



Oakhill College *Annual Plan for 2017*

Deo Duce

Preamble

Oakhill College is a Lasallian Catholic school in the 'Lasallian' tradition.

The Lasallian School offers a Catholic education that is marked by a distinctive spirit. This spirit is rooted in the Gospel of Jesus Christ and in the spirituality and educational philosophy of Saint John Baptist de La Salle (1651 – 1719), founder of the Brothers of the Christian Schools. De La Salle was convinced that without a Christian education the poor children of his native Rheims (France) would be lost both to the Church and society. This conviction led him to organize a group of teachers and to establish Christian Schools that would meet the needs of these children. Over a period of thirty years, De La Salle founded schools in several French cities and towns and instructed teachers and students from various socio-economic levels. By the time of his death, De La Salle had established primary and secondary schools, teacher training centres, and boarding schools.

John Baptist de La Salle was an educational innovator both in the development of teacher training programs and in his curricular and pedagogical practices. De La Salle recognized that teachers have a providential, grace-filled, and pivotal role in the actions and achievements of students. Due to this pivotal role, De La Salle provided teachers with extensive pedagogical preparation and on-going supervision in order to fulfill their God-given ministry. In consultation with his teachers, De La Salle designed a curriculum and wrote practical and effective textbooks infused with gospel values. The Christian schools were primarily for the poor, yet all socio-economic levels were welcomed. Social segregation, which was the practice of the day, was not permitted in the Christian Schools. All students were treated with the same dignity and respect.

De La Salle envisioned teachers as ministers of grace who exercised their vocation daily by instructing youth in the principles of the Gospel as well as in the various academic and vocational subjects. He regarded the school as a community of believers working cooperatively to achieve a shared mission. The schools were to be effectively managed so as to achieve the intellectual, cultural, religious and vocational formation of the student through a curriculum suited to their needs and based on Christian values.

The Lasallian School, then, was founded to be a Christian school whose purpose is "to give a human and Christian education to the young." Oakhill College is such a school with the same mission and purpose.

Mission Statement

As a Catholic school in the Lasallian tradition, a tradition that derives its inspiration from the Gospels and the charism of St John Baptist de La Salle, we are committed within a Catholic faith community to empowering all learners to serve and enrich our changing world.

Values

If students are *honest* with themselves and others they will grow to be good men and women in fulfilment of God's plan for them. If students of Oakhill College *respect* themselves and property, they will grow, aware of their responsibility to others and the environment. They will learn that rights are earned, and that **honesty** and **respect** are the two core values of the 'social contract' upon which all modern societies depend.

In addition, core values of a Lasallian education are:

- 1) *Respect*
- 2) *Quality (in terms of education)*
- 3) *Inclusivity*
- 4) *Concern for social justice and the poor*
- 5) *Faith in the presence of God*

Motto

Deo Duce (with God as our leader).

Competencies

Oakhill College believes that to prepare students for the future the curriculum must embed key competencies – the skills required to live, learn, work, and contribute as active members of society. The key competencies embedded in the Oakhill College curriculum are:

- Thinking - using creative, critical, and metacognitive processes to make sense of information, experiences, and ideas.
- Using language, symbols, texts - using and making meaning of the codes in which knowledge is communicated.
- Managing Self - self-motivation, a 'can do' attitude.
- Relating to Others - interacting and collaborating effectively with a diverse range of people in a variety of contexts.
- Participating and Contributing - being actively involved in communities.
- Problem Solving - in groups and individually solving problems

Guiding Principles

Oakhill College is guided by the cardinal principles that

- The College is an instrument of the Catholic Church, and
- The College is an educational institution of excellence

therefore its work must be in the best interest of its students and guided by the following:

- (1) Mutually respectful relationships
- (2) A structured, disciplined and a well-ordered environment
- (3) Learning that is active, collaborative, and technologically rich.
- (4) An understanding that the teacher is both designer and facilitator of learning that is
 - engaging, relevant, and active
 - involves deep, surface, and transferable elements
 - reflective and self-regulating
 - innovative and collaborative
 - visible and transparent
- (5) Decisions and practices premised on the beliefs that all students have the ability to learn.
- (6) Decisions and practices based on data.
- (7) Diversified learning, teaching, and assessment to suit the different needs, interests, and abilities of students.
- (8) An enabling environment conducive to development as self-regulated life-long learners.
- (9) A change process that is monitored making use of critical milestones and evidence to ensure timely and quality support for teachers.

These guiding principles can be found in the Oakhill Learning Framework which identifies the nature of learning at Oakhill College and what it looks like. The deliverable is described in the document 'The Oakhill Graduate'.

Learning Goals

Oakhill College in implementing the Australian/NSW curriculum has adopted the following learning goals for each student:

- to attain by the end of Year 9, Band 8 or above in NAPLAN literacy and numeracy i.e. Level 3 of the Australian Core Skills framework.
- to be an informed and responsible citizen with a sense of global and national identity;
- to be inclusive and to respect pluralism of cultures and views, and be a critical, reflective and independent thinker;
- to acquire IT and other skills as necessary for being a life-long learner;
- to understand their own career/academic aspirations and develop positive attitudes towards work and learning; and
- to lead a healthy life style with active participation in aesthetic and physical activities.

