

2016 CSHS School Council Self-appraisal Report

Introduction

Firstly I would like to thank school council members for participating in the 2016 School Council self-appraisal. This year members provided many helpful comments and suggestions across the range of issues we covered, reinforcing the value of this process to how we plan our work for the upcoming year. As a reflective exercise, it enables us to see where we did well, what was left out or not covered as fully as we might have, and where we both need to and want to apply our energies in the future. The annual appraisal provides a summary that identifies and tracks management of strategic issues within the school and thus provides a guide to longer term strategic planning as well as planning for the year ahead. The survey provides a clear summary of the year's business and the process, including this report, is a statutory obligation of CSHS's School Council Constitution and forms part of the school's ongoing International Accreditation documentation.

The self-appraisal for 2016 was initiated in January 2017. A covering letter was provided to each member explaining the process, and included information about the School Council's statutory functions along with the appraisal form that summarised the School Council's role and business during 2016. Comments by the Chair were included. Eight completed forms were received back from School Council members. The attached Summary document shows the ratings given by members under each performance criteria and all the comments provided. The numbers represent individual member ratings (including Chair's ratings) – ie the number of good, satisfactory and poor ratings for each criterion. The Chair's comments as sent out with survey are in red, and all other comments are in green with identifying initials.

Analysis

The survey items included all those identified as priorities for 2016 in the Council's 2016 Action Plan, and also all other significant issues discussed during the year.

Overall Council members were satisfied that as a body the CSHS Council performed at a satisfactory to good level on most criteria; effectively monitoring, discussing, examining, endorsing and advising on strategic school issues. In total, there were 19 poor ratings, 154 satisfactory ratings, and 133 good ratings. Members comments were very insightful and carefully considered, and do reflect the ratings given. I strongly encourage members to take account of these comments as Council plans its approach for 2017.

It is clear that some priority items did not receive appropriate attention - including E-Learning and the Australian Curriculum; ongoing review - including data management, ASoT implementation, underperformance of students (literacy and numeracy), and student leadership/student engagement; and action – including bigger picture funding. This was due to a range of factors such as the time spent on International Accreditation, leadership changes within the school and also evolving priorities within the school and for the school council.

Members generally agreed that Council had performed well on International Accreditation, Council reporting and training, and discussion and endorsement (or otherwise) of school policies and plans, including the budget and strategic and facilities plans.

Conclusion

The outcome of the 2016 self-appraisal suggests that Council members felt that overall the Council's performance was at least satisfactory on almost all issues, and were reasonably satisfied with the way the Council conducted its business during the year. It is also very clear that there are issues that require more regular attention and review.

The 2017 Council Action Plan should be developed in consultation with all Council members and with consideration of the comments and ratings given in the attached self-appraisal summary document. There has already been discussion about Council setting a number of key annual work priorities that link to the school's agreed strategic priorities and to student outcomes. This would be a positive step, and could include forming working groups within Council to focus on priority items and report back to Council.

Time is always an issue – with only eight meetings each year it is difficult to cover everything and so creating more time via working groups would be very useful if members are willing to make this commitment. It is also important that we do not get caught up on matters that distract from Council priorities, and that the school and the school council continue to streamline processes for endorsing plans and programs efficiently and effectively so Council can spend as much time as possible on its core business.

Again, thank you to all CSHS school council members and other participants in Council meetings during 2016 for your attention, passion and hard work in support of Cairns High and its students.

Virginia Cullen

CAIRNS STATE HIGH SCHOOL COUNCIL

SELF APPRAISAL FINAL SUMMARY

YEAR: 2016

RATINGS: P – POOR, S – SATISFACTORY, G – GOOD.

Criteria	P	S	G	Comment/ Recommendation
<p><u>1. Planning</u> (1) The incoming Council planned its intended business for the year ahead. (23.2.16, 22.3.16, 11.4.16, 21.5.16)</p>		4	5	<p>This procedure continues to bring focus and continuity to Council’s deliberation and provides a clear direction to new Council members.</p> <ul style="list-style-type: none"> • A planning document was drafted by the Council chair in consultation with the Principal and circulated to Council members. • It was agreed that International Accreditation and the direction of the Council as part of an IPS would be key issues for Council consideration during 2016. This included access to training opportunities for council members, and a training/info seminar with regional IPS school council members. <p>Council planned to address key topics as scheduled or required, and also endeavoured to review ongoing programs and strategies. Council agendas were kept flexible to meet changing priorities.</p> <p>COMMENT: Planning included a comprehensive Action Plan, and items were generally addressed throughout the year as required. While Angela Toppin’s resignation as Principal in term one and the subsequent appointment of Chris Zilm as Executive Principal at the end of Term 3 were unforeseen events that had implications for Council’s strategic role during 2016, Council did cover most topics in the 2016 Action Plan in a timely and efficient manner.</p> <p>In retrospect, the emphasis on IA accreditation was a resource-intensive process for Council should have been a largely administrative task for the relevant AP. Council could have commented on a draft which allowed for input and comment on strategic issues. Council should discuss IPS</p>

