STRATEGIC PLAN
2024 – 2029

FOREWORD

The College Board are very pleased to be able to commend the Peregian Beach College Strategic Plan 2024 - 2029 to you. This Plan builds upon our previous five-year Plan. With many of the objectives reflective of the previous plan

This document is the result of an extensive consultation phase that sought the views of staff, students, parents, and the extended College community in an open-ended process.

This five-year plan provides a clear mandate for the Board to continue to serve the Peregian Beach College community in enhancing the educational outcomes for all of its students. The community of the College has identified the College's future broad directions and suggested specific new initiatives that will guide and inform the College in meeting the needs of its community.

Our strategic planning facilitator assisted the College Board by distilling the essence of the views of all of the stakeholders and proposing the four Key Result Areas listed below.

1. The Educational Environment

2. College Community Care

3. Leadership and Management

4. Communication and Public Relations

For each Key Result Area, the scope, outcomes, performance measures and new initiatives have been identified.

This Strategic Plan will guide the College during the next five years. The Board through the College staff will inform the College community regularly about the progress of the Strategic Plan. We wish to thank all of the participants in the formulation of our plan for the future.

VISION

Our vision is to be one of the leaders in independent education in Queensland

MISSION

Our mission is to enable each of our students to realise their full academic, social, cultural sporting and community potential, and to assist them in becoming valued members of their communities.

PRINCIPLES AND VALUES

The following principles and values guide all we do at Peregian Beach College:

INCLUSIVITY:
We are a friendly and inclusive College. We value each individual member and welcome all families.

EXCELLENCE:
We encourage our students to be persons of integrity, who realise their potential, and strive for excellence.

SERVICE OF OTHERS:
We foster service of others by way of educational experiences that are based on justice and compassion.

REFLECTIVE PRACTICE:
We encourage students, staff and families to reflect on the contemporary world in the light of social justice as the basis for individual and community growth.

NON-RELIGIOUS STATUS:
We publicly promote the status of the College as a non-religious institution that is willing to accept students of any faith.

STRATEGIC DIRECTION

Our strategic direction is based on two key themes:

1. **Developing and building on the College's achievements and distinguishing characteristics.**

   Key aspects will be:

   - Being a leader in education in Queensland through the enhancement of the holistic development of each student.
   - Introducing new ways to meet the individual needs of each student.
   - Caring for staff and increasing our focus on staff health, wellbeing and professional formation.
   - Energising the curriculum
   - Focusing the College's strengths - academic, musical and sporting and enhancing facilities.
   - Enhancing the diversity of the school community, the involvement of families, and the bonds and life-long friendships between students.
   - Further enhancing communication and consultation with families, staff, students, and the local community.
   - Enhancing the development of the relationship between Sunshine Coast Sports Club in the attraction of Elite Sports persons to the College.

2. **Opening Peregian Beach College to partnerships with the wider community to deliver new opportunities for our students.**

   Key aspects will be:

   - Embracing Peregian Beach College's geographic location, maximising the use of the College as a community resource.
   - Developing business and service partnerships to extend learning opportunities for College students.
   - Developing alternative funding sources to assist the College.

CHALLENGES

The key challenges for the College over the coming years will be to:

- recognise, and respond to the pressures on students, staff and families;

- continue to deliver resources and development of the built environment to allow the College to realise its growth potential;

- create effective communication and consultation for all members of the College community;

- ensure the school remains affordable, while meeting parent expectations;

- keep abreast of, and maximise the benefit from, externally instigated curriculum changes; and to

- avoid complacency, maintain relevance and always strive to improve.

KEY RESULT AREAS

The delivery of the Strategic Plan is based on four Key Result Areas:

1. The Educational Environment

2. Student Nurturing

3. Leadership and Management

4. Communication and Public Relations

The scope, outcomes, performance measures and new initiatives have been identified for each.

Key Result Area 1:
THE EDUCATIONAL ENVIRONMENT

Scope

This Key Result Area includes teaching and learning, curriculum and co-curricular activities, educational facilities, professional formation of staff, school structure, and educational partnerships.

Outcomes

This Key Result Area aims to achieve the following outcomes:

- Recognition of Peregian Beach College as a leader in education in Queensland.
- The holistic development of each student.
- Students who achieve their full potential to provide choices and opportunities for the future.
- Teachers who are experts in students' education and dynamic facilitators of student learning.
- A wide range of learning opportunities attuned to individual student needs that challenge students to think critically, solve problems and be independent learners.
- Continued growth of Student numbers.

Performance Measures

The following information will assist us to assess progress towards the achievement of the Outcomes for this Key Result Area:

- Trends in student outcomes across all areas of development (using evidence-based research).
- Level of satisfaction of families, students and staff with the learning environment.
- Level of student participation in the full range of school activities.
- Level of staff participation in professional development activities.
- Trends in enrolment enquiries and enrolment levels.
- Growth in number of Students in the Sports Academy.

