

Strategic Plan for T5 Community of Schools 2014-2016

Creative Collaboration



Purpose of Strategic Direction 1

To ensure learning for students is based on quality educational delivery through shared professional practices

Purpose of Strategic Direction 2

To provide opportunities for all students to achieve success academically, in the arts, sport and in leadership.

Purpose of Strategic Direction 3

To support leadership development through a culture of collaboration and teamwork

Building programs of excellence through a shared vision.

Context:

Tweed 5 (T5) is a network of five rural high schools, situated close to the Queensland border, comprising Banora Point High School, Kingscliff High School, Murwillumbah High School, Tweed River High School and Wollumbin High School.

Our focus areas include:

- Delivering a broader, strongly supported senior curriculum
- Strengthening HSC achievement
- Close collegial programs with local universities, including Griffith, Southern Cross and Bond. These involve concurrent Stage 6 / year 1 university study, and pilot programs involved allied health service clinical placements. The group has been looking at opportunities involving interagency health and wellbeing support strategies.
- Investigating processes for removing barriers to students accessing the best possible post-school opportunities
- Identifying evidence based instructional strategies that have a high probability of improving student outcomes.
- Providing support for students across the T5 group of schools in areas such as gifted and talented, creative and performing arts and leadership.
- Strong links with local government, TAFE, DEEWR, Universities and industry. A very structured strategic plan that involves T5 Principals working closely with their Deputy Principal network, with Principals paired with DPs from other T5 schools to supervise the development of strategies and plans around identified portfolios.
- Providing extra support to KLAs via mentoring CLNs as well as facilitating executive development opportunities within the T5 group.
- Actively fostering partnerships with our partner primary schools

Executive Portfolios

Murwillumbah High School	Warrick Simmons	CLN - PDHPE SAM Network- LMBR Healthy Schools??? ESES	Michael McNamara (DP)	CLN – PDHPE Links to Learning
Banora Point High School	Greg Smith	CLN – Maths, English State Assembly Representative T5 Professional Learning Healthy Schools???? T5 Student Opportunities -SRC Rural and Remote Strategy	Chris Randle (DP) Luke Bristow (DP)	CLN – Maths CLN – English SRC Facilitator
Tweed River High School	Leisa Conroy	CLN – Science, TAS T5 Aboriginal Education T5 Professional Learning T5 Student Opportunities - GATs	Craig Clement (DP) Breen Mackney (DP)	CLN – Science CLN - TAS
Kingscliff High School	Michael Hensley	CLN – CAPA, Admin/Welfare T5 Student Opportunities - GATs T5 Promotion	Robyn Ludeke (DP) Barry Cowell (DP)	CLN – CAPA/ Creative Arts CLN – Admin/Welfare
Wollumbin High School	Karen Connell	CLN – HSIE Principal Welfare T5 Collegiate Coordination T5 DP Mentor T5 Aspiring Leaders	Stuart Cutcher (DP)	CLN- HSIE DP Collegiate Chair

T5 Principles

1. T5 is built on a foundation of partnership, collaboration, cooperation, trust and a strong commitment to public education
2. T5 decisions are made for the benefit of all our students.
3. T5 Principals equitably take on leadership roles, lead strategic directions and portfolios building on strengths of the leadership team.
4. A strategic plan focused on continuous improvement guides T5 directions and programs.
5. Principals meet twice per term, hosted at each school. Principal of the host school organises agenda, minutes and refreshments. Minutes are published.
6. T5 fosters leadership opportunities, collegiates, capacity building and succession planning for staff.
7. Each school contributes an agreed financial amount to support T5 projects. Funds are held at Tweed River High School on behalf of T5 schools.
8. Aligning calendars for T5 events, including senior examinations.
9. Parent and community awareness of T5 programs and student achievements promoted collaboratively through a multi-faceted communications strategy .

KEY EVALUATION QUESTION: What milestones will we use to measure the impact of our collaborative practices on student learning outcomes?

Strategic Direction 1: Building shared professional practice

Purpose

To ensure learning for students is based on quality educational delivery through shared professional practice.

