



Strategic Plan 2016 - 2019



Our vision

A community growing respectful, responsible and resilient learners.

Our motto

Strive to accomplish.

Our values

Our core values (5Cs):

- Commitment
- Cooperation
- Courtesy
- Consideration
- Common sense



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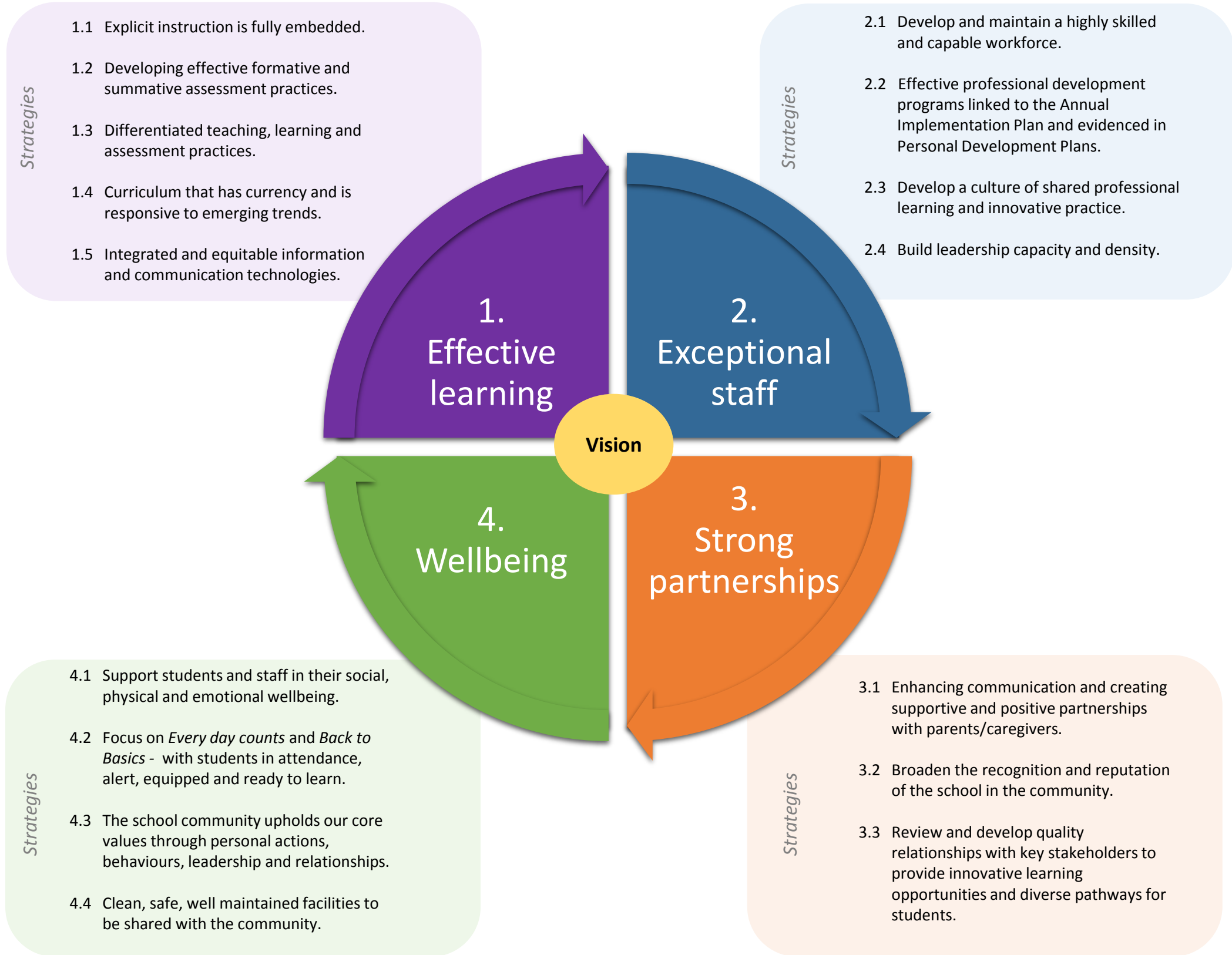
Our motto

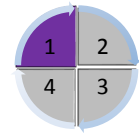
Strive to accomplish.

