



Strategic Operational Plan - 2016

Following the School Council's endorsement of the School Ethos and Strategic Planning Framework (February 5 2016):

The following table captures the 2016 strategic priorities. It is against these strategic priorities that Management reports regularly to School Council as a part of its due diligence and monitoring of the implementation of the School's strategic direction and plan.

1. The 2016 Annual Plan contains twenty – three (23) specific strategic priorities.
2. The Strategic priorities for 2016 represented a combination of long term cultural changes and specific short term achievable outcomes. By years' end, some have been implemented and completed fully, whilst others will continue in to subsequent years; further developed, enhanced and embedded, while others have did not commence.
3. Reviewing progress the priorities, a solid foundation has been laid to ensure focused strategic growth and development going forward.
4. In 2016 work on 18 strategies was actioned – with 5 areas not directly prosecuted – these have been transferred to the 2017 agenda. Of those that were progressed the work continues to ensure they are embedded in practice and culture.
5. The process of identifying priorities will continue to improve as monitoring forensically further illustrates the interconnectedness of many other processes and reporting mechanisms currently under development. As such the priorities will become sharper in focus and better integrated into the larger agenda and purpose of strategic thinking and planning.
6. A general observation in regard to the Strategic Plan and Priorities is that they are providing a shared focus and language to connect key stakeholders with the revised Ethos and making our work increasingly proactive and developmental.

STRATEGIC FOCUS AREAS	GOALS	STRATEGIC PRIORITIES	DELEGATION
1 INSPIRED LEARNING	<p>1. ACADEMIC EXCELLENCE</p> <p><i>To pursue excellence in student learning.</i></p>	<p>1.1.1 Embed a culture of thinking in the school, building on the 'Making Thinking Visible' professional development of 2014-15</p>	Director of Academic Programs
		<p>1.1.2 Implementation of the revised Gifted and Talented ('G&T') policy for K to 6</p>	Director of Academic Programs
		<p>1.1.3 Refine the principles of Whole School Pedagogy (WSP) to advance student learning</p>	Director of Academic Programs
	<p>2. PROGRAM INNOVATION</p> <p><i>To provide innovative programs that enable, enrich and extend student learning.</i></p>	<p>1.2.1 Develop interdisciplinary approaches to curriculum and student learning, including:</p> <ul style="list-style-type: none"> • STEM (Science, Technology, Engineering and Mathematics) 	Director of Academic Programs
		<p>1.2.2 Design an outstanding, evidence based Positive Education Program that further enriches the School's approach and commitment to student wellbeing Pre K - Yr 12</p>	Director of Student Wellbeing
	<p>3. CHARACTER DEVELOPMENT</p> <p><i>To develop confident thinkers and resilient individuals.</i></p>	<p>1.3.1 Develop and extend both service learning and outdoor education learning opportunities to engage and immerse students in leadership and service opportunities both within and outside the school community.</p>	Director of Co-Curricular Programs
		<p>1.3.2. Maximise opportunities within the Student Wellbeing program,</p>	Director of Student Wellbeing

		including House time, to promote Character development	
	<p>4. STUDENT ENGAGEMENT</p> <p><i>To maximise student engagement by catering for individual interests and abilities.</i></p>	<p>1.4.1 Investigate the possibilities of having an 'individual plan' for each student, bringing together personal and academic aspirations of a long term nature in a digital space</p>	Director of Academic Programs

STRATEGIC FOCUS AREAS	GOALS	STRATEGIC PRIORITIES	DELEGATION
2. OUTSTANDING TEACHING	<p>1. PERFORMANCE</p> <p><i>To pursue excellence in teaching.</i></p>	<p>2.1.1 Establish a school wide (Pre K to Year 12) Teacher Performance and Development ("TPD") program for our teachers and leaders that evidence based and best practice</p>	Director of Staff Development
	<p>2. DEVELOPMENT</p> <p><i>To value and develop staff inspiring and engaging teachers.</i></p>	<p>2.2.1 Develop a school wide -operational and support staff performance and development program</p>	Director of Staff Development
	<p>3. WELLBEING</p> <p><i>To foster staff wellbeing.</i></p>	<p>2.3.1 Enhance our culture of care by developing programs which promote staff wellbeing, builds capacity and appreciates the link between a positive workforce and student learning outcomes.</p>	Acting Principal
	<p>4. RECRUITMENT</p> <p><i>To recruit and retain the highest quality staff.</i></p>	<p>2.4.1 Implement best practise approaches to succession planning which enhance organisational sustainability and provide employees with career advancement opportunities</p>	Acting Principal