Curriculum Aims

Oakhill College in implementing the Australian/NSW curriculum aims to

- establish a vibrant, flexible, diverse, and enabling learning environment that will widen the knowledge base of every student,
- provide multiple progression pathways for future studies and career development in an ever changing society
- enable students to achieve enhanced literacy and numeracy knowledge and competence in critical thinking, independent learning, and interpersonal, moral, civic, physical, spiritual, and aesthetic development.

Strategic Planning Strands

This interim Annual Plan for 2017 is based on the Key Focus Areas of the College's Strategic Plan 2014-2016.

Focus Area	Goals/Priorities
1. A Faith Community: Catholic Education & Identity	1.1. To continue to foster indigenous identity 1.2. To foster the gospel and lasallian values of solidarity and community via service to others, civic responsibility, and individual resilience. 1.3. To foster engagement in the religious education lesson and wider curriculum 1.4. To promote participation in prayer and liturgy and the spiritual formation of staff, students, and parents
2. A Learning Community: Academic Excellence	2.1. To develop students' critical and creative thinking skills. 2.2. To enhance student language proficiency, in particular, academic writing. 2.3. To foster a self-directed learning culture; a learning to learn culture 2.4. To strengthen practices at both whole school and class teacher level in the use of data to inform teaching practice. 2.5. To ensure differentiated learning strategies are used in all classes with attention to the top and bottom bands. 2.6. To support all staff to become confident capable users of emerging mobile ICT technologies. 2.7. To develop professional development that is linked to schoolwide and individual improvement plans. 2.8. To consolidate the work of the Innovative Learning Team, Professional Development, and Instructional Rounds with a focus on peer observation and collaborative planning. 2.9. To acknowledge, celebrate, and communicate student achievement in school and in the wider community. 2.10 To improve academic results in NAPLAN and HSC to at least that of similar intake schools in NSW
3. Pastoral Care & Wellbeing	3.1. To establish a committee to complete the review and make recommendations relating to pastoral structures, systems, and processes with a focus on student well-being 3.2. To nurture and stretch the potential of gifted and talented students. 3.3. To provide, promote and enhance leadership training and leadership opportunities for all students. 3.4. To further develop career guidance to all students so as to optimize higher education and career choices. 3.5. To promote and provide opportunity for collegial sharing of best practice and develop professional learning to focus on student well-being. 3.6. To develop, promote and enhance well-being conversations and connectedness between PCC, students and parents.
4. Stewardship	4.1. To establish 'working committees' of the College Board 4.2. To complete the College Strategic Plan 2020 4.3. To complete the College Property Maintenance Plan 2030 4.4. To complete the College Master Plan 2040 4.5. To complete an interim College Financial Plan 2040 4.6. To develop and implement a Marketing & Communications Plan 4.7. To implement a new College Financial Services software system 4.8. To establish a single electronic Asset Register 4.9. To complete a College Office Administrations Systems Manual 4.10. To employ a HR Manager 4.11. To develop Job Descriptions for all positions. 4.12. To implement strategies for a cleaner greener environment. 4.13. To develop a 'Year 12 Learning Commons' 4.14. To upgrade the CSC sound system 4.15. To develop a list of approved vendors for tender purposes 4.16. To review, develop, and implement an administration structure for the College post 2017
5. Community	5.1 To improve the content, quality, and delivery of communications within the College, between the College and parents, and between the College and the wider community

1. A Faith Community: Catholic Education & Identity

Goal 1.1

To continue to foster indigenous identity

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
1.1.1 To continue to foster indigenous identity	<ol style="list-style-type: none"> Continue and promote further understanding in the College of the following programmes: AIME, Jarjum Days, Blacktown Girls Programme, Yarn Circle, the Sports Indigenous Round (football and netball), classes on indigenous cultures, Community Cultural Talks, Preschool and St. Gerard's Carlingford Programmes, teaching culture through 'Acknowledgement to Country' An excursion to Balgo (or other aboriginal community) for indigenous students with the Mission Team, LYL Extend elder and community leaders visits to the Yarn Circle 	Karen & Chris	2017 ongoing	
		Karen & Chris	2017	
		Karen & Chris	2017 ongoing	

Goal 1.2

To foster the gospel and lasallian values of solidarity and community via service to others, civic responsibility, and individual resilience.

Target	Action	Who	When	End of Year Reporting
1.2.1 To foster understanding and involvement in solidarity and social justice activities	<ol style="list-style-type: none"> Continue the following programmes: India, Philippines, Vietnam, Cambodia, Vinnie's Doorknock, Winter Appeal, Caritas, MAD, Anglicare visits every Tuesday, Ronald McDonald House fundraising, and the carols service In 2019 host a Team India and Team Philippines reunion Promote LWOB Promote and link via video and skype with Share the Mission participants Issue Lasallian Foundation Payroll deduction forms to new and existing staff (tax deductible) Add item on Report Card for faith, service, community comment Investigate involvement with the refugee service and/or Amnesty International Winter sleep-in 	Chris and Murray	2017 ongoing	
		Chris and Murray	2019	
		Chris and Murray	2017 ongoing	
		Chris and Murray	2017 ongoing	
		Chris and Murray	Feb 2017	
		Chris and Murray	Term 1 2017	
		Chris and Murray	Term 1 2017	
		Chris and Murray	Winter 2017	
1.2.1				

