COUNTRY HOUSE SCHOOL

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COUNTRY HOUSE SCHOOL

SCHOOL IMPROVEMENT, OPERATIONS AND STAFF DEVELOPMENT POLICY

EFFECTIVE & ADOPTED	LAST REVIEWED
1 JUNE 2024	AUGUST 2024

GUIDELINES ON STRATEGIC PLANNING

1. **Mission and Vision:** Should guide the strategic planning process for each division.
2. **Divisional Goals and Objectives:** Identify the specific goals and objectives for each division within the school. These goals should be aligned with the overall mission and vision of the school, but tailored to the unique needs and priorities of each division.
3. **Divisional SWOT Analysis:** Conduct a SWOT analysis for each division to assess its strengths, weaknesses, opportunities, and threats. This will help identify areas for improvement and growth within each division.
4. **Divisional Strategies and Initiatives:** Develop specific strategies and initiatives to achieve the goals and objectives set for each division. These strategies should be tailored to address the unique challenges and opportunities facing each division.
5. **Resource Allocation:** Determine the resources needed to support the implementation of the strategic plan for each division, including budgetary considerations, staffing needs, and other resources required.
6. **Timeline and Milestones:** Establish a timeline with clear milestones for monitoring and evaluating the progress of the strategic plan within each division. Regular reviews and updates will ensure that the plan remains on track and adjustments can be made as needed.
7. **Communication and Collaboration:** Foster communication and collaboration between different divisions to ensure alignment and coordination of efforts. Regular meetings and updates can help facilitate information sharing and collaboration across divisions.
8. **Monitoring and Evaluation:** Implement a system for monitoring and evaluating the progress of the strategic plan within each division. Key performance indicators should be established to track the success of the plan and identify areas for improvement.

SWOT ANALYSIS

- **S**trengths can include resources, expertise, reputation, market position, or any other factors that contribute to the success of the organisation.
- **W**eaknesses can include limitations in resources, skills, processes, or any other factors that need improvement to achieve organisational goals.
- **O**pportunities can include market trends, technological advancements, changes in regulations, or other external factors that present new possibilities for growth and success.
- **T**hreats can include competition, economic downturns, changes in consumer behaviour, regulatory changes, or any other external factors that could threaten the organisation's viability.

QUESTIONS TO CONSIDER

ACADEMIC EXCELLENCE, RESOURCES, AND TECHNOLOGY

- What professional development opportunities can we provide for teachers to enhance their teaching methods and subject expertise?
- How can we integrate new technologies into the curriculum to support teaching and learning?
- Are there areas where we can improve assessment and feedback methods to better support student learning?

- Can we expand our extracurricular offerings to provide more opportunities for students to explore?
- How can we support student well-being and mental health in our academic programmes?
- Are there opportunities to upgrade or expand our library resources, including digital sources?
- Can we provide more resources for students with special needs or learning barriers and difficulties?
- How can we improve intervention, academic support services, such as tutoring or mentoring?
- Are there ways to increase parental involvement and engagement in academics and decision-making?
- Can we upgrade our technology infrastructure, such as Wi-Fi or device availability, to better support teaching and learning?
- How can we implement new educational software or tools to enhance student engagement and learning outcomes?

ADMINISTRATIVE AND DEVELOPMENT

- What processes can be streamlined or automated to reduce administrative burdens on staff?
- How can we improve communication and transparency with parents and the community?
- Are there opportunities to enhance our data management and analysis capabilities?
- Can we develop more efficient systems for managing finances, resources, and facilities?
- How can we build relationships with local businesses and community organisations to secure partnerships and resources?
- Are there opportunities to develop strategic plans for long-term growth and development?
- Can we improve our alumni relations and engagement?
- How can we enhance our school's reputation and visibility in the community?
- Are there ways to improve our environmental sustainability and reduce our carbon footprint?
- How can we improve our customer service and responsiveness to parent and community enquiries?
- Can we enhance our risk management and emergency preparedness protocols?
- How can we support diversity, equity, and inclusion initiatives in our administrative practices?