Our approach



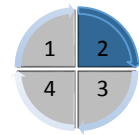
Strategic goals





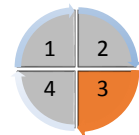
GOAL 1 – EFFECTIVE LEARNING

Strategy	Tactic	Owner	2016	2017	2018	2019	Effectiveness measures	Related strategies or tactics
1.1 Explicit instruction is fully embedded.	1.1.1	HoDs	December	Review	Reinforce	Consolidate	Feedback - Walk through data, PD take up, school opinion survey, academic results (pass rates).	2.1.2 2.2.1 2.3.1
	1.1.2	Master Teacher	Term 1 -Program in place Term 3 - Review	All mechanisms in place			Program has commenced in all Faculties.	2.3.1
1.2 Developing effective formative and summative assessment practices.	1.2.1	Deputy Principals	End Term 4 – Complete review				Report delivered. Improved A-E results.	
	1.2.2	HoDs		Commence	»	»	One twilight session and one staff meeting held.	1.2.1
1.3 Differentiated teaching, learning and assessment practices.	1.3.1	Master Teacher with Junior and Senior school HoDs	December - Plan developed	Term 1 - Implemented			Plan developed, implemented and reviewed.	2.1.3
	1.3.2	English HoD / Aspirational leaders	Already commenced	»	»	»	Plan developed, endorsed and rolled out.	1.3.1
1.4 Curriculum that has currency and is responsive to emerging trends.	1.4.1	Principal with Deputy Principals	Ongoing	»	»	»	Key stakeholders prepared for ATAR changes. Community engagement.	
1.5 Integrated and equitable information and communication technologies.	1.5.1	HoD IT	Term 2 - Annual review				Plan developed and implementation commenced.	
	1.5.2	HoD IT / Aspirational leaders.	Term 1 - Rollout commenced				Teaching staff have received PD.	



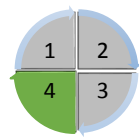
GOAL 2 – EXCEPTIONAL STAFF

Strategy		Tactic	Owner	2016	2017	2018	2019	Effectiveness measures	Related strategies or tactics
2.1 Develop and maintain a highly skilled and capable workforce.	2.1.1	Review and update the Professional Development program (aligned with the Strategic Plan), inclusive of all staff.	Principal and Deputy Principals	End Term 2				Program and schedule developed. 100% staff involved in PD.	
	2.1.2	Enhance and enable the EI skills of staff through planned professional development activities, walk-throughs and instructional coaching.	Master teacher with Deputy Principals	Ongoing	»	»	»		
	2.1.3	Ensure staff have high levels of data literacy and are engaging with the data.	HoDs	Ongoing Reviewed each semester or per timelines in Data Plan	»	»	»	Data Plan is implemented.	
2.2 Effective professional development programs linked to the Annual Implementation Plan and evidenced in Personal Development Plans.	2.2.1	Discuss PDPs with Line Managers, clearly linked to Strategic, AIP and Faculty Plans as well as incorporating personal and professional learning goals. Utilise the ATSIL standards to identify professional learning needs.	Line Managers	Semester 1				All staff have PDPs written in consultation with line managers. SOS reflects improved teacher satisfaction with PDPs.	
2.3 Develop a culture of shared professional learning and innovative practice.	2.3.1	Implement Instructional Coaching program to reflect on and improve teaching that is aligned to explicit instruction.	Master Teacher	Program to recommence by end Semester 1				Program developed and implemented. Improved engagement of staff in the program	
	2.3.2	Resource staff teams by providing opportunities to collaborate and develop programs as identified.	Principal	Resource in budget process.				Survey for satisfaction. Feedback to staff at staff briefings/meetings on outcomes.	
2.4 Build leadership capacity and density.	2.4.1	Identify aspirational leaders group; develop their leadership skills; and identify and support leadership opportunities within and external to the school.	Principal / Aspirational leader	Semester 2				Aspirational leadership group identified.	



