



HERITAGE COLLEGE



Strategic Plan 2020 – 2022

Introduction

Our previous three-year strategic plan concluded at the end of 2019. Through annual school improvement plans, all main objectives were achieved with very significant progress in all key areas, particularly in technology provision and usage. We continue to be blessed by our God for which we are thankful.

The continuation of high academic standards were reflected in SACE and NAPLAN results testifying to the teaching and learning capability of staff. Secondary musicals were introduced, along with representation at different sport competitions, and an increased resourcing of student learning support and student wellbeing.

2019 saw the completion of several major capital projects including the new Junior Primary wing, outdoor covered auditorium and the Open Learning area. These have improved the quality of learning spaces and number of classrooms as determined by our Master Plan to absorb continued growth in enrolments.

During 2019, we undertook a range of consultations with different stakeholders within our College community as a precursor to the formulation of a new Strategic Plan. Our thanks is expressed to the College Council and the Leadership team for their work in the formulation and development of the Plan.

The 2020-22 Strategic Plan articulates our beliefs, goals and areas of strategic focus for the next three years, God willing. The strategies aim to build on the current strengths of the College, enabling us to *'enhance the College experience'* as we strive to meet the needs of our students and community with contemporary skills for future employment as we await the return of our Lord.

The College Council and the Leadership team will work closely together to implement the goals in this Plan. We look forward to your support in achieving these aims for the benefit of our students and our staff.

Jason Farren
Council Chairman

Justin Robinson
Principal

About the College

Our Mission

Heritage College is dedicated to providing a God-centred educational environment that assists all students to achieve their full potential by encouraging them to strive for excellence, to use their talents in the service of others and for the glory of God.

Our Objectives

1. To assist the development of godliness in children based on the Word of God, in support of the role of parents.
2. To provide a quality education within a biblical context to encourage each student to develop his or her full potential (intellectual, social and emotional).
3. To create a safe, happy and spiritual environment where each member of the school community feels loved, valued and respected.
4. To assist with the development of skills necessary to earn a living and for a life in Christ.
5. To encourage respect for authority and the standards of the College.
6. To operate the College in a manner which makes it accessible to as many Christadelphian children as practicable.

Our Mission Statement

"Follow His Steps"

Copying the example of Jesus Christ in our words and actions.

Our Values

- Pursuit of godliness
- Doing one's best as to the Lord
- Enthusiasm
- Service, care and thought for others
- Integrity and honesty
- Respect and obedience
- Love and compassion
- Responsibility and loyalty
- Development of faith



Strategic Drivers to the 2020 – 2022 plan

The following are the main environmental drivers to the 2020 – 2022 Strategic Plan

	Dimension	Why considered	2019	Forecast / Planning assumption
	Student Population	Core purpose and key driver of revenue and demands on capabilities (teaching, non-teaching and physical infrastructure)	407 Students August Census 244 in Primary and 163 in Secondary	423 Students by 2022 235 in Primary and 188 in Secondary
	Funding	Government (Federal and State) is the main funding source. Context for any fee changes	Funded 77:23 (Government, Private)	We anticipate funding to be stable for 2020 and 2021 with household income-based government funding model from 2022.
	Salary Environment	The most significant recurring expense item in the school. Context for any fee changes	2.5% increase in 2019	Current agreement being determined by the state government likely to be in line with inflation. There after likely to be restrained given the low inflation environment.
	Education Capabilities	School appeal, Australian National Curriculum requirement. Best practice aims for differentiated teaching to engage every student in learning.	Increased curriculum choice in Secondary with Y9/10 option subjects	Strengthen attainment across the College in core subjects
	Staff	An expert teaching team with high morale is key to great learning outcomes	53 Staff with 32 Teaching supported by 21 Non-Teaching Staff (42.80 FTE) Ratio is 1:18 in Primary and 1:11 in Secondary	54 Staff with 32 Teaching supported by 22 Non-Teaching Staff (44.3FTE) Ratio is 1:16 in Primary and 1:13 in Secondary
	Use of Data	Best practice considers the ability to use hard data for student outcomes (requiring tracking, monitoring, and discussion)	Academic achievement is excellent as evidenced by NAPLAN, SACE and ATAR results.	Longitudinal data tracking to determine use of resources and the stretching of the more able to higher attainment.
	Satisfaction	Active and positive students are engaged in learning and spiritual development Parents are confident the school delivers on its stated objectives	All staff are approachable, professional and helpful. Learning is balanced and well-structured encouraging excellence A safe God-centred environment where facilities are well maintained	Consistent and regular communication between the College and parents The provision of spiritual development and environment is a key reason parents choose Heritage
	Building and Grounds	Determines school capacity for students Optimise the learning environment for students	Physical footprint and timetable requirements organisation allows capacity up to 495.	Staged development of facilities to support learning. Stages 3 & 4 of the current Master Plan scoped for progress as funds permit
	Community and Partnerships	Active school partnerships with other education institutes and community organisations can enhance student learning	Knowledge sharing amongst the 5 Australian Christadelphian Schools around Teaching & Learning, between Councils; Marden College; Bethsalem; Christadelphian Ecclesias; AISSA	Connections to be developed through Alumni students, ongoing commitment to embedding current engagements