STUDENT SUPPORT, RESOURCES, AND OFFERINGS

- How can we provide more comprehensive mental health services and support for students?
- What additional resources can we offer for students with special needs or learning difficulties?
- How can we improve our counselling services and academic advising?
- Are there opportunities to enhance our student mentorship programmes?
- Can we provide more support for students' social-emotional learning and well-being?
- Can we provide more resources for students to support their academic success, such as tutoring or academic support?
- How can we improve our technology resources, including computer labs, devices, and internet access?
- Are there ways to enhance our facilities and physical environment to better support student learning?
- Can we provide more resources for students' extracurricular interests and passions?
- How can we improve our extracurricular offerings, including sports, clubs, and other activities?
- Are there ways to enhance our support for students' career development and tertiary readiness?
- Can we provide more opportunities for student leadership and engagement?

MARKETING AND FUNDRAISING

- How can we improve our website and social media presence to better showcase our school and engage with our community?
- Are there opportunities to develop more effective branding and messaging to differentiate our school and attract new students?
- Can we leverage storytelling and testimonials to share the impact and value of our school?
- How can we better use email marketing and newsletters to keep our community informed and engaged?

- Are there ways to improve our event marketing and promotion to increase attendance and visibility?
- What are the most effective ways to cultivate and steward relationships with donors and sponsors?
- Can we develop more creative and impactful fundraising campaigns and events?
- How can we leverage social media and online platforms to amplify our fundraising efforts?
- How can we better use data and analytics to inform our marketing and fundraising strategies?
- Are there ways to improve collaboration and coordination between the PTA committee, marketing and fundraising teams?
- Can we develop more effective metrics and evaluation methods to measure the success of our marketing and fundraising efforts?

PROFESSIONAL DEVELOPMENT AND TRAINING OF STAFF

- What are the most pressing training needs for our staff, and how can we address them?
- Can we provide more opportunities for staff to attend conferences, workshops, and other external development opportunities?
- How can we foster a culture of continuous learning and improvement within our staff?
- Are there opportunities to develop mentorship programmes or coaching initiatives to support staff growth?
- Can we improve our evaluation and feedback processes to better support staff development?
- What are the most effective formats and delivery methods for staff training (in-person, online, hybrid)?
- Can we develop more tailored training programmes to meet the specific needs of different staff roles or departments?
- How can we incorporate more hands-on, experiential learning opportunities into our training programmes?
- Can we improve our tracking and documentation of staff training and development activities?
- How can we ensure that our professional development and training efforts are aligned with our school's strategic goals and priorities?
- Are there ways to increase staff engagement and participation in professional development and training activities?
- Can we develop more effective methods for evaluating the impact and effectiveness of our staff training and development initiatives?

HEALTH AND SAFETY

- What measures can we take to promote student and staff physical health and wellbeing?
- How can we support students' mental health and reduce stress and anxiety?
- Are there opportunities to provide access to health services or counselling on campus?
- How can we ensure that our school environment is clean, safe, and free from hazards?
- Are safety protocols we put in place in case of emergencies such as fires or lockdowns effective?
- How can we ensure that our school is secure and free from threats such as violence or bullying?
- Are there opportunities to conduct regular safety drills and training for staff and students?
- Are there ways to increase student and staff awareness of health and safety issues and promote responsible behaviour?
- Do we have partnerships with local health and safety organisations to provide resources and support?
- How can we ensure that our health and safety policies and procedures are regularly reviewed and updated?

DIVISIONS OR DEPARTMENTS

1. ACADEMIC EXCELLENCE, RESOURCES, AND TECHNOLOGY

- Focus on improving academic performance, curriculum development, and resource allocation
- Enhance curriculum relevance and rigour
- Improve teacher quality and instructional practices
- Increase access to resources (e.g., textbooks, digital tools, libraries)
- Leverage technology to support learning (e.g., online resources, educational software)

2. ADMINISTRATIVE AND DEVELOPMENT

- Focus on improving school administration, management, and development
- Streamline administrative processes and procedures
- Enhance leadership and management capacity
- Foster a positive school culture and climate
- Develop strategic plans for school growth and improvement

3. STUDENT SUPPORT, RESOURCES, AND OFFERINGS

- Focus on improving student support services, resources, and programmes
- Enhance student counselling and guidance services
- Increase access to support services (e.g., mental health, academic support)
- Develop and expand extracurricular programmes and activities
- Improve student engagement and motivation