Improvement Measures:

Improved student learning outcomes through shared responsibility for teaching and learning.

People

- Head Teachers build shared understandings of quality program development, assessment tasks and teaching and learning strategies and resources
- Deputy Principals build capacity to lead learning as a team
- Staff build their knowledge of evidenced based strategies to improve student outcomes through quality feedback
- Head Teachers enhance teaching and learning by building their capacity to provide quality feedback to staff
- Students will be engaged with teaching and learning programs that are purposeful and successful.


Processes


- HT CLN develop an implementation plan which is evaluated annually
- Head Teachers share program development, assessment tasks and teaching and learning strategies and resources
- Deputy Principals leading learning as a team
- HT Collegiate Leadership Networks, mentored by a Principal and/or Deputy Principal
- Head Teachers maintain focus on collaborative programming for the new curriculum
- Annual T5 shared T3 SDD workshops
- Establish a Teach Meet program for T5 and our partner schools


Product & Practices









































- CLN plan produced and evaluated annually
- Collaborative programs shared
- Corporate marking develops consistent teacher judgement informed by BOSTES standards and exemplar scripts
- T5 joint SDD workshops and Teach Meet sessions focus on professional sharing around the use of effective instructional strategies
- T5 focus on collaborative programming, evidence based teaching and learning strategies including quality feedback to students
- Teach Meet program

Strategic direction 1: Building shared professional practice MILESTONES

Off track 

Implementation delayed 

On track 

2015	TERM 1		TERM 2		TERM 3		TERM 4	
PROCESS	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM
Professional Learning Teams Project Officer: Leisa & Greg	Planning for SDD commenced 				SDD workshop 13 July 9am – 12pm 	Follow up in T5 schools 	Sharing of progress through CLN meetings 	Outcomes 2015 Strategies implemented in T5 schools 
Teach Meet Project Officers: Leisa & Greg	Planning for 1 st Teach Meet event 		First Teach Meet conducted 		Review and consider process for sustainability 		Planning for 2016 	Outcomes 2015 implementation plan 2016 
Aspiring Leaders Program Project Officers: Karen, Leisa & Michael			Process development 		Proposal to T5 Principals 		Implementation plan in place, possible trial meeting 	Outcomes 2015 Program ready to commence 2016 
Enter the evaluation activity for this period								
[Establish a plan to evaluate Effectiveness]					SDD Evaluation conducted on SDD 		CLN Focus Questions 	Outcomes 2015 
Identify the resources required to achieve the above milestones								
[Monitor efficient and effective use of resources]					T5 combined funding source 			Outcomes 2015 

Strategic Direction 2: Student success as learners and leaders

Purpose	People	Processes	Product & Practices
<p>To provide opportunities for all students to achieve success academically, in the arts, sport and in leadership.</p> <p>Improvement Measures</p> <p>T5 excellence programs catering for the broad needs of T5 students</p>	<ul style="list-style-type: none"> • Student knowledge enhanced through academic extension workshops and curriculum options • HSC student gain understanding of practical performance best practice • SRC students build leadership capabilities • ATSI students engage in leadership and learning opportunities • GAT students are challenged through academic, sport and cultural opportunities • Staff strengthen knowledge of differentiated programs to extend GATs learning 	<ul style="list-style-type: none"> • T5 Curriculum Contacts collaborate and negotiate the delivery of a shared T5 senior curriculum options • T5 CLNs offer senior student study days • Collaborative marking of Trial HSC practical components • CAPA collegiate identifies combined opportunities for HSC practical works, performances and feedback • Establish a T5 SRC • T5 Aboriginal Education Team identifies strategic directions & opportunities • T5 GATs team develops policy and identifies professional learning for staff • T5 Premier Sport Leadership program • T5 provide opportunities for students showcase their talents in the arts and sport 	<ul style="list-style-type: none"> • T5 shared curriculum opportunities for students provided • Workshops for HSC students build knowledge and expertise for enhanced HSC achievement • HSC practical students have improved awareness of the standard across our schools • Coordinated T5 senior exam periods • T5 SRC develops and implements a strategic 3 year leadership plan • Strategic implementation of T5 programs for ATSI students • GATs programs implemented • Stage 5 students leading sporting opportunities for partner primary school students

