

# Avenues College

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## Avenues College Governing Council

### STRATEGIC PLAN 2019 - 2021

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# DOCUMENTATION AND APPROVALS

## Amendment History

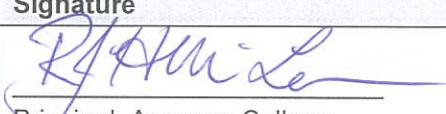
Version	Date	Author	Nature of Amendments
Draft 0.1	11 February 2019	Greg Hillman	Preliminary drafting.
Draft 0.2	3 April 2019	Greg Hillman	Updates based upon GC Feedback
Final	3 April 2019	Greg Hillman	Changes endorsed by GC

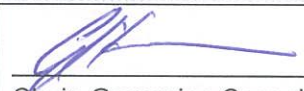
## Reviews

Name	Version
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**Approval**

This document requires the following approval:

Name	Signature	Date	Version
Robyn McLean	 Principal, Avenues College	18.09.19	0.2

Name	Signature	Date	Version
Greg Hillman	 Chair, Governing Council Avenues College	18.09.19	0.2

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# **1. VISION**

Courage – Creativity – Resilience – Respect

## **1.1 Vision Statement**

Avenues College exists to deliver high quality, inclusive education.

Our graduates are determined, courageous, creative, persistent and resilient. These young people confidently and passionately choose their pathways, take control of their futures and contribute positively to their world.

We empower our educators in their pursuit of the science and art of teaching. We acknowledge the value teaching brings to society and provide opportunities for careers to flourish.

# **2. AIM & OBJECTIVE OF THE STRATEGIC PLAN**

## **2.1 Aim of the Strategic Plan**

The aim of this plan is to strategically guide the school community, in both the short and long term, towards continual improvement of student outcomes; state of the art facilities and best practice teaching methods.

It is intended that this document be referenced by the incoming Governing Council and reviewed on an annual basis.

## **2.2 Objectives of the Strategic Plan**

There are four objectives of the Strategic Plan relating to the Avenues College Governing Council: Learning Environment; Facilities; Teaching and Ancillary Support Staff; and the Avenues College Community.

## **2.3 Objective 1: Learning Environment**

1. The school holds the current number of students:

- i. Pre-school 40 students. Maintaining this level of enrolments supports the growth of the Primary school.
  - ii. Primary School 170. A future target of 300 students is aspired. This allows appropriate teacher to student ratios to be achieved.
  - iii. High School 380. A future target of 600 students is aspired. This allows the best possible opportunities for the student by allowing a broad range of curriculum to be offered.
2. The school has stability amongst teaching staff, with the maximum amount of permanent positions filled and a small pool of contract teachers where possible. We see continuity of learning as being advantageous to a child's educational needs.
  3. The Governing Council supports programs that will allow the Avenues College to continue to improve attendance rates by students.

## **2.4 Objective 2: Facilities**

1. Appropriate maintenance of current school facilities
2. Access to up to date facilities and teacher resources
3. Maintained and enhanced school grounds
4. Long term/larger scale projects scoped out, and appropriately funded

## **2.5 Objective 3: Teaching & Ancillary Support**

1. New developments in learning systems evaluated and implemented
2. Individual staff developmental needs identified
3. Recent relevant research analysed, communicated and adopted where appropriate.

## **2.6 Objective 4: Avenues College Community**

1. The Governing Council represents the whole community: parents, students, school faculty, and community.
2. The Governing Council supports the school community in maintaining where possible; canteen facilities, grounds presentation and collaboration with other community organisations.

3. The Governing Council endorses the wearing of school uniform. This helps the promotion of the school, and fosters pride amongst the students when representing their school while out in the community.
4. The Governing Council supports teacher and ancillary staff participation and involvement in extracurricular activities both within the school and wider community.
5. The Governing Council continues to maintain and support relevant sub committees, principally for advice to the Council and to provide an opportunity for others in the community to be involved. The committees should be, but not limited to Finance, Communication, School Uniform and Fundraising.
6. The Governing Council encourages alliances with other schools, and includes especially feeder Primary schools of Avenues College as Stakeholders in decision making.

### **3. KEY PRINCIPLES**

#### **3.1 Key Principles**

The Governing Council has four Key Operating Principles to guide its decision making:

1. Maximise student outcomes based on individual requirements
2. To provide a safe, happy and healthy learning environment that is free of bullying
3. Deliver the highest level facilities within our means
4. Operate within a culture of continuous improvement both with teachers, staff and students.

### **4. KEY STRATEGIES**

The Governing council has identified the following key strategies to achieve its objectives and inform its action plan

#### **4.1 Strategy 1 – Teacher support and staff development**

The Governing Council supports the professional development and continuous improvement of teaching and ancillary staff at Avenues College. This includes a commitment to understanding individual needs, supporting innovative practice and the provision of additional resources and facilities where required.

#### **4.2 Strategy 2 – Communication**

The Governing Council recognises the important role the broader community plays in the development of the students at Avenues College. To support this relationship regular communication including celebration of achievements, opportunities for parents, carers and the community to get involved, and transparency around decision making, is a priority.

