



'INSPIRE'

FREDERICK IRWIN ANGLICAN SCHOOL

A school of the Anglican Schools Association (Inc.)

STRATEGIC PLAN 2017 - 2020

'INSPIRE'

FOREWORD

It is with pleasure that we present our Strategic Plan (2017 – 2020) which has been developed to take our school forward over the next four years, again with purposeful direction, clear vision for the future, and aspirational yet attainable goals.

The Plan acknowledges and builds on past achievements, but recognises the imperative of having an effective blueprint for further success which will position our students well as we advance further into the 21st century and an increasingly globalised world. Now more so than at any other time in history, change is fast-paced and will continue exponentially to be so. It is for this future that we seek, through careful planning and the introduction of well-chosen initiatives, to prepare our students with the knowledge and skills they will need.

Our approach continues to be holistic as we focus on the development of the 'whole child'. While excellence in our 'core business' of teaching and learning will continue to be pursued as one of the elements that is highly valued, we also continue to strive to attain distinction through our pastoral care, co-curricular, faith-based and service learning programmes, all of which contribute towards inspiring our young people to achieve their personal best in all areas, as well as to be considerate, compassionate, well-rounded members of society.

The consultation phase of the Strategic Plan gave many members of our school community the opportunity to articulate their vision for our future direction. The School Council would like to thank the students, staff members and parents who participated for their time and for the careful thought that went into discussions in workshops and submissions through surveys. The continued contribution, involvement and support of all members of the school community will be both essential and much valued for the full implementation of the Plan, and we thank you in advance for this.

We are most also grateful to the Reverend Peter Laurence (OAM), Chief Executive Officer of the Anglican Schools Commission, and the Right Reverend Allan Ewing, Bishop of Bunbury, for their insightful contributions.

Council would also like to express its thanks to Dr Liz Pattison, who facilitated the development of the Plan. This is the second Strategic Plan on which Dr Pattison has worked with the School and we are once again most appreciative of the professional and inspiring manner in which she has led discussions and deliberations.

As we work through the implementation phase of the Strategic Plan (2017 – 2020), reports will be made regularly to School Council and the community will be kept informed in various ways. We look forward with excitement and confidence to working together to delivering on the Plan which is designed to inspire positive growth for Frederick Irwin Anglican School.

Ms Kerry Robertson
Principal

Mr Geoff McLarty
Chair of School Council

Quotes at the foot of pages were provided by students, parents and staff in the consultation stage of this strategic planning project.



OUR MISSION

To provide a quality, inclusive, caring Christian education which encourages each student to fulfil their potential.

OUR CORE VALUES

Respect

Responsibility

Honesty

Compassion

Courage

OUR VISION

As a school of the Anglican Schools Commission we are distinguished by our values, Anglican traditions, broad-based curriculum and holistic approach to education, with smooth transition for students from Kindergarten to Year 12.

Our students are inspirational young people who show their care and compassion for others, both within our community and beyond.

Our dedicated staff, progressive learning environment, and engaging programmes motivate our students to be confident of their own abilities and strive to achieve their personal best.

We promote academic achievement and each student is encouraged and supported to be a creative thinker and inquiring learner with a strong work ethic.

Our school community is inclusive and diverse. Our pastoral system, teacher/student relationships, peer support and friendly, welcoming culture provide a caring and safe environment for our students.

We focus on developing the 'whole' child and want all our students to acquire the skills, attributes and qualities to lead a fulfilling life and be good citizens of the 21st century, making a positive difference locally and globally.



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OUR STRATEGIC DIRECTION

'INSPIRE' is the theme of this Strategic Plan.

Over the next four years we will build on the strengths of our engaging learning environment, Anglican faith and supportive school community to inspire new levels of creativity and innovation which will enable each student to explore their unique gifts and talents and be the best they can be.

In this Strategic Plan, alongside continuing to develop and enhance every aspect of school life, we focus on major priorities which will shape the next four years at Frederick Irwin. Specifically we will:

- Introduce creative, innovative ways to enrich learning and develop confident, responsible students who are prepared for the future.
- Review our ATAR, VET, Sport and Co-curricular programmes and choices to best meet the needs of our students.
- Promote our professional learning community of dedicated staff who are leaders in their field.
- Foster mental health and wellbeing as a major focus of the school community.
- Engage the whole school community with our new Chapel as a sacred place of worship, celebration and reflection.
- Nurture compassion for others and environmental responsibility through a whole school service learning programme.
- Further develop effective two-way communication between parents and school.
- Provide effective, reliable information technology infrastructure to meet the needs of students, parents and staff.
- Align the Master Plan for buildings, grounds and facilities with the Strategic Plan.



