



BYRON COMMUNITY PRIMARY SCHOOL
Curious, creative learners

Strategic Plan

2017 – 2019

Byron Community Primary School

Our Vision Statement:

To be a leader in the provision of innovative and holistic education

To prepare children for their future social and educational opportunities and challenges

To enjoy strong connections within the school, local and wider communities

Our Mission Statement:

We...

Provide opportunities for students to explore and develop their full potential, both academically and socially through innovative teaching methodologies

Provide a safe, supportive and inclusive environment

Teach children to resolve conflict, make educated decisions and accept responsibility for their actions

Engender confidence, resilience, creative thinking, initiative and constructive communication skills

Our Values:

- Freedom with responsibility
- Realisation of academic potential
- For the love of learning
- Innovation & creativity
- Self awareness, respect and compassion
- Community participation

Strategic Goals

FOCUS AREA 1: SUSTAINABILITY

1.1	Financial sustainability
1.2	Optimising grant opportunities
1.3	Identifying profit growth objectives of 10%
1.4	Aligning BCPS with secondary schools that provide educational continuity
1.5	Communication with pre-schools to ensure BCPS remains top of mind as an excellent primary schooling option
1.6	Maintain enrolments with the focus of retention of students in years 5 & 6
1.7	Effectively address any issues by parents which are raised to staff or Board of Directors through policy and procedures
1.8	Employ and retain quality staff

FOCUS AREA 2: ACADEMICS

2.1	Clear communication internally and externally of the academic qualities of the school
2.2	Continuums – ensure each student's academic progress is clearly documented. Maintain best practice in measuring and recording learning outcomes.
2.3	Nurturing the creative, inquiring mindset of children to allow them to think laterally and learn in a progressive and innovative way.
2.4	Aligning parent's expectations for academic success with academic reporting methodologies – open communication between teachers and parents every day
2.5	Adherence to the NSW curriculum with extended learning opportunities to encompass STEAM and flexible teaching methods

FOCUS AREA 3: PREPARATION

3.1	Ensuring students are ready for high school both academically and emotionally
3.2	Teachers to keep up to date with relevant teaching methodologies
3.3	Welcoming new families into the school
3.4	Encouraging both students and staff to commit to execution and remain accountable

FOCUS AREA 4: COLLABORATION

4.1	Connections with the community
4.2	Work with credited experts
4.3	Staff collaboration
4.4	Ensuring the school's high esteem is upheld within the community

FOCUS AREA 5: WELLBEING AND SOCIAL/EMOTIONAL GROWTH

5.1	Ensuring students and staff have strategies to deal with stress
5.2	Ongoing support for our families
5.3	Balancing academic with social/emotional aspirations
5.4	Supporting staff and overall wellbeing of the team
5.5	Matching appropriate resources and support with individual needs of each child

BCPS ACTION PLANS

FOCUS AREA 1: SUSTAINABILITY

Goal 1.1		Financial sustainability			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Enrolment advertising	<ul style="list-style-type: none"> Targeted marketing around specific enrolments Ensure BCPS is represented positively by engaging PR and collaborating with high profile community influencers 	<ul style="list-style-type: none"> Ongoing Ongoing 	\$4000	Principal, Finance, PR Principal, Finance, PR	
2. School fees as sponsorship (2 part payment)	<ul style="list-style-type: none"> Investigate the legality and feasibility of combining fee with sponsorship to raise fee based funding Present proposal to Board of Directors Explore the idea with the auditors 	<ul style="list-style-type: none"> 2017 	N/A	Finance, Principal	
3. Alignment of fees for 2018-2019 to reflect incremental staff increases and other increases in operating costs	<ul style="list-style-type: none"> Prepare a financial estimate for 2018-2019 to ensure fee structure is balanced against operating costs Board of Directors to review estimates and set fees for 2019 	<ul style="list-style-type: none"> 2017 - 2019 	N/A	Finance Board of Directors	

Goal 1.2		Optimising Grant Opportunities			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. To receive \$20,000 a year through different grants	<ul style="list-style-type: none"> Advertise to parent body the opportunity for parent contribution role as grant researcher/writer for full year commitment Maintain subscription to the Grants Hub Grant researcher/writer to report monthly to Board of Directors on opportunities Board of Directors to identify and delegate grant application process according to the nature of the grant 	<ul style="list-style-type: none"> 2017 - 2019 	\$1000	Parent Board of Directors Teachers	

