

# MINISTRY OF EDUCATION, HERITAGE & ARTS

*Education and Cultural Diversity for Empowered and Sustainable Futures for All*

## STRATEGIC PLAN- TEMPLATE

<b>PART 1</b>	
<b>SCHOOL:</b> Dudley High School	<b>REG NO:</b> 2352
<b>DIVISION:</b> Central	<b>DISTRICT:</b> Suva
<b>LEVEL:</b> Large	<b>SCHOOL CONTACT:</b> 3311392/8911216
<b>HEAD OF SCHOOL:</b> Mr. Sanjay Prasad	<b>SCHOOL MANAGER:</b> Mr. Thomas Harry Prasad
<b>VISION STATEMENT:</b> The attainment of a total and lifelong educational excellence with Christ.	
<b>MISSION STATEMENT:</b> To promote facilities and support the education of the school within the educational policies of the Methodist Church in Fiji and Rotuma and the Government of Fiji	
<b>SCHOOL VALUES:</b> Divine, uphold discipline, dignity, Live in Harmony, Excellence, Helpfulness, Industrious, Good judgement, honesty, service, courtesy, Humility, Obedience, Orderliness, Loyalty	
<b>SCHOOL MOTTO:</b> From Within Out	

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### PART 2

NATIONAL GOAL		QUALITY EDUCATION FOR ALL							
MEHA MAJOR OUTCOME		DELIVERING QUALITY EDUCATION ACCESSIBLE TO ALL FIJIAN							
Key Performance Indicators	Planned Activities	Annual Targets			Timeline	Sources of Evidence e.g. activity reports, meeting notes, feedback reports, files etc.	Responsibilities	Remarks	
		2021	2022	2023					
FOCUS AREA 1 : LEADERSHIP & MANAGEMENT									
KRA (1a): Policy and Planning Priority Areas: (2), (3) & (10)									
All MEHA policies are catalogued and implemented.	-print relevant MEHA policies and file them -conduct staff PD to create awareness on 3 MEHA policies per term -policies implemented by monitoring teacher attendance -provide feedback to MEHA policy makers	100%	100%	100%	Week 3 T1 Ongoing	Policy file	HOS		
		9	18	18	Ongoing	Staff PD file	HOS, VP, AP, HODs		
		9	18	27		Reports and records	All Teachers		
School has developed, implemented and reviewed its policies.	-develop 3 school policies every term in line with MEHA policies -implement school policies amongst relevant stakeholders  -review policy as per the need and provide feedback	1	2	3	Termly				
		9	18	27	Term 1 End	School policy file	Admin		
		80%	85%	90%	Ongoing	Meeting records, reports by stakeholders	Teachers, Management, Students, PTFA Admin		
School plans are developed/updated and submitted to District officer. (Strategic, COP, Procurement Plan, School Improvement Plan, etc.)	-Conduct PD with stakeholders on planning -prepare SP and COP in consultation with relevant stakeholders after receiving submissions - approved SP and COP adopted by stakeholders and signed	1	2	2	Nov each year	Policy review file			
		80%	85%	90%	SFD	PD attendance and file	HOS Management		
		100%	100%	100%	Dec/Jan	Completed SP and COP	PTFA Teachers Head Prefects		
All staff have attended training on policies (Behavioral Management, Zoning, etc.) and participated in school planning (Strategic, COP, Budget, etc.)	- conduct PD on 3 policies per term - record staff attendance - submission by staff received and records filed	100%	100%	100%	1st Wk of Feb				
		9	18	27	Termly	Attendance record	HOS VP/AP		
		80%	85%	90%	Termly	PD file			
		100%	100%	100%	Termly	Policy file			

