



NATIONAL VISION: Making a positive difference for all cluster schools.
CLUSTER VISION: Sustainable growth for all.
LEADERSHIP TEAM VISION: Empowered collaborators enabling Te Parirau o Tainui Waka to thrive.

STRATEGIC GOALS - 2019 to 2021	INITIATIVES - What are we going to do?	OUTCOMES - by the end of 2021	2019	2020	2021
(1) STUDENT SUCCESS <i>Recording of pre and post data in a transparent format and transparent recording process. RTL B capability of analysis of data being able to create a plan that addresses the findings of the analysis. RTL B staff are equipped with the necessary skills, knowledge and support, to collaboratively develop and implement evidence-based interventions that - are culturally responsive, are inclusive, are needs-based, embrace the RTL B principles, align with the RTL B practice sequence, support MOE Initiatives</i>	1.1. Develop consistent and transparent practices and procedures for recording student pre and post data in the cluster database.	1.1. RTL B confidently using the database effectively for case management; recording student pre and post data that captures achievement across the cluster			
	1.2. Strengthen RTL B capability to analyse data and develop interventions in response to the data.	1.2. RTL B working confidently and collaboratively to design and implement evidence-based, measurable interventions with improved outcomes for students			
(2) CAPABILITY <i>Develop a culture of sharing skills, strategies and knowledge - RTL B to RTL B / RTL B to Schools / Schools to RTL B. RTL B expertise and leadership is enhanced through high quality, targeted professional development opportunities, that reflect the RTL B Principles - inclusive teaching - culturally responsive - collaborative and seamless model of practice - strengths-based - reflective - evidence-based - professional.</i>	2.1. Strengthen our culture of sharing skills and knowledge.	2.1. Strengths-based culture of sharing best practice for sustainable growth			
	2.2. Strengthen RTL B understanding of inclusion and culturally responsive practices through targeted, personalised and needs-based PLD that supports staff to grow in their practice	2.2. RTL B demonstrate an ongoing development of inclusive and culturally responsive practices.			
(3) LEADERSHIP <i>Leadership model is defined by and aspires to - best practice - transparency - clear communication - trust - collaboration.</i>	3.1. Build the capacity of the Leadership Team (LT) to work in a collaborative, responsive, open and timely manner.	3.1. Culture of reciprocal trust and respect is demonstrated.			
	3.2. Develop coaching and mentoring capacity of all RTL B.	3.2. Improved leadership capability.			
(4) PARTNERSHIPS <i>Establish consistently collaborative, responsive and reciprocal engagement with key stakeholders. Build strong professional and collaborative relationships with our schools, Ministry and other agencies and communities. + whanau</i>	4.1. Build and strengthen collaborative relationships with schools and their communities (students, whānau and agencies)	4.1. Effective liaison practices that enhance student outcomes			
	4.2. Develop effective and collaborative processes to implement the new MOE Learning Support Approach.	4.2. Effective process and action in place.			
	4.3. Enhance host school partnerships.	4.3. Health and safety and wellbeing are valued.			
(5) RESOURCING <i>RTL B staff are provided with the necessary tools and support to provide a high quality and highly respected service to our schools, that builds capability and sustainability.</i>	5.1. Develop and implement a budget that is responsive to our strategic plan, aligning with our vision	5.1. RTL B resourced to deliver a high quality service that enables 'sustainable growth for all'			
	5.2. Ensure RTL B are equipped with the necessary tools and resources to provide a high quality service.	5.2. RTL B resourced to deliver a high quality service that enables 'sustainable growth for all'			

Colour code for monitoring progress:

On Track	Urgent Action Required	Achieved	Not Achieved
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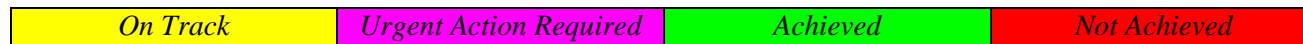
STRATEGIC GOAL 1 - STUDENT SUCCESS [\(Link to annual plan section\)](#)

3 Year Outcome:

- RTL B confidently using the database effectively for case management; recording student pre and post data that captures achievement across the cluster
- RTL B working confidently and collaboratively to design and implement evidence-based, measurable interventions with improved outcomes for students