				with reference to Mick Schuele's paper and adopt a clear view about the relevance of IPS status for future strategic planning. The start of year planning process could be more collaborative, keeping in mind the inclusion of new staff and student reps. (JB)
(2) Council's planning took into account the comments and recommendations of the outgoing Council's self appraisal report. (24.2.15, 31.3.15)		2	7	<p>Topics for consideration by Council were prioritised according to CSHS's needs and also taking into account comments from the 2014 and 2015 self appraisal report including interest in clarifying the School Council's role in approving the annual budget.</p> <ul style="list-style-type: none"> • Following discussion with Kevan Goodworth, CEO School Council's QLD, it was agreed that as an IPS school the School Council have more detailed and frequent budget reporting from the business services manager. <p>Topics initiated by Council during 2014 and 2015 were also actioned/reviewed, including student leadership, student and staff well being, Council training and handbook, parental engagement and student focus on human rights and internationalism.</p> <p>COMMENT: Council training and increased consideration of Council's role within IPS structure, including attention to school budget and longer term strategic planning were positive outcomes of the ongoing self appraisal process. There was time set aside to discuss bigger picture issues, including the role Council and its members could play in supporting and moving forward CSHS priorities. Opportunities for training and a comprehensive School Council handbook were provided to Council members.</p> <p>I cannot fully comment as I was brand new to the School Council and was trying to get my head around all the processes and functions of it. (NB)</p> <p>Agreed (JB)</p>
(3) Council's planning took Council's statutory functions into account. (24.2.15,		3	6	During 2016 some Council members attended a seminar held by QELI at CSHS on the role of IPS school councils, and including representatives from Malanda SHS Council. This included

<p>31.3.15, 9.6.15, 24.8.15)</p>			<p>discussion of the School Council’s statutory functions.</p> <ul style="list-style-type: none"> As recommended in 2015, SC training will continue on an annual basis. New members will be provided with the annually updated School Council Handbook, containing necessary information including the Code of Conduct, Constitution, and information on the roles and responsibilities of members, as well as strategic programs and policies. <p>The idea behind the seminar – developing links with and learning from other Councils – should drive efforts to achieve greater collaboration with Councils from other schools. Student leaders are showing the way in cross-school collaboration. (JB)</p> <p>COMMENT: It is very important for incoming and current Council members to have up-to-date information about School Council functions and obligations. School council training and professional development is a necessary part of this information and skill sharing process, including opportunities to participate in activities like the QELI seminar at CSHS in 2016. Unfortunately funding was not available for all SC members to attend. It would be beneficial in future years that such training and development opportunities be extended to all members, including staff and student SC representatives.</p> <p>My only input here would be that I believe that we should implement a <i>Project Phase Template</i> or <i>Gantt Chart</i> or a similar reporting platform so that when undertaking the self-evaluation and for the incoming Council members there is a clear outline of where the Council is with its current action plans, projects etc and what the expected next stage would be and the resources required to achieve this. (PG)</p> <p>Other opportunities for training and collaboration with other schools could also be considered. (JB)</p> <p>This is largely an awareness consideration. Members should be aware of the statutory functions which is covered in the training, but not</p>
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				<p>sure if this degree of training will be available to all incoming members. I also think that even for longer term members, it is advisable that a review of these functions be a part of the normal calendar of events for all members. (SK)</p>
<p>2. Execution (1) <u>Performance Generally</u> (a) Council monitored the school's strategic direction, including the school's implementation of plans and policies affecting strategic matters.</p>		5	4	<p>Comprehensive presentations by staff members provided relevant information to Council about how CSHS implemented plans and policies to meet strategic planning objectives for 2016.</p> <ul style="list-style-type: none"> • Council considered and/or endorsed all necessary strategic policy documents and monitored/reviewed most programs and their implementation throughout the year. <p>COMMENT: 2016 marked the 2nd intake of Year 7 students at CSHS, and its 2nd year as an IPS school. Ongoing developments and outcomes were reviewed during the year, with particular focus on the implementation of a wellbeing program via the new school diaries. Work on strategic planning continued as part of the IA process, and Council had input into that process (including the strategic facilities plan), and should have continue to have significant input into the planning and implementation process in 2017, based on its monitoring and review of data and outcomes from 2016.</p> <ul style="list-style-type: none"> • The need for longer term strategic planning was discussed, and should be revisited in 2017 as the draft strategic plan for 2017-20 is finalised. <p>Agreed. Efficiency could be achieved by simply noting non-negotiable plans and policies. School and Council would benefit from greater emphasis on strategic planning. (JB)</p> <p>With the incoming principal, a focus on “actionables” and strategic input was tabled which is wholly supported and 2017 should bring with it a positive contribution from the council that can work in partnership with the other executive bodies that drive the school forward. (SK)</p>

<p>(b) Council approved (or otherwise) plans, policies and other documents affecting strategic matters that were put to Council.</p>	<p>3</p>	<p>6</p>	<p>The Council provides a forum for discussion and scrutiny of proposals for strategic change.</p> <ul style="list-style-type: none"> • It can test the foundation of any proposal, assisting in avoiding erroneous reasoning or oversight of assumptions, and thus add weight to the validity of decisions to change or revise strategic direction. <p>This process continued as a key focus of Council business during 2016, with Council commenting on and endorsing key policies and documents.</p> <p>COMMENT:</p> <p>Greater collaboration and exchange of ideas would benefit Council and the school. (JB)</p>
<p>(c) Council advised the school's principal about strategic matters.</p>	<p>4</p>	<p>5</p>	<p>Council had input into key strategic issues providing comment and advice on: International Accreditation (discussion and drafting of documentation relating to Governance and Leadership section); Objectives and Guiding Statement; Whole of School priorities for 2016; Annual Implementation Plan, Strategic Plan, Investing for Success (formally GRG); Student Leadership; Internationalism and Human Rights; Critical Incident Plan; Independent Public School implementation; School Council constitution, training, membership and protocols, Executive Principal appointment; implementation of student and staff wellbeing strategies.</p> <p>Greater collaboration and exchange of ideas would benefit Council and the school. (JB)</p> <p>Council worked with the new Principal, briefing and advising on important strategic considerations for the future, including risk management, longer term strategic planning, school finances, student leadership development and parental and community engagement within the school, internationalism and student engagement with global issues, POEs and expansion of school facilities and future funding.</p> <p>COMMENT:</p> <p>In some instances Council members would meet with the Executive Principal and I believe it would be beneficial for confirmation of these meetings to be relayed to all council members so that those not</p>