Goal 1.3		Identifying profit growth objectives of 10%			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Keep costs under control	<ul style="list-style-type: none"> Review profitability performance and prepare report for the Board of Directors for each board meeting 	<ul style="list-style-type: none"> Ongoing 	N/A	Finance	
2. Student numbers above 100	<ul style="list-style-type: none"> Proactive Marketing 	<ul style="list-style-type: none"> Annually 	See 1.1.1	Finance & PR	
3. Staff to allocate class budgets wisely	<ul style="list-style-type: none"> Diligence 	<ul style="list-style-type: none"> Ongoing 	N/A	All	

Goal 1.4		Aligning BCPS with secondary education schools that provide a natural flow			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Create an ambassador within the school	<ul style="list-style-type: none"> Principal to greet and meet the high school principals 	<ul style="list-style-type: none"> Each term make contact with 	N/A	Principal	

	<ul style="list-style-type: none"> Investigate options for leadership forum 	catholic/ government schools		
2. Ensure we are participating in any transition programs with high schools	<ul style="list-style-type: none"> Communicate with all secondary schools at the start of term 1 and again in term 3 	<ul style="list-style-type: none"> Terms 1 and 3 of each year 	N/A	Principal Whales teacher
3. Ensure parents are informed of high school choices	<ul style="list-style-type: none"> Start of every year Principal and Belinda contact high schools for their latest prospectus Term 3 parent information night for Whales 	<ul style="list-style-type: none"> Start of every year Term 3 	N/A	Principal, Admin Principal Whales teacher

Goal 1.5	Communication with pre-schools to ensure BCPS remains top of mind as an excellent primary schooling option			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Nurture relationships with all preschools	<ul style="list-style-type: none"> Dolphins Teacher to visit 	<ul style="list-style-type: none"> Ongoing 	\$1000	Dolphins Teacher
2. Enrolment packs to all local preschools	<ul style="list-style-type: none"> Dolphins Teacher to deliver 	<ul style="list-style-type: none"> Term 2, yearly 	\$400	Dolphins Teacher, Admin
3. Kindergarten class to visit the preschools	<ul style="list-style-type: none"> Arrange specific day in term 3 to visit top 3 preschools 	<ul style="list-style-type: none"> Term 3, yearly 	\$500 for bus costs	Dolphins Teacher, Dolphins Assistant
4. Older classes to visit Cavanbah preschool to read and share their love of books	<ul style="list-style-type: none"> Whales to visit 	<ul style="list-style-type: none"> Term 1, yearly 	N/A	Whales Teacher, Principal

Goal 1.6	Maintain and grow intake of enrolments in the years 5 & 6			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Targeted marketing (limited spaces available)	<ul style="list-style-type: none"> Echo advertising Website advertising 	<ul style="list-style-type: none"> Mid year 	See 1.1.1	PR, Principal
2. Marketing focus on the Whales programs – Becoming A Teenager, bands, End Of Year Performance	<ul style="list-style-type: none"> Communication of Becoming A Teenager , music program, End Of Year Performance, language and specialist teaching as a strength 	<ul style="list-style-type: none"> Ongoing 	See 1.1.1	PR, Principal
3. Launch the Makerspace	<ul style="list-style-type: none"> Launch the makerspace – after school walk through with presentations by teachers in 2017 	<ul style="list-style-type: none"> End of term 1, 2017 	See 1.1.1	PR, Principal

Goal 1.7	Effectively address any issues by parents which are raised to staff or Board of Directors			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure 100% response rate to all issues raised with outcomes being recorded	<ul style="list-style-type: none"> Grievance policy and procedure update– parent teas (maybe rename) All parent issues to be communicated to the Board of Directors with outcomes documented. 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal
2. Accurate communication of grievance/parent input	<ul style="list-style-type: none"> Generate a form to document key aspects of each issue. Present consolidated list of communication at board meetings 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal

Goal 1.8	Employ and retain quality staff			
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Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Attracting the best candidates for employment opportunities	<ul style="list-style-type: none"> Maintaining best practice in recruitment policy and remuneration packaging 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal
2. Maintaining quality staff	<ul style="list-style-type: none"> Supporting professional development opportunities for staff 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal
	<ul style="list-style-type: none"> Fostering a supportive and inclusive culture of innovation and best practice 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal

BCPS ACTION PLANS

FOCUS AREA 2: ACADEMICS

Goal 2.1	Clear communication internally and externally of the academic qualities of the school			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure BCPS clearly defines to all stakeholders it's academic platforms	<ul style="list-style-type: none"> Communication of academic key outcomes at staff meetings and staff development days Ensure prospectus features clear information about the academic program at the school 	<ul style="list-style-type: none"> Ongoing 	N/A	Teachers/Principal PR

Goal 2.2	Continuums – ensure each student's academic progress is clearly documented. Maintain best practice in measuring and recording learning outcomes.			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Each child to have a learning continuum which is shared between staff	<ul style="list-style-type: none"> Create a template indicating key elements of their learning continuum Ensure each child's abilities are clearly communicated to all staff 	<ul style="list-style-type: none"> 2017 	N/A	Principal and all teachers

Goal 2.3	Nurturing the creative, inquiring mindset of children to allow them to think laterally and learn in a progressive and innovative way.			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure all classes have at least 3 sessions a week in flexible learning groups	<ul style="list-style-type: none"> Engage in makerspace, genius hour, project based learning 	<ul style="list-style-type: none"> 2017 	N/A	Principal and all teachers

Goal 2.4	Aligning parent's expectations for academic success with academic reporting methodologies – open communication between teachers and parents every day			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Clear communication of learning outcomes between staff and parents	<ul style="list-style-type: none"> Class meetings (parent information sessions) each semester with the focus on learning outcomes Parent teacher interviews each semester Individual progress charts 	<ul style="list-style-type: none"> Ongoing 	N/A	All teachers

Goal 2.5	Adherence to the NSW curriculum with extended learning opportunities to encompass STEAM and flexible teaching methods			
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure NSW curriculum specifications are met or exceeded.	<ul style="list-style-type: none"> Ensure reporting of academic performance clearly aligns to curriculum guidelines/measurables. 	<ul style="list-style-type: none"> 2017 	N/A	Teachers

FOCUS AREA 3: PREPARATION

Goal 3.1		Ensuring students are ready for high school both academically and emotionally		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure we are participating in any transition programs with high schools	<ul style="list-style-type: none"> Communicate with all secondary schools at the start of term 1 and again in term 3 	<ul style="list-style-type: none"> Terms 1 and 3 of each year 	N/A	Principal Whales teacher
2. Educate the year 5/6 students about the challenges in high school	<ul style="list-style-type: none"> Introduce a series of classes to discuss and roleplay some key concerns for transition into high school incorporating the following topics – <ul style="list-style-type: none"> Exams and how to prepare for them How to manage anxiety around academic testing, mindset Demystify high school Becoming a teenager and moving into high school 	<ul style="list-style-type: none"> Term 3 	N/A	Whales Teacher/Principal
3. Ensure strategies are in place for the parents to support their kids (academically and wellbeing) and manage their individual needs	<ul style="list-style-type: none"> Parent information session at the start of the new 'Becoming a Teenager' program 	<ul style="list-style-type: none"> Term 3 	N/A	Whales teacher/Principal/School Counsellor

Goal 3.2		Teachers to keep up to date with relevant teaching methodologies		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Optimising effective choice of professional development opportunities	<ul style="list-style-type: none"> 2017 – assessment, differentiation, STEAM, mindset/mindfulness 	<ul style="list-style-type: none"> 2017 ongoing 	\$19000	Principal
2. Introduce new platforms for professional development	<ul style="list-style-type: none"> Teachers to share new teaching/learning resources during curriculum development meetings 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal and all staff
3. Use social media in a positive way e.g.mystery classroom	<ul style="list-style-type: none"> Staff to use twitter #BCPS and join in global learning activities Staff to encourage students to tweet using a class account using #BCPS 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	All staff

