

PEOPLE
CHARACTER
LEARNING



STRATEGIC PLAN 2015 - 2017



 **Girton** Grammar
School Bendigo

PEOPLE | CHARACTER | LEARNING



INTRODUCTION

The Girton Grammar School Board has a commitment to see the School continue to develop and achieve excellence in both academic and co-academic areas of education in a caring Christian environment.

In support of this mission, this Strategic Plan identifies the key principles, issues and initiatives to be pursued over the next three years to address the School's needs, aspirations and support for its organisational activities.

A thorough understanding of the School and the Bendigo regional community, in which it operates, is fundamental to the design and delivery of policies and programs to achieve this outcome. This includes focussing on the School's overall wellbeing. In particular, this will include enhancing the ability of our students, parents, staff, carers, government and community partners to anticipate, manage, adapt and excel in changing conditions.

All those interested in Girton Grammar School's contribution to the wellbeing of individual students and the broader regional community are encouraged to read this Strategic Plan and contribute to its implementation.

Rob Ketterer
Chairman
Girton Grammar School Ltd.
March 2015

THE PURPOSE OF THE STRATEGIC PLAN

The Strategic Plan is designed to communicate broad directions concisely and clearly to the School community and stakeholders. It provides a set of intentions that describe the medium-term objectives of the School for each of the following four key strategic areas:

1. Curriculum and Co-Curriculum
2. Pastoral Care
3. Campus, Size & Facilities
4. Community

Each of the strategic intentions contains a key outcome and then is further elaborated into a number of key objectives which outline specific objectives to help the School achieve its strategic goals.

As a school we have to adapt to changing circumstances, while maintaining the capability and flexibility to see us through challenging times so we will be ready to address any challenges we face. This Strategic Plan embraces our School's Mission and Values and guides us in the implementation of our strategies with our colleagues, students and parents.

The objectives in this Strategic Plan represent the considered outcomes of discussion, debate and consultation within the School about its response to the many complex issues facing a modern school. This document does not aim to be exhaustive, but rather act as a general guide. It will be updated continually in response to important circumstances, opportunities and directions.

GUIDING PRINCIPLES

- The achievements and well-being of our students will always be the most important measures of the success of the School.
- The contribution to the success of the School made by students, parents, staff, board members and friends of the School is valued and recognised.
- Through collaborative efforts we will achieve success by adhering to the Mission and Values of our School. The Mission and Values document is available on the School website and forms the base upon which all major decisions are made.





MISSION AND VALUES

Girton Grammar School strives for excellence in both academic and co-academic areas of education in a caring Christian environment.

At Girton Grammar School we value:

LEARNING

- The striving for excellence in all endeavours
- Academic achievement
- Art, Music, Drama and cultural endeavours
- Sport and physical fitness
- The intertwined nature and importance of the Curriculum, Co-Curriculum and Pastoral Care
- A global perspective
- Lifelong learning and professional development
- The search for understanding and wisdom

CHARACTER

- Christian ideals
- Ethical behaviour
- Optimism and enthusiasm
- Fairness and sportsmanship
- Inclusiveness and empathy
- Personal integrity and honesty
- Self-discipline, accountability and self-belief
- Understanding, dignity, compassion and respect
- The recognition of responsibilities and their associated rights
- The highest possible standards of personal behaviour
- Persistence and resilience

PEOPLE

- The School as a community
- The individual
- The partnership between staff, students, families, alumni and benefactors.
- The important role of the family
- The history, traditions and culture of the School
- A sense of belonging to the broader community and involvement in community service
- The engagement between students of all ages
- The important role of the teacher

THE GIRTON STRATEGY

Since 1993, Girton Grammar School has pursued a highly differentiated, high quality, strongly branded strategy.

Key components of the strategy are:

- Striving for excellence. This is a direction, not a goal, because striving for excellence is ceaseless
- Character development based on the Christian ethic with emphasis on personal accountability, leadership through service, caring for people, respect for others, honesty and integrity
- Student leadership and community service
- Pastoral care of students based on the House system in the Senior School and individual classes in the Junior School.
- Employing, supporting, developing and retaining high quality staff
- Academic and co-academic achievement
- Provision of a quality campus, facilities and infrastructure
- Prudent financial stewardship
- Responsible corporate governance
- Strong and inspiring leadership from staff.

The academic curriculum is complemented by a diverse range of co-curricular activities including:

- Sport
- Music
- Drama and Dance
- Public Speaking
- Camps and Outdoor Education





MARKETING STRATEGY

Our marketing strategy has seven key components:

- Product** being the services we provide to our parents and the community
- People** being students, parents and families, staff, and our Board
- Place** being our location in central Bendigo servicing the wider community
- Price** being very competitive by industry standards
- Process** being the way we deliver our services
- Presence** being the presentation of our campus, staff and students
- Promotion** being our exposure to the market place

The success of our strategy is measured by the extent to which we deliver on our Mission and Values, the quality of the departing Girtonian, student numbers, community support and financial viability.