4. MARKETING AND FUNDRAISING

- Focus on improving school marketing, communication, and fundraising efforts
- Develop a strong school brand and identity
- Enhance communication with stakeholders (e.g., parents, community)
- Increase fundraising efforts and secure resources
- Build partnerships with local businesses and organisations

5. PROFESSIONAL DEVELOPMENT AND TRAINING OF STAFF

- Focus on improving staff capacity and professional growth
- Provide high-quality professional development opportunities
- Enhance teacher and staff training and support
- Foster a culture of continuous learning and improvement
- Develop leadership capacity among staff members

6. FURNITURE, FITTINGS, BUILDINGS, AND INFRASTRUCTURE

- Focus on improving the physical learning environment and infrastructure
- Upgrade and maintain school facilities and buildings
- Enhance classroom design and layout
- Improve access to technology and digital resources
- Ensure safety and accessibility in school facilities

STAFF DEVELOPMENT POLICY

AIM: This policy aims to support the ongoing growth and development of our staff, enhancing their capacity to deliver high-quality education to our students. To avoid the "I've been teaching this for years" mindset, and instead to embrace continuous learning and collaboration.

SACE & CPTD:

We will maintain pace with South African Council for Educators (SACE) requirements and Continuing Professional Teacher Development (CPTD).

CHS PRIORITISES EFFECTIVE TEACHER DEVELOPMENT THROUGH COLLABORATIVE PROGRAMMES THAT:

1. Focus on content knowledge
2. Appraisal or developmental body recommendations
3. Provincial or national Department of Education recommendations
4. Current school initiatives, needs, and issues

5. Staff developmental needs as a whole and individually
6. Alignment with the School Development Plan (SDP/SIP)
7. Relevance to participants' duties and capacity to apply skills learned
8. Encourage teacher collaboration (informal and formal)
9. Provide training, courses, coaching, mentoring and expert support
10. Offer feedback and reflection time for teachers to adjust their practice

These programmes respond to individual teacher needs.

CHS METHODS

1. INTERNAL QUALITY MANAGEMENT SYSTEM (IQMS) PROCESSES: Teachers reflect on their development needs and suggest continuing professional development training, ensuring targeted and relevant support.
2. ANALYSIS OF STUDENT ASSESSMENT RESULTS: Teachers take responsibility for student performance, recognising that poor results may indicate areas for improvement in their own teaching practices.
3. MODERATIONS: Class visits, pre, post, internal and external moderations are done regularly to ensure excellence in teaching and planning. Teachers interact with peers, fostering mutual benefits and a supportive community. Sufficient time and follow-up support are allocated for teachers to learn and implement new practices.
4. WEEKLY MEETINGS: Starting the school day half an hour earlier or later. Teachers receive continuous guidance to implement new strategies and practices. Teachers are recognised as professionals and lifelong learners, taking ownership of their own personal growth and development.

PLANNING SESSIONS:

- Preparing and planning lessons, activities, and assessments for the upcoming day, week, month or term
- Strategising presentation methods and anticipating student responses
- Collaborating to ensure a common vision and goal
- Ensuring consistency and alignment across classes and grades

6. PROFESSIONAL DEVELOPMENT: CHS encourages attendance of termly subject cluster meetings hosted by the district developing subject matter expertise and teaching methods as well as internal training termly, either to enhance their knowledge or improve teamwork, staff relationships, collaboration and spirit of the school. Professional development is ongoing, accessible, and inclusive for all teachers. (termly calendar)
7. REFLECTIVE PRACTICE: Teachers and principals engage in honest self-reflection, acknowledging that student underperformance may be due to teaching strategies or techniques, rather than blaming external factors. To support teachers whose classes underperform:
   - Exposure to alternative teaching strategies
   - Coaching and mentoring
   - Targeted professional development opportunities
8. ANNUAL STAFF TRAINING WORKSHOP, which addresses:

- Orientation to the school's strategic plan and adaptations
- Training and development aligned with school expectations.

APPROVAL

ROLE	NAME	DATE
School Representative	Bonita Mellon	26 August 2025
SGB Representative	Anoeska De Villiers	26 August 2025