Initiative	Current Reality	2019 Measures	2020 Measures	2021 Measures
1.1. Develop consistent and transparent procedures for recording student pre and post data in the cluster database.	<ul style="list-style-type: none"> ● Key competencies (pre/post scores) are recorded in the database as required by MOE. ● Inconsistent recording across the cluster due to different interpretations (by indiv RTL B / teams / regions) ● Indiv RTL B and teams are using different case management templates (to record their findings), and/or standardised templates are personalised to best meet the needs of the student / school / situation. 	<ul style="list-style-type: none"> ● All RTL B trained and using V2 of the database 	<ul style="list-style-type: none"> ● Survey - RTL B Perceptions & Needs <ul style="list-style-type: none"> - At least 80% feel confident using the system. - 80% satisfaction with the changes made (to the system) in response to RTL B feedback. ● 100% RTL B feel confident using the case management system, and are using it effectively. 	
1.2. Strengthen RTL B capability to analyse data and develop interventions in response to the data.	<ul style="list-style-type: none"> ● Most RTL B are analysing data as part of their day-to-day casework. ● RTL B teams and regions analyse data to identify trends in their are - there is a variance in the breadth and depth of the analysis. ● No cross-cluster means of reviewing the quality of data analysis and intervention development. ● PLs are responsible for supporting capability within their teams. 	<ul style="list-style-type: none"> ● All RTL B feel confident analysing and using data to inform interventions that include SMART goals. 	<ul style="list-style-type: none"> ● Database set up as a case management system and is being used by all RTL B. ● Survey - RTL B Perceptions & Needs <ul style="list-style-type: none"> - 80% of RTL B are confidently and effectively gathering and analysing data as part of their day-to-day casework. - Effective processes in place for gathering and analysing data at all levels - individual, team, region and cluster-wide level. 	<ul style="list-style-type: none"> ● Survey - RTL B Perceptions & Needs <ul style="list-style-type: none"> - 90% of RTL B are confidently and effectively gathering and analysing data as part of their day-to-day casework. - Processes and practices for gathering and analysing data are embedded at all levels - individual, team, region and cluster-wide level.

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STRATEGIC GOAL 2 - CAPABILITY ([Link to annual plan section](#))

3 Year Outcome:

- Strengths-based culture of sharing best practice for sustainable growth
- RTL B demonstrate an ongoing development of inclusive and culturally responsive practices.

Initiative	Current Reality	2019 Measures	2020 Measures	2021 Measures
2.1. Strengthen our culture of sharing knowledge and skills.	<ul style="list-style-type: none"> ● Informal sharing of knowledge and skills within teams and across regions and the cluster. ● 18 of the 24 RTL B staff (including the CM) enrolled and passed a term-long course (provided by Massey University), on FBA (Functional Behaviour Assessment. Feedback from the RTL B indicated they would like an extended focus on data analysis (led by Wendy Holley-Boen @ Massey). 	<ul style="list-style-type: none"> ● Register of RTL B strengths, skills and interests set up, with 50% of RTL B participating. 	<ul style="list-style-type: none"> ● 100% of RTL B have accessed the website at least once each term. ● 80% of RTL B feel confident sharing and accessing information in the website. ● Opportunities provided at cluster hui (at least once per term) for sharing knowledge and skills and engaging in in depth discussions (across teams and regions) 	<ul style="list-style-type: none"> ● Accessing the website to share and source information and resources is embedded. ● Survey: RTL B Perceptions & Needs <ul style="list-style-type: none"> - At least 90% of RTL B feel confident sharing and accessing information in the website. - 90% of RTL B are satisfied with the opportunities provided to share knowledge and skills at cluster days and in their teams and regions.
2.2. Strengthen RTL B understanding of inclusion and culturally responsive practices through targeted, personalised and needs based PLD that supports staff to grow in their practice.	<ul style="list-style-type: none"> ● RTL B are at different stages in their understanding of inclusion and culturally responsive practices and how this impacts and is reflected in their practice. ● There is expertise within the cluster to provide PLD, and coaching and mentoring on cultural responsiveness and inclusion. 	<ul style="list-style-type: none"> ● A rubric is developed. 	<ul style="list-style-type: none"> ● 50% of RTL B report that their understanding and implementation of culturally responsive and inclusive practices, have been strengthened as a result of the support and PLD provided by the cluster. 	<ul style="list-style-type: none"> ● Culturally responsive and inclusive practices are embedded. ● 80% of RTL B are consistently demonstrating culturally responsive and inclusive practices.

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STRATEGIC GOAL 3 - LEADERSHIP [\(Link to annual plan section\)](#)

3 Year Outcome:

- Culture of reciprocal trust and respect is demonstrated.
- Improved leadership capability.