New Initiatives

Initiative	Timeframe	Responsibility
1.1 Leadership in Education		
1.1.1 Continue with the operation of a working group to foster research and best practice in education and to implement new initiatives from this research.	2024 - 2029	Principal
1.1.2 Build on Existing process for staff to share best practice already happening in the school.	2024 -2029	Principal
1.2 Energising the Curriculum		
1.2.1 Implement software-based programmes to assist with Curriculum development	2024 - 2029	Principal
1.2.2 Continue to Increase cohesion across learning areas to enable dynamic achievement of cross-curricular outcomes.	2024 - 2029	Principal
1.2.3 Support all staff in enhancing literacy generally, but also implementing new initiatives, including software, to assist in improved literacy.	2024 - 2029	Principal
1.2.4 Explore alternatives for timetabling and meetings to maximise learning outcomes for students.	2024 - 2029	Principal
1.2.5 Continue to advance the partnership with Sunshine Coast Sports Club to enhance educational opportunities for Elite Sports persons.	2024 - 2029	Board
1.2.6 Fully implement the Curriculum Framework across the College.	2024 - 2029	Principal

	Initiative	Timeframe	Responsibility
1.2.7	Involve students in extending the range of programs and activities.	2024 - 2029	Principal
1.3 School Structure			
1.3.1	Continue longer term planning for the College to become an accredited Elicos Centre.	2024 - 2026	Principal
1.3.2	If feasibility is satisfactory make an application to become an accredited International College.	2026	Principal
1.4 Career Guidance			
1.4.1	Continue the expansion of the Career Guidance Role.	2024 - 2029	Principal
1.5 Infrastructure Development			
1.5.1	Continue the Infrastructure programme for the development of improved Educational and Sporting facilities.	2024 -2029	Board
1.6 Stewardship of the Natural Environment			
1.6.1	Continue the exploration of the opportunity to purchase (and or Lease) additional land from the adjoining landowner.	2024 – 2029	Board
1.6.2	Continue the development of environmental support programme e.g. the continued expansion of the solar power system, along with supporting batteries.	2024 - 2029	Board

Initiative	Timeframe	Responsibility

1.7   Professional Formation of Staff
 	
    1.7.1   Introduce a staff performance management process, including:
    • Researching best practice.
    • Introducing a system that matches the needs of individuals and the aspirations of the College.
    • Recognising and reviewing extra curricular teaching load commitments.
    • Establish a staff performance Assessment model
	2024 - 2029	Board/Principal

Key Result Area 2:
COLLEGE COMMUNITY CARE

Scope

This Key Result Area focuses on care of students, staff and families and includes the specialist roles of the Board and Principal, Director of Studies, Classroom Teachers and Teacher Assistants

Outcomes

This Key Result Area aims to achieve the following outcomes:

- Students feel valued, known and cared for; and have strong self-esteem and leadership opportunities.
- Students feel safe in their school environment.
- Students respect the dignity of all people..
- Students are people of character who are independent, committed and compassionate, and have the courage of their convictions.
- Staff are cared for and supported.
- The endeavours and contribution of students, staff and families are recognised and celebrated.

Performance Measures

The following information will assist us to assess progress towards the achievement of the Outcomes for this Key Result Area:

- Level of satisfaction of students, staff and families with care at Peregian Beach College.

- Level of utilisation of student welfare programs and resources.

- Level of antisocial behaviour (using evidence-based research).

- The extent of leadership opportunities for students.

- Level of participation in school activities.

New Initiatives

Initiative		Timeframe	Responsibility
2.1	**Student Welfare Programs and Structure**		
2.1.1	Continue the Investigation of the best practice in provision of care.	2024 - 2029	Principal
2.1.2	Utilise specialist software to aid in reporting student welfare and record keeping.	2024 - 2029	Principal/IT Manager
2.1.3	The continued review and enhancement of the anti-bullying policy, with input from the student body.	2024 - 2029	Principal
2.2	**Student Leadership**		
2.2.1	Review existing leadership structures and create new opportunities for student leadership.	2024 - 2029	Principal

Initiative	Timeframe	Responsibility
2.3 Caring for Staff		
Appoint an HR Admin Officer.	2024	Financial Controller/Board/ Principal
2.3.1 Keep staff informed about the Contact Officer and external support agencies.	2024 – 2029	Principal
2.3.2 Ensure regular staff meetings with input from staff as to issues of concern.	2024 - 2029	Principal

Key Result Area 3:
LEADERSHIP & MANAGEMENT

Scope

This Key Result Area includes the management of staff, finances, buildings, grounds, facilities and information; governance; risk management, policy; administration and management of change.

