



# Helena College Strategic Plan 2021-2023



# Introduction

Helena College is committed to providing an enriching learning experience for all of our students. Across the College each day we strive to achieve our Mission through a learning programme which is designed to challenge and inspire students to be the best they can be, while being supported and cared for in a nurturing environment.

While we are proud of our school, as a learning organisation it is important that we take time to reflect on what we do, and continually look to ways in which we can improve. This Strategic Plan is a result of that process, and we would like to thank all those in the community, including students, parents, teachers, staff, the College Executive and the College Council for their input into the development of this plan.

This Strategic Plan provides a roadmap for the school community in setting and communicating the strategic direction of the College over the 2021-2023 period. We are confident that as we implement this plan, we will further fulfil our Vision of Helena College being a school where all students can enjoy success and flourish as individuals. We thank you for your continued support and welcome your involvement as we move forward into this next exciting phase of our school's development.

Peter Coombs  
Principal



Ty Theodore  
Council Chair



# Our Mission



01

To educate and inspire students to be the best they can be by providing a balanced focus on whole child development.

02

To be a school where students, teachers and parents actively engage as partners in the educational process.

03

To be a school with high expectations of learning and achievement by offering creative, engaging and challenging educational experiences in a nurturing environment.



# Our Vision

To be a school where students are inspired to be the best they can be; where they are encouraged to develop confidence, ability and passion to achieve their goals; and to have the skills and commitment to leave a positive footprint on the world.



# Our Values

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Integrity and responsibility

Inclusivity and participation

Caring and compassion

Respect for self, others and our surroundings

# Stakeholder Feedback



To guide the new Helena College strategic plan, we asked our parent and carer, employee, and student stakeholder groups for their input and feedback about important key areas of their experience at the school.

There was a total of 780 survey responses across the three respondent groups, with participants having their say about all aspects of Helena College.

The feedback was largely positive with over 80 per cent of parents and 78 per cent of students stating that they would recommend the College to others and 86 per cent of staff expressing their intention to stay working at the College.

The answers that participants gave to the rating items and the themes which emerged from their answers to the open-ended questions were considered in the development of six key focus areas.

These have been used to inform this strategic planning process and create the actions which will be taken to ensure that Helena College continues to be a school that meets the needs of its students and exceeds the expectations of families, employees, and the wider hills community.

We look forward to continuing the conversation with all of our stakeholders on a regular basis so that we can better understand your needs and continue to improve Helena College into the future.

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Our Strategic Intent 2021-2023 is to adopt a progressive approach, continuing to enhance our identity as a distinctive school which offers a cohesive, connected, and consistent K-12 student experience.

We will honour the culture of Helena College, while having a forward focus on preparing our students to succeed in the dynamic global environment.

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# Key Focus Areas

- 01 One School
- 02 Educational Excellence
- 03 Student Experience
- 04 Staff Experience
- 05 Community Connections
- 06 College Sustainability





# 01. One School

Create and enhance a Helena  
College K-12 identity.

## OUR STRATEGIES TO ACHIEVE THIS

**1.1** Develop and implement a process to ensure an articulated K-12 curriculum

**1.2** Review the organisational structure across the College to ensure educational excellence is prioritised

**1.3** Review policies and procedures across the College in order to establish consistency and maximise operational efficiencies

**1.4** Review the process of welcoming students into our College

## OUR EVIDENCE OF SUCCESS

**a)** A published K-12 curriculum

**b)** Establishment of One School initiatives

**c)** The continued retention of students across the College

**d)** Continuous listening surveys:

- One school culture themes identified
- Positive perceptions of school transitions



# 02. Educational Excellence

Continually assess and improve our educational programme offerings.