#### **4.3 Strategy 3 – Integrated Approach**

The Governing Council supports an integrated approach to decision making regarding education outcomes and the upgrading and maintenance of facilities at the school. This includes the immediate and longer term needs of students, teachers and staff, and the broader community. It includes a commitment to reviewing what is available, pursuing multiple funding opportunities, and shared access to the site and facilities where appropriate.

#### **4.4 Strategy 4 – Governance**

The Governing Council is committed to establishing and maintaining a clear transparent and effective governance framework.



## 5. ACTION PLAN

### 5.1 Strategy 1: Teacher Support and Staff Development

Strategy 1: Teacher Support and Staff Development			
Actions	Timeframes	People Involved	Key Performance Indicators
<p>Summary of teaching resource allocation provided to the Governing Council.</p> <p>Summary of teacher training program provided to the Governing Council.</p>	<p>Annually at the end of term 1</p>	<p>Principal School Leadership Team Governing Council</p>	<p>Governing Council aware of needs and support resource allocation and pupil free days where required. Governing Council concerns actioned if appropriate.</p>

## 5.2 Strategy 2: Communication

Strategy 2: Communication			
Actions	Timeframes	People Involved	Key Performance Indicators
Avenues College website reviewed, ensuring that it is maintained with relevant up to date information on school achievements, recent decisions and opportunities for the broader community to engage with school activities.	Ongoing	Principal Governing Council (Communications Committee)	Avenues College website is continuously updated with the latest information. Suggested improvements/changes are communicated, considered and actioned if appropriate.
Communication channels are reviewed i.e. newsletter, e-mail, Skool Bag app ensuring that the whole school community is provided with relevant/timely information.	Ongoing	Principal Governing Council (Communications Committee)	Newsletters are distributed once per fortnight. A range of communication channels are used, and suggested improvements/changes are communicated, considered and actioned if appropriate.
Governing Council priorities/decisions are regularly reported.	Once per term	Governing Council Chair Principal	Governing Council reports in the newsletter once per term. Governing Council holds 'Town Hall' meetings providing the opportunity for the school community to communicate with the Council (as required)

Strategy 2: Communication (cont)			
Actions	Timeframes	People Involved	Key Performance Indicators
School promotion via both mainstream and social media is reviewed.	Ongoing	Governing Council Principal Teachers Staff	Suggested improvements/changes are communicated, considered and actioned if appropriate.
Governing Council support and provide guidance on parent/teacher communication tools.	Ongoing	Governing Council Principal Teachers Staff	Regular feedback from the school community.

### 5.3 Strategy 3: Integrated Approach

Strategy 3: Integrated Approach			
Actions	Timeframes	People Involved	Key Performance Indicators
Review current assets and facilities with consideration of student, teacher & staff, and broader community needs.	Annually	Principal Business Manager Teachers & Staff Governing Council	School and broader community informed.
Develop maintenance/replacement schedule.			Fully utilised budget.
Consider forward plan of large scale projects (short, medium & long term) and consistency with student, teacher & staff, and broader community needs.			All funding sources explored.
Contribute to the strategic directions of the Avenues College School Site Learning Plan			Large scale projects scoped and implemented when opportunities arise.  Engage in developing strategic directions of Site Learning Plans.

## 5.4 Strategy 4: Governance

Strategy 4: Governance				
Actions	Timeframes	People Involved	Key Performance Indicators	
Induction information prepared/updated for Governing Council & subcommittee members & training made available where required.	Annually	Governing Council Chair	information package prepared. Relevant training made available where required.	
Oversee financial sustainability of the school and ensure that government funds are used appropriately	Bi-monthly	Principal Business Manager Finance Subcommittee Governing Council	Annual budget endorsed. Presentations and discussion of Audit Reports at Governing Council meetings. Maximising the use of the budget in any financial year.	

<b>Strategy 4: Governance (Cont.)</b>			
<b>Actions</b>	<b>Timeframes</b>	<b>People Involved</b>	<b>Key Performance Indicators</b>
Presentation and review of mandated and other data: <ul style="list-style-type: none"> <li>• Bullying</li> <li>• NAPLAN</li> <li>• Student assessment and reporting methods</li> </ul>	Annually	Principal Governing Council	Data/documentation presented and utilised for decision making.  Feedback provided.
Regular communication with subcommittees	Bi-monthly	Governing Council Subcommittee delegates	Subcommittees represented on Governing Council.  Reports provided at each meeting.  Governing Council provides feedback when required.
5. Planning, monitoring and evaluation through: <ul style="list-style-type: none"> <li>• Review of strategic plan</li> <li>• Review of action plans</li> <li>• Review of Governing Council governance</li> <li>• Succession planning</li> <li>• Adequate documentation of decisions made</li> </ul>	Annually and each meeting	Governing Council Principal	Strategic Plan referenced and updated when required.  Action plans updated and implemented.  Transparency and adequate documentation of decisions made.  Appropriate governance carried out.  Adequate corporate knowledge to support Governing Council in the following year.