Strategic Plan Goals and Objectives

We will focus on six goals as part of the 2020 – 2022 Strategic Plan

	Strategic Goal	Demonstration	Strategic Objectives
	Student progress	All students achieve measurable progress through positive teacher / student interaction growing in spiritual understanding and application.	<ol style="list-style-type: none">1. Promote further spiritual development of God's heritage2. Track and report on student achievement over time3. Strengthen engagement within a respectful learning environment
	Academic achievement	High quality education through quality teaching and learning in all subjects for maximising student progress based on their potential.	<ol style="list-style-type: none">1. Use data to report on learning, determine resources and improve attainment2. Improve Reading in Primary and Maths in Secondary
	Our People & Culture	There is a positive culture for staff so they feel happy, valued and respected and continually seek to improve their capabilities.	<ol style="list-style-type: none">1. Develop Leadership's capabilities2. Improve all staff wellbeing and teams3. Develop a continuous improvement culture for each staff member4. Embed staff accountability and professionalism
	Heritage Community Engagement	Heritage College is highly valued with strong enrolments and clearly demonstrates in marketing its unique strengths to the community.	<ol style="list-style-type: none">1. Strengthen enrolments through marketing the unique value of Heritage College2. Communicate the overtly spiritual elements of Heritage College3. Strengthen the promotion of Heritage into the ecclesial community
	Sustainability and College Environment	Maintains the operational capability of the College and streamlining in expenditure whilst maintaining excellent grounds and buildings.	<ol style="list-style-type: none">1. Ensure the College is financially accessible to all, whilst operating a sustainable financial model2. Timely renewal of our facilities and equipment to provide a quality educational environment
	Governance and Stakeholder	Strong advocates for the College in varied forms of communication with stakeholders, along with complying with statutory requirements.	<ol style="list-style-type: none">1. Advocate for the College at community events and in personal interactions2. Keep up to date with responsibilities through Governance training and Board development3. Succession planning for Council and College Leadership roles

The six components of our 2020-22 Plan

Theme	Strategic Objectives	Strategies/Tasks To Achieve Objectives
Student progress	<ol style="list-style-type: none"> Promote further spiritual development Track and report on student achievement over time Strengthen engagement within a respectful learning environment 	<ul style="list-style-type: none"> Secondary spiritual Home Group programme that is structured to cover faith and godly living Primary classes to continue to embed spiritual thinking in cross-curricular ways. Each class to have spiritual goal that link to living the principles of God's word that is linked to looking outward as a class, inward as an individual All staff to discuss what a meaningful relationship with God and Christ is and ways that this is shown at Heritage College and elsewhere Planning is checked for overt spiritual principles/themes to be highlighted wherever there is an obvious link within the unit of work External agencies input is sought when required and will be sensitive to Heritage ethos and values and the input followed up with reinforcement of spiritual implications Provide targeted guidance and constant support in the use of the internet to support the conscience Student Well-being Officer to continue to promote spiritual thinking in solving problems. Staff to develop relationship building strategies and use with students Year 10 – 12 students in Home Group are encouraged to focus on own spiritual goal to work on with peer support or to focus on supporting those younger in the College Parents to have year on year comparisons against age related expectations informed by PAT and NAPLAN results Students give feedback about engagement and access to learning from different classes that is verified by leaders observations and then discussed with colleagues.
Academic achievement	<ol style="list-style-type: none"> Use data to report on learning, determine resources and improve attainment Improve Reading in Primary and Maths in Secondary 	<ul style="list-style-type: none"> PAT and NAPLAN data analysed to identify students for learning support and extension to ensure good progress by all Implement Read Write Inc phonic programme to improve reading and writing across Junior Primary Increase use and assessment of investigation and problem-solving skills in grades 7-10 maths. Improve the attainment of the more able through the implementation of the relevant College policy and procedures Continue to provide Learning Support through various individual, small group and class programmes. Strengthen SSO skills through ongoing targeted training Strengthen the role of the Learning Resource Centre as a College-wide hub of learning. Continue to refine and improve the delivery of the child protection curriculum so all aspects are covered within Heritage College and values. Embed the use of Sentral (School Management System) to inform reporting to parents Continue the promotion of Learning Management System online curriculum support to students Strengthen the development of digital literacy from F- Y8 particularly in coding and robotics Strengthening of design thinking strategies for students in relevant Secondary subject areas Strengthening of Research based "Powerful Teaching Strategies" and retrieval strategies in exam-based subjects in secondary Strengthening of staff ability to integrate thinking skills across the College
Our People & Culture	<ol style="list-style-type: none"> Develop Leadership's capabilities Improve all staff wellbeing and teams Develop a continuous improvement culture for each staff member Embed staff accountability and professionalism 	<ul style="list-style-type: none"> Leadership to develop their leadership skills over the long terms as part of their individual development plans including the use of 360 degree feedback Leadership to engage in professional leadership training Strengthen mentoring and coaching of staff across the College to improve performance Research and Implement a recognised staff wellbeing programme to give staff strategies to improve their own wellbeing (in 2021 and 2022). Establish with staff parameters and protocols in parent communication Explore availability of staff audits completed by colleagues on AITSL standards to reveal how they are perceived and help identify areas for improvement. Individual Development Plans for all staff (Teaching and support) with 6 monthly reviews that are informed by self-audit, key stakeholders the students and leaders, having more autonomy over the foci Review and refine the menu of key strategies to use in the classroom to delivery highly effective teaching and learning. Sponsorship of external qualifications for staff linked to College role