			<p>in attendance have an understanding of matters prior to the scheduled meetings and are kept abreast of progress or issues discussed. (PG)</p> <p>Continuing engagement between the new Principal and Council is likely to increase Council's capacity to support the Principal and provide constructive strategic input. (JB)</p> <p>The new Principal has encouraged and engaged the Council to think critically and strategically about various matters that are important to the school and its community. All Council members are looking forward to 2017 and to continue this engagement. (MS)</p>
<p>(d) Council performed its functions in a way that would help achieve best learning outcomes for students.</p>	<p>5</p>	<p>4</p>	<p>Council monitored school policies and provided advice/comment on their development and function, maintaining its support for the school and its focus on key issues, especially student outcomes, during a period transition.</p> <p>The Council continued to play an active role in the school, participating in key school events, providing advice and endorsement of strategic policies and supporting the CSHS's strategic goals by lobbying local and state government on matters of importance to the school community.</p> <ul style="list-style-type: none"> • All Council activities were directed towards achieving positive outcomes for students. <p>COMMENT:</p> <p>The disparity between the IA outcomes and School Improvement Unit report highlight the need for Council to monitor more closely the progress and outcomes of various programs in the school, including Closing the Gap, ASoT, and Every School succeeding programs.</p> <p>Agreed. (JB)</p> <p>While meeting its statutory functions, Council should be vigilant in identifying areas where the school is not achieving the successful outcomes intended, and seek reasons and propose changes. Council should set key goals for each year for the School with an expectation that the school demonstrate that it is moving towards those goals.</p> <p>Similar comment to 1(3) – utilisation of project</p>

			<p>management tools to review progress and goal setting and relative achievements. (PG)</p> <p>Open discussion and analysis of the school's challenges, as well as its successes, and a collaborative approach to assessing student outcomes should increase Council's capacity to contribute to student learning outcomes. (JB)</p> <p>Student wellbeing and academic outcomes are a high priority for council, all council decisions and discussions should explicitly consider effects on these aspects of student life at the school. Furthering the school as a community with a culture that has student outcomes at its core will remain a driver of school council business. (SK)</p>
<p>(2) <u>Finance</u> Council approved the annual estimate of revenue and expenditure for the school. (22.3.16, 26.7.16)</p>	3	6	<p>Council endorsed the 2016 Budget, noting that the early commencement process (Term 3 of 2015) was successful and will continue.</p> <p>Council discussed and clarified its role as an IPS council in relation to the development and implementation of the annual budget, establishing clearly that CSHS Council's role is to approve, not devise or set the Budget.</p> <ul style="list-style-type: none"> • Further discussion with QELI and School Council's QLD resulted in Council requesting and receiving more frequent and detailed Budget updates. • A mid year budget report was provided to Council in July. <p>COMMENT: Should there be budget updates to Council in term 2, 3 and 4?</p> <p>The nature of Council's "approval" of budgets should be clarified. The Principal and leadership team, who work with the regional staff must develop the budget. Early opportunities should be taken to discuss with Council the allocation of discretionary amounts to target areas to enable strategic input. (JB)</p> <p>As an IPS School, Council must have clear information provided about funding that goes to programs relevant to the strategic direction of the school, including funding provided for specific purposes, such as GRG etc.</p>

			<p>Agreed (JB)</p> <p>If the School Council is to have a role (as it should) in seeking/facilitating funding for the School for specific purposes, it is important that Council knows how the funds are used, and what the outcomes of spending are in relation to the strategic and annual improvement plans.</p> <p>In 2015 IPS funding to the school was \$100,000, then \$50,000 for 2016 and \$50,000 for 2017. It would be good for example to clearly see how this funding is used, particularly as in 2016 there was not enough funds available for all school council members to attend the QELI training seminar in Cairns. Should a small amount of funding be allocated annually for SC training, representational activities?</p> <p>Agree with the suggestion that the council is provided with a review of the budget as it is common practice in statutory bodies to undertake budget reviews and identify variances and report on these variances. (PG)</p>
<p>(3) <u>Performance re: the year's major items</u> Council's monitoring approval and/or advice in respect of the following items was performed in a way that would help achieve the best learning outcomes for the school's students (insert hereafter the major items which were planned for consideration by the council and any other major items which were considered):</p>	8	1	<p>As set out in our 2016 Action Plan the following items were priorities for Council consideration in 2016: FOCUS AREAS for ongoing review throughout year:</p> <ul style="list-style-type: none"> • ASoT • E-Learning • International Accreditation and International Mindedness • Literacy and Numeracy, including NAPLAN • Data: Refining/Embedding/Enhancing school wide use of data • Senior Outcomes/Pathways and 'Next Steps' Program • Student Well-being • Under-performance, including by boys as a group <p>Other Priority Items:</p> <ul style="list-style-type: none"> • Assessment Policy • Australian Curriculum • Bigger Picture Funding • Annual Budget • Council self-appraisal/review/reporting

				<ul style="list-style-type: none"> • Council Induction and Training • Enrolment Management Plan and Programs of Excellence • IPS – Future Directions • Performance Planning, including Principal’s Performance Plan • Strategic Planning, including building/development/maintenance planning and risk management • Student Leadership/student engagement • SOS and I4S agreements 2016 • Data refinement and adoption including Learning Goals, Achievement Data, Headline Indicators and Every School Succeeding Strategy <p>Council reviewed the Action Plan in June 2016 and noted that school policy register is being created to provide guide to which and when policies require Council endorsement.</p> <p>COMMENT: Not all issues in Action Plan were fully reviewed during 2016 – ie: Data collection and use, E-Learning, Under-performance by boys, bigger picture funding, Australian Curriculum, student leadership and student engagement. Which should be included as priorities for 2017? School Policy Register should be consulted when finalising 2017 Action Plan.</p> <p>The action plan could/should potentially be reviewed at each meeting to determine status and identify risks and possible outcomes of the council not being able to progress with the Action Plan item/s.(PG)</p> <p>Focus and priority areas could be refined/narrowed to enable attention to be paid to key areas and effective input on those areas. (JB)</p> <p>Council should look to both monitor the progress of these initiatives as well (and perhaps more importantly) to develop ongoing and new initiatives that support the school’s objectives. (SK)</p>
Item 1: Art and Science of		8	1	Council was briefed on the pedagogical framework proposal for 2016, acknowledging it as