Initiative	Current Reality	2019 Measures	2020 Measures	2021 Measures
<p>3.1. Build the capacity of the Leadership (LT) to work in a collaborative, responsive, open and timely manner.</p>	<ul style="list-style-type: none"> ● 1 permanent and 2 relieving members of the LT who became permanently appointed PLs in T4, 2018. ● Irregular LT meetings in 2018 due to illness. ● Roles unclear at times. ● LT trialed the use of online meetings, but this was unsuccessful due to intermittent internet access and inexperience using the technology. ● Unanimous agreement at first LT meeting in 2019 to meet fortnightly and face-to-face in week 2, 4, 6 & 8 each term. 	<ul style="list-style-type: none"> ● Survey to identify the degree to which LT is operating in keeping with their memorandum 	<ul style="list-style-type: none"> ● Survey: RTL B Perceptions & Needs - 70% satisfaction with and tr/trust in LT ● Survey: LT perceptions indicates 75% overall satisfaction (collaboration - responsiveness - openness - timeliness). 	<ul style="list-style-type: none"> ● Survey: RTL B Perceptions & Needs 90% satisfaction with /trust in LT ● Survey: LT perceptions indicates 90% overall satisfaction (collaboration - responsiveness - openness - timeliness).
<p>3.2. Develop coaching and mentoring capacity of all RTL B.</p>	<ul style="list-style-type: none"> ● Wide range of knowledge, skills and capability across the cluster ● Inconsistent opportunities for peer coaching, mentoring, sharing of knowledge and growth 	<ul style="list-style-type: none"> ● Pre-data collected from all RTL B Survey - Rate your skills using a coaching model 1 = Don't know; 3 = Use a coaching approach with teachers; 5 = Have a wide range of coaching models I use in all aspects of my work (colleagues, teachers, leadership) 	<ul style="list-style-type: none"> ● Survey: RTL B Perceptions & Needs <ul style="list-style-type: none"> - 70% satisfied with the quality and frequency of coaching and mentoring opportunities within the cluster - 70% satisfied with PLD - 100% report increased confidence engaging in coaching and mentoring conversations. 	<ul style="list-style-type: none"> ● Coaching and mentoring embedded across the cluster.

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STRATEGIC GOAL 4 - PARTNERSHIPS ([Link to annual plan section](#))

3 Year Outcome:

- Effective liaison practices that enhance student outcomes.
- Effective process and action in place.
- Health and safety and wellbeing are valued.

Initiative	Current Reality	2019 Measures	2020 Measures	2021 Measures
4.1. Build and strengthen collaborative relationships with schools and their communities (students, whānau and agencies).	<ul style="list-style-type: none"> ● Annually negotiated RTL B liaison agreement with all cluster schools helps to keep us informed of the unique characteristics and needs of our cluster schools. ● Inconsistency across the cluster around formal/timetabled liaison meetings with SENCo. ● A small percentage of schools complete the MOE RTL B service evaluation survey (40 responses from 33 schs). ● Some effective models of collaboration are consistently in use by some RTL B. ● Some teams have set up termly meetings with sencos to collaborate with their schools and exchange info. 	<ul style="list-style-type: none"> ● All liaison RTL B are scheduling formal meetings. ● Teams updates are recorded in the cluster website. ● School feedback in the MOE survey indicates effective liaison and collaboration is occurring. 	<ul style="list-style-type: none"> ● Liaison agreements, RTL B activity logs (case notes), google calendars, and school feedback indicate that liaison processes embedded across the cluster. 	<ul style="list-style-type: none"> ● Effective collaboration with cluster schools is embedded across the cluster.
4.2. Develop effective and collaborative processes to implement the new MOE Learning Support Approach (LS).	<ul style="list-style-type: none"> ● RTL B unfamiliar with MOE's LS Approach what we're expected to do e.g. how to make a start, and the impact on our R&I (review and intake), procedure. ● Disconnect reported by local RTL B teams - between themselves and the MOE staff working in their area. ● CM attends termly meeting with Learning Support Manager and service managers 	<ul style="list-style-type: none"> ● LT will have a plan in place to action MOE's LS Approach for 2020. 	<ul style="list-style-type: none"> ● Collaborative model of practice is being implemented by local RTL B teams and MOE staff working in their areas. ● MOE's LS Approach is embedded across the cluster. 	
4.3. Enhance host school partnerships.	<ul style="list-style-type: none"> ● Lack of clarity around the expectations between lead school and host schools because sometimes these appear to differ eg. signing in (how, when and where). ● Lead School has a safety plan, but nothing that applies to the itinerant nature of the RTL B service. 	<ul style="list-style-type: none"> ● There is a health and safety plan in place. 		