Strategic direction 2: Student success as learners and leaders MILESTONES

Off track Implementation delayed On track

2015	TERM 1		TERM 2		TERM 3		TERM 4		
PROCESS	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM	
Enter the key milestones to monitor and track delivery of the outcomes									
T5 SRC Project Officer: Luke Bristow	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Operation charter, strategic directions identified <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	T5 plan finalised and organisation for sustainability finalised <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 T5 SRC structure in place for 2016 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
GATs & Aboriginal Education (AET) Teams T5 Principal: Leisa Conroy	GATs Chair: Kurstin Boyd AET chair: Jan Ryan <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Both teams set directions for 2015 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	AET maps and evaluate available ATSI programs <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	T5 Schools GATs plans updated <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	GATs initiatives identified AET initiatives identified <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 strategic directions guides 2016 T5 planning <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Premier's Sport Leadership Program Project Officer BPHS	Commitment by T5 and partner PS <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Initial training for PDHPE teachers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Implementation commences <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 Program in place for full implementation 2016 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Enter the evaluation activity for this period									
[Establish a plan to evaluate Effectiveness]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Identify the resources required to achieve the above milestones									
[Monitor efficient and effective use of resources]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Rural and Remote <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Premier's Sports Program <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Strategic Direction 3: Strengthening executive leadership

Purpose	People	Processes	Product & Practices
<p>To support leadership development through a culture of collaboration and teamwork</p> <p>Improvement Measures:</p> <p>T5 leadership teams have established effective and sustained partnerships</p>	<ul style="list-style-type: none"> • Principals and Deputy Principals strengthen collaborative leadership and support around T5 strategic directions and DEC reforms • Head Teachers have improved awareness of new directions that will impact on professional practice • Executive teams build shared understanding of managing teacher performance and the teacher professional standards • School Administrative Managers confidently prepare for implementation of LMBR Finance. 	<ul style="list-style-type: none"> • Principal meetings (twice per term) develop governance procedures • Principal and Deputy Principal leadership portfolios identified • Deputy Principal Collegiate meets week 4 of each term • Combined Principal and Deputy Principal meetings once per semester • CLN collegiates meet Week 6 of each term • Two executive afternoons held annually • Principal and Deputy Principal co-leadership of professional development opportunities and CLN mentoring • SAMs, through shared professional learning opportunities, gain knowledge of LMBR Finance implementation processes 	<ul style="list-style-type: none"> • T5 Strategic Plan • Improved leadership capacity and professional standards achieved • T5 priorities are underpinned by the work of executive teams • T5 CoS works together in a spirit of collaboration, sharing and commitment to all students • Professional learning for staff is tailored to identified needs in addition to emerging T5 and DEC directions • Executive afternoons focus on shared professional understandings and practice across T5 leadership teams

Strategic direction 3: strengthen executive leadership MILESTONES

Off track Implementation delayed On track

2015	TERM 1		TERM 2		TERM 3		TERM 4		
PROCESS	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM	MID TERM	END TERM	
Enter the key milestones to monitor and track delivery of the outcomes									
Executive Development Project Officers: T5 DPs and Ps	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Executive afternoon of 25 th March: Perform & Develop Framework <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Executive Afternoon 5 th August: Accreditation at higher levels TBC <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 Informed executive leading KLAs <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
T5 Strategic Plan Project Officers: Principals	2015 milestones mapped <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	T5 Promotional plan devised <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Professional learning audit <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Review progress and plan for 2016 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 2016 milestones in place <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Enter the evaluation activity for this period									
[Establish a plan to evaluate Effectiveness]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Survey of CLNs and DP on 2015 progress and future needs <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Identify the resources required to achieve the above milestones									
[Monitor efficient and effective use of resources]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	T5 Funding Source <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Outcomes 2015 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>