## OUR STRATEGIES TO ACHIEVE THIS

**2.1** Develop and implement a process for a regular and ongoing review of the K-12 curriculum

**2.2** Develop and implement a process for the integration of STE(A)M innovation and best practice across the K-12 curriculum

**2.3** Review our Language Acquisition programme to ensure we are meeting the needs of our students

**2.4** Review our course offerings in line with emerging trends and educational innovations to provide a variety of pathways for students

## OUR EVIDENCE OF SUCCESS

**a)** Optimal retention rates in Year 11-12

**b)** Continuous listening surveys:

- Alumni results indicate desired pathway achieved
- Positive family feedback regarding educational programme offerings
- Positive student feedback regarding educational programme offerings

**c)** Academic results:

- Improvement in ATAR results
- Improvement of NAPLAN results





# 03. Student Experience

Foster an inclusive environment where students are challenged, motivated and feel safe, heard, nurtured, encouraged and connected to the College.

## OUR STRATEGIES TO ACHIEVE THIS

**3.1** Ensure Child Protection policies, process and procedures continue to reflect best-practice

**3.2** Develop and implement a One School (K-12) student support, enrichment and wellbeing programme

**3.3** Seek to provide greater opportunities for students from across the College to voice their views

**3.4** Review and assess the offerings of extra-curricular clubs and activities across the College

**3.5** Develop and implement an effective careers guidance programme

## OUR EVIDENCE OF SUCCESS

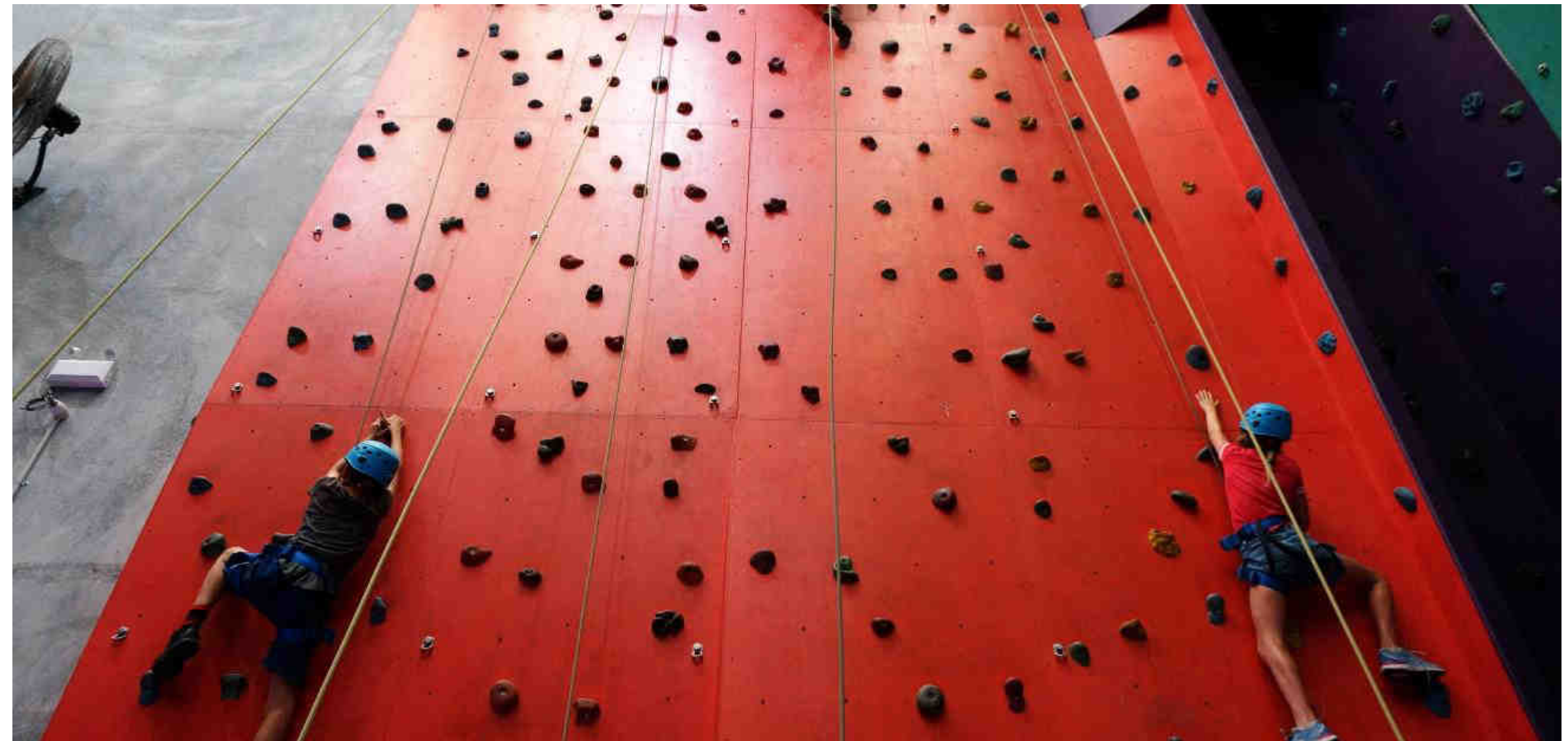
**a)** Achievement of full accreditation as a Child Wise School