Target	Action	Who	When	End of Year Reporting
To foster a greater sense of community	<ol style="list-style-type: none"> To continue the following programmes: St Bernadette's reflection days, St Edmunds, St Lucy's, Jarjum, Anglicare Village, local Parishes, San Miguel, SVDP, Ronald McDonald House, Mathew Talbot, White Ribbon Provide liturgical music formation in catholic primary schools Develop a Catholic Studies Outreach programme, Implement a homework group and Amnesty International group. 	<p>Chris & MissionT</p> <p>Chris & MissionT Richie</p> <p>Chris & MissionT</p>	<p>2017 ongoing</p> <p>2017 ongoing Term 1 2017</p> <p>Chris/MissionT</p>	
1.2.1 To develop the LYM leadership programme	<ol style="list-style-type: none"> Continue and grow the 'Called to Serve Leadership Programme' Expand the service leadership programme into Yr. 7-10 Pilot a Buddy Programme in Yr. 10-12 	<p>Richie</p> <p>Ritchie & Phil Ritchie & Phil</p>	<p>Term 1 2017</p> <p>2017 ongoing Term 1 2017</p>	

Goal 1.3

To foster engagement in the religious education lesson and wider religious curriculum

Target/Goal	Action/Strategy	Who	When	Reporting
1.3.1 To foster engagement in the religious education lesson and wider religious curriculum	<ol style="list-style-type: none"> Continue to develop and promote involvement in Mission activities (MAD, Project Compassion) Have the Youth Minister involved in RE classes Improved prayer at the beginning of lessons Rename the Year 7 Transition Unit to 'The Call' Link reflection days to associated topics/ideas Include more local parish references as examples in units Rostered Chapel visits Embed the Oakhill Learning Framework/Oakhill Graduate language into RE texts 	<p>Marine & Jane</p> <p>Marine & Jane Marine & Jane Marine & Jane Marine & Jane Marine & Jane Marine & Jane</p>	<p>2017 ongoing</p> <p>2017 ongoing Every lesson Feb 2017 2017 ongoing 2017 ongoing 2017 ongoing</p>	

Goal 1.4

To promote participation in prayer and liturgy and the spiritual formation of staff, students, and parents

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
1.4.1 To promote participation in prayer and liturgy	<ol style="list-style-type: none"> Promote the weekly chapel masses and student led prayer Deans to attend meetings in the lead-up to House Prayer days 	<p>Chris & Gloria Chris & Gloria</p>	<p>Weekly Monthly</p>	

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
	<ul style="list-style-type: none"> 3. Develop engaging homeroom prayer by students making their own class prayer book, a class prayer roster or a goggle classroom of prayers 4. Explore the possibility of Chapel mass at a different time 5. Explore the possibility of an outdoor prayer space in the upcoming Master Plan 6. Julian Chan to be Altar Serving Captain for 2017 	<ul style="list-style-type: none"> Chris & Gloria Chris & Gloria Chris & Gloria Chris & Gloria 	<ul style="list-style-type: none"> By Feb 2017 By end of T1 By Nov 2017 Feb 2017 	
<p>1.4.1 To develop the spiritual formation of staff, students, and parents</p>	<ul style="list-style-type: none"> 1. To continue the following programmes: Parent Seminar, Staff Spirituality Day (Fr Leonard), LMS Formation, Snr Retreats, Jnr Reflection Days, Yr. 10 REAL talk on sexuality 2. Introduce a staff twilight retreat and promote local spirituality initiatives to staff 3. A new staff 'Lasallian Start-up' programme 4. Whole staff social activity 	<ul style="list-style-type: none"> Chris Chris Chris Chris 	<ul style="list-style-type: none"> 2017 ongoing 2017 ongoing 31/3/2017 31/3/2017 	

2. A Learning Community: Academic Excellence

Goal 2.1

To develop students' critical and creative thinking skills

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.1.1 Staff to implement higher level thinking strategies in their classes	<ol style="list-style-type: none"> The College to implement professional development workshops on higher order thinking and questioning skills Exam questions where applicable are to be designated to open-ended questions (approx. xx% of marks). Academic Heads to review/evaluate presence of critical thinking strategies in 2017 learning programs/assessments. 	APC/Dtr ProfLearn/COIL Academic Heads Academic Heads	2017 ongoing 2017 ongoing 2016 ongoing	
2.1.4 ALL students are encouraged to read the newspaper/articles daily	<ol style="list-style-type: none"> Students are encouraged by the library to subscribe to the newspaper/magazines Yr 78 'read to Succeed' initiative implemented. 	Librarian Librarian	2017 ongoing 2017	

Goal 2.2

To enhance student language proficiency, in particular academic writing.