GOAL 3 – STRONG PARTNERSHIPS

Strategy		Tactic	Owner	2016	2017	2018	2019	Effectiveness measures	Related strategies or tactics
3.1 Enhancing communication and creating supportive and positive partnerships with parents/caregivers.	3.1.1	Develop and implement a plan and strategies to promote student and parent engagement within the school.	Principal and Community Liaison Officer (CLO)	Term 1				Strategy developed. CLO selected and recruited. Better than 95% attendance.	4.1.2 3.1.2
	3.1.2	Develop a range of planned, positive, regular communication practices with parents.	HoDs	Term 1				Strategies & practices in place. Detailed in Faculty Plans. Improved parent SOS results.	
3.2 Broaden the recognition and reputation of the school in the community.	3.2.1	Build and maintain a current, quality profile in traditional and social media.	Community Liaison Officer	Semester 1				Facebook page created. Website regularly updated. Increased number of news item in local newspaper. Hit rates improving.	
	3.2.2	Develop a plan for engagement with prominent community events, organisations and former students.	Community Liaison Officer	Ongoing	»	»	»	Plan developed and implemented. School opinion survey results. Increased student participation.	
3.3 Review and develop quality relationships with key stakeholders to provide innovative learning opportunities and diverse pathways for students.	3.3.1	Build strong links with primary feeder schools with shared activities in academic, sporting and cultural areas.	Community Liaison Officer	Ongoing	»	»	»	Increased number of activities with primary schools. Increased enrolments.	
	3.3.2	Embed Metro Pathways project into data collection and analysis into school and regional processes	Pathways Officer	Semester 1 End Semester 2 - Review				High quality data sets developed to track and assess program effectiveness. Increased retention of 'at risk' students.	
	3.3.3	Engage with local industry and businesses to observe changing training and employment patterns and needs.	Senior schooling HoD	Ongoing	»	»	»	Internal and external reviews.	



GOAL 4 – WELLBEING

Strategy		Tactic	Owner	2016	2017	2018	2019	Effectiveness measures	Related strategies or tactics
4.1 Support students and staff in their social, physical and emotional wellbeing.	4.1.1	Enhance and strengthen the Well-Being team by clarifying key roles, responsibilities and stakeholders.	Guidance Officer	Semester 1				Improved school survey and SOS responses.	
	4.1.2	Develop and implement a whole-school plan that supports student and staff wellbeing.	Guidance Officer	End Semester 1 (plan)				Plan developed.	
	4.1.3	Identify and engage with external agencies which support the health and wellbeing of the school community.	Guidance Officer with wellbeing team	End Semester 1 - identify	»	»	»		
4.2 Focus on <i>Every day counts</i> and <i>Back to Basics</i> - with students in attendance, alert, equipped and ready to learn.	4.2.1	Develop strategies to improve student attendance.	Community Liaison Officer	End Semester 1 – discovery End Semester 2 – strategy				Strategy developed.	
	4.2.2	Enhance support programs, resources and communication systems for vulnerable students.	HOD Educational Support Services with Coordinators and Wellbeing Team	Ongoing	»	»	»	First collective meeting held by end of Term 1 (to identify practices).	
4.3 The school community upholds our core values through personal actions, behaviours, leadership and relationships.	4.3.1	Understanding of and consistent application of our school policies, routines and practices including our Responsible Behaviour Plan, Back to Basics, Uniform guidelines and Bookwork expectations.	Deputy Principals	Ongoing	»	»	»	A range of data results including One School records; suspension data; walkthrough data; student presentation and reduction in detention rates.	
	4.3.2	Review, investigate and enhance student leadership programs which highlight opportunities internal and external to the school.	Aspiring leader under sponsorship of Principal	Initiated by Semester 2 (identification of person and scope)				Leadership structure and strategies for implementation.	
4.4 Clean, safe, well maintained facilities to be shared with the community.	4.4.1	Develop and implement a whole-of-school facilities plan in consultation with key stakeholders.	Principal and BSM	Priorities set by the End Term 1. Plan continue to develop through 2016				Plan developed. Resource Centre refurbishment.	