<p>Teaching Implementation - ASoT (22.3.16, 7.6.16)</p>			<p>working document setting out actions plans for 2016 and beyond.</p> <ul style="list-style-type: none"> • Ongoing but decreasing issues with acceptance by staff were discussed. <p>Student reps commended the ASoT program, particularly setting of learning goals and attention to drafting practise.</p> <ul style="list-style-type: none"> • Council suggested a Council student rep should attend Student Council to seek ASoT feedback. <p>Council requested a review of ASoT framework twice each year as implementation requires continual monitoring and adjustment.</p> <ul style="list-style-type: none"> • Council suggested that student feedback on ASoT be collected via a student survey. <p>COMMENT:</p> <p>Important that ASoT implementation be monitored closely during 2017, especially in view of DET review (SIU report) in Term 4 2016.</p> <p>At what point is the program implemented/embedded? Understand process is ongoing, but seems like a long period of time and still ‘being implemented’.</p> <p>Did student survey happen? Has there been a teacher survey? How does school monitor implementation?</p> <p>Areas highlighted by CIS that require attention – Junior School moderation, consistency in use of pedagogy, horizontal alignment of curriculum, need for whole of school plan.</p> <p>Issues also identified in SIU report that need to be reviewed/monitored</p> <p>Council should be updated during 2017 on specific areas of concerns identified in these reports.</p> <p>Agreed. ASoT implementation issue demonstrates need for school to provide meaningful advice to Council and be open to discussion about performance. (JB)</p> <p>The core elements of ASoT are being implemented and teachers recognise and appreciate the wide range of flexibility offered to teachers in this implementation. The initial concerns about implementation related to the perceived inflexibility of “robotic implementation” of ASoT principles which now is largely alleviated and classroom instruction is now</p>
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				embracing ASoT principles (SK)
Item 2: E-Learning	8	1		<p>This issue was not addressed by School Council although it was a 2016 Priority.</p> <p>COMMENT: Need an update/review early in 2017.</p> <p>It is noted that there appears to have been an increase in the 2017 year with the provisions of additional electronic resources however the rollout and impact on the Student Resources (Textbook Hire) does not appear to have been outlined or explained. It would be prudent for the council to be provided with an update on the e-learning platform and the benefits to both the school and students. (PG)</p> <p>This is driven by a capable and energetic team that make available a wide range of E Learning instruction to staff. Teachers are not mandated to attend E learning sessions. Council should quantify teacher uptake and support initiatives that continue to make this service relevant and valued by staff. Whole of the school community benefits from staff trained in aspects of E learning. (SK)</p>
Item 3: International Accreditation and International Mindedness (23.2.16, 22.3.16, 7.6.16, 26.7.16, 23.8.16. 1.11.16, 7.12.16)		1	8	<p>International Accreditation: Council participated in the IA accreditation process via preparation and endorsement of documentation for Section C Governance and Leadership. Council members prepared for meeting with CIS visitors in May by familiarising themselves with the School Council Handbook, the school website and by reviewing Section C of the self study.</p> <ul style="list-style-type: none"> • Council congratulated the school and the IA team, in particular Laura Mazzolini, for the successful outcomes, including CSHS's re-accreditation. • Council considered the whole IA process a very positive experience for the whole school community • Council agreed senior leaders were outstanding ambassadors during CIS visit. • Council noted 5 year accreditation process to be embedded and continually upgraded. <p>Council noted DET Review in term 4 was less positive in some areas than CIS report</p>

		<p>COMMENT: Important that SC documentation and reporting is regularly drafted, updated, and circulated to facilitate CIS and other review processes.</p> <p>Agreed – process was burdensome for Council. (JB)</p> <p>International Mindedness: Council continued its consideration of Internationalism and global citizenship in the context of the CSHS community as part of the International Accreditation process, and more generally, as part of the school’s International student and IB programs.</p> <p>Following on from Council’s suggestion that CSHS embrace ideas and projects to engage the school and wider community in international issues and action, Council were briefed by fellow council member Christina Lee on her We Can Human Rights Awareness campaign.</p> <ul style="list-style-type: none">• Council commended this initiative as an excellent way to embed human rights awareness and involvement in the school as part of its international focus.• Council supported Christina’s proposal for a Human Rights Awareness Day at CSHS and encouraged the school to look at ways of ensuring the program and its human rights focus continue in future years.• In November, Chris Zilm advised that a teacher/mentor is working with WE CAN group and International/Social Justice leaders to ensure Human Rights activities are included as part of school events and structures.• Council reiterated support - this is an important part of CSHS’s international focus, and reflects mission statement and values. <p>COMMENT: As internationalism is a key part of CSHS’s mission and values Council should continue to encourage, support and monitor implementation of WE Can and Human Rights Day initiatives and other events/activities that provide opportunities for students to develop their understanding of global issues including human rights.</p>
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<p>Item 4: Literacy and Numeracy including NAPLAN (23.2.15, 4.5.16)</p>		5	4	<p>Council endorsed the 2016 NAPLAN Strategic Plan following a comprehensive presentation outlining strategies aimed at increasing literacy and numeracy capabilities of all students across year levels. At time of presentation A-E data indicated improvements for both indigenous and non-indigenous students.</p> <ul style="list-style-type: none"> • Links to Annual Improvement planning. • 2016 data highlights decline in some areas and groups, and lack of improvement in others. <p>COMMENT: Strategies require ongoing monitoring and review during 2017. Council Priority due to fluctuations in outcomes. Looking for sustainable improvement.</p> <p>Agreed – open reporting to Council required. Is discussion regarding “teaching to the test” required? (JB)</p> <p>Council should consider how Naplan data is actionable. Significant trend information should be a discussion point for the council to help it formulate strategic advice. An important consideration is what is defined as significant and what other indicators of performance might be relevant in the interpretation of these trends (attendance, LOA’s, uptake of COE’s?) (SK)</p>
<p>Item 5: Data – refining, embedding and enhancing school wide-use of data (23.2.16, 7.6.15, 1.11.16, 7.12.16)</p>	1	8		<p>Data was discussed/referenced as part of other topics including achievement data, opinion surveys, reviews etc. Council aware of value of effective data collection and utilisation. Not discussed as single issue during 2016.</p> <p>COMMENT: Useful in 2017 to have presentation specifically on how data is being used and its effectiveness. Ie does it enhance or detract from implementation of programs etc? Is use consistent, does it add value, how can its use be improved, better targeted? Does emphasis on data impact upon student/staff</p>