**b)** Continuous listening surveys:

- Positive perceptions of student voice
- Positive perceptions of student experience
- Positive family perceptions of student experience (i.e., safety, sense of belonging, social experience, and wellbeing)

**c)** A formalised student support and wellbeing programme

**d)** A formalised careers guidance programme



# 04. Staff Experience

Foster an inclusive environment where our employees are challenged and presented opportunities, feel heard and connected to the College.

## OUR STRATEGIES TO ACHIEVE THIS

- 4.1** Develop and implement an ongoing programme for staff wellbeing across the College
- 4.2** Develop and implement a process to ensure timely and relevant professional learning
- 4.3** Encourage opportunities for One School staff engagement and collaboration
- 4.4** Develop a model to recognise staff excellence and achievements
- 4.5** Encourage staff involvement in school-wide decision-making processes

## OUR EVIDENCE OF SUCCESS

- a)** Staff are actively engaged in targeted professional learning
- b)** Continuous listening surveys:
  - Positive perceptions of employee voice
  - Positive perceptions of staff experience (i.e., wellbeing, professional learning, College culture and climate, communication, decision-making, and collaboration)
- c)** A formalised staff wellbeing programme





# 05. Community Connections

Fostering and maintaining connections with a range of stakeholders in the wider community.

## OUR STRATEGIES TO ACHIEVE THIS

**5.1** Assess and seek to improve communication and listening processes

**5.2** Foster positive relationships with the local community and external organisations

**5.3** Seek to create opportunities for families, alumni and the community members to increase their involvement across the College

## OUR EVIDENCE OF SUCCESS

**a)** Increase in the number of partnerships with local community groups and external organisations

**b)** Optimal parent attendance at College events

**c)** Increase in alumni database numbers

**d)** Continuous listening surveys:

- Increased response rate to alumni survey
- Positive family perceptions of communication processes
- Positive alumni and family perceptions of involvement with the College



# 06. College Sustainability

Build on the College's strong foundation and culture to secure the school for future generations of students.

## OUR STRATEGIES TO ACHIEVE THIS

- 6.1** Ensure the College is financially compliant and sustainable
- 6.2** Ensure continued strong governance accountability and focus
- 6.3** Develop a whole of school Strategic Infrastructure and Asset Management Plan
- 6.4** Review and promote the Helena College unique points of difference
- 6.5** Enhance and embed a risk management framework
- 6.6** Embed environmental and social responsibility across the College

## OUR EVIDENCE OF SUCCESS

- a)** Achieve compliance in financial auditing processes
- b)** Maintain optimal enrolment numbers
- c)** Increased referrals including multi-generational enrolments and repeat business
- d)** Formalise a Marketing and Promotional Plan
- e)** Continue to meet re-registration governance requirements
- f)** Formalise an environmental and social responsibility policy









*Bringing out the best together*