



Usutu Forest School

STRATEGIC PLANNING

Key Performance Areas

	Action Points	Target Date	Date Completed
1. SWOT ANALYSIS	1.1 Findings of SWOT analysis to be circulated once the results have been collected from Sharon	20 June 2018	Done
	1.2. AG & DJ to communicate to parents the summary of the SWOT analysis as well as easy target solutions	July 2018	Done
2. MARKETING – Immediate action	2.1 AT to be approached to set up “Funding and Sponsorship Form” for the following major projects:- <ul style="list-style-type: none"> • Admin block • Science labs • Sports fields • Pavilion • Swimming pool (25m x 8 lane) and stands • Hall upgrade <p><i>The presentation must include pictures of the school, our Vision, Strategy, Values etc. Donor to get naming rights etc.</i></p>	End of Term 3 2018	
	2.2 Inform AT of any changes to the website which need to be done	Ongoing as changes are made	
3. LEARNING SUPPORT	3.1 High School demands need to be considered and met	The start of Term 1 2019 Ongoing	

4. HEALTHY LIFESTYLE CHOICES <i>*This aims to be introduced slowly into the culture of the School as a whole</i>	4.1 In addition to the “Anti-Bullying Week”, we introduced “Health and Wellness Week” <i>each term</i> , which encompasses all facets of the school (children and teachers) by looking at healthy lifestyle choices in assembly, orals, English comprehensions, notice boards, lunch box checks etc.	From Term 3 onwards	Implemented
	4.2 Include Healthy Lifestyle into General Knowledge Quiz	From Term 3 onwards	
	4.3 Encourage learners to sign up for weekly Park Runs (<i>possibly hand out certificates of participation in assembly</i>)	From Term 3 onwards	
	4.4 Promote healthy food sales at the tuck-shop. The tuck-shop aims to be a nucleus for starting the Health and Wellness initiative.	Ongoing	Ongoing
	4.5 Encourage staff to buy into healthy lifestyle choices by - distributing bottles water, piece of fruit and inspirational message each morning during “Healthy and Wellness Week” - Having a whole school physical activity at break time where whole school get involved.	From Term 3 onwards	
	4.6 Approach companies to sponsor / donate water fountains around the school with branded water bottles for learners to use, other health related donations.		
5. FINANCE	5.1 Outline the best-case scenario for the Finance Committee at the school. Define roles and responsibilities for effective and efficient financial control.	Term 3 2018	

6. HUMAN CAPITAL	6.1 Contact Universities in Swaziland and Teachers Colleges to recruit new and upcoming teachers who are the best in their class before they graduate in May.	March 2019	
	6.2 Recruitment, interview and induction process to be reviewed, updated and finalized.	End of Term 2 2018	Being finalised
	6.3 Look at registering management for Performance Management Workshop by ISASA when it becomes available with the intention to promote staff recognition and incentive.	Term 1 2019	
	6.4 Staff Retention and Exit interviews: Exit interviews to be conducted for each staff member who leaves Usutu. This will help us to gain insight as well as allow the teacher to give us an honest indication as to why they are leaving by using the exit questionnaire.	Immediate Effect	Implemented
	6.5 TRAINING: Subject heads, HOD's and Grade Heads have been appointed and allocated to subject areas based on their areas of expertise. Ongoing Cambridge and ISASA training is required, depending on availability. Evidence of training to be recorded and captured on Ed-Admin.	Ongoing, subject to availability	Currently enrolled
	6.6 NETWORKING: Need to identify and draw up a list of other Cambridge Schools for whole Management team (HOD, Subject Heads etc.) to visit to share ideas and network. This will gradually extend to rest of staff. <i>*Important to identify an appropriate Cambridge School</i>	Term 3 2018 into Term 1 2019	
	6.7 CAREER ADVANCEMENT is available in the high school as the school grows and expands. However, appraisals and performance management will lead to recognition.	Ongoing	
	6.8 SUCCESSION PLAN will fall into place once career advancement has been set up. This will also depend on talent recognition.	Ongoing	
	6.9 STAFF MORALE: Teachers and management will benefit from external, professional consultants addressing the following issues:- <ul style="list-style-type: none"> • Team building of staff and departments • Building staff morale • Reorientation of staff • Vision and Mission development for the whole school In addition, management would benefit from external consultants in addressing the following issues:- <ul style="list-style-type: none"> • Conflict management • Staff discipline and Mentoring 	Term 1 2019 and ongoing.	
	6.10 Review HR Policy	Term 1 2019	