				<p>well being? Best practice etc.</p> <p>Recent discussion at Council provided encouragement that this issue will be handled well in the future. (JB)</p> <p>No further Comment, but the points made are very pertinent (SK)</p>
<p>Item 6: Senior Outcomes and Pathways, 'Next Steps' Program (23.2.16, 4.5.16)</p>		5	4	<p>Comprehensive report provided to Council on 2015 senior outcomes. Council noted that QCS scores improved on 2014 results, 2015 IB results improved on 2014's, and that school is aiming to shift Year 12 students into higher bands of achievement.</p> <ul style="list-style-type: none"> • Council noted CSHS dilemma that high achieving students can be stretched by involvement in POEs and other school activities. <p>The role and contribution of POEs, and specifically any effect they have on academic outcomes needs to be discussed. (JB)</p> <p>COMMENT: In 2015 review Council suggested that it might be of value to have another review of Year 12 outcomes in the next year following - ie for 2014 school leavers to review again in 2016 Many students defer or drop out of uni, or find/lose employment. Could be beneficial for future pathways planning, including for students at risk? Does school collect longer term data on student outcomes? Should it, and by what means. Thinks links to alumni register – how can school maintain contact with past students to collect data? Need effective procedures to be set in place.</p> <p>The CHAPS application identifies a fee which could eliminate some interested CSHS school leavers from remaining in contact with the school and school community. The introduction of an alumni would at the very least provide a point of contact and allow for information to be transmitted regarding milestones for the school. As an ex-CSHS senior (class of 86) if it were not for my children I would not have an awareness of what the school has achieved over the many years post my graduation. As an alumni of Flinders</p>

			<p>University I find this a highly successful way in keeping in touch with the university and what's going on in general. I fully support an alumni register and regular contact (school newsletter) to be distributed via this network. It may also be a way of engaging the broader community given the number of ex-CSHS graduands still in the Cairns Region and also provide an opportunity to reach out to those who have relocated either interstate or across the world (PG)</p> <p>Analysis and discussion required on Yr 12 outcomes and trends. IB outcomes and options to improve IB outcomes need to be considered. (JB)</p>
<p>Item 7: Student/Staff Well-being (23.2.16, 26.7.16, 23.8.16)</p>	6	3	<p>Council welcomed the school's priority focus on student well-being, and was given briefings on short, long-term and new initiatives, including new school diaries and the Learning Curve program, transition to Student Services model, and Elevate (Yr 11-12) and RAW programs.</p> <ul style="list-style-type: none"> • There was wide ranging discussion, and student representatives on Council provided valuable feedback and suggestions. <p>Council was updated on staff welfare initiatives for example the welfare/well-being workshops held in August focussing on ways to implement beneficial change.</p> <ul style="list-style-type: none"> • Council acknowledged pressures on teachers and the strong link between staff and student well-being. <p>Jim Brooks presented a discussion paper about ensuring gender diverse students are supported at CSHS.</p> <ul style="list-style-type: none"> • Council agreed that issue should be part of wider well-being agenda, and also agreed that while the school provides support facilities to students, the school should be proactive in promoting to students both the confidentiality of, and how to access, this support if they want/need it. <p>Question of the school actually assessing its performance and developing a plan is still to be resolved. Assistance is available to school from Astri Baker, Regional Education Coordinator, TRUE (Relationships and Reproductive Health)/Safe Schools Coalition.</p>