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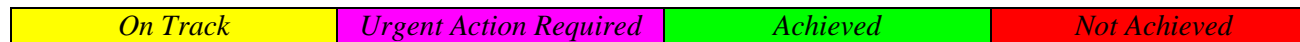
STRATEGIC GOAL 5 - RESOURCING [\(Link to annual plan section\)](#)

3 Year Outcome:

- RTL B resourced to deliver a high quality service that enables 'sustainable growth for all'

Initiative	Current Reality	2019 Measures	2020 Measures	2021 Measures
5.1. Develop a budget that is responsive to our strategic plan.	<ul style="list-style-type: none"> ● 2018 budget developed prior to the development of the strategic plan. ● Mismatch between team tracking of expenditure, and admin tracking and reporting. There are procedures and templates, but these are time-consuming and perceived as inefficient because: <ul style="list-style-type: none"> - some teams are not tracking their spending - Figures re: casework funding are dependent on the information entered into the database - Expenditure for casework funding and admin is accessed from 2 different sources (Education Services and the clusters database) - Figures from education services are delayed by a month due to their processing and payment timelines. 	<ul style="list-style-type: none"> ● Budget in place. 		
5.2. Ensure RTL B are equipped with the necessary tools and resources to provide a high quality service.	<ul style="list-style-type: none"> ● TELA laptops have been problematic, leaving RTL B without necessary tools for periods of time. ● In the last 12 months RTL B started experiencing problems with their laptops, e.g. recharging, device not starting up. ● RTL B unaware of a renewal plan for resources. ● All but one office has a photocopier. This is because: <ul style="list-style-type: none"> - The team had to relocate unexpectedly as their host school needed the office space due to roll growth - The current host school is temporary for a term - The temporary host school deals with a different copier provider to the lead school - but they are willing to give access to the team to school copiers and/or to move one of the school printers into the team's temporary office space. 	<ul style="list-style-type: none"> ● All RTL B equipped with the necessary tools and resources. 		

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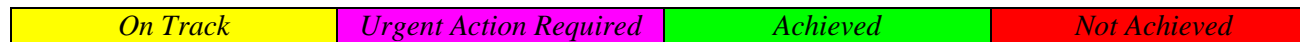




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2019 ANNUAL PLAN - Strategic Goal 1: STUDENT SUCCESS (Link to 3 year plan section) (Link to overview page)					
Initiative	2019 Milestone <i>What does 'good' look like in 12 months?</i>	Key Actions	Led by	Date	Budget
1.1. Develop consistent and transparent practices and procedures for recording student pre and post data in the cluster database.	<ul style="list-style-type: none"> Consistent pre and post data captured and reported (to teams and BOT) We will be able to generate an Annual Report to clearly illustrate the impact of interventions on student achievement (from pre to post) <p>Measure</p> <ul style="list-style-type: none"> All RTL B trained and using V2 of the database 	<ul style="list-style-type: none"> Database launch (Schoolgate 2). PLD (with Anthony) to frontload LT in the use of new database. PLD clusterwide to upskill all RTL B in the use of the new database. 	PL of team	End of T3 Fri 27 Sep	\$8,100 (D/B hosting, Website & training for V2 of D/B)
1.2. Strengthen RTL B capability to analyse data and develop interventions in response to the data.	<ul style="list-style-type: none"> SMART Goals drive the intervention plan Case reviews will reflect the inclusion and application of SMART Goals A culture of review is developed consistently Improved confidence of RTL B to formulate evidence-based SMART Goals Intervention plans will demonstrate measurable outcomes for all learners (RTL B, teachers and students) <p>Measure</p> <ul style="list-style-type: none"> All RTL B feel confident analysing and using data to inform interventions that include SMART goals. 	<ul style="list-style-type: none"> Survey (pre & post) RTL B to identify needs, and gauge the impact of actions implemented in response to their feedback. Develop a resource/kete for our cluster that clearly conveys which assessment tools and practices are best suited to gather relevant pre intervention data. PLD with all RTL B focusing on effective analysis of student data e.g. with Wendy Holley-Boen, Massey University. Provide PLD to grow RTL B skills in developing SMART Goals relevant to the intervention, including the provision of models. 	Sandy Delwyn Alison Alison	End of T3 Fri 27 Sep End of T3 Fri 27 Sep	Related costs listed in 1.1 & 2.2 \$3,000 <i>Presenter, travel, accom, resources</i>