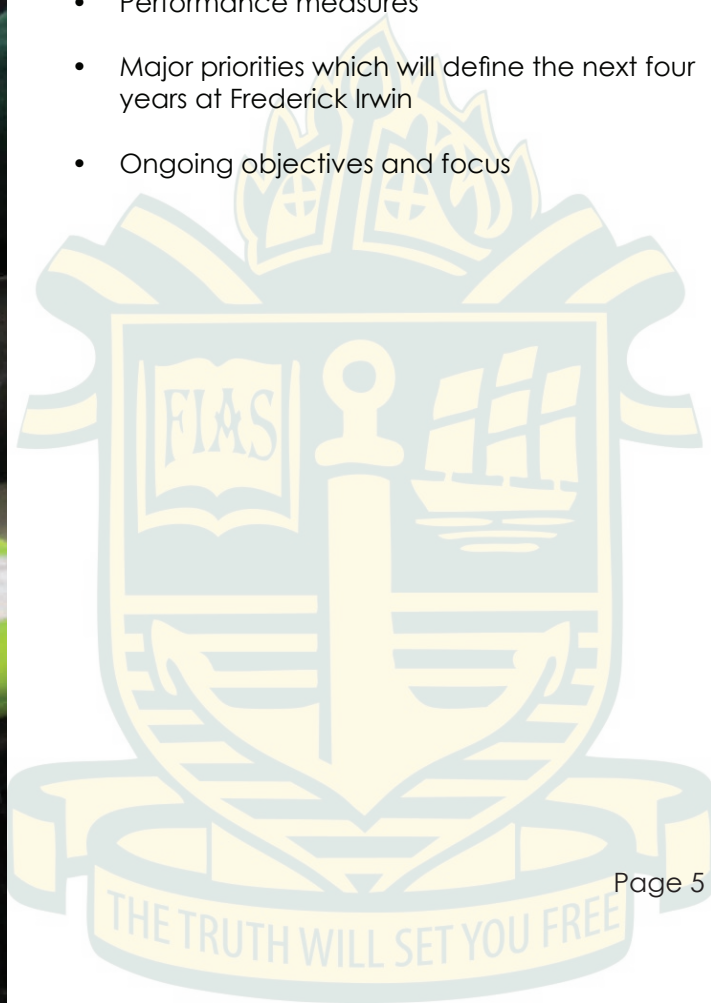
CORE ACTIVITIES

Our Strategic Plan is delivered through five Core Activities:

1. Teaching and Learning
2. Wellbeing and Pastoral Care
3. Faith and Spirituality
4. Community Relationships and Engagement
5. Leadership and Governance

For each we have identified:

- Goals
- Performance measures
- Major priorities which will define the next four years at Frederick Irwin
- Ongoing objectives and focus



'INSPIRE'

CORE ACTIVITY 1 TEACHING and LEARNING

Our Goal

To inspire students to be independent learners and creative thinkers with a life-long love of learning

Performance Measures

- Feedback from parents, students and community on teaching and learning.
- Student progress, outcomes and achievements.

Major Priorities which will define the next four years at Frederick Irwin

1. **Introduce creative, innovative initiatives that enrich learning and develop confident, responsible students prepared for the future.**

Scope

Explore and develop creative approaches to inspire our students and develop 21st century learning opportunities, including:

- Preparing students for a changing world where jobs, technologies and lifestyles may be very different to today.
- Establishing community links.
- Developing global knowledge and understanding through engaging relationships with other nations and cultures and worldwide connectivity.
- Embedding environmental sustainability and responsibility in the culture of the School.

2. **Provide the range of high quality courses and programmes that will inspire all students to reach their potential.**

Scope

Review, redefine and clearly communicate our objectives, approach, range of opportunities and priorities in relation to:

- ATAR
- VET
- General Courses / Endorsed Programmes
- Sport
- Co-curricular Programmes

3. **Promote a professional learning community of positive, motivated staff who are leaders in their field.**

Scope

Develop a leading-edge professional learning community characterised by:

- Staff who are reflective practitioners, setting professional goals, collaborating with colleagues and engaging in peer review.
- Staff who pursue career-long professional learning to be leaders in their field.
- Inspiring whole-school pedagogy which engages students and provides enriched learning opportunities.

Ongoing Objective

To continue to develop students as engaged learners, inspiring each other and striving to achieve their goals.