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Teaching achieved through documented quality planning and monitoring of classroom delivery.	-obtain relevant syllabi and prepare LTPs -prepare and submit work book weekly -formulate lesson plans for supervisor's class observation (2/term) as monitoring of lesson delivery -feedback provided to teachers to improve classroom delivery	100% 80% 6 100%	100% 85% 6 100%	100% 90% 6 100%	Week 3 T1 Weekly 2 per term termly	File and LTPs Record Observation record, lesson plan Lesson observation template	VP, HODs, AT All All Supervisors Teachers	
<b>KRA(1b): Staff Management</b> <b>Priority Areas: (5) &amp; (6)</b>								
Student-free days programs have been facilitated at commencement of each term and all teaching staff attend and participate	-organize SFD materials every term -conduct Admin, HOD, Staff and dept. Meetings -record teacher attendance	100% 85%	100% 90%	100% 95%	Termly termly	Agenda & Minutes Personal Files Staff attendance record	HOS All teachers	
Updated personal/e- file of all the staff.	-fill staff profile template and submit to office - file all necessary documents for record purposes	85%	90%	95%	Ongoing	Staff records – file	All	
Staff are registered under FTRA	-obtain FTRA renewal forms endorsed by HOS -make payments and submit receipt for records	100%	100%	100%	Before commencement of academic year	FEMIS Staff file	HOS All Teachers	
New staff inducted at the start of the academic year.	-conduct staff orientation -Introduce of new comers -provide them necessary coaching and welcoming environment	100%	100%	100%	Week 1 T1	Staff meeting minutes Induction records	HOS HODs	
Teacher attendance is accurately recorded and analyzed in accordance with MEHA rules and regulations.	-fill time book daily -prepare and submit monthly returns - analyze teacher attendance fortnightly - counselling teachers -award teachers for full termly attendance	100% 100% 100% 5 5	100% 100% 100% 4 7	100% 100% 100% 3 9	Daily 10 <sup>th</sup> -every mon Fortnightly ongoing termly	Time book MAR FEMIS Att. template Counselling/a ward record	All HOS HOS, HOD HOS, PTFA DESA	
Staff leaves are applied and approved in FEMIS in accordance	-apply for leaves on FEMIS	100%	100%	100%	Ongoing	FEMIS	HOS All	

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Performance Indicators	Planned Activities	Annual Targets			Timeline	Sources of Evidence	Responsibilities	Remarks
		2021	2022	2023				
KRA (2a): Curriculum and Instructions Priority Areas: (4) & (7)								
All the textbooks and resources are available prior to commencement of academic year/term	- order text book in Term 3 for the following academic year -enter details on FEMIS -order for department stationeries and equipment or chemicals for the following academic year.	100%	100%	100%	Term 3	Requisite Book, BOS, Book Room Record Term 3 Report	Admin, HODs, all Teachers BOS Team, Book Room Officer	
		100% 80%	100% 80%	100% 80%	Term 3 Term 3			
Changes to curriculum implemented	-print all syllabi and filing done -issue a copy each to the level coordinators -conduct department meeting to create awareness -implement the syllabi -update necessary changes in the lesson notes	100%	100%	100%	Week 1 T1	files Staff Record file Department Minute, Lesson notes and Students' Book	HOS, HODs VP All teachers Students	
		100%	100%	100%	Week 1 T1			
		100%	100%	100%	Ongoing			
		100% 80%	100% 85%	100% 90%	Ongoing Ongoing			
Assessments prepared and conducted as per school assessment plan and school planner.	- prepare school and department calendar -level coordinators to be responsible for the preparation of all assessments conducted per term -prepare and execute internal assessment -implement continuous and monthly assessments	100%	100%	100%	Week 1 T1	File record, teacher record Workbook Students subject file	HOS. VP, AP, HODs, All teachers	
		90%	95%	100%	Ongoing			
		90%	95%	100%	Ongoing			
		90%	95%	100%	Ongoing			
Assessment outcomes analyzed and used for improvement.	-mark papers, give out to students and record marks on time -prepare Master Marksheet and department analysis -prepare Report Card for PTI -conduct academic counseling - conduct PTI and Low Achievers meeting and counselling after every exam by academic committee for external exam forms -record attendance of parents	90%	95%	100%	Ongoing	Analysis, Files and records, Exam Register for the Master Marksheet	HOS, VP, AP, HODs, All teachers	
		100%	100%	100%	Ongoing			
		100%	100%	100%	Ongoing			
		100%	100%	100%	Ongoing	Records and Report Cards, PTI attendance Agenda prepared and recorded by Academic Level	HOS, VP, AP, HODs (Academic Level Coordinator ), All teachers, Parents, Students	
		80%	85%	90%	Termly			
		80%	85%	90%	Termly			