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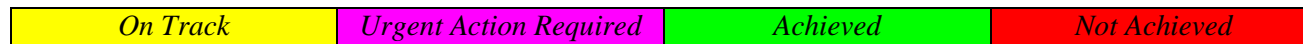


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2019 ANNUAL PLAN - Strategic Goal 2: CAPABILITY [\(Link to 3 year plan section\)](#) [\(Link to overview page\)](#)

Initiative	2019 Milestone <i>What does 'good' look like in 12 months?</i>	Key Actions	Led by	Date	Budget
2.1. Strengthen our culture of sharing knowledge and skills.	<ul style="list-style-type: none"> RTL B will know who the 'go to' people are for specific skills/support Major focus for cluster hui is on strengthening capability through sharing of effective, quality practice. Cluster hui assist to address the PLD needs of RTL B, with a focus on growing and sharing effective practice. <p>Measure</p> <ul style="list-style-type: none"> Register of RTL B strengths, skills and interests set up with 50% of RTL B participating. Website up and running 	<ul style="list-style-type: none"> Develop a register of RTL B strengths/skills/interests as a resource for others to access for support as needed. Cluster hui agenda set up as a Google Doc well in advance of the hui, with opportunity for admin matters to be noted (and read) in advance to ensure hui are well planned and organised. RTL B website will have the kete from our 2018 study with Massey University. 	Alison Delwyn Sandy	31 May 12 Apr 12 Apr	N/A
2.2. Strengthen RTL B understanding of inclusion and culturally responsive practices through targeted, personalised and needs based PLD that supports staff to grow in their practice.	<ul style="list-style-type: none"> RTL B demonstrate an ongoing development of inclusive and culturally responsive practices. RTL B practice illustrates the essence of best practice in accordance with the RTL B Toolkit. <p>Measure</p> <ul style="list-style-type: none"> Rubric developed 	<ul style="list-style-type: none"> PLD to familiarise RTL B with the Toolkit as a guiding tool for our practice. Cluster wide PLD focus on culturally responsive and/or inclusives practices that is reflected at each Cluster Hui, and embedded across the cluster. Source or develop a tool (Rubric) to enable RTL B to identify their current position of culturally responsive and inclusive practices. 	Jenni Jenni Jenni	End of T3 Fri 27 Sep	N/A

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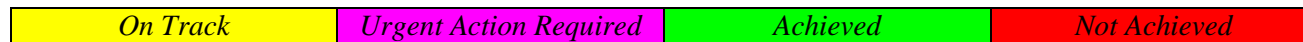


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2019 ANNUAL PLAN - Strategic Goal 3: LEADERSHIP [\(Link to 3 year plan section\)](#) [\(Link to overview page\)](#)

Initiative	2019 Milestone <i>What does 'good' look like in 12 months?</i>	Key Actions	Led by	Date	Budget
3.1. Build the capacity of the Leadership Team (LT) to work in a collaborative, responsive, open, and timely manner.	<ul style="list-style-type: none"> A leadership team will be empowered to operate in a high trust, collaborative and transparent model. Decisions or actions taken by the leadership team will be guided by the Strategic Plan and communicated in a timely manner to all RTL B. Communication will be open, honest and transparent. <p>Measure</p> <ul style="list-style-type: none"> Survey to identify the degree to which LT is operating in keeping with their memorandum 	<ul style="list-style-type: none"> Develop and agree on a memorandum detailing how the LT works in reference to best practice - detailing roles and how we do things as LT in line with our vision - eg, Fortnightly face-to-face meetings with planned agendas, decision making process, on-communication information to the wider cluster, managing and voicing issues. Survey: RTL B perceptions regarding communication to and from the LT E.g. (possible measure - points scale ranking as above: Question: As an RTL B in cluster 14 rate how you view how open, honest and transparent the communication systems are within our cluster. 	Sandy Sandy	End of T2 - 5 Jul	N/A
3.2. Develop coaching and mentoring capacity of all RTL B.	<ul style="list-style-type: none"> RTL B will have a coaching and mentoring framework <p>Measure</p> <ul style="list-style-type: none"> Pre-data collected from all RTL B (survey question – rate your Survey - Rate your skills using a coaching model 1 = Don't know; 3 = Use a coaching approach with teachers; 5 = Have a wide range of coaching models I use in all aspects of my work (colleagues, teachers, leadership) 	<ul style="list-style-type: none"> Investigate, review and identify options for coaching frameworks. Survey: RTL B current skills and knowledge, with a view of implementing a plan for 2020. 	Delwyn & Jenni	End of T3 - Fri 27 Sep	\$2,000