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.2.1 Develop a Literacy Plan 2017-2020 with an initial focus on writing across the curriculum and in particular academic writing for exam purposes	<ol style="list-style-type: none"> Design and implement a College Literacy Plan 2017-2020 Staff days in Jan, Feb, Mar, May, June, Jul, and Sep to focus on student profiling and literacy strategies 	APC & COIL Principal/APC & COIL	Design by Feb 2017 2017 ongoing	
2.2.2 100% of students achieve Band 8 in their Year 9 NAPLAN tests [Ref: SIP Goal 3]	<ol style="list-style-type: none"> NAPLAN, Alwell, ICAS, HSC and school exam data is used to identify and track weaker students for enhancement classes and differentiated strategies. Development of ILP's for those who do not meet Band 8 in Yr 9. Review the ILP process to develop co-constructed ILPs with the learner, teachers, parents, and learning support 	APC & COIL Learning Support Learning Support/ AH's Eng-Math	Nov 2017	
2.2.3 To cultivate a reading habit / environment	<ol style="list-style-type: none"> Investigate strategies to cultivate a reading habit/environment and make a proposal to SLT 	APC	By Sep 2017 By April 2017	

Target/Goal	Action/Strategy	Who	When	Year End Reporting
	2. Library to develop a Library Strategic Plan 2020 to enhance language proficiency i.e. reading & writing competency.	Librarian		

Goal 2.3

To foster a self-directed learning culture; a learning to learn culture

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.3.1 To develop a learning culture among staff [Ref: SIP Goal 2, 3, 4, 6]	1. Provide Professional Development for all staff incorporating the use of instructional rounds, peer observation, and collaboration in planning-teaching-reviewing.	APC, COIL & DOPL	2017 on going	
2.3.2 To develop a self-directed leaning culture among students [Ref: SIP Goal 2, 3, 4, 6]	1. Provide ongoing professional development and monitoring on the use of OLF.	APC & COIL	2017 ongoing	

Goal 2.4

To strengthen practices at both whole school and class teacher level in the use of data to inform teaching practice.

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.4.1 To provide teachers with student achievement data [Ref: SIP Goal 2, 3, 4, 6]	1. See 2.2.1 and 2.2.2 2. A Data Analytics Plan is developed to determine what and how achievement data is gathered, stored, archived, and analysed in a way that is accessible and used to inform teaching and learning 3. Academic Heads monitor and report on NAPLAN and HSC results and also report annually on the use of data and how it informs/changes practice	APC et el APC & Academic Heads	Mar 2017 Nov 2017	
2.4.2 To provide Academic Heads with AfoL skills to improve their leadership of teachers in the use of data to improve teaching [Ref: SIP Goal 2, 3, 4, 6]	1. Academic Heads continue to implement Assessment of/for learning. 2. Yearly review and adjustment to template for assessment notification 3. Review and adjustment of Assessment tasks in alignment with OLF 4. Build capacity of Academic Heads to lead their staff in the use of data to improve student learning outcomes.	APC APC APC APC/DataAnalyst	Nov 2017 Nov 2017 2017 2017	

Goal 2.5

To ensure differentiated learning strategies are used in all classes with attention to the top and bottom bands.

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.5.1 To ensure all students have access to learning regardless of ability [Ref: SIP Goal 2, 3, 4, 6]	<ol style="list-style-type: none"> 1. Provide professional development for teachers on differentiated learning including scaffolds, modelling text types, writing frameworks. 2. Audit Unit Lesson Plans in Yr. 7 & 9 courses for differentiated instruction. 3. Data collection & evaluation strategies, higher order thinking strategies and differentiated learning strategies as a school wide goal in instructional rounds. 	APC & GnT APC/COIL/LS & GnT APC & OLC	2017 ongoing 2017 ongoing 2017 ongoing	
2.5.2 To develop teacher competency in differentiated teaching [Ref: SIP Goal 2, 3, 4, 6]	<ol style="list-style-type: none"> 1. See 2.3.1, 2.3.2 and 2.5.1 2. Promote peer observation and random sampling lesson observation. 3. Provide school wide professional development on differentiated learning 4. Academic Heads to conduct walk-throughs monitoring school goals regarding writing, differentiated strategies focused on the top and bottom bands, and the implementation of REAL and report on in a Faculty Annual Plan Report in November 	APC APC Academic Heads	2017 ongoing 2017 ongoing 2017 ongoing and Nov 2017	

Goal 2.6

To support all staff to become confident capable users of emerging mobile ICT technologies

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.6.1 To identify IT professional development needs and offer appropriate opportunity	<ol style="list-style-type: none"> 1. IT professional development needs will be identified and appropriate PD and on-going support for using IT in curriculum and administration areas offered. 	Dtr IT	2017 ongoing	

Goal 2.7

To develop professional development that is linked to school-wide and individual improvement plans

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.7.1		APC/ Dtr ProfL / COIL	March 2017	

To develop a school wide Professional Learning Plan 2017-2020 [Ref: SIP Goal 2, 3, 4, 6]	1. A Professional Learning Plan 2020 is developed to meet the needs of staff in meeting the expectations of improving student outcomes.			
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Goal 2.8

To consolidate the work of the Innovative Learning Team, Professional Development, and Instructional Rounds with a focus on peer observation and collaborative planning

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.8.1 To consolidate the work of the Innovative Learning Team, Professional Development, and Instructional Rounds with a focus on peer observation and collaborative planning [Ref: SIP Goal 2, 3, 4, 6]	<ol style="list-style-type: none"> See 2.3.1 Continue to enhance professional dialogue of learning and teaching by developing a mechanism for teachers to engage in collegial observation and to provide collegial feedback via the instructional round schedule. Establish a formal mentoring/coaching program to build the capacity of teachers in the expected teaching practices of the College that includes peer observation and collegial planning. Develop strong accountability mechanisms to communicate effectiveness of PD hours (3 x fortnight) Reflective practice 	<p>APC & COIL APC & COIL</p> <p>APC & COIL</p> <p>APC</p>	<p>2017 ongoing Start 2017 ongoing</p> <p>By end of 2017 for 2018</p> <p>June 2017</p>	

Goal 2.9

To acknowledge, celebrate, and communicate student achievement in school and in the wider community.