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	-develop continuous assessment implementation -prepare termly awards list	80% 100%	90% 100%	100% 100%	Termly Termly	Coordinator Test and assessment Records		
Lesson plans are prepared for all lessons observed by school leadership team and feedback provided to improve lesson planning.	-follow LTP to prepare standard notes -conduct lesson observation by HOS, VP & HODs as per calendar and reports to teachers -conduct book verification by HODs and report to VP and teachers -conduct department meeting to give a feedback to department teachers after every cycle of lesson observation and book verification	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%	On going 2/ term 2/ term 2 / term	LTP in Department file and teacher's Record, lesson notes in department file, teachers record and file and students' books Department Minute Book	HOS, VP, HODs, All teachers	
School has developed a plan for each student with special needs to ensure all children can fully engage in school and learning activities.	-identify and prepare slow learners' worksheet -prepare separate worksheet for medium and fast learners -organize special class for students with special needs like separate teaching timetable (8am – 10am) everyday	100% 50% 50%	100% 70% 70%	100% 90% 90%	On going On going On going	Worksheets in file and with students  Special lesson notes	HOS, VP, HODs, All teachers	
School has ICT integrated in teaching and learning.	-install and activate internet/Wi-Fi to be used as visual aid during teaching and learning	50%	70%	80%	On going	Computers and PCs or teachers' laptops in school for lesson preparations	Admin	
<b>KRA (2b): Students Achievement</b> <b>Priority Areas: (4), (6) &amp; (7)</b>								
School has Literacy Assessment and Numeracy Programmes in place during the assessment period.	-conduct literacy test for Years 9, 10 & 11 -Analyze and identify students for special programs. -allocate suitable time for special program -implement literacy	100% 100% 60% 60%	100% 100% 70% 70%	100% 100% 80% 80%	Wk 2 T1 Wk 3 TI Term 1 Term 1	Test papers Records and marks  Class timetable Teacher/	VP HOD Language Department teachers HOS VP/AP PTFA	

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	intervention program					student attendance	Primary Teachers	
Remediation strategies are implemented based on results of all school assessments including literacy and numeracy assessments (LANA, PILNA, etc.)	-identify areas of weakness and provide supplementary resources like additional notes, sample Q & A.	80%	85%	90%	Ongoing	Test results Notes Supplementary resources Timetable	VP HOD All teachers	
	-conduct special classes.	80%	85%	90%	Ongoing			
	-utilize teachers with specialized strength.	80%	85%	90%	Ongoing			
Students' examination reports and assessment portfolios are prepared to a high standard and Parent Teacher Interview are conducted on termly basis.	-prepare assessment reports cards after all major (Term End and Annual Exams) internal exams.	80%	85%	90%	Ongoing	Report cards PTI Attendance CAPS attendance PD Records/ attendance Pictures	P VP AP Year Teachers	
	-conduct PTI's and CAPS meetings for all levels.	80%	85%	90%	Ongoing			
	-train teachers for high quality reporting and interview skills.	80%	85%	90%	Ongoing			
Student attendance is recorded and analyzed for decision making	-record daily attendance.	85%	90%	95%	Ongoing	Daily attendance register Late arrival records Period attendance file	AP Duty Teachers Year Teachers All teachers	
	-record late arrivals.	85%	90%	95%	Ongoing			
	-monitor students' punctuality to classes.	85%	90%	95%	Ongoing			
	-counsel students on punctuality and attendance issues	15%	10%	5%	Ongoing			
	-engage parent for further improvement	10%	7%	5%	Ongoing			
Students' academic results improved	-implement continuous assessment.	85%	90%	95%	Ongoing	Year Planner Termly planner Test Papers Log Books	VP Deans HOD Deaconess All teachers	
	-conduct academic counselling for all levels.	85%	90%	95%	Ongoing			
	-class visitation by school heads.	6	8	10	termly			
	-motivate and coach students for high level academic achievements.	80%	85%	90%	termly			
Awards and Recognition criteria implemented.	-recognize students' achievement with progressive awards.	90%	95%	100%	Termly	Awardees Awards list Awards Program Pictures	P Awards commit SMC PTFA DESA	
	-organize Annual Awards Day	100%	100%	100%	Annually			
	-organize graduation for final year students.	100%	100%	100%	Annually			
KRA (2c): Good Citizenship Priority Areas: (8) & (9)								