		<ul style="list-style-type: none"> Professional learning teams to become increasingly self-directed in their focus within the framework of highly effective strategies Regular professional learning team meetings for teachers and support staff team meetings for sharing, discussing and raising ideas of how to be more effective and to appreciate more other team member roles. Professional learning teams and support team members to understand with greater clarity their role within the team and how they can improve own contribution and how this positively impacts on the team Staff engage in difficult professional conversations with their line manager about issues impacting on them working at the College Line managers listen to the issues, weigh up the options and make a timely response to support individuals and improve team effectiveness in collaboration with staff. Staff take responsibility and accountability for school outcomes, utilising effective communication and valuing collaboration. Engage the parents as part of the teaching framework around the student by responding to their concern and highlighting student development pathways Students give de-personalised feedback to teachers on their engagement and access to learning which they use to inform future teaching and learning.
Heritage Community Engagement	<ol style="list-style-type: none"> Strengthen enrolment confidence through marketing the unique value of Heritage College Communicate overtly spiritual elements of Heritage College Strengthen the promotion of Heritage into the wider ecclesial community 	<ul style="list-style-type: none"> Develop marketing assets to help prospective parents choose Heritage and encourage advocacy in the Christadelphian community Newsletter includes advocacy for Heritage College – from external events, third parties, parents and students Use Connection Night booklets/Leaders speeches on community occasions to share the 'Why Heritage?' story Provide thought leadership by sharing effective study and retrieval techniques with CSSA on questions, Parents supporting their children with home learning and revision and Sunday School teachers Collect positive feedback from a range of sources who come into contact and interact with the College in any way Use natural opportunities in the school day and calendar to target soft influence with leaders being present to listen and present the school's rationale. Identify students not enrolled at Heritage that are eligible and determine individual marketing plan Consult with other Heritage Colleges marketing personnel on how they go about promoting their school to influence parents to choose their school Review present enrolments and identify those who may be at risk of leaving before Year 12 and determine any ability to mitigate Increase Alumni engagement as a resource to inform students about careers/ source of donations and to see how Heritage has developed since they were a student. Use Alumni to share their experiences/occupations with students to inspire Have an Alumni 10 year reunion each year of past cohorts P&F have dedicated projects managed in partnership with the College to develop involvement with wider community especially those who have children not at Heritage College. Carry out school uniform reviews and improvements whilst maintaining key principles. Proactively seek business relationships with subjects/teachers to support application of learning in school to a wider context. Explore options for the provision of an OSHC (either inhouse or linked arrangement).
Sustainability and College Environment	<ol style="list-style-type: none"> Ensure the College is financially accessible to all, whilst operating a sustainable financial model Timely renewal of our facilities and equipment to provide a quality educational environment 	<ul style="list-style-type: none"> Change alignment of household income bands to counter bracket creep and increase voluntary fees in the highest band at a higher rate than the lowest band. Detailed fiscal control, monitoring and reporting to Council using accurate reliable data Understand resilience using long term finance modelling that looks at higher and lower student numbers to forecast Model fee structure to reflect factors such as ability to pay and family size, tax deductibility Continue to support families who have financial stress to enable them to come/continue to come to Heritage College. Careful tracking of expenditure against forecast with regular reporting to budget holders Waste and energy management strategies to reduce operational costs and increase self-sufficiencies
Governance and Stakeholder Communication	<ol style="list-style-type: none"> Advocate for the College at community events and in personal interactions Keep up to date with responsibilities through Governance training and Board development Succession planning for Council and College Leadership roles 	<ul style="list-style-type: none"> Show leadership in the community in the promotion of Heritage College. Council should attend AISSA Board conference on rotation and other relevant training to their portfolio Chairman of sub-committees drive the agendas and actions for the benefit of the whole Council Ongoing rotation of Council portfolios to avoid key person risk Participate in College learning walks and engage in the coal face with the staff