# Caloundra
## State High School

Lighting the way to broad horizons and bright futures
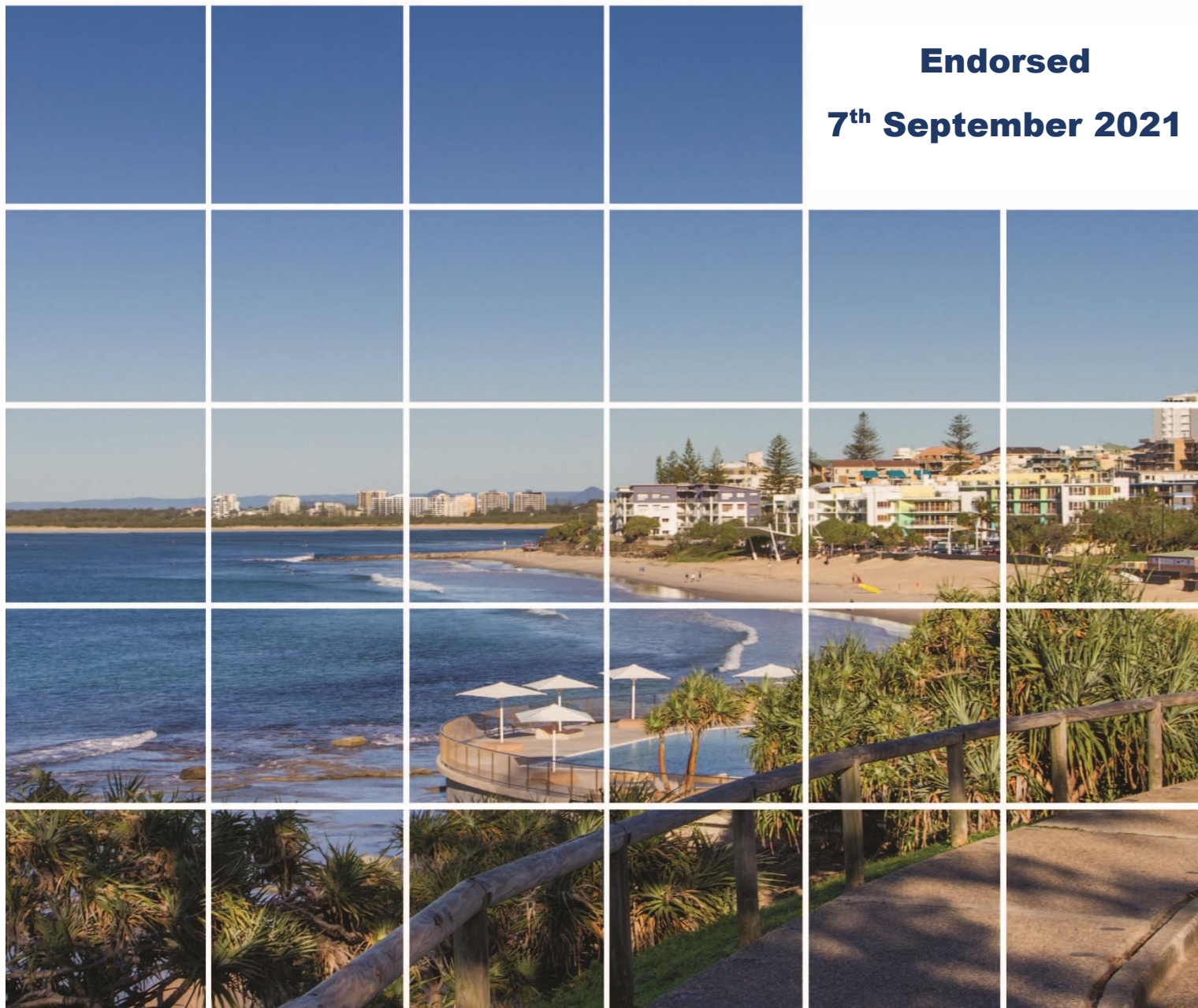
Caloundra State High School

Lighting the way to broad horizons and bright futures

**Endorsed**

**7th September 2021**

# SCHOOL COUNCIL HANDBOOK

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# *Introduction*

## VISION

Caloundra State High School is a future orientated school underpinned by traditional values, where individual student growth and personal achievements are celebrated alongside academic success – students are our number one priority.

Strong partnerships between students, staff, parents, industry and the broader community foster a sense of belonging and connectedness. Proactive leadership and dedicated staff, who value relationships with students, underpin a safe, positive and nurturing environment.

Our diverse, innovative and relevant curriculum combined with high expectations and clear responsibilities delivers educational excellence and encourages students to reach their full potential in academic and vocational outcomes.  With opportunities for cultural and sporting activities that leverage our unique location, the flexibility of our curriculum creates resilient, lifelong learners and global citizens.

For our students, Caloundra State High School is Lighting the Way to Broad Horizons and Bright Futures.  Together we imagine, believe and achieve.

## VALUES                 Respectful, Responsible and Prepared

## ROLE OF THE COUNCIL

The Caloundra State High School Council is the custodian of the direction and reputation of Caloundra SHS. It is a forum that plans and reviews the school's progress towards its vision.

The Council is constituted to improve student learning outcomes by helping to guide the strategic direction of the school.

To carry out this governance role, the Council needs to:

- Be well informed about the school.

- Share a vision for the school.

- Plan to develop strategic initiatives.

- Communicate effectively with the school.

- Represent the interests of the parties of which the elected members represent.

- Monitor the implementation of school policies and plans.

- Provide advice to the Principal on strategic matters.

This Handbook provides Councillors with information and ideas which will help the Council fulfil its constitutional role.

# *Guidelines for the functioning of the Council*

A process of collecting data and information followed by strategic planning and subsequent overview of implementation is required for the Council to achieve its long term goals.

The structured operating framework shown here is designed to:

- Enable all members to quickly engage in the important issues.

- Align with the structures/policies/priorities of State Schooling (Department of Education)

- Ensure that students, staff and parents have clarity about how to engage with the Council.

- Ensure that the strategic plan is ready to implement on time.

- Align the budget and school strategic processes to support the strategic plan.

A cyclic annual approach which involves a clear focus for the major item of business for each of the Council's four meetings is stated:
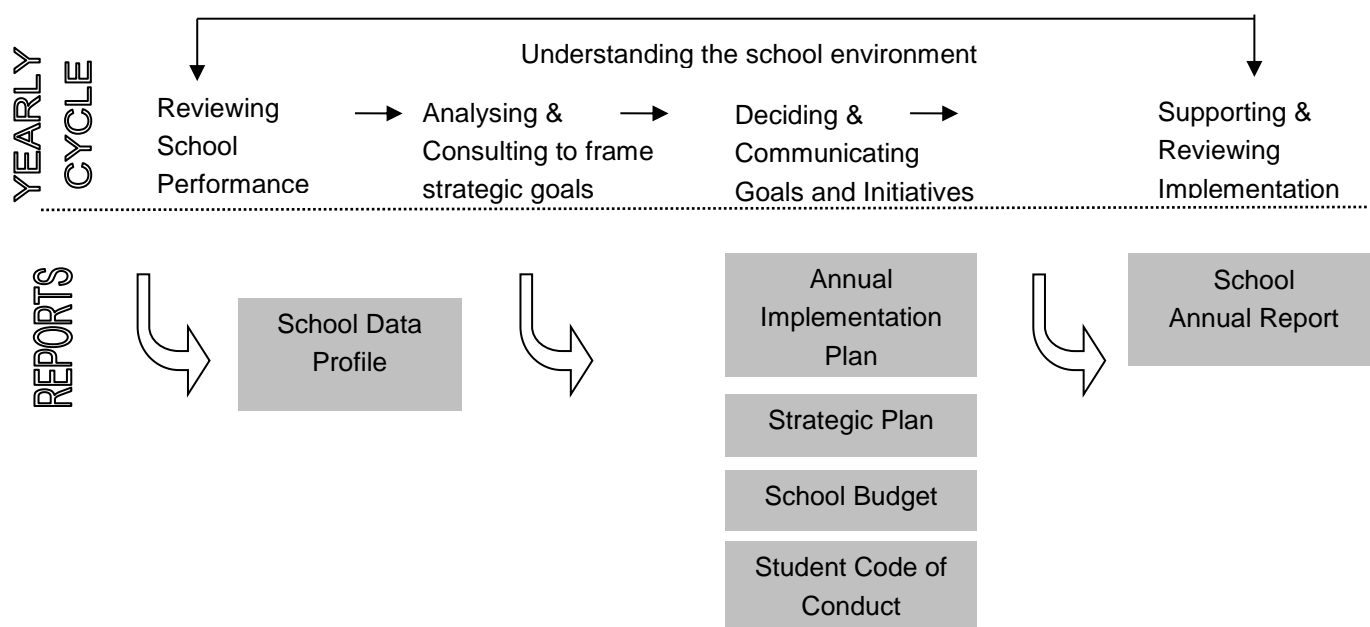


The major documents considered by the Council are:

- Quadrennial School Plan – School Strategic Plan

- The Annual Implementation Plan provides the focus to provide strategic leadership for the school and forms the basis of the School's quadrennial Strategic Plan.

- The School Data Profile that reviews the data on the school performance. This document is part of the Council's monitoring function.

- School Student Code of Conduct

- School budget

# 1. Understanding the School Environment

These are the practices that will facilitate the Council becoming well informed about the School.

**Focus:** **Reviewing and monitoring School Performance**

The purpose of this practice is to ensure that Council understands the school's position - strengths and weaknesses.

**Background:**

Caloundra State High School has many data sources from which to gauge how the school is progressing towards its goals (AIP and Strategic Plan). These data sources are the basis on which the council will draw conclusions, determine actions and prepare for the following year. Council needs to monitor this information in ways that satisfy the needs of all members of the school community.

Data for the review may include:
- School data profile
- Annual Implementation Plan
- School Strategic Plan
- School budget overview
- School Annual Report
- Enrolments/demographics
- Reports on specific initiatives

**Actions and Accountabilities:**

| Action | Accountability |
|---|---|
| Collate and present school information | Principal |
| Annual presentation and discussion of the School's performance | Principal |
| Ensure all members receive information at least one week prior to the meeting | Council secretary |
| Facilitate open discussion and identification of areas of focus | Council chair |

## 2. Developing the Strategic Documents

### a) Strategic Plan (every four years)

Setting strategic initiatives lies at the heart of the responsibilities of the Council and will involve a process of gathering information about potential goals and consultation about implications and priorities.

**Focus:**      **Analysing and Consulting to Frame Strategic Goals for the School**

The purpose of this policy is to ensure that Council takes account of all factors that impact on the School's performance.

**Background:**

The School is part of a broader environment and is an integral part of a local community.  It is subject to a structure of policies and governance at local, regional, state and national levels.  It is also responsible for understanding the global environment within which its students will become future leaders.  Council needs to not only understand these environments and trends, it also needs to understand educational research and practice, ensuring that students at Caloundra SHS achieve successful outcomes given the environment in which they live.

**Actions and Accountabilities:**

| Action | Accountability |
|---|---|
| Collect and present school parent priorities | P&C/parent representatives |
| Prepare and present an analysis of local community priorities and future impacts. | Appointed community members |
| Prepare and present an analysis of educational direction and policies. | Principal |
| Prepare and present analysis of broader global trends. | Chair |
| Invite appropriate staff, community and parent leaders to present to the Council. | Council members |
| All members receive information at least one week prior | Council secretary |
| Facilitate open discussion and identification of trends and impacts. | Council chair |
| Establish working groups to collect information/develop proposals | Council chair/Principal |
| Collate information and construct Strategic Plan | Principal |
| Approve School Strategic Plan | Chair |

## b) *Annual Implementation Plan - AIP (each year)*

**Focus:**        **Analysing and Consulting to Frame Strategic Goals**

The purpose of this practice is to ensure that the Council develops and communicates an AIP for the subsequent year and updates its longer term goals (reviews Strategic Plan).

**Actions and Accountabilities:**

| Action | Accountability |
|---|---|
| Provide information on current School AIP - progress | Principal |
| Provide information on current Education priorities and directions | Principal |
| Provide information on Strategic Plan and position in relation to achievement of goals | Principal |
| Ensure all members receive information at least one week prior to meetings | Council secretary |
| Facilitate open discussion and identification of areas of focus | Council chair |
| Determine the strategic goals, consequent initiatives for AIP | Council |
| Reporting  and communicating Annual Implementation Plan | Chair/Principal/P&C President |

## 3.    *Constructing Annual School Budget*

This process involves the reviewing of revenue and expenditure from the previous year, determining the estimated revenue for the coming year, aligning estimated expenditure with the Annual Implementation plan and creation of a School Budget.

**Focus:**        **Effective financial management of the school**

**Actions and Accountabilities:**

| Action | Accountability |
|---|---|
| Provide school financial information at the beginning/end of the financial year | Principal |
| Provide information on current Education priorities, direction and sources of funding for the following year | Principal |
| Provide information on AIP and funding required to actualise goals | Principal |
| Provide completed budget materials from school staff | Principal |
| All members receive information at least one week prior to meetings | Council secretary |
| Facilitate open discussion and identification of areas of focus | Council chair |
| Advise Principal on areas of expenditure and budget allocations | Council |
| Approve School Budget | Principal |
| Compile and then submit budget to Regional Office | Principal |

## *4.	Reviewing, Evaluation and Reporting*

This process involves articulation of the initiatives into the School's documents. At the same time the Council needs to review its policies and procedures and evaluate its own performance.

**Focus:**	**Reviewing implementation of strategic documents, evaluation and construction of an Annual Reports**

The purpose of this policy is to ensure that the Council assists with and monitors the implementation of the AIP and Strategic Plan.  It will review and endorse the Student Code of Conduct for the following year and completes an annual report on the school and the council operations.

**Actions and Accountabilities:**

| Action | Accountability |
|---|---|
| Monitor the implementation of the **AIP and Strategic Plan** - Assist and advise on strategic issues associated with this implementation | Chair/Principal |
| Monitor the implementation of the **Student Code of Conduct** in the school and endorse the plan for the following year | Chair and Council |
| Monitor the implementation of the strategic initiatives in the **School Budget** and other School planning documents | Council |
| Review a prepopulated **School Annual Report** | Principal |
| Construct and publish a School Council annual report | Council chair |
| Council self-evaluation – prepare a report on the Council | Council chair |
| Ensure all members receive information at least one week prior to the meeting | Council secretary |
| Facilitate open discussion and identification of areas of focus | Council chair |

# *Other Roles*

## *Monitoring*

The monitoring is a major responsibility of the Council after advising on strategic matters. Aspects of the school that should be monitored include:

- Community partnerships
- International student program
- Staff/parents/community relationships
- Facilities and resources

It is anticipated that a major part the monitoring role of the Council will be carried out at the start of the year. However other data will become available as events occur during the year which will be included in the monitoring process.

## *Decision making*

The Council focuses on "Ends" decisions rather than "Means" decisions.

**'Ends**' decisions are best understood as focusing on the results the school wants to achieve in major strategic areas.  These include priority areas from the system's strategic plan, requirements set by DoE as well as key areas of the school's functions.

**'Means'** decisions are those which are related to **how** results are to be achieved.  Typically, these are operational decisions eg. Budget, use of facilities and resources, student welfare, teaching style, extra-curricular activities, professional development of staff and communication systems.  **The Council has no input into operational matters**.

The Council works collaboratively and on the basis of consensus, where possible.  Representatives of the stakeholder groups operate as members of the Council first and foremost providing the wisdom of their unique position, rather than taking a sectarian interest in proceedings.   While the Principal is a member of the Council and operates collaboratively, the Council is obliged to make policy decisions only after considering the Principal's recommendations.

Once made, a Council decision is binding on all Council members whose support for the decision is assumed at all times, until such time as amendments or changes are made.

## *Communication*

Regular reports are required to be made by the Council Chair to the School community via school processes (eg school newsletter), the Parent Representatives to the P&C Association, the Principal and Staff Representative to Staff and Students to the Student Council.

Whilst Council members will communicate broadly to be knowledgeable contributors, the Council's formal relationships with the school or school staff are through the Principal.

# *Meeting Schedule*

The following meeting schedule is suggested to provide the Council with a basis for planning (this will be amended if a Strategic Plan needs to be constructed).

**Meeting Term One**

- Election of Chair and Secretary if required
- Councillor training
- Annual presentation and discussion of the School's performance from previous year to start on the construction of the School Annual Report
- Approving the Annual Implementation Plan (AIP)
- Reviewing financial documents including the school budget and other sources of funds for the year
- Other business

**Meeting Term Two**

- Reviewing prepopulated School Annual Report
- Monitoring the progress of the AIP and Strategic Plan
- Setting strategic goals and initiatives for Annual Implementation Plan (AIP) for the following year
- Establishment of consultative working groups
- Other business

**Meeting Term Three**

- Review of school performance using school profile data and other available data
- Analysis of data to determine areas for focus in following year
- Reports from working groups
- Setting strategic goals and initiatives for Annual Implementation Plan (AIP)
- Other business

**Meeting Term Four**

- Evaluating the progress of the current AIP and Strategic Plan
- Reviewing draft Annual Implementation Plan (AIP) for the following year
- Endorsing the Student Code of Conduct for the following year
- Approving other School documents as required
- Reviewing Council policies and practices including the council handbook
- Performing the Council self-evaluation
- Constructing the School Council annual report
- Other business