				<p>Student well-being likely to be enhanced through initiatives to support school leaders/develop student voices. (JB)</p> <p>COMMENT: Important that Council continue to monitor in 2017. Questions raised for follow up include: how will Learning Curve program be extended to all year levels and how will program and outcomes look in 5 years? How will school measure well-being/collect data? Links to long-term strategic planning/risk management.</p> <p>As a council we can look to support/initiate whatever measures possible to support wellbeing. The effectiveness and positive outcomes of wellbeing are well researched. Are the measures effective? A discussion on ways to measure this could be useful for the council, eg student interviews, questionnaires? (SK)</p>
<p>Item 8: Under-performance, including boys (4.5.16, 1.11.16)</p>	2	5	2	<p>Addressed as part of Performance Data / NAPLAN presentations, and linked to well-being, student engagement and student leadership. Not reviewed as individual topic.</p> <p>COMMENT: Council should review/monitor CSHS strategies during 2017.</p> <p>Can also be considered in context of encouraging boys into leadership roles, Clontarf initiative, Indigenous participation in school. (JB)</p>
<p>Item 9: Annual Implementation Plan (AIP) – School Improvement Policies (23.2.16, 7.6.16, 1.11.16, 7.12.16)</p>		7	2	<p>Council endorsed the 2016 AIP following a detailed presentation from Angela Toppin. This plan requires annual review, and sets priorities and strategies for achieving these priorities of:</p> <ul style="list-style-type: none"> • ATTAINMENT (increase OP 1-5s, improve QCE and QCIA attainment, improve attendance); • LITERACY AND NUMERACY (improve Yr 7/Yr 9 NAPLAN results across all bands); • READING AND WRITING (identify skills gaps, provide teacher support across student ability levels, utilise specialist teacher support - EAL/D – teacher aides. • To be reviewed annually.

				<p>Chris Zilm gave a presentation on Performance Data in November and raised some areas of concern highlighted by current attainment, literacy/ numeracy and NAPLAN data.</p> <p>The School Improvement Unit (SIU) Report presented at the December Council meeting outlines a number of improvement strategies for implementation.</p> <ul style="list-style-type: none"> • Council should monitor developments during 2017. <p>COMMENT: Important that Council endorses 2017 AIP with attention to 2016 outcomes, including CIS report, NAPLAN results, SIU, SOS and other relevant data</p> <p>Council could ask Principal for action plan in response to SIU report and review with Council regularly. (JB)</p> <p>Council should consider ways to link wellbeing policy and programs with improvement policies (MS)</p>
<p>Item 10: Investing for Success (I4S) Agreement (formally GRG) (23.2.16)</p>	1	6	2	<p>Council endorsed the CSHS I4S agreement, noting that \$690k was provided for 2016 on the basis of enrolments, socio-economic and other factors.</p> <ul style="list-style-type: none"> • Principal set out how funding is to be used to improve overall student attainment, improve literacy and numeracy and Close the Gap. <p>COMMENT: Important for Council to review overall outcomes from this funding. It would be useful to have reporting that shows clearly what worked, what did not, and how programs will be adjusted in the future to ensure funding produces positive shifts in numeracy and literacy attainment etc. Was report placed on website?</p> <p>Agreed (PG)</p> <p>Agreed (JB)</p>
<p>Item 11: Assessment Policy (23.2.16, 22.3.16)</p>		5	4	<p>Amendments to both junior and senior school Assessment Policies were discussed and endorsed by Council.</p>

<p>Item 12: Australian Curriculum</p>	4	5		<p>The curriculum was discussed in the context of student and staff well being, but there was no specific report on the new curriculum and its implementation during 2016.</p> <p>COMMENT: Update early in 2017?</p> <p>Agreed (JB)</p> <p>Progress on implementation would be valuable for the council (SK)</p>
<p>Item 13: Bigger Picture Funding</p>	1	7	1	<p>Council flagged this issue as part of discussions around IPS and what is possible.</p> <p>COMMENT: This should be a key Council issue in 2017 – ie looking at CSHS funding priorities and wish list and develop strategies to achieve what school wants/requires for students in short and long term. Set Council priorities and set goals for Council to action/work towards.</p> <p>With the new Council members the council may be in a better place to think outside the square and tap into networks and ideas that will see opportunities realised for CSHS now and well into the future. (PG)</p> <p>Agreed (JB)</p> <p>The sky is the limit approach to this area opens new possibilities and welcome new challenges for school council. (SK)</p>
<p>Item 14: Council self-appraisal, review and reporting (23.2.16, 22.3.16, 5.12.16)</p>		2	7	<p>Annual report presented at P&C AGM and placed on School Website.</p> <p>Appraisal completed and report produced, and used as basis for action plan for 2016. Comments and suggestions noted and in some cases addressed.</p> <p>Council endorsed Action Plan for 2016 and requested its inclusion in SC Handbook.</p> <p>2016 appraisal currently underway.</p>
<p>Item 15: Council Induction and Training (23.2.16, 22.3.16, 1.11.16. 7.12.16)</p>		4	5	<p>Council agreed that the Chair continue as an appointed member as permitted by Council Constitution.</p> <ul style="list-style-type: none"> • Council considered appointing an