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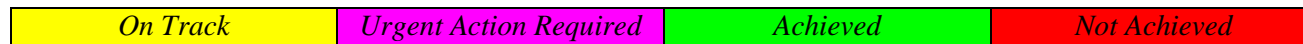


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2019 ANNUAL PLAN - Strategic Goal 4: PARTNERSHIPS ([Link to 3 year plan section](#)) ([Link to overview page](#))

Initiative	2019 Milestone <i>What does 'good' look like in 12 months?</i>	Key Actions	Led by	Date	Budget
4.1. Build and strengthen collaborative relationships with schools and their communities (students, whānau and agencies).	<ul style="list-style-type: none"> Effective liaison and collaborative practices that enhance student outcomes. Database is used effectively. Effective communication with cluster schools. <p>Measure</p> <ul style="list-style-type: none"> All liaison RTLB are scheduling formal meetings. Teams updates are recorded in the cluster website. School feedback in the MOE survey indicates effective liaison and collaboration is occurring. 	<ul style="list-style-type: none"> Ensure all schools are upskilled and confident in using the new database - provide training as required. Ensure teams update the School liaison doc each term. RTLB are scheduling formal meetings with their liaison schools. Liaison RTLB to encourage their schools to complete the annual MOE survey. Identify what teams are doing to build and strengthen collaborative relationships to better meet the needs of students. 	<p>Sandy</p> <p>PL of team PL of team PL of team PL of team</p>	End of T3 Fri 27 Sep	N/A
4.2. Develop effective and collaborative processes to implement the new MOE Learning Support Approach.	<ul style="list-style-type: none"> Action plan developed using MOE's Model of Collaborative Practice. Improved understanding and transition to the LS Approach <p>Measure</p> <ul style="list-style-type: none"> LT will have a plan in place to action MOE's LS Approach for 2020. 	<ul style="list-style-type: none"> Collaboration and negotiation with the local MOE office to better understand MOE's LS Approach and how this impacts on our RTLB service provision. Collaboration and negotiation at LT level to ensure successful transition to the new LS Approach 	<p>Sandy</p> <p>Sandy</p>	End of T4 Fri 19 Dec	N/A
4.3. Enhance host school partnerships.	<ul style="list-style-type: none"> RTLB will have safe working environments and conditions. <p>Measure</p> <ul style="list-style-type: none"> There is a health and safety in place. 	<ul style="list-style-type: none"> Management will liaise with host schools to ensure RTLB working environments align with the Property Occupation doc. Ensure there is a health and safety plan for the cluster. 	Sandy & JennyC	End of T2 Fri 05 Jul	N/A

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2019 ANNUAL PLAN - Strategic Goal 5: RESOURCING [\(Link to 3 year plan section\)](#) [\(Link to overview page\)](#)

Initiative	2019 Milestone <i>What does 'good' look like in 12 months?</i>	Key Actions	Led by	Date	Budget
5.1. Develop a budget that is responsive to our strategic plan.	<ul style="list-style-type: none"> A responsive budget. <p>Measure</p> <ul style="list-style-type: none"> Budget in place 	<ul style="list-style-type: none"> Budget to reflect the goals of the strategic plan. Budget for Cluster Days, e.g. resources, koha, guest speakers. 	Sandy	Tue 26 Feb	\$5,000 \$1,500
5.2. Ensure RTL B are equipped with the necessary tools and resources to provide a high quality service.	<ul style="list-style-type: none"> A transparent renewal plan for resources is in place. All RTL B equipped with the necessary tools to provide a quality service. <p>Measure</p> <ul style="list-style-type: none"> All RTL B equipped with the necessary tools and resources 	<ul style="list-style-type: none"> Needs analysis to identify key tools (electronic devices) required by RTL B. A collaborative process in place to help ensure RTL B have input into resourcing decisions. 	Sandy	End of T4 Fri 19 Dec	\$15,500

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