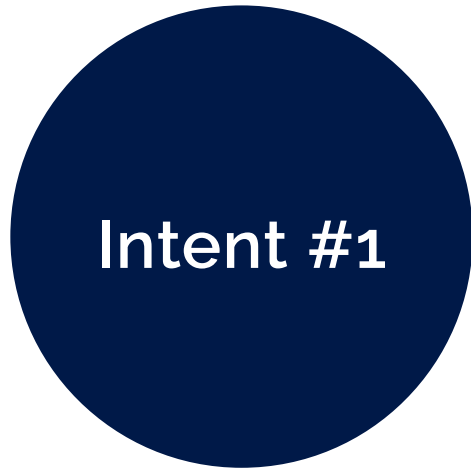




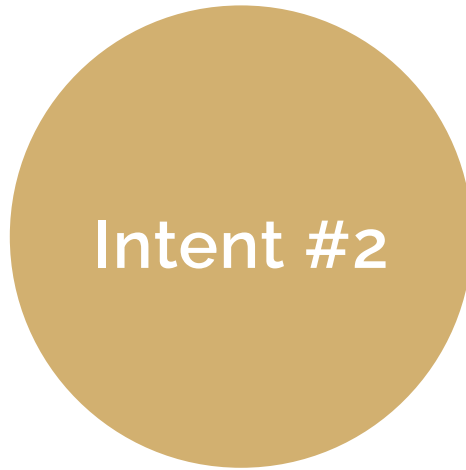
VICTORY EST. 1980 COLLEGE

Strategic Plan

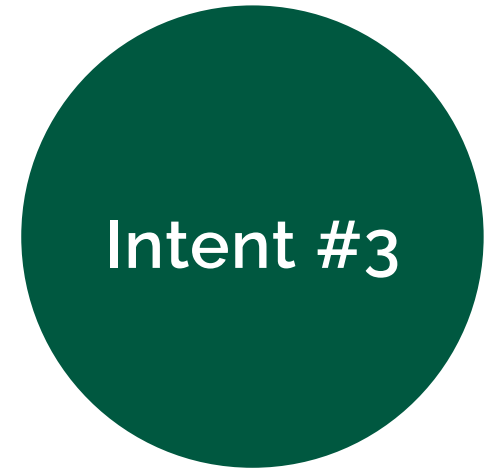
2021-2024



Excellence in
teaching and
leadership



Continue to build a
culture of honour,
service and
excellence



Continue to build
financial stability
and growth
sustainability

STRATEGIC INTENT #1	GOALS	TARGETS	KEY IMPROVEMENT STRATEGIES
<p><i>Excellence in teaching and leadership</i></p>	<ul style="list-style-type: none"> • Increase student learning outcomes • Teacher-centric performance review • Evidence-based teaching-PAT result, survey feedback, report information • Staff, parents and Student morale and welfare development 	<ul style="list-style-type: none"> • Every student is at or above student age and student reading and comprehension level (Idealistic Goal) • All teachers will be profiled and working at a standard that reflects excellence in teaching with clear positive performance standard reviews. • Data and Evidence compiled and disseminated to staff that graphs the continued improvement in all areas. • 90% satisfaction in the staff, students and Parent surveys. 	<ul style="list-style-type: none"> • Curriculum development and teacher training and development of Essential Skills in Classroom Management. • Staff profiling, mentoring and coaching development • Continued understanding of Evidence-Based teaching and Hattie effects sizes. • Development of Data sets for students and teachers. Learning progressions/Skill Matrix • Performance development through the Teaching and Learning Framework. • Working groups to develop areas to assist students and leadership opportunities with staff. <ul style="list-style-type: none"> - Fatherless generation - Christian Studies Empowering/Worldview/ Curriculum - Missions (intent #2) - Sporting Excellence - Extracurricular Activities (intent #2) - Curriculum development - Schoolbox LMS structured for learning • Looked at through the following lenses. <ul style="list-style-type: none"> - Christian Worldview - Excellence in teaching and leadership - Financial viability - Continued building of Honour Excellence and Service - Sustainability- not reliant on a person. - PD development and Professional reading.