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.9.1 To acknowledge, celebrate, and communicate student achievement in school and in the wider community.	<ol style="list-style-type: none"> See 5.1.1, 5.2.2, 5.2.3 Develop a system for communicating within the school and with the wider Sydney community Oakhill's sports success and sports achievers regularly 	Principal & DP Dtr Sport	2017 ongoing 2017	

Goal 2.10

To improve academic results in NAPLAN and HSC to at least that of similar intake schools in NSW

Target/Goal	Action/Strategy	Who	When	Year End Reporting
2.10.1 To improve academic results in NAPLAN and HSC to at least that of similar intake schools in NSW	<ol style="list-style-type: none"> Academic Heads to develop an Annual Plan 2017 aligned to the College Plan with additional Goals targeting improved outcomes Academic Heads to review data and set NAPLAN and HSC achievement targets for their faculty 2017 	Principal & AP Curr Academic Heads	2017 ongoing End of Feb 2017	

3. Pastoral Care & Wellbeing

Goal 3.1

To establish a committee to complete the review and make recommendations relating to pastoral structures, systems, and processes with a focus on student well-being

Target/Goal	Action/Strategy	Who	When	Year End Reporting
3.1.1 To establish a committee to complete the review and make recommendations relating to pastoral structures, systems, and processes with a focus on student well-being [Ref: SIP Goal 8]	<ol style="list-style-type: none"> 1. APPC to form a committee that includes people from different areas of the school to conduct a review and to make recommendations regarding House structure – physical and functional e.g. Dean, Academic Head, Mission Committee Member, Classroom Teacher (SIP 8) 2. Review language of pastoral care/welfare and consider need for a change to references (SIP 8) 3. Review policy, protocols and procedures with the intention to clarify expectations to ensure a College culture of excellence with student behaviour e.g. Detention System, Bullying Policy, Homeroom size and mentoring (SIP 8.1, 8.2 and 8.3) 4. Finalise PCC role descriptions, responsibilities and accountabilities across - Homeroom Teachers, Deans, Year Coordinators, Year Coordinator Assistants, Student Coordinators and APPC (SIP 4.1) 	<p>DP, AAPPCC, PCC and invited members of Committee</p> <p>AAPPCC and PCC</p> <p>AAPPCC and PCC</p> <p>DP, AAPPCC and PCC</p>	<p>Commence Committee March 2017</p> <p>CC March 2017</p> <p>Throughout 2017</p> <p>CC March 2017</p>	

Goal 3.2

To nurture and stretch the potential of gifted and talented students

Target/Goal	Action/Strategy	Who	When	Year End Reporting
3.2.1. To nurture and stretch the potential of gifted and talented students	<ol style="list-style-type: none"> 1. Use Goal Setting in conjunction with reports Academic Heads and Deans work with Gifted and Talented Coordinator and Statistic Coordinator to extract information and target students. (SIP 7.2 and 7.3) 2. The Gifted and Talented Coordinator meet with the Deans and Head of Sport each term to identify and discuss the gifted and talented students within their Year/House/Team - regular meetings and up-dates with Gifted and Talented Coordinator (SIP 2.1) 	<p>AAPPCC, Deans, Year Coordinators and Assistants</p> <p>Deans, Year Coordinators, Assistants, Head of Sport, and G&T Co</p>	<p>February 2017</p> <p>March 2017 and throughout</p>	

Goal 3.3

To provide, promote and enhance leadership training and leadership opportunities for all students.

	Action/Strategy	Who	When	Year End Reporting
3.3.1. To provide, promote and enhance leadership training and leadership opportunities for all students.	<ol style="list-style-type: none"> 1. Review of Junior and Senior Level Systems (SIP 8.1 and 8.2) 2. Create homeroom leaders in Years 7 and 8 for each homeroom in the Houses and give them responsibilities e.g. reading prayer and notices, checking their Homeroom pigeon hole. 3. Provide opportunities for students who are not badged leaders to lead e.g. run war cries at the swimming carnivals or create SRC 4. Develop and implement an active role in leadership for Year 9 students 5. Continue with the YTL's training and leadership opportunities and have the House Deans more involved e.g. a different Dean attends the meeting each week to get to know the leaders and what they are doing. For YTL meeting minutes and upcoming activities shared with House Deans for a more transparent process. 6. Continue with Leaders Workshops and goal setting– College Leaders and YTL's. Document and publish what leaders achieve with their goal setting 7. Continue developing Panel of Men – stories and examples of leadership 8. Develop a program where students attend formalised etiquette lessons that address treating peers fairly/equally, formal dinners etc. 9. Coordinate Senior students/leaders to participate in Junior cohort meetings, events and activities. 10. Coordinate with Head of Sport to utilize and coordinate Sport and sport activities in leadership and resilience training 	<p>AAPPC, PCC and Director Mission. Year Coordinators and Assistants.</p> <p>Deans, Year Coordinators and Assistants. Year 9 Student Coordinator</p> <p>Year 10 Student Coordinator and Deans</p> <p>Student Coordinators</p> <p>Year 10 Student Coordinator. Year 11 Student Coordinator</p> <p>Student Coordinators APPC/head of Sport</p>	<p>March 2017 PCC Day Immediate</p> <p>Immediate</p> <p>Commence development of Program Term one. Commence February 2017</p> <p>Nov 2016 College Leaders and 17th Feb Year 10 Throughout 2017. November 2017. Develop program May 2017. Term Two</p>	
3.3.2.	<ol style="list-style-type: none"> 1. Evaluate first year of Year 9 'Chat Time' (SIP 8.1 and 8.2) 			

