (date, time, venue, kaupapa) by week 4 of Term 1 each year.</li> <li>• Continue competitive and non-competitive kapa haka involvement and use this as a vehicle to foster communication with whānau about Ngā Tūmanako o Kahurangi</li> <li>• Foster involvement and natural succession of whānau within Ngā Tūmanako o Kahurangi by supporting, welcoming and including new whanau</li> </ul>
<p><b>STRATEGIC PRIORITY THREE: TE REO ME TE AHUREA MĀORI</b>  <b>Nurture students and whānau of Ngā Tūmanako o Kahurangi in a Māori-centred environment</b></p>	<ul style="list-style-type: none"> <li>• The principles contained within te reo me ngā tikanga Māori inform the focus and expected behaviours of the students in Ngā Tūmanako o Kahurangi at all times and in all places</li> <li>• Ngā Tūmanako o Kahurangi girls and alumni are leaders who reflect Auckland Girls' Grammar School PRIDE – Pride, respect, integrity, diligence and empathy and the wider Ngā Tūmanako o Kahurangi values articulated above</li> </ul>	<p>In association with the cultural advisory rōpū develop and implement principles and practices that relate to Māori pedagogical practices and philosophies for Ngā Tūmanako o Kahurangi specifically and Auckland Girls' Grammar School generally. Such practices and philosophies would include:</p> <ul style="list-style-type: none"> <li>• Mana Wahine</li> <li>• Tuakana-teina (senior girls mentoring or tutoring junior girls)</li> <li>• Mahi tahi (collaborative work)</li> <li>• Manaaki tangata (caring and being hospitable)</li> <li>• Āwhina (being of assistance)</li> <li>• Aroha o te tangata ki te tangata (showing love and respect for others)</li> </ul>

		<ul style="list-style-type: none"> <li>• Tautoko (being supportive)</li> <li>• Tuakiri tangata (cultural and individual identity)</li> <li>• Practice and foster whakawhanaungatanga</li> </ul>
<p><b>STRATEGIC PRIORITY FOUR: HE PŪTEA/RESOURCES</b>  <b>Further develop the school’s physical, social and environmental assets to give rise to a sense of belonging and pride</b></p>	<ul style="list-style-type: none"> <li>• Secure sufficient resources to implement this plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a 5 year property &amp; resourcing plan for the development of a multi-purpose building complex for cultural practices, teaching and learning</li> <li>• Develop a 5 year transitional plan for the current marae to retire into a space to preserve the treasures of Ngā Tūmanako o Kahurangi from past, to the present and into the future</li> <li>• Develop a budget and resourcing plan to: <ul style="list-style-type: none"> <li>• Implement any proposed changes to the curriculum</li> <li>• Support Whakawhanaungatanga and relationship building</li> <li>• Support the cultural advisory rōpū</li> <li>• Support the formation and implementation of a communications strategy specifically around Ngā Tūmanako o Kahurangi</li> <li>• Support delivery of this strategy (e.g. new positions)</li> </ul> </li> <li>• Investigate the appetite for a Ngā Tūmanako o Kahurangi specific fee per whānau to be applied to delivery of this strategy and the level to which that fee would be acceptable to whanau</li> </ul>
<p><b>STRATEGIC PRIORITY FIVE: TE WHAKATAKOTORANGA O TE KAUPAPA /BUILDING THE STRUCTURE</b></p>	<ul style="list-style-type: none"> <li>• Structure of Ngā Tūmanako o Kahurangi is fit for purpose</li> <li>• Staff are supported and empowered to deliver this strategy seamlessly, professionally and consistently</li> <li>• Excellent cultural, social, academic, sporting and professional outcomes for young women within Ngā Tūmanako o Kahurangi are prioritised</li> <li>• Ngā Tūmanako o Kahurangi is responsive and receptive to whānau and others</li> </ul>	<ul style="list-style-type: none"> <li>• Determine what whānau want Ngā Tūmanako o Kahurangi to be (i.e. whānau unit, rumaki unit, immersion unit) and design structure to suit aspirations</li> <li>• Determine the relevance of the Faculty of Mātauranga Māori</li> <li>• Identify, confirm and implement a structure that will enable Auckland Girls’ Grammar to deliver the Ngā Tūmanako o Kahurangi vision</li> <li>• Determine whether the current reporting structure/chain of command is best placed to support delivery of this strategy and implement changes as necessary</li> </ul>

		<ul style="list-style-type: none"><li>• Identify, confirm and implement a reporting structure/chain of command that will enable Auckland Girls' Grammar School to deliver the Ngā Tūmanako o Kahurangi vision</li><li>• Make the structure of Ngā Tūmanako o Kahurangi clear to whānau and others so that points of contact are obvious and responses are timely and accurate</li></ul>
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