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3. UNIQUE LEARNING ENVIRONMENT	<p>1. DIGITAL ENVIRONMENT</p> <p><i>To embrace a digital environment that inspires learning and facilitates outstanding teaching.</i></p>	<p>3.1/2/3.1 Develop an innovative School Master Plan taking into account the Strategic Focus Areas and Goals Plan</p> <ul style="list-style-type: none"> Inspired Learning Quality Teaching Unique Learning Environment Organisational Sustainability 	<p>Acting Principal</p> <p>Capital Works Committee</p>
	<p>2. NATURAL ENVIRONMENT</p> <p><i>To preserve the natural beauty of the School campus, ensuring a sustainable relationship between the built and natural environment.</i></p>		
	<p>3. BUILT ENVIRONMENT</p> <p><i>To ensure that our facilities and infrastructure meet the evolving needs of contemporary learning and teaching.</i></p>		
	<p>4. CULTURAL ENVIRONMENT</p> <p><i>To instil a respect for the School's culture and heritage as vital aspects of school life.</i></p>	<p>3.4.1 Investigate ways of revitalising the Parents and Friends Association (PAFA)</p>	<p>Acting Principal</p>
		<p>3.4.2 Embed the new ethos statements (Vision, Mission, Graduate Aim and Values) into all aspects of school culture, practice and shared experience.</p>	<p>School Executive</p>
		<p>3.4.3 Finalise the roll out of the School's new branding across all publications, practices and platforms, including the development of a new public website, intranet, Newsletter and School App.</p>	<p>Director of Enrolments, Marketing and Community Relations</p>

STRATEGIC FOCUS AREAS	GOALS	STRATEGIC PRIORITIES	DELEGATION
4. ORGANISATIONAL SUSTAINABILITY	<p style="text-align: center;">1. FINANCIAL</p> <p><i>To ensure the School's long term financial health.</i></p>	<p>4.1.1 Determine the future Educational Model for the School ECEC to Year 12 taking into account, but not limited to the following:</p> <ul style="list-style-type: none"> - Curriculum offerings - Co-curricular offerings - Wellbeing programs - Special/ Identified needs - Class sizes / student teacher ratios - Organisational structure and staffing levels - Optimal school size - Financial sustainability 	Principal's Task Force
		<p>4.1.2 Investigate the establishment of a Fundraising Committee of Council to develop and implement a sustainable fundraising program and build a culture of philanthropy. The Charter of the committee would include-</p> <p>1.1.1 Consideration of alternative fundraising models such as a School Foundation and Development Office to fund major capital works projects</p> <p>1.1.2 Initiation of fundraising programs which lessen the school's reliance on government funding and tuition fees.</p>	Council Task Force
	<p style="text-align: center;">2. OPTIMAL GOVERNANCE</p> <p><i>To ensure best practice in governance throughout the School.</i></p>	<p>4.2.1 Investigate governance models appropriate to The Hills Grammar School</p>	School Council Governance Committee
	<p style="text-align: center;">3. ENVIRONMENTAL SUSTAINABILITY</p> <p><i>To be a leader among schools in environmental sustainability.</i></p>	<p>4.3.1 Build an understanding of best practice in environmental sustainability and embed it in all aspects of the School's current organisation and future undertakings</p> <p>4.3.2 Identify and engage organisations that fund projects that develop environmental sustainability</p> <p>4.3.3 Embed environmental sustainability studies in the ECEC to Year 12 curriculums</p>	Principals Task Force

	<p>4. COMMUNITY ENGAGEMENT</p> <p><i>To build partnerships with local and international organisations which reflect the school's involvement in the community and support the community to be part of the School.</i></p>	<p>4.4.1 consolidate existing community relationships and create new partnerships and create new partnerships within local and international communities with a view to:</p> <p>4.1.1 Providing opportunities for students, teachers and the school to engage in mutually beneficial learning experiences</p> <p>4.1.2 Enhancing the School's educational programs and resources</p> <p>4.1.3 Forming venture partnerships for the provision of revenue producing assets</p>	<p>Principals Task Force</p>
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