Goal 3.3		Welcoming new families into the school		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Have a welcome committee – one parent from each class	<ul style="list-style-type: none"> Principal to communicate the idea to parents and ask for volunteers Principal to meet with welcoming committee and put a plan in place 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Principal, parents, Admin
2. Welcome/enrolment pack	<ul style="list-style-type: none"> Asking particular parents to buddy up with new families Add a personal letter from child's new buddy and family using kids cards 	<ul style="list-style-type: none"> 2017 ongoing 2017 ongoing 	\$500 N/A	Welcoming committee Admin Principal
3. Ensuring parents are able to communicate with each other	<ul style="list-style-type: none"> Update the parent lists every term and distribute Ensure parent reps are 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Admin Admin

	aware as soon as new families start in their class	<ul style="list-style-type: none"> • 2017 ongoing 	N/A	
4. Update enrolment policy and procedure to include what happens after enrolment acceptance	<ul style="list-style-type: none"> • Parents to be included in the newsletter list • Invite to like us on Facebook • New families to receive enrolment pack • K2 enrolments -orientation invite to include information meeting for parents with a groupcoffee outing 	<ul style="list-style-type: none"> • At enrolment • At enrolment • At enrolment • At enrolment 	N/A N/A N/A \$100	Admin Admin Admin Admin

Goal 3.4		Encouraging both students and staff to commit to execution and remain accountable			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1.Ensuring completion of class programs for each term with relevant outcomes being met.	<ul style="list-style-type: none"> • Clear documentation of program assessment targets with measurable outcomes 	<ul style="list-style-type: none"> • Ongoing 	N/A	Teachers/Principal	
2. Establish a set of individual student goals with clear learning and personal objectives	<ul style="list-style-type: none"> • Formulate a template that teachers can use to document setting and achievement of goals. 	<ul style="list-style-type: none"> • 2017 Ongoing 	N/A	Teachers	

BCPS ACTION PLANS

FOCUS AREA 4: COLLABORATION

Goal 4.1		Connections with community			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. To have 5 stories per year in the local papers to cover key events – End of Year Performance, community involvement in NAIDOC, Tournament of the Minds, Remembrance Day	<ul style="list-style-type: none"> • Identify the most influential news stories • To share school calendar of important events with PR • Staff to be able to email PR with info about their classes 	<ul style="list-style-type: none"> • Ongoing 	N/A	Principal, PR	
2. Sponsor an award at local sport club presentations – best and fairest award (\$50 sports voucher)	<ul style="list-style-type: none"> • Approach the Byron Bay football club 	<ul style="list-style-type: none"> • Early 2017 	\$50	Principal, Finance, PR	

Goal 4.2		Work with credited experts			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Collaboration with Association of Independent Schools specialists to maximise opportunities for staff development	<ul style="list-style-type: none"> • Book in 4 sessions a year 	<ul style="list-style-type: none"> • 2017 ongoing 	STEM budget/grant budget	Principal, Finance	
2. Engage specialist teachers and resources to stimulate learning opportunities	<ul style="list-style-type: none"> • Organise - world of maths, wheelchair roadshow, robotics workshop 	<ul style="list-style-type: none"> • Ongoing 	\$1000 per term	Principal, Finance	

Goal 4.3		Staff collaboration			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Peer observation	<ul style="list-style-type: none"> • Staff to take part in online observation and feedback AIS course • Peer observation to be held once every semester • Observation to include video 	<ul style="list-style-type: none"> • 2017 term 1 • Ongoing • 2017 ongoing 	\$1125 N/A N/A	Principal and teaching staff All classroom staff Teaching staff	

	and effective feedback			
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Goal 4.4		Ensuring the school's high esteem is upheld within the community			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
2. Participate in key community ceremonies	<ul style="list-style-type: none"> Presence at Remembrance Day, NAIDOC, World Peace Day and other key non political events 	<ul style="list-style-type: none"> Ongoing 	N/A	Principal	
3. Engage with the elderly in our community	<ul style="list-style-type: none"> Visit Feros at least twice a year 	<ul style="list-style-type: none"> Ongoing 	N/A	Principal Music Contractor	
4. Reaching out to community groups	<ul style="list-style-type: none"> Identify some key community groups that would benefit from our involvement (eg, Byron hospital, Summerland house etc) 	<ul style="list-style-type: none"> Ongoing 	N/A	Principal Board of Directors	
5. Volunteering and participation in community events	<ul style="list-style-type: none"> Byron triathlon, Bangalow BBQ and bluegrass festival, Splendour etc 	<ul style="list-style-type: none"> Ongoing 	N/A	Board of Directors	
6. Respecting the Bundjalung community and aligning indigenous events and integration in our learning program	<ul style="list-style-type: none"> Regular communication with Delta and Arakwal community 	<ul style="list-style-type: none"> Ongoing 	N/A	Principal	
7. Participation in local arts events	<ul style="list-style-type: none"> Identify key events for participation – Ocean Shores arts/Tweed Heads regional gallery, musical opportunities, busking events etc 	<ul style="list-style-type: none"> Ongoing 	\$500	Creative and Performing Arts	