YEAR IN PROGRESSION INTENT #1	YEAR 1	YEAR 2	YEAR 3
<p><i>Excellence in teaching and leadership</i></p>	<ul style="list-style-type: none"> • Appoint a Head of Teaching and Learning and Curriculum <ul style="list-style-type: none"> - Develop teacher monitoring tool - Profiling - Swivl mandatory - Focus Groups • Give staff leadership opportunities that are simple (leadership succession plan) • Appoint data analysis person to develop teacher-friendly evidence-based data <ul style="list-style-type: none"> - Use data effectively to inform teaching and learning • Profiling of teacher's with a completed professional development review and goals set for the year. • KPI of teaching staff-written and communicated to all staff. • Mentoring program with monthly meetings and checklist • Working groups develop programs linked to the curriculum and accessed through Schoolbox 	<ul style="list-style-type: none"> • Curriculum Learning progressions linked to units and relevant student topics, abilities, motivation and expectations in English and Maths. • Give staff leadership more opportunities that are simple (leadership succession plan) • Teachers are communicating and sharing data with students to review and understand their progress. • Mentoring of staff is continually improved so that staff can communicate as a critical professional friend. Policy reviewed and staff handbook reviewed to reflect changes and program development <ul style="list-style-type: none"> - Working group reports and reviewed and embedding of programs 	<ul style="list-style-type: none"> • Curriculum Learning progressions linked to units and relevant student topics, abilities, motivation and expectations in Science and Humanities • Teachers and Students through student lead conferences, communication data to parents to review and understand the students progress. • Staff mentoring report and review. • Consolidation of areas and reports on working group programs development of further three-year plans for working groups. • Give staff leadership opportunities that are simple (leadership succession plan)

YEAR IN PROGRESSION INTENT #2	YEAR 1	YEAR 2	YEAR 3
<p><i>Continue to build a culture of honour, service and excellence</i></p>	<ul style="list-style-type: none"> • Program/Certificate that embeds a required service expectations eight weeks committed service. • Teach students about the basics of honour (honouring leadership/public servants), HASS curriculum embedding, • Develop student leadership meeting dates. Program booklet developed. • Build the brand "School of Excellence, School of Choice." • Service and leadership opportunities • All staff and students have high expectations • Develop a service certificate expectation. – end of year excursion based on achievement. (1 term service x8 weeks) (Student leadership develop with staff) • Work on local mission work with students • Investigate mission work outside of Australia link with the school through CSA. • Program to identify what Honour looks like through the year levels 	<ul style="list-style-type: none"> • Increase community service with different community groups, • PD for students self-worth, • Continuous Christian living classes, • Continuous leadership training • Honour part of sporting team requirements to play. • Service Award development into community action. • Local and state Mission • International development organised for a trip for students and teachers. • Create a publication about the steps of the program and conduct research into its success 	<ul style="list-style-type: none"> • Incursions with different groups/ages students on self-worth teaching how to honour one another (honour amongst themselves) • Programs that reflect the honour of Men and the honour of omen taught and embedded into the learning. • Embedded community expectations • Traditional future of College service • Mission trips local and international established • Review program and research and adjust and improve accordingly.
YEAR IN PROGRESSION INTENT #3	YEAR 1	YEAR 2	YEAR 3
<p><i>Continue to build financial stability and growth sustainability</i></p>	<ul style="list-style-type: none"> • Business and/or Alumni links to the College through relationships building • Broader scholarship programs (art, sport, academic) will help attract sponsorship of local businesses • Up-skilling of staff to get a better understanding of how the bottom line comes about, early payment discount of fees in full by the end of Term 1 • Move overdraft over to a Line of Credit and reduce the month down to weeks or once a year (Christmas), 	<ul style="list-style-type: none"> • Social meetings of Business and Alumni • Scholarship reviewed and implemented with business support. • Staff up-skilling financial sessions a regular part of a term meeting. • Financial Officer to continue the reduction of overdraft to a line of credit. 	<ul style="list-style-type: none"> • Sponsorship from Business and Alumni • A clear set of scholarships with policies and sponsorship as a part of the yearly expectations. • Up-skilling set up as expected part of staff induction. • Financial Officer maintains balance sheets.

The following were in response to the Key Improvement strategies:

INTENT #1 - EXCELLENCE IN TEACHING AND LEADERSHIP		
PROGRESSION	ACTION	ACHIEVEMENT MILESTONES
YEAR 1 - 2021	<ul style="list-style-type: none"> • Mandated teacher self-reflection (mentoring and coaching) • Develop teaching monitoring tool KPI (mentoring and coaching) • Give staff leadership opportunities that are simple (leadership succession plan) • Using data effectively to inform teaching and learning (Use the data from PAT) 	<ul style="list-style-type: none"> • Swivl (Device to allow self-video recording of lessons) • Profiling • Focus group to trial the tool. Focus group includes: <ul style="list-style-type: none"> - 'At-risk' staff - High-fliers - 'Average' (baseline) • Staff leadership shown in event organisation, student programs, robotics etc., covers for duty – "success breeds success." • All staff trained to use PAT data, Brian Thomas
YEAR 2 - 2022	<ul style="list-style-type: none"> • Implement monitoring tool for all teachers (mentoring and coaching) • Give staff leadership more opportunities that are simple (leadership succession plan) • Using data effectively to inform teaching and learning (Use the data from PAT) 	<ul style="list-style-type: none"> • Works in conjunction with profiling and performance review (more responsibility is given after success last year) • All new staff trained to use PAT
YEAR 3 - 2023	<ul style="list-style-type: none"> • Evaluate and improve monitoring tool for all teachers based on previous years data (mentoring and coaching) • Give staff leadership opportunities that are simple (leadership succession plan) • Using data effectively to inform teaching and learning (Use the data from PAT) 	<ul style="list-style-type: none"> • Works in conjunction with profiling and performance review (more responsibility is given after success last year) • All new staff trained to use PAT • Data bank from previous years to improve learning

INTENT #2 - CONTINUE TO BUILD A CULTURE OF HONOUR, SERVICE AND EXCELLENCE

PROGRESSION	ACTION	ACHIEVEMENT MILESTONES
YEAR 1 - 2021	<ul style="list-style-type: none"> • Develop a service certificate expectation. – end of year excursion based on achievement. (1 term service x8 weeks) (Student leadership develop with staff) • Work on local mission work with students etc. Pray week. • Investigate mission work outside of Australia link with the school through CSA. • Honour Program linked to personal development, fatherless dads, and Christian Studies. 	<ul style="list-style-type: none"> • Certificate and requirements uploaded. • Mission outline for student outreach and events framework developed. Calendar events embedded into the Calendar. • Proposal for Overseas mission work discussed with CSA and organised as possible 2022-23 outreach. • Integrated learning module of 6 weeks developed for 2022 implementing.
YEAR 2 - 2022	<ul style="list-style-type: none"> • Service Program adjusted and improved. Marketed • Local Missions in school and out of school established as key areas - evaluation of main to continue with in the future. • Overseas mission fundraising and itinerary organised. • Honour Program released into the Christian Studies and Personal development program. 	<ul style="list-style-type: none"> • Review and adjustments of Service expectations. • Marketing involved in developing further. • Three regular local events or outreaches • Overseas mission fundraising and itinerary organised. Policies and Risk and itinerary Board approved. (Visit of destination leadership) • Feedback of program, rewriting where needed.
YEAR 3 - 2023	<ul style="list-style-type: none"> • Embedding of Service program. • Local promotion of activities and expanded influence • Mission trip • Honour Program published and working document 	<ul style="list-style-type: none"> • Clear College program published and embedded in College traditions and expectation. • Community feedback. • Mission report • Honour program published and reported to board.

INTENT #3 - CONTINUE TO BUILD FINANCIAL STABILITY AND GROWTH SUSTAINABILITY

PROGRESSION	ACTION	ACHIEVEMENT MILESTONES
YEAR 1 - 2021	<ul style="list-style-type: none"> • Business and/or alumni links to the College through relationships building • Broader scholarship programs (art, sport, academic) will help attach sponsorship of local Businesses • Up-skilling of staff to get a better understanding of how the bottom line comes about • Move overdraft over to a Line of Credit to reduce the month down to weeks or once a year (Christmas), 	<ul style="list-style-type: none"> • Alumni returning to College award night • Alumni Facebook, Instagram presence- historical photo • Show-jumping sponsorship of the event. • Staff financial session with Finance Officer term 2. • Reduce overdraft and build towards a line of credit.
YEAR 2 - 2022	<ul style="list-style-type: none"> • Social meetings of Business and Alumni • Scholarship reviewed and implemented with business support. • Staff up-skilling financial sessions a regular part of a term meeting. • Financial Officer to continue the reduction of overdraft to a line of credit. 	<ul style="list-style-type: none"> • Celebration event for Alumni and business leaders • Committee to look into scholarships and review and seek business support • Once a term, financial meeting communicate progress. • Positive progress in reduction of the overdraft.
YEAR 3 - 2023	<ul style="list-style-type: none"> • Sponsorship from Business and Alumni • Clear set of scholarships with policies and sponsorship as a part of the yearly expectations. • Financial Officer maintains balance sheets. 	<ul style="list-style-type: none"> • Min \$20,000 sponsorship of College through business or Alumni towards buildings, and scholarships. • Scholarships policy and requirements documented. • Financial Officer maintains a balance.