WHERE WE'VE BEEN...

WHERE WE ARE GOING...

Data Point (%)	2012	2013	2014	2015	2016	2017	2018	2019
Year 7 NMS – Reading				98	92	93	94	95
Year 7 NMS - Writing				83	83	87	90	92
Year 7 NMS – Numeracy				96	91	95	96	97
Year 9 NMS – Reading	91	93	87	90	87	91	93	95
Year 9 NMS – Writing	69	81	77	73	75	80	83	85
Year 9 NMS – Numeracy	89	90	99	96	91	95	96	97
Year 7 U2B – Reading				22	22	25	27	30
Year 7 U2B - Writing				7	8	12	16	18
Year 7 U2B – Numeracy				14	15	20	21	22
Year 9 U2B – Reading	13	20	17	14	15	20	21	22
Year 9 U2B – Writing	8.9	11.5	7	6	10	14	18	20
Year 9 U2B – Numeracy	13	12.7	14	17	20	21	22	23
Year 7 Results – A to C (E, M & S)				76	85	86	87	90
Year 8 Results – A to C	72	66	77	65	85	86	87	90
Year 9 Results – A to C	63	75	73	72	85	86	87	90
Year 10 Results – A to C	61	70	66	71	85	86	87	90
Year 11 Results – A to C	95	84	77	93	85	86	87	90
Year 12 Results – A to C	94	86	93	96	96	97	98	99
OP 1 - 15	81	81	67	76	80	85	90	
VET Certificate II – No OP	62	72	74	98	99	100	100	100
VET Certificate III – No OP	14	46	53	40	50	52	54	
QCE/QCIA	86.3	87	93	100	100	100	100	100
Year 7 - Attendance				93	≥ 95	≥ 95	≥ 95	≥ 95
Year 8 - Attendance		90	92	90	≥ 95	≥ 95	≥ 95	≥ 95
Year 9 - Attendance		90	86	90	≥ 95	≥ 95	≥ 95	≥ 95
Year 10 - Attendance		87	88	88	≥ 95	≥ 95	≥ 95	≥ 95
Year 11 - Attendance		88	89	87	≥ 95	≥ 95	≥ 95	≥ 95
Year 12 - Attendance		92	91	89	≥ 95	≥ 95	≥ 95	≥ 95
Attendance Overall		90	89	89	≥ 95	≥ 95	≥ 95	≥ 95
Indigenous – Year 10 -12 Retention	41	18	- 63	21	18	15	12	10
Level of Student Satisfaction	86	93	90	90	96	96	97	98
Level of Parent Satisfaction	83	97	94	97	96	96	97	98
Level of Staff Satisfaction	82	87	95	90	96	96	97	98
Enrolments	500	501	474	471	480	522	555	600



Document control

	Name	Position	Date
Approved by	Roger Atkins	Principal	
Approved by		Assistant Regional Director	
Approved by		P&C	

	Name	Position	Date
Author	Roger Atkins	Principal	February 2016
Reviewed by	Regina Garrick	Deputy Principal	February 2016
Reviewed by	Gaye Hallam	Deputy Principal	February 2016
Reviewed by	Deb Renwick, Phil Heath, Cynthia Burton, Robyn Davey, Ken McCahon, Katrina Nugent, Lynda Rooney, Karen Huff.	Leadership Team	25 February 2016

Amendment Record

A record of material additions or omissions is given below:

Reference	Description of change made	Version	Approved by	Date
1.	Updated to include statistical data (slide 1)	V2	Roger Atkins	17/10/16