BCPS ACTION PLANS

FOCUS AREA 5: WELLBEING AND SOCIAL AND EMOTIONAL GROWTH

Goal 5.1		Ensuring students have strategies to deal with stress			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Mindfulness	<ul style="list-style-type: none"> Two short sessions a day for all classes 	<ul style="list-style-type: none"> Ongoing 	N/A	All class teachers	
	<ul style="list-style-type: none"> Incorporate some different activities and techniques 	<ul style="list-style-type: none"> Ongoing 	N/A	All class teachers	
2. Physical activity	<ul style="list-style-type: none"> Establish a dedicated resource (sports coordinator) to ensure a broad approach to physical activity is paramount in the school including team sports/individual activities Provide an opportunity for children to release physical energy outwith those 2 dedicated sports hours 	<ul style="list-style-type: none"> Ongoing 	N/A	Personal Development, Health and Physical Education coordinator All class teachers	
3. Develop a structured program K – 6 in mindfulness and mindset	<ul style="list-style-type: none"> Develop a scope and sequence for each year group 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Class teachers	
4. School Counsellor to present relevant discussions in newsletter	<ul style="list-style-type: none"> Incorporate into facebook and general newsletter 	<ul style="list-style-type: none"> Monthly basis 2017 ongoing 	N/A	Counsellor	

Goal 5.2		Ongoing support for our families			
Measurable Objective	Action Plan	Timeframe	Budget	Who	
1. Dealing with critical incidents within our community	<ul style="list-style-type: none"> Write a critical incident policy 	<ul style="list-style-type: none"> 2017 ongoing 	\$400	Principal, Counsellor	

2. School party to continue	<ul style="list-style-type: none"> Continue with whole school party early term 1 Budget for this event 	<ul style="list-style-type: none"> Ongoing 	To be confirmed	Principal, parent reps Finance
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Goal 5.3		Balancing academic with social/emotional aspirations		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Ensure we have a fair balance between the academic learning and the social aspects of the school	<ul style="list-style-type: none"> EOYP, Lantern Night, School Party, Parents night out 	<ul style="list-style-type: none"> Ongoing 	Event budgets?	Principal, Finance

Goal 5.4		Supporting staff and overall wellbeing of the team		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Staff wellbeing	<ul style="list-style-type: none"> Ensure staff has access once per day to a private staff room 	<ul style="list-style-type: none"> Ongoing 	N/A	All staff
	<ul style="list-style-type: none"> Staff to organise regular catch ups/outings together 	<ul style="list-style-type: none"> Ongoing 	N/A	All staff
	<ul style="list-style-type: none"> Work with a yoga practitioner or fitness expert (possible parental contribution) 	<ul style="list-style-type: none"> 2017 Onwards 	N/A	Principal
2. Procedures in place for staff to access confidential support networks	<ul style="list-style-type: none"> Put forward a procedure to Board of Directors 	<ul style="list-style-type: none"> 2017 	\$1500	Principal, Parent

Goal 5.5		Matching appropriate resources and needs with each individual child		
Measurable Objective	Action Plan	Timeframe	Budget	Who
1. Identify Individual Learning Programs to address specific needs	<ul style="list-style-type: none"> Ensure continuation of assessment and referrals including initial assessment of any new students 	<ul style="list-style-type: none"> Ongoing 	N/A	Learning Support, Principal
	<ul style="list-style-type: none"> To ensure the continuation of a dedicated resource for learning needs 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	Board of Directors
	<ul style="list-style-type: none"> Contact Association of Independent Schools if any support is required 	<ul style="list-style-type: none"> Ongoing 	N/A	Principal
	<ul style="list-style-type: none"> STEM teacher to develop opportunities through STEM for learning extension 	<ul style="list-style-type: none"> 2017 ongoing 	N/A	STEM teacher
			<ul style="list-style-type: none"> 2017 ongoing 	Up to \$3000 per year