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Increased awareness of and capacity for education on social issues such as Drug Education, HIV/AIDS, Gender Equality, Social and Inclusive Education, Respectful Relationship, Sex Education, NCD, Cyber Safety and Mental Health at school.	-organize school-based activities to create awareness on social issues -invite guest speakers from the Ministry of Health, Fiji Police Force and NGOs	80%	85%	90%	Ongoing	Program	HOS HODs		
		2	3	4	Ongoing	File record Visitors book			
Students have participated in MEHA initiated activities and school-based events (religious, cultural, value based, art, music, sports, character building and other extra- curricular activities)	- organize department weeks as scheduled	80%	85%	90%	Term 1	Department week schedule	HODs AP AT		
	- encourage students' participation and award them	80%	85%	90%	Ongoing	Term Calendar			
	-create awareness on issues affecting students daily	80%	85%	90%	Ongoing				
FOCUS AREA 3: COMMUNITY AND PARTNERSHIP									
Performance Indicators	Planned Activities	Annual Targets			Timeline	Sources of Evidence	Responsibilities	Remarks	
		2021	2022	2023					
KRA (3a): Community Involvement Priority Areas: (8) & (9)									
Teachers and Heads of Schools identify students with high absenteeism, lack of engagement, lack of progress or at risk of abuse and work with parents and community for ongoing improvement of students	- monitoring and recording of students done	80%	85%	90%	Ongoing	Monitoring records	HOS AP Deans		
	-counseling done as per school policy	80%	85%	90%	Ongoing	Counseling records			
	-involve parents to address issues	80%	85%	90%	Ongoing	Parents intervention records			
Opportunities for school board, parents and community engagement in school activities are identified and parent and community participation is increased.	-strengthen partnership with all stakeholders	80%	85%	90%	Ongoing	Meeting records	HOS Teachers PTFA DESA Board		
	-involve them in decision making and school activities	80%	85%	90%	Ongoing	Outcome records			
	-celebrate success with all	80%	85%	90%	Ongoing				
	- work together to identify areas of improvement and develop strategies to address them	80%	85%	90%	Ongoing				
KRA (3b): Communication Priority Areas: (9)									
Parent information sessions are facilitated throughout each term (in accordance with the Parental Engagement Framework and Strategies) and include information and actions to improve student performance and conduct.	-organize CAPS meeting -hold PTI -conduct home visits as per the need -distribute monthly newsletters -organize low achievers Parents' Day after every internal exam	70%	80%	90%	Term 1  Ongoing  Monthly  Termly	Letters to parents Newsletter file  Attendance list	Admin All Teachers		
School engages with student support agencies (Ministry for	-engage support agencies	60%	70%	80%	Ongoing	Office visitor book	AP Child		

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Women, Children and Poverty Alleviation, SAAC and others) to obtain support for students demonstrating at risk behavior.	-report cases as per the need -invite guest speakers to address teachers and students -visit home to provide support for improvement					Dean reports HOD report	Protection officer Level Deans	
All instances of inappropriate conduct, corporal punishment, emotional abuse, sexual harassment or bullying are reported within 24-48 hours and investigated.	-strengthen on Child Protection Policy -introduce whistle blower -reporting incidents as required and investigations done -inform relevant authorities -engage parents where necessary	100%	100%	100%	ongoing	Child Protection Policy document  Offence Log Book  Police reports	AP  Child Protection officer  Level Deans  Counsellor	
FOCUS AREA 4: LEARNING ENVIRONMENT								
Performance Indicators	Planned Activities	Annual Targets			Timeline	Sources of Evidence	Responsibilities	Remarks
		2021	2022	2023				
KRA (4a): Physical Environment Priority Areas: (1) & (10)								
Adequate classrooms and other school infrastructure (toilets, wash facilities, Water & Sanitation Hygiene facilities etc.) are provided and/or request have been submitted for upgrading of facilities.	-Maintain all 26 classrooms conducive for effective learning with proper painting, furniture's, lighting and ventilation (windows and fans).	80%	90%	95%	Term 1	Meetings records, resolutions and minutes	HOS Board Manager	
	-Mount AC units in all staffrooms and special rooms for a conducive teaching and learning environment.	80%	90%	95%	Term 1			
	-Upgrade each classroom with CCTV cameras.	50%	70%	90%	Ongoing	School audit reports.	School Board	
	-Install overhead projectors in each senior level classroom.	0%	50%	70%	Ongoing	Bursar records.	Ancillary Staff	
	-Sustain the current potable water taps in all the 3 areas in the school premises.	100%	100%	100%	Ongoing	School inventory and maintenance records.		
	-Install more water taps for students in all 3 areas of the school premises.	30%	50%	80%	Ongoing			
	-Renovate the 3 toilet and wash facilities in the 3 areas of the school premises and facilitate with proper hand basins, mirror and hand detergents.	20%	50%	80%	Ongoing			
	-Maintain and replace all							