7. INFRASTRUCTURE	<p>7.1 A separate focus group to streamline and finalise the full project completion of the school expansion for the 5-year project.</p> <p>This is vital and is an urgent priority.</p>	ASAP , and ongoing for next 5 years.	
8. MARKETING, ALUMNI and SOCIAL AWARENESS	<p>8.1 Ed-Admin Co-ordinator to be formally appointed. Project Plan to be drawn up to ensure Parent Portal is opened smoothly and efficiently. Parents to be sent information about this portal. Additional Ed-Admin Training to be implemented.</p>	To be opened in January 2019	
	<p>8.2 Ed-Admin will be used to email all newsletters home in addition to sending hard copies as the transition takes place to more “paper-free” communication.</p>	Term 3 onwards	
	<p>8.3 Circulate presentation about the capabilities of Ed-Admin to all parents, and have a link set up on our website.</p>	By beginning of Term 1 2019	
	<p>8.4 Need to advertise and appoint a marketing expert to manage the following portfolio's:</p> <ul style="list-style-type: none"> • Marketing at other schools (with the Head and academic heads) • Social media, Website, Facebook etc. • Alumni...<i>this needs to be aggressive marketing from the onset</i> • Sponsorships for hall, curtains etc. etc. (see point 9.1) • Open days • Assessment days • Admissions • Networking with other schools 	Beginning of Term 1 2019	
9. RESOURCES	<p>9.1 We require sponsorships or donations for various items, including but not limited to:</p> <ul style="list-style-type: none"> • Media Centre (library) revamp • Hall improvement • Benches for the children in the high school and primary school • Smart boards for all classrooms 	Ongoing	
	<p>9.2 In lieu of textbooks which will not need to be repurchased in 2019, we will need to adjust the budget to purchase furniture etc. required for classrooms.</p>	September – December 2018	Budgets submitted

10. STAKEHOLDERS	10.1 We will be holding an annual “ Proudly Usutu Day ” which aims to bring to life the vision and mission of the school by incorporating all stakeholders in the event. -Entire stakeholder buy in is envisaged -Emphasis on fun, celebration and unity among the Usutu Stakeholders.	Term 1 2019	
	10.2 USUTU ETHOS, VISION AND MISSION: <ul style="list-style-type: none"> • The Usutu vision, mission and ethos is to be finalized so that it is more child friendly, and it should be displayed throughout the school being more visible. • It needs to be made more public such as <ul style="list-style-type: none"> ○ Newsletter & Alumni Page ○ Branding and all marketing material ○ Facebook and all social media (Instagram, snapchat) website ○ Banners 	Term 1 2019 Ongoing	
	10.3 UNIFORM UPGRADE <ul style="list-style-type: none"> • The need to relook at a more formal uniform for primary school, style and colour. • Review and revisit current uniform, looking at style and colours. Practicality and cost to be considered. • Staff uniform & Sports Uniform upgrade 	By February 2019 provide feedback	
	10.4 CODE OF CONDUCT <ul style="list-style-type: none"> • Current school Code of Conduct needs to be updated to ensure that it falls in line with our current expanding School. 	By January 2019	

11. COMMUNICATION and TECHNOLOGY	11.1 Ed-Admin parent portal to be activated. Messages to parents to be activated via this portal to improve communication between teachers and parents and vice versa.	Opened in January 2019	
	11.2 All classrooms to be equipped with interactive whiteboards from Grade 0 to Form 3.	This is ongoing and a priority	
	11.3 PUPIL DEVICES IN THE CLASSROOM: Need to brainstorm with the whole staff ideas with the teachers with the view to introduce and use more technology driven devices in the classroom by 2019/2020. This will be done by identifying specific subject / class / grade pilot groups. This can only be made possible if each classroom has access to a smart board first. IT to be upgraded to facilitate this.	Term 1 2019	
	11.4 <u>Cambridge encourages and actually prescribes subject specific websites on their schemes of work.</u> For this reason, teachers are to present lessons which include the use of the internet- each teacher to present a lesson to management whereby they include the use of “live” technology in their lesson. Need to make this accessible to teachers in order to ensure that the curriculum is presented as effectively as possible. e.g., stream a video clip off the net / online whole class quiz / digital annotations from subject specific websites Links are available on the secure Cambridge portal for teachers	Ongoing until the end of Term 3 2018	
	11.5 Investigate introducing robotics and coding as a club in the primary school from Grade 1 – Grade 7. <ul style="list-style-type: none"> • Coding SCRATCH (primary) and PYTHON (high school) is currently being offered in the phases every week. • STEM Swaziland has been contacted to look into joining the robotics challenge in 2019 • International “Hour of Code” on 3 December 2018- Usutu is looking to join this initiative as a whole school 	Term 1 2019	Contact has been made with STEM

12. TRANSPORT	12.1 Adult supervision (BUS ASSISTANTS) to be appointed on all buses. Bus assistants are to assist with the general school day while the buses