<p>All students have access to resilience training and stress management training</p>	<ol style="list-style-type: none"> 2. Review the reintroduction of resilience programmes 'Bronze Medallion' and 'Rock and Water' programs 3. Re-engage and develop the next stage of Mind Matters to foster wellbeing through implementation of Mind Matters philosophy and practices (SIP 8) 4. Continue with resilience activities such as Outward Bound /Camps Urban Challenge and U-Turn the Wheel 5. Continue with Year 7 and 8 camps 6. Continue with Men of Honour and Panel of Men program 7. Continue with High School Transition Program 8. Drug and Alcohol seminars Year 9 9. Making the Most of Year 12 Evening 10. Engage alumni to address the various cohorts (especially Year 11 & 12) on respect 11. Coordinate with Head of Sport to utilize and coordinate Sport and sport activities in leadership and resilience training 	<p>AAPPC, Student Coordinator, Counselling, REC and Year 9 RE teachers. AAPPC, Deans and PDHPE AAPPC and Counselling</p> <p>Student Coordinators Year Coordinators and Assistants Year 10 Student Coordinator</p> <p>Year 7 Coordinator and Assistant. Year 9 Student Coordinator Year 12 Student Coordinator Year 11 Student Coordinators AAPPC/Head of Sport</p>	<p>April and August 2017</p> <p>Term 2</p> <p>July 2017</p> <p>Throughout 2017 April and November 2017 June and November 2017 Term Four</p> <p>November 2017 October 2017</p> <p>Commence Term two 2017</p>	
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Goal 3.4

To further develop career guidance to all students so as to optimize higher education and career choices.

Target / Goal	Action / Strategy	Who	When	Year End Reporting
<p>3.4.1 To develop a comprehensive Year 7-12 Careers Education Plan</p>	<ol style="list-style-type: none"> 1. Research best practice in Career Education and develop a comprehensive 2020 Career Education Plan for Years 7-12 2. Implement career education programmes in each Year as per the Careers Education Plan. 3. Establish communication and reporting chains in the College and continue to develop and engage effective liaison between 	<p>Careers</p> <p>Careers</p> <p>Careers</p>	<p>2017</p> <p>2017</p> <p>2017</p>	

	students, families, Year advisors, Deans, Homeroom teachers, Counsellors, and learning support staff			
3.4.3 To provide students with a wide breadth of career and tertiary options	<ol style="list-style-type: none"> 1. Continue to develop and implement the Year 10 Careers Education Classes and Morrisby Career Profiling 2. Continue to make accessible to students a range of opportunities to learn about careers via career market days, tertiary, apprenticeship, and traineeship information sessions, work experience, and online resources 3. Maintain knowledge of the industry by staff attending open days, network meetings and information sessions 	Careers Careers Careers	2017 ongoing 2017 ongoing 2017 ongoing	

Goal 3.5

To promote and provide opportunity for collegial sharing of best practice and develop professional learning to focus on student well-being.

Target / Goal	Action / Strategy	Who	When	Year End Reporting
3.5.1 Develop mechanisms and opportunities for the Pastoral Care Team to engage in collegial sharing. [Ref: SIP Goal 6]	<ol style="list-style-type: none"> 1. Develop reflective practice and target improvement through professional learning (SIP 6.1) 2. Foster leadership through shared best practice by providing opportunity to share ideas and explore issues for improved student outcome (SIP 6.1) 	AAPPC and PCC AAPPC and PCC	Commencing February 2017	AAPPC AAPPC in consultation with PCC
3.5.2 Re-engage the Pastoral Care Team with achieving their Professional Review goals and outcomes as established in 2015. [Ref: SIP Goal 6]	<ol style="list-style-type: none"> 1. Reflect and re-engage with the Dean and Student Coordinator review process from 2015 through professional conversation (SIP 6.1 and 6.3) 2. Re-establish and implement goals which were developed as a result of the 2015 Dean and Student Coordinator review process (SIP 6.1 and SIP 9) 	AAPPC, Deans, Student Coordinators and Year Coordinators	Commencing March 2017	AAPPC in consultation with Deans, Student Coordinators and Year Coordinators
3.5.3 Map pastoral activities to the curriculum to ensure that there is a vertical and horizontal alignment so there is continuity and progression of learning across the school. [Ref: SIP Goal 5 and 7]	<ol style="list-style-type: none"> 1. Develop a grid/matrix which aligned pastoral with curriculum in regards to content and timelines (SIP 5.1) 2. Present grid and matrix to staff, students and parents for a clear understanding of a holistic approach. (SIP 5.1 and SIP 7.2) 	AAPPC and APC, Deans, Student Coordinators and Year Coordinators	Commencing 2017 and into 2018	AAPPC in consultation with APC, Deans, Student Coordinators and Year Coordinators

Goal 3.6

To develop, promote and enhance well-being conversations and connectedness between PCC, students and parents.