			<p>additional member from outside the school community who could who could bring relevant skills and contacts to Council. Possible JCU staff member considered, also others who could add skills and experience to Council to support student outcomes.</p> <p>School Council handbook was completed and circulated to all members.</p> <ul style="list-style-type: none"> • Attention was given to the SC Constitution and guidelines and processes for the election of parent representatives were clarified. <p>Kevin Goodworth (CEO P&C's and SC's QLD) met with SC and P&C Executive early in April 2017, clarifying roles and responsibilities and giving examples of how bodies can work effectively to positively impact school community and student outcomes.</p> <ul style="list-style-type: none"> • Some Council members attended a QELI training seminar at CSHS on 21 May, along with SC reps from IPS Malanda State High. • Both meetings energised Council members and stimulated discussion/ideas about what an active and committed SC can achieve, as part of an individual IPS and as part of a linked community of regional school councils. <p>COMMENT: Induction and training important to maintaining council energy. Need action on appointment of new community representative to Council. Should we also have a couple of social events during year? Should outgoing teacher reps attend first council meeting for each year? How do we utilise expertise of retiring members to facilitate membership transition? Can we establish the proposed regional school council/IPS school council network in 2017? CSHS can provide leadership to establish this?</p> <p>As a council we have up until recently not taken on a proactive or outreaching approach to other councils in the area – re Networking – other than on the odd occasion. I second the idea that an establishment of a Regional School Council</p>
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			<p>Network where we can provide support and seek support/ideas/opportunities in conjunction with school councils from State High Schools (primarily) and feeder Primary School Councils. (PG)</p> <p>The induction and training was provided and very helpful. I just think it wasn't done early enough (EC)</p> <p>Discussion needed on effective induction and planning. (JB)</p> <p>Council training was a very valuable experience, extending this to incoming council members would be beneficial if possible (SK)</p>
<p>Item 16: Enrolment Management Plan (EMP) and Programs of Excellence (POE) (23.2.16, 22.3.16)</p>	4	5	<p>Council endorsed the EMP and the adjustments made to the Academic POE, noting that the IB and International Student Program (ISP) are retained as Areas of Specialisation.</p> <ul style="list-style-type: none"> • Council expressed its strong support for the ISP and the educational, cultural and financial benefits it provides to the school. • Council Chair wrote to DET Regional Office expressing SC support for the ISP and requesting ISP first term enrolments each year be set at 75. These numbers were subsequently agreed by to DET. <p>Council noted that the new Academic POE:</p> <ul style="list-style-type: none"> • has a STEM focus and is shaped to fit with the EMP • aims to encourage and sustain interest/excellence of participating students • will utilise partnerships with university and industry professionals • requires a financial and academic commitment from students and their families. <p>COMMENT: The new Academic POE should be reviewed during 2017 with focus on academic outcomes, positives, negatives and adjustments made/required. Good to have review of all POEs on annual basis if time permits.</p> <p>Given the school's automatic enrolment boundaries being smaller in area than previous</p>

			<p>years it may also be beneficial to review the sibling policy where this was removed from the enrolment plans some years back to ensure that the school had sufficient placements for the POE programs. With the number of catchment enrolments v the number of POE's could the council review the number of siblings in non-feeder schools as this amendment to the enrolment plans could affect families who may be required to enrol siblings in neighbouring High Schools which could easily be problematic for parents. (PG)</p>
<p>Item 17: IPS – Future Directions (3.2.16, 22.3.16, 4.5.16, 7.6.16, 23.8.16, 1.11.16, 7.12.16)</p>	4	5	<p>IPS and the role of the SC was a topic of discussion throughout 2016, with a focus at meeting with Kevin Goodworth, at the QELI seminar and in discussion with the new Principal. Michael Schuele prepared a discussion paper on IPS for November meeting, but detailed discussion was postponed.</p> <ul style="list-style-type: none"> • This paper with background information on IPS and discussion points re innovation, operational flexibility and maximising opportunities provides a starting point for Council discussion and planning early in 2017, as does discussion at December meeting around IPS and Traditions/Innovations. <p>COMMENT: In 2017 it will be important for Council to strengthen its role as an IPS school council, and set measurable goals to work towards, particularly in areas such as developing enterprise, entrepreneurship and innovation. This should include attention to long term strategic planning, establishing, strengthening and maintaining links with business, community and educational institutions, lobbying government and other bodies for financial assistance with key projects, closely monitoring strategic programs to ensure positive outcomes for students and promoting CSHS achievements and interests.</p> <p>Query relevance of IPS status to Council's role: Council was established prior to IPS and role in contributing to strategic direction is largely unchanged? (JB)</p> <p>The role of the council in actively contributing to</p>

				the strategic direction of the school has already been discussed and welcomed by the council members. (SK)
<p>Item 18: Performance Planning, including Principal's Performance Plan (22.3.16, 23.2.16, 4.5.16, 23.8.16)</p>	1	6	2	<p>This was a carry over issue from 2016 noted in the 2015 appraisal with Council hoping to be provided with a PPP in 2016 for discussion/endorsement.</p> <ul style="list-style-type: none"> • Council sought to clarify (with School Council's QLD) how this should be done now that the PPP is completed electronically by Principal/DET. <p>Council participated in Principal appointment process with Chair preparing a letter in consultation with Council to DET regional office setting out Council/CSHS's expectations for appointee.</p> <ul style="list-style-type: none"> • Council Chair was a member of the selection panel, in accordance with Council Constitution/DET procedures. <p>Council welcomed Executive Principal Chris Zilm to the CSHS Council, and was briefed on his background and fresh approach including data, community, traditions, budget, IPS, partnerships, positioning, enterprise, entrepreneurship, innovation pastoral care, fairness and equity, student voice, feedback, recognition etc.</p> <ul style="list-style-type: none"> • These are all key areas for Council to examine and continue to work on with school community. <p>COMMENT: As there was a changeover of Principal during 2016, there was particular attention given by Council to the role of Principal at a school like CSHS. However, the PPP issue was not revisited and still requires clarification as to Council's role and responsibility in this annual process.</p> <p>Agreed (JB)</p> <p>It was great to be involved and informed of the principal selection process (even though it was only slight). (EC)</p>
<p>Item 19: Strategic Planning, Including building, development, maintenance</p>		4	5	<p>Council endorsed the new School Infrastructure Plan (SIP) for 2016, as prepared by the BSM. This is a DET requirement that all intended /proposed infrastructure improvements be documented and</p>