Outcomes

This Key Result Area aims to achieve the following outcomes:

- Alignment with the objectives of the College
- New staff are warmly welcomed and inducted into the school community
- Staff regard Peregian Beach College as a rewarding place to work.
- The long-term financial viability of Peregian Beach College.
- The relative affordability of Peregian Beach College is maintained.
- Effective use of physical resources to achieve learning outcomes.

Performance Measures

The following information will assist us to assess progress towards the achievement of the Outcomes for this Key Result Area:

Level of compliance with:
- Staff:
  o Level of staff satisfaction with the working environment.
  o Level of applications for staff positions.
  o Level of female staff applications for senior positions.
  o Level of staff turnover.
- Financial:
  o Yearly surpluses.
  o Level of fees.
  o Student numbers growth.
- The extent to which annual maintenance objectives are met.
- The extent to which operational and financial risk management objectives are met.

New Initiatives

	Initiative	Timeframe	Responsibility
3.1 HR Management			
3.1.1	Provide enhanced promotional opportunities and career paths for teachers, including review of middle management tenure.	2024 – 2029	Principal
3.1.2	Review administrative and technical support structures and new software.	2024 – 2029	Board/Principal/IT Manager
3.1.3	Consider innovative methods of increasing staff participation in College activities.	2024 – 2029	Board/Principal
3.2 Financial Sustainability			
3.2.1	Develop and continue to operate Annual budgeting.	2024 – 2029	Board/Financial Controller
3.2.2	Strong Board direction as to priority areas of expenditure	2024 – 2029	Board/Financial Controller
3.2.3	Develop strategies for new income streams.	2024 – 2029	Board/Financial Controller
3.2.4	Ensure that the College retains sufficient cash reserves.	2024 – 2029	Financial Controller/Board
3.3 Buildings and Grounds			
3.3.1	Finalise latest version of Master Plan	2024 – 2029	Board
3.3.2	Continue development of Infrastructure priorities (including sports facilities).	2024 – 2029	Board/Principal
3.3.3	Continued acquisition of adjoining land	2024 - 2029	Board

		Timeframe	Responsibility
3.3.4	Carry out development of Infrastructure in accordance with Master Plan	2024 – 2029	Board/Principal
3.4 Information Management			
3.4.1	Review of asset management software.	2024 – 2029	Board/IT Manager

Key Result Area 3:
LEADERSHIP & MANAGEMENT (cont.)

New Initiatives

Initiative		**Timeframe**	**Responsibility**
3.5 Asset Management			
3.5.1	Refine processes for asset tracking.	2024 – 2029	Financial Controller/Board
3.6 Strategic Plan			
3.6.1	Review management and reporting processes for the implementation of the strategic plan.	2024 – 2029	Board/Principal
3.6.2	Ensure the strategic plan is regularly communicated to the Peregian Beach College community promoted on the College website	2024 – 2029	Principal

Key Result Area 4:
COMMUNICATION & PUBLIC RELATIONS

Scope

This Key Result Area includes communication with staff, students, families, benefactors and the wider community; stakeholder relationships; parent involvement; publications, media and website; Open Day and fundraising.

Outcomes

This Key Result Area aims to achieve the following outcomes:

- Greater awareness in the wider community of Peregian Beach College's values and achievements as an independent school.
- Effective communication that is integral to all activities at the College.
- A cohesive College community with shared ethos and values.
- Strong parent involvement in the life of the school.
- Access to a wide range of business partnerships, networks and resources to create opportunities for College students.

Performance Measures

The following information will assist us to assess progress towards the achievement of the Outcomes for this Key Result Area:

- Level of satisfaction of students, staff, families with communication.
- Level of access to the College website.
- Level of parent involvement in the school.
- Level of attendance at Open Days.
- Level of enquiry for enrolment.
- Level of fundraising and access to alternative sources of funds.

New Initiatives

Initiative		Timeframe	Responsibility
4.1 Public Relations			
4.1.1	Review and enhance Public Relations practices and Public Relations position.	2024 – 2029	Board
4.2 Communication Strategy			
4.2.1	Review the strategy for internal and external communication, including: • Enhanced ways of informing parents about curriculum and reporting changes. • ICT requirements to deliver the communication strategy.	2024 – 2029	Principal
4.2.2	Continue review of exit interviews for families, students and staff to gain planning data.	2024 – 2029	Principal
4.2.3	Review the process of informing families who have been unsuccessful in gaining a place at the College for their child.	2024 – 2029	Principal
4.3 Parent involvement			
4.3.1	Work with families to review and enhance opportunities for their participation in the life of the school.	2024 – 2029	Principal