STRATEGIC INTENTIONS

A critical aspect of the Strategic Plan is the clear articulation of the strategic intentions for each of the four major aspects of School's structure, culture and operations, as outlined on page three of this document:

1. Curriculum and Co-Curriculum
2. Pastoral Care
3. Community
4. Campus Size and Facilities

CURRICULUM AND CO-CURRICULUM

- National Curriculum
- VCE
- VET
- Academic focus
- Multiple Learning Styles
- Cultural Pursuits / Performing Arts
- Sport / Health / Fitness
- Emotional Intelligence
- Excellent teaching and staff leadership

PASTORAL CARE

- Christian Environment
- Students
- Staff
- Parents
- House System
- Peer Support
- Leadership
- Professional Development

CAMPUS, SIZE AND FACILITIES

- Master Plan
- Buildings
- Grounds
- Maintenance
- Student numbers

COMMUNITY

- Service
- Marketing
- Communication
- Personnel management
- Succession planning

CURRICULUM & CO-CURRICULUM

Outcome:

To provide a high quality, focussed and sequential education to students from Preparatory to Year 12 which creates and inspires life-long learners.

Through the provision of fine teaching, excellent facilities and access to a broad range of technologies and learning styles, we aim to produce clear thinking and emotionally intelligent citizens who have integrity, confidence and a sophisticated world view.

Objectives:

- Continue a strong focus on academic achievement and tertiary education whilst incorporating the learning of life skills
- Investigate contemporary pathways across each stage of schooling to keep our curriculum broad and accessible to students with a wide range of learning styles and interests
- Implement the National Curriculum and government requirements
- Continue to harness technological developments, including information and communication technologies, to enhance the learning experiences of our students across all levels
- Continue to communicate clear expectations for methods of assessment and reporting
- Continue to ensure student participation in co-curriculum to encourage commitment, personal courage and leadership skills
- Continue to encourage student participation in and appreciation of Art, Music, Drama and cultural endeavour
- Continue the policy of having students participating in at least two co-curricular activities in the Senior School while strongly encouraging involvement by Junior School students
- Strive for excellence across all curricular and co-curricular activities
- Contribute to the growth and development of our teaching staff
- Increase opportunities to expand relationships with Sister Schools to increase an international perspective within the Girton community
- Seek to employ and retain the best possible staff
- Invest in the intellectual capital of the School





PASTORAL CARE

Outcome:

To provide pastoral care for students and staff, and support for parents, consistent with the caring Christian environment of the School.

Objectives:

- Continue to foster the physical, emotional, social, moral, spiritual and educational health and wellbeing of students and staff
- Continue to ensure students feel a sense of belonging within the larger School community through the House system and helpful and caring teaching support
- Educate students in an environment which will enhance their learning, personal development, emotional intelligence and interpersonal relationships
- Endeavour to encourage Girtonians to become well rounded people who can meet real world challenges working in accordance with our Mission and Values
- Encourage parental participation within our community and co-curriculum
- Be an "employer of choice" within the education community
- Ensure that our employment practices reflect the ethos of the School
- Contribute to the growth and development of our teaching staff by providing career development, relevant and up to date training and professional development opportunities
- Provide our staff with appropriate reward and recognition schemes
- Promote health and wellbeing strategies along with fair and appropriate facilities, remuneration, working conditions and pastoral care of staff
- Ensure we welcome all new families and promote the integration of new students and parents into the School
- Assist with the transition of parents and students from Junior to Senior School
- Assist with the transition of parents and students to life beyond Girton



CAMPUS, SIZE AND FACILITIES

Outcome:

Effectively manage and develop our financial and physical resources to meet current and future educational needs. Also allow for future optimal enrolments and plan to provide suitable and high quality facilities as demanded by growth.

Objectives:

- Develop, implement and regularly update the Master Plan to reflect the known and anticipated future needs of the School
- Continue to look for opportunities to improve our learning and recreational facilities
- Seek and use external funding opportunities
- Investigate the possibilities for services in areas such as pre-school programs and before-school care initiatives
- Look for opportunities to generate non-fee revenue over and above the operating costs of delivering educational programs to fund the capital works development plan and educational initiatives
- Ensure current facilities are maintained and upgraded
- Improve operational efficiencies for both Junior and Senior schools by preparing and planning to minimise complexities such as road crossings
- Ensure prudent management of debt and capital formation
- Ensure the long-term financial position of the School

COMMUNITY

Outcome:

To provide excellence in education while encouraging our students in the development of their own potential as citizens and active members of the community.

Objectives:

- Maintain and further develop the brand and excellent reputation of Girton in the community
- Continue to develop our House system as a key foundation of maintaining a sense of community and culture
- Encourage the celebration of diversity of culture, including indigenous and international cultures and develop opportunities for interaction with schools and communities in other countries and other cultures
- Promote school programs that encourage and facilitate a positive contribution in the local and global community
- Enhance and improve communication strategies so that:
 - new ways are developed to generate and promote support within the school
 - the wider community becomes increasingly aware of and engaged with the School
 - internal communication systems and practices are improved and implemented
- Continue to work with the broader community including participation in community service
- Continue community partnerships with sporting, arts and cultural initiatives





105 MacKenzie Street Bendigo Victoria 3550
Telephone (03) 5441 3114
Email reception@girton.vic.edu.au
www.girton.vic.edu.au