Target / Goal	Action / Strategy	Who	When	Year End Reporting
<p>3.6.1</p> <p>Develop mechanisms and opportunities for Pastoral conversations between Deans, Year Coordinators, Student Coordinators, and Head of Sport with students and parents [Ref: SIP Goal 7&8]</p>	<ol style="list-style-type: none"> Continue to develop and implement Pastoral conversations with Year 10 with subject selection into Year 11 (SIP 8) Implement and review goal setting and goal review conversations - pilot Year 11 with vision to implement throughout the College Years 7 to 11 (SIP 7.2) Specific leadership goal setting (YTLs and College Leaders) and goal review conversations (SIP 7.2) 	<p>AAPPC Dean and Careers AAPPC, Deans, Year Coordinators and Assistants</p> <p>Student Coordinators</p>	<p>Commencing February 2017 Review Term 3 2017 with vision for full school implementation in 2018. February 2017 and again in July 2017</p>	<p>AAPPC in consultation with Deans and Careers. AAPPC in consultation with Deans</p> <p>AAPPC in consultation with Student Coordinators</p>
<p>3.6.2</p> <p>To establish a committee to review and make recommendations relating to Academic Advisors across the College</p>	<ol style="list-style-type: none"> Review College pastoral care/welfare processes to consider need for Academic Advisors to Houses and Year 7 and 8 (SIP 8.1) 	<p>DP, AAPPC and PCC</p>	<p>Commencing March 2017</p>	<p>AAPPC in consultation with DP and PCC</p>

4. Stewardship

Goal 4.1

To establish 'working committees' of the College Board

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.1.1 To establish 'working committees' of the College Board	1. To work with the Board Chair to set up working committees of the Board	Principal	Feb 2017	

Goal 4.2

To complete the College Strategic Plan 2020

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.2.1 To complete the College Strategic Plan 2020	1. To meet with the Board Chair to establish process for developing the College Strategic Plan 2020 2. Have process approved at the Board Meeting Feb 13 2017 3. Implement process 4. Publish Strategic Plan 2020	Principal Principal Principal et al Principal	Jan 2017 Feb 13 2017 2017 Dec 2017	

Goal 4.3

To complete the College Property Maintenance Plan 2030

Target/Goal	Action/Strategy	Who	When	End of Reporting
4.3.1 To complete the College Property Maintenance Plan 2030	1. To consult with the Bursar & Operations Manager to set up a committee (including Head of Sport) and terms of reference for the writing of a Property Maintenance Plan 2030 2. Present draft Maintenance Plan to the Property & Finance Committee on Sept 4 or October 9 3. Present revised Property Maintenance Plan 2030 to the Board for approval Nov	Principal & Bursar Principal & Bursar Principal & Bursar	Jan 2017 Sept/Oct 2017 Nov 2017	

Goal 4.4

To complete the College Master Plan 2040

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.4.1 To complete the College Master Plan 2040	<ol style="list-style-type: none"> 1. To meet with the Board Chair to establish process for developing the College Master Plan 2040 2. Have process approved at the Board Meeting Feb 13 2017 3. Implement process 4. Publish College Master Plan 2040 	Principal Principal Principal et el Principal	Jan 2017 Feb 13 2017 2017 Dec 2017	

Goal 4.5

To complete an interim College Financial Plan 2040

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.5.1 To complete an interim College Financial Plan 2040	<ol style="list-style-type: none"> 1. To meet with the College Bursar & Operations Manager to establish process for developing an interim Financial Plan 2040 2. Implement process 3. Present to the College Board Nov 2017 	Principal Bursar Principal & Bursar	Feb 2017 Feb-Nov 2017- Nov 2017	

Goal 4.6

To develop and implement a Marketing & Communications Plan

Target	Action / Strategy	Who	When	End of Year Reporting
4.6.1 To develop and implement a Marketing & Communications Plan [Ref: SIP Goal 1]	<ol style="list-style-type: none"> 1. In consultation with the Board establish a committee and terms of reference to develop a Marketing & Communications Plan 2. Implement plan 	Principal Principal	By Feb 2017 By Sept 2017	

Goal 4.7

To implement a new College Financial Services software system

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.7.1 To implement a new College Financial Services software system	<ol style="list-style-type: none"> 1. Meet with Bursar & Operations Manager to design the process and timeline for selection of the new financial systems software 2. Implement process 3. Make recommendation to the Property & Finance Committee of the Board on March 20 4. Seek Board approval 	Principal & Bursar Bursar Principal & Bursar Principal & Bursar	Jan 2017 Feb-Mar 2017 Mar 20, 2017 Mar 27 2017	

	5. Implement purchase and transition to new software April 2017- April 2018	Bursar	Apr 2018	
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Goal 4.8