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	defective water sanitation facilities	25%	50%	75%	Ongoing			
Playground and recreation facilities are maintained to a safe standard and are adequate for the number of children enrolled.	-Improve drainage system	70%	80%	90%	Ongoing	Drainage Plan	The School Board PTFA DESA Dudley School Community HOS  Industrial Arts Members Handyman	
	-Renovate Ablution block & Changing rooms	70%	80%	90%	Ongoing	Maintenance Materials		
	-Install water supply system	70%	80%	90%	Ongoing	Water Supply Plan & Plumbing Materials		
	-Construct boundary fences around playground	70%	80%	90%	Ongoing	Fences Plan & Fencing Materials		
	-Build standard gate and entrances	70%	80%	90%	Ongoing	Gates Plan & Gates Materials		
The School has planned and achieved a minimum of one infrastructure improvement in the assessment period	-obtain submission from teachers -get quotations and estimated costs -renovate the school buildings in stages -replace structures needing attention	80%	90%	100%	Ongoing	Written submission Quotations Purchasing orders/delivery Pictures of completed work	HOS Manager PTFA Teachers	
School Library and Labs is well equipped with all the resources.	-acquire chemicals and equipment's needed in the lab.	80%	85%	100%	February each year	Requisite and Quotations	HOS HOD's Management School Librarian	
	-order ample textbook for the library.	80%	85%	100%	Ongoing	Inventory		
School Improvement Plan is approved, reviewed and actioned.	-document all planned activities carried out within the school	85%	90%	100%	Ongoing	-School Board meeting minutes.	HOS, School Management, Ancillary Staff  IA Teachers	
	-construct the wood-work workshop	75%	90%	100%	Ongoing	-School audit reports. -Bursar records. -School inventory and maintenance records.		
KRA (4b): Classroom Management Priority Areas: (3) & (4)								
Student counselling is conducted and documented with a follow up plans to see if interventions worked.	-review counseling policy -conduct counseling & document -involve parents and monitor student's	70%	75%	80%	Ongoing	Discipline book Log book	Admin Discipline Comm. All F/T Deans	

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	Behavior -report to relevant authorities						Counsellors	
Student discipline cases are addressed according to Behavior Management, Child Protection and Student Code of Conduct policies.	-review Student Code of Conduct policy -report discipline cases -implement intervention programs -address issues and evaluate outcomes	70%	75%	80%	Ongoing	Discipline book Log book	Admin All F/T Deans Counsellors	
<b>KRA (4c): School Safety Programme</b> Priority Areas: (1), (2), (4) & (9)								
The School has a Disaster Management plan and at least 2 evacuation drills have been successfully conducted during the assessment period.	-Audit of safety issues in the school at beginning of each term. -Prepare required signs and install as mandatory. -Development of Emergency Evacuation Procedure -Development of Disaster Management Plan. -Formulate emergencies, safety and evacuation procedures	80%	90%	100%	Week 3 T1  Week 6 T1  Week 5 T1  Week 5 T1	OHS committee report.  Conducting Drills. OHS report  HOS report.	Managem ent  HOS  OHS committee	
School has obtained OHS compliance certificate.	-Check all structures within the premises. -Repair and renovate plans for improvement. -Improved building structures. -apply for certification -receive certificate and display	100%	100%	100%	Before the new school year begins	OHS certificate HOS report .	Managem ent HOS Ministry of Labor.	
The School has nominated Disaster Response Coordinators who are trained.	-formulating trained - disaster response team.	80%	90%	100%	During T1	HOS report	Managem ent HOS	
Safe storage and disposal of equipment and chemicals at separate designated areas.	-Renovation of the Science Chemical storage room. -Construction of a chemical disposal area.	90%	100%	100%	Week 5 T1  End of T1	Science department report  HOS report  OHS committee report	Managem ent  HOS  OHS committee	

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Facilities required for full participation by students with a disability have been identified and facilities are available or have been formally requested through approved process.	-Technical equipment and specific learning aids to anticipate a learning environment for special needs students. -Education and training for academic staff, non-academic personnel and students, to improve the integration of disabled students -Identify new policies to improve the social inclusion of disabled people.	20%	40%	50%	By the end of 2021	Management report  HOS report	Management  HOS  MOE	
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