<p>planning and risk management (23.2.16, 4.5.16, 7.6.16, 26.7.16, 23.8.16, 1.11.16, 7.12.16)</p>			<p>reviewed annually.</p> <ul style="list-style-type: none"> • Council welcomed SIP as an important strategic document for CSHS that should clearly prioritise short, medium and longer term infrastructure needs. • The annual SIP requires ongoing review and monitoring by Council. <p>Council was presented with the CSHS Facilities Strategic Plan for endorsement. While an operational document, it does have strategic implications, including canteen upgrade and sports facility proposal.</p> <ul style="list-style-type: none"> • Council deferred endorsement of the Plan due to lack of clarity about the consultation process for determining priorities, including the addition of a Performing Arts purpose built complex. <p>Council requested information about the possibility of CSHS acquiring a parcel of land from Ergon Energy.</p> <ul style="list-style-type: none"> • Council stressed importance of CSHS being well prepared for any such opportunity. • Council continued to lobby on behalf of CSHS for funding for the proposed sports centre upgrade following lobbying by Council in 2015, including a letter to Minister Kate Jones. It was agreed letters be sent by Council and P&C to local National and State representatives. <p>COMMENT: Important that all strategic documents be revisited and discussed/endorsed early in 2017, with updates provided to Council during the year. New 4 year strategic plan still to be finalised. Council should continue to lobby for positive outcomes and work towards long-term big picture goals such as proposed Ergon land use, Sports Centre upgrade etc. Council members should be included in key meetings/negotiations and provide support in form of researching/lobbying/negotiating, including with politicians, community leaders, universities, businesses, alumni etc.</p> <p>Prioritisation and planning essential to maximise Council's effectiveness in supporting</p>
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				infrastructure needs. (JB)
Item 20: Student leadership and student engagement		6	3 (4)	<p>This topic was discussed generally throughout the year including as part of presentations on academic achievement and well-being.</p> <ul style="list-style-type: none"> It links to underachievement by boys and how to re-engage students in learning across academic, cultural and socially diverse groups. <p>COMMENT: Would be valuable to have more discussion on these issues, looking at best practice an innovation at other schools, and also have presentation on what is working, what is not working at CSHS and how to move forward. Chris has already established some new protocols aimed at leadership and engagement. Useful to review outcomes later in 2017, including student feedback.</p> <p>I have indicated S – G as I do not believe that we are just at S as there is a focus in the council but there is significant room for improvement. Any engagement, be it student or parent, is rather lacking in the school with a high level of non-participation in school events. I believe this should be a real focus of the school to ensure that we are moving forward and engaging on all levels. (PG)</p> <p>Encouraging steps by Executive Principal to engage students – to be supported by Council. More discussion needed on active steps to encourage/support boys become leaders. (JB)</p> <p>Council should strongly encourage students through the Chair to write to Council if there are issues that they want to raise or initiatives that they would like to discuss and canvas support for. (MS)</p>
Item 21: Parent Engagement (22.3.15, 26.7.16, 1.11.16)	1	6 (7)	2	<p>Council agreed that this important operational issue (with strategic implications) should be taken to P&C for approval/action, and that a comprehensive parent skills register should be developed in conjunction with (or by school admin) in the interests of the school community.</p> <ul style="list-style-type: none"> Council also discussed how Centenary Year provides opportunity to build relationships with school community including parents and caregivers, alumni,

				<p>local business community and other potential volunteers and funding support providers.</p> <p>COMMENT: This is an important ongoing issue that needs to be actioned. The Centenary year provides an excellent opportunity to engage the whole school community, including parents, caregivers and alumni in thinking about how they can assist CSHS by providing skills, services and funds – including bequests and philanthropic donations. Council should encourage and work with school to establish processes etc. Could look at models from other public schools ie Brisbane State High and private schools and Unis. Maybe it should be a school admin rather than P&C register, and information can be shared?</p> <p>Similar response to previous item. However here I believe that we are more to the lower end of Satisfactory (closer to poor) and therefore significant opportunity for improvement (PG)</p> <p>Action needed. (JB)</p> <p>New initiatives through ID attend (“ready to learn”) have significantly improved communication to parents. The value of this engagement can only be measured through parent feedback, both formal and anecdotal. Further parent engagement strategies could form a discussion point within the council. (SK)</p>
Item 22: Emergency Action Plan (4.5.16, 26.7.16))		2	7	<p>EAP was presented to Council for information.</p> <ul style="list-style-type: none"> It was agreed that this is an operational document and does not require SC endorsement, as has been done in past <p>Council was briefed on changes to evacuation plan/gate-locking procedures following incident at school in July.</p> <p>COMMENT:</p> <p>Query use of Council’s time on non-strategic matter? (JB)</p> <p>This requires endorsement only (SK)</p>
Item 23: Variation to lesson times		8	1	<p>Council discussed proposal to adjust timetabling to allow students adequate movement time</p>

(7.6.16, 26.7.16, 7.12.16)				<p>between classes.</p> <p>Year 9 student Piper O’Connell discussed the letter she wrote to Chris Zilm, at final Council meeting of 2017, raising issue of timetabling and needs of adolescents.</p> <ul style="list-style-type: none"> • Council considered whether flexible timetabling might be useful in the future as technology changes permits greater flexibility in delivery of teaching/learning. <p>COMMENT: No outcomes were considered but Council could revisit in future as part of long term strategic planning.</p> <p>Specific outcome required. Strategic relevance noted by Council. This is an operational issue for EP first, who could discuss any proposal to alter times with Council. (JB)</p>
<p>3. Review</p> <p>(1) Council reported on its operations for the year to the school community. (throughout 2016)</p>		1	8	<p>Council provided regular, comprehensive reports to P&C meetings. These reports circulated to P&C members are publically available via a link on the updated school website’s School Council page. The SC webpage was continually updated through the year, including member profiles and other documentation including the SC annual report tabled at the 2016 P&C AGM.</p> <p>COMMENT: SC should continue to provide accessible reports on it activities to P&C and on the CSHS website. SC should set clear strategic goals to work towards for benefit of school, with defined timelines. This will enhance SC reporting.</p>
<p>(2) Council collectively self-appraised its performance for the year. (23.2.16, 22.3.16, 5.12.16)</p>		1	8	<p>2015 process finalised in early 2016, with 6 council members participating and summary report tabled. The 2016 process underway, with discussion of surveys in March 2017, and final report tabled in April 2017.</p>