To establish a single electronic Asset Register

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.8.1 To establish a single electronic Asset Register	<ol style="list-style-type: none"> 1. Meet with Bursar & Operations Manager to design the process and timeline for selection of the new electronic Asset Register 2. Implement process 3. Make recommendation to the Property & Finance Committee of the board on March 20 4. Seek Board approval March 5. Implement purchase and transition to new software April 2017- April 2018 	Principal & Bursar Bursar Principal & Bursar Principal & bursar Bursar	Jan 2017 Feb-Mar 2017 Mar 20, 2017 Mar 27 2017 Apr 2018	

Goal 4.9

To complete a College Office Administrations Systems Manuel

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.9.1 To complete a College Office Administrations Systems Manuel	<ol style="list-style-type: none"> 1. Meet with Bursar & Operations Manager to design the process and timeline for writing an Office Administrations Systems Manuel 2. Implement process 	Principal & Bursar Bursar	Jan 2017 Nov 2017	

Goal 4.10

To employ a HR Manager

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.10.1 To employ a HR Manager	<ol style="list-style-type: none"> 1. Meet with Bursar & Operations Manager and DP to design the process and timeline for selection of a HR Manager 2. Implement process 	Principal, DP, Bursar Principal Bursar	Jan 2017 June 2017	

Goal 4.11

To develop Job Descriptions for all positions.

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.11.1 To develop Job Descriptions for all positions.	<ol style="list-style-type: none"> 1. Meet with Bursar & Operations Manager and DP to design the process and timeline for writing Job Descriptions for all staff and the format of the document 2. Implement process 	Principal, DP & Bursar Principal	Jan 2017 Nov 2017	

Goal 4.12

To implement strategies for a cleaner greener environment.

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.12.1 To implement strategies for a cleaner greener environment.	<ol style="list-style-type: none"> 1. Meet with SLT to design the process and timeline for developing strategies 2. Meet with Bursar & Operations Manager to review systems and contract details of service providers in the College 3. Implement SLT approved programme of strategies 	SLT Principal Principal & SLT	Jan – Feb 2017 Jan 2017 During 2017	

Goal 4.13

To develop a Year 12 'Learning Commons'

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.13.1 To develop a Year 12 'Learning Commons'	<ol style="list-style-type: none"> 1. Complete documents for recruitment of a Project Manager 2. Seek Board approval to employ Project Manager 3. Seek Board approval of Project Manager's proposal 4. Have Project Manager implement Project Manager's proposal 	Principal Principal Principal Principal/Bursar	Jan 2017 Feb 2017 Mar 20/Mar27 By June 2017	

Goal 4.14

To upgrade the CSC sound system

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.14.1 To upgrade the CSC sound system	<ol style="list-style-type: none"> 1. Complete scope of works documents for tender 2. Issue tender documents 3. Review tenders and make recommendation to the Board 4. Offer tender and implement project 	Principal Principal Principal/Committee Principal	Jan 2017 Feb 2017 Mar 2017 By June 2017	

Goal 4.15

To develop a list of approved vendors for tender purposes

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.15.1 To develop a list of approved vendors for tender purposes	<ol style="list-style-type: none"> 1. Complete documents for expression of interest for approved vendors list 2. Advertise 3. From the respondents prepare a list of approved vendors for Construction, Electrical, Mechanical, Design, Project Management, Cleaning, Gardens & Lawns Maintenance 4. Seek Board endorsement of list 	Principal Bursar Principal/DP/Bursar and Finance Committee Mem Principal	Feb 2017 Feb-Mar 2017- Mar 27 2017 By June 2017	

Goal 4.16

To review, develop, and implement an administration structure for the College post 2017

Target/Goal	Action/Strategy	Who	When	End of Year Reporting
4.16.1 To review, develop, and implement an administration structure for the College post 2017	<ol style="list-style-type: none"> 1. Consult SLT about administration model for Oakhill College 2. Investigate similar schools model of administration 3. Discuss proposal with Board Chair 4. Implement process to achieve new administration structure 	Principal & SLT Principal Principal Principal	Feb 2017 Feb 2017 By May 2017 By Nov 2017	

5. Community

Goal 5.1

To improve the content, quality, and delivery of communications within the College, between the College and parents, and between the College and the wider community

Target	Action	Who	When	End of Year Reporting
5.1.1 To improve communication within the College	<ol style="list-style-type: none"> 1. Make information transparent at the beginning of the year i.e. the Strategic Plan, Theme for the Year, Organizational Chart, PD Plan, days of obligatory attendance etc. 2. Remind SLT and middle managers to make communications multiple times and by multiple means and via personal contact wherever possible and to follow lines of authority/delegation 3. Use eBulletin effectively and have special colour paper for Principals high priority notices in hard-copy 	Principal Principal, SLT, & middle managers Principal	By February 2017 By February ongoing By February ongoing	
5.1.2 To improve communication with parents	<ol style="list-style-type: none"> 1. Develop a communication, Marketing , and Events Plan 			
5.1.3 To improve communication with the community	<ol style="list-style-type: none"> 1. The Principals Office is to gather all news of interest and significant attainment and prepare a text and photo for 'Release' to local syndicated Fairfax and NewsCorp papers with target of at least two items a month. 2. The Principal prioritizes local/community educational, sporting and other significant events building the Colleges name and brand in the community 	Principal & Ms Green Principal	2017 2017	