

Hester Hornbrook Academy Strategic Plan



2019 - 2022

To positively impact the trajectory of Young People with complex barriers to accessing education, we will...

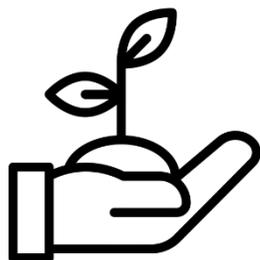
3 Year HHA Strategy
2019 - 2022



1. Build young peoples' wellbeing, confidence in learning and self-efficacy



2. Empower HHA's staff to bring best practice approaches to supporting the education and wellbeing outcomes of our students



3. Extend HHA's capacity to strategically target geographical areas of need

Strategic Imperative #1: Build young peoples' wellbeing, confidence in learning and self-efficacy



Why

- We understand that there are multiple and complex issues that impact on some young peoples ability to access education
- We understand that individualised care and accessible education improve the health, wellbeing and future financial (socio-economic) outcomes for young people

How

To help students achieve this we will:

- Provide a therapeutic (healing-orientated), trauma-informed learning environment for our young people that enables them to flourish
- Create the environments and contexts that support student success by providing:
 - Safe and supportive classroom environments
 - Individualised education plans and timetables
 - Staff who are highly trained and specialised
 - Dedicated wellbeing staff and the provision of additional student supports
 - Adjustments for the sensory and educational needs of all students
 - Flexible pathways including Structured Workplace Learning (SWL) and SBATs
 - Careers and pathway support
 - Access to high quality Vocational Education and Training (VET)
 - Access to VCE subjects via distance/online learning portals
- Expand our program reach beyond the completion of secondary education and develop post HHA supports including:
 - Alumni program – refined and expanded
 - Ongoing case management support of alumni
 - Employment programs
 - Transition to further training programs

KPIs

- Trauma informed (healing orientated) framework embedded in HHA
- All students to have an Individual Education Plan (IEP) developed within three weeks of commencement
 - BKSB tool is used to measure individual growth in literacy and numeracy outcomes for all students
 - Identify and embed an evidence based tool to measure student wellbeing
 - Overall student attendance to increase by 5% each year of the Strategic Plan
 - VCAL level completion rates to improve by 5% per year for active enrolments
- Refine tracking of students destinations post HHA
 - # students engaged in alumni program
 - # engaged in further training post HHA
 - # engaged in employment post HHA

Strategic Imperative #2: Empower HHA's staff to bring best practice approaches to supporting the education and wellbeing outcomes of our students



Why

- We believe in the importance of creating a therapeutic and trauma informed learning environment, supported by highly skilled and qualified staff
- Quality teaching and learning and strong wellbeing support have a significant impact on students educational success

How

To deliver a best practice approach we will:

- Invest in and develop a collaborative approach to wellbeing, teaching and learning
 - Develop a clearly articulated HHA practice model
 - Provide structured opportunities for collaboration and building team cohesion
- Provide professional learning opportunities
 - Provide regular feedback for the professional growth of our teams
 - Develop leadership capability appropriate to a school with a flexible learning focus
 - Encourage ongoing development of innovative approaches to student wellbeing
 - Develop staff in best practice VCAL delivery and applied learning theory
 - Develop a comprehensive staff induction program for all roles in HHA
- Equip staff with the tools to do their work
 - Provide the tools to accurately assess student learning, engagement and wellbeing needs to ensure the best interventions and supports are put in place for each student

KPIs

- Embed the BSEM and trauma informed practice in HHA
 - All classroom teams delivering high-quality teaching and learning practices
 - Implementation of evidence based wellbeing programs
- Structured classroom team observations
 - Regular supervision, growth coaching conversations and annual performance development discussions
 - All HHA learning programs have a distinctive applied learning focus
 - # staff have engaged in internal and external professional learning activities
 - % staff retention (year on year)
 - # Staff engaged in MCM or external leadership development programs
- Tools for measuring student learning, wellbeing and engagement are implemented
 - Data is collected and used to improve student outcomes

Strategic Imperative #3: Extend HHA's capacity to strategically target geographical areas of need



Why

- We believe we have the right capabilities and frameworks at HHA to extend our school setting to geographical areas where there are high levels of student disengagement
- We have the skills and knowledge to effectively meet the growing number of students in our target cohort

How

To extend our educational offerings we will:

- A. Broaden the reach of HHA**
 - Establish learning hubs in geographical areas of need, targeting areas where MCM currently provides services
 - Source suitable locations and sites for future expansion to cater for a demonstrated level of need
- B. Develop strong networks and referral partnerships**
 - Foster strong relationships with key stakeholders including other education providers
 - Ensure that enrolment policies and processes target the disengaged cohort of students that HHA was established to support
- C. Resource HHA to facilitate best practice 21st century learning skills development**
 - Develop strong ICT capability and ensure that HHA students have access to high quality software, hardware and engaging digital learning opportunities
- D. Establish effective outcomes measurements tools and systems**
 - Demonstrate that the HHA model improves student outcomes and provides opportunities for educational success

KPIs

- A.**
 - Increase the number of HHA learning hubs (campuses) to five by January 2023 (subject to an evaluation of requirements)
 - Increase HHA student enrolment numbers at annual census in line with annual budget
- B.**
 - Improve market awareness of HHA and reputation in the education sector
 - Develop new referral pathways and partnerships
- C.**
 - Appropriate ICT systems, support and structures established at HHA
- D.**
 - Develop an effective outcomes based reporting system
 - Track and reduce the reliance of our young people on Government services (Living Learning measure)