Focus

1. Continue to integrate:
 - inquiry based learning balanced with explicit teaching; and
 - core competencies in literacy and numeracy in the Primary School curriculum with flow on to Secondary School.
2. Further develop differentiation and personalisation of learning.
3. Continue to enhance education, inclusivity and support for students with diverse needs.
4. Further develop and introduce events to inspire students and showcase learning across the curriculum, e.g. Mathematics Days, Science Exhibitions, etc.
5. Review and further develop study skills programmes.
6. Review career advice and career path planning.
7. Continue to implement the Australian Curriculum.



“The relationship between older students and teachers is special. They are like a friend sometimes.”
(Year 12 Student)

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CORE ACTIVITY 2 WELL BEING and PASTORAL CARE

Our Goal

To inspire a supportive school community, caring for each other and working together to foster a culture of positive health and wellbeing

Performance Measures

- Feedback from parents, students and staff on pastoral care.
- Indicators of wellbeing of students and staff.

Major Priority which will define the next four years at Frederick Irwin

1. Support **mental health and wellbeing** as a major focus of the school community.

Scope

Develop a holistic framework and programmes for the mental health and wellbeing of our students and staff, including:

- Enhancing programmes that focus on social/emotional learning and skills.
- Continuing to develop students' knowledge and understanding of mental health and wellbeing.
- Providing professional development for staff in relation to fostering mental wellbeing and proactive early response to mental health risks.
- Continuing to develop caring relationships, empathy and mutual support across the school community.
- Developing relationships with professional services specialising in mental health of children and young people to provide the required level of access to psychologists / counsellors for our students.
- Hosting parent forums focusing on working together to foster mental health and wellbeing of students.

Ongoing Objective

To continue to create a welcoming, inclusive and supportive school community with pastoral care for students and staff.

Focus

1. Review and continue to develop our structure of pastoral care programmes to:
 - Ensure an integrated approach to wellbeing.
 - Consolidate evidence-based approaches to develop students' confidence, resilience, self awareness, self management and relationship skills.
 - Further develop the House System.
2. Seek innovative and creative ways to continue to develop an inclusive and mutually supportive culture for students and staff, including:
 - Students interacting and supporting each other within and across year groups and the House System.
 - Opportunities for students and staff to engage as a whole school.
3. Maintain a high standard of student behaviour and develop a shared understanding of our policies, ethos and approach across the school community.
4. Further develop ways to embed staff wellbeing as part of the school culture.
5. Further develop objectives, strategy and shared responsibility for effective two-way communication with and between staff.



“Students are very tolerant, inclusive and embracing of difference.” (Staff member)

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CORE ACTIVITY 3 FAITH and SPIRITUALITY

Our Goal

To inspire our students and the whole school community to grow in Christian faith, spirituality and service to others

Performance Measures

- Feedback from parents, students and staff on Faith and Spirituality at the School.
- Expressions of the Anglican faith as part of school life.
- The range of opportunities and extent of student engagement in service learning.

Major Priorities which will define the next four years at Frederick Irwin

1. **Involve and engage the whole school community with our new Chapel as a sacred place of worship, celebration and reflection.**

Scope

Explore ways to creatively engage in the exploration of faith and spirituality through the opportunities that the Rush Chapel and Elizabeth Irwin Centre present, including:

- Developing our faith as a whole school community (students, staff and families).
- Celebrating the sacraments.
- Promoting the Anglican identity of the School.

2. **Foster in our students compassion for others, environmental responsibility and a culture of service.**

Scope

Review, map and further develop our whole school service learning programme, linked to our Christian faith and values, with age-appropriate hands-on opportunities for all students:

- Going out into the community to serve others and care for the environment.
- Building relationships and participating in service learning opportunities with community organisations, Anglican agencies and parishes.
- Communicating and sharing our service learning across the school community and inspiring each other.
- Creating a life-long commitment to volunteer and make a positive difference in the world, locally and globally.

Ongoing Objective

To further enable students and staff to develop an understanding of the Christian faith and Anglican traditions, and to explore their own spirituality.

Focus

1. In association with Anglican Schools Commission further develop:
 - Induction for teachers in relation to the Anglican faith.
 - Opportunities for education in the Anglican faith for all staff.
 - Professional development to equip Religious Studies teachers to effectively teach the Christian faith in the Anglican tradition.
2. Enhance professional learning for Primary School teachers to integrate Christian beliefs, morals and ethics into programmes and classroom teaching.
3. Develop students' knowledge of other religions and pursue ways in which understanding and working together can build a better society.



“Teachers are always supportive and the School Chaplain has an excellent relationship with the students. They always feel safe and supported.” (Parent)

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CORE ACTIVITY 4 COMMUNITY RELATIONS and ENGAGEMENT

Our Goal

To inspire a vibrant school community with a strong sense of belonging and mutually beneficial relationships with the wider community

Performance Measures

- Feedback from parents, staff and community.
- Level of participation in activities involving the School and external community.
- Extent and outcomes of mutually beneficial partnerships and relationships.

Major Priority which will define the next four years at Frederick Irwin

1. **Achieve effective two-way communication and shared understanding with parents in order to work together to inspire and support each student to fulfil their potential.**

Scope

Develop a comprehensive Communication Strategy to enhance communication and engagement between the School and parents including:

- Enabling timely, effective two-way communication.
- Developing shared knowledge and understanding in areas such as:
 - o Teacher / parent communication objectives aligned to the core principles of developing students who are responsible, resilient and independent learners.
 - o Pedagogy, especially in relation to Walker Learning.
 - o Transition from Primary to Secondary School.
- Establishing effective and reliable technology to underpin our communication objectives.
- Researching best practice in organisational communication and continuing to develop strategies and skillsets.

"There is a willingness of the whole school community to help – students, staff and parents."
(Staff Member)

Ongoing Objective

To continue to develop and maintain valued relationships with parents and the wider community and active engagement with the life of the School.

Focus

1. Enhance opportunities for parent / family involvement with the School, including:
 - Seminars and forums.
 - Parent / student activities.
 - Social events for parents and grandparents.
 - Support for School clubs, sports and events.
 - Involvement through an expanded structure of Friends of Frederick Irwin.
2. Further develop our Community Relations Strategy to showcase our School in the community and bring the community to the School.
3. Increase the School's involvement in Peel District events and competitions.
4. Develop a 21st century model of Alumni as a dynamic subsection of the School.
5. Continue to build partnerships and relationships with the Anglican Schools Commission, ASC schools, the Diocese, Bishop and Anglican agencies.
6. Explore ways to enhance the inclusivity and diversity of the school community, aligned to Anglican Schools Commission objectives¹.



¹ASC Objectives:

Proactive outreach to create opportunities and an inclusive, supportive environment for:

- Low income families;
- Students with special learning needs;
- Students disadvantaged by distance;
- Students and staff with disabilities;
- Indigenous and refugee students and staff; and
- Students and staff who identify as LGBTI.

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CORE ACTIVITY 5 LEADERSHIP and GOVERNANCE

Our Goal

To provide inspirational leadership and governance, creating and enabling the vision and strategic direction for the School

Performance Measures

- Indicators of financial sustainability.
- Effective level of governance.
- Capacity to attract and retain high quality members of School Council.
- Capacity to attract and retain high quality staff.
- Successful implementation of the Strategic Plan.
- Achievement of School re-registration.

Major Priorities which will define the next four years at Frederick Irwin

1. Provide **effective information technology infrastructure** to meet the needs of students, parents and staff.

Scope

Further develop and implement a plan to establish reliable, effective information technology infrastructure including:

- Relocation of servers.
- Optic fibre cabling.
- IT equipment across the school for staff and students.
- Remote access for parent, students and staff.
- Speed of rollout.

2. **Align the Master Plan for buildings, grounds and facilities with the strategic direction of the School.**

Scope

Review the Master Plan and implementation timelines for buildings and grounds taking into consideration:

- Changes in pedagogy and requirements for learning areas and quiet spaces.
- Information Technology requirements.
- Bringing colour and vitality to the school grounds through artwork, interactive elements of the curriculum, playgrounds and nature play areas.
- Enhancing sporting facilities.
- Ongoing upgrade of buildings and amenities.
- Major new facilities coming onstream.
- Environmental sustainability.

Ongoing Objective

To continue to provide high standards of leadership and governance to ensure the School is sustainable, well managed and resourced and an employer of choice.

Focus

1. Review and enhance HR strategy including:
 - Professional learning opportunities for all staff.
 - Staff performance appraisal.
2. Realign financial plans and budgets to the Strategic Plan.
3. Streamline systems and processes for the administration of:
 - Teaching and learning.
 - School operations.
4. Continue to develop effective governance by School Council, including:
 - Identifying skills and expertise required on School Council and addressing gaps.
 - Developing succession plans.
 - Undertaking governance training.
 - Maintaining high standards in relation to policies, risk management, financial management and compliance.



"We value all the facilities – The Year 7 block which is really good for transition, the Library is a great place for studying and the Christian Studies Area with the new Chapel." (Years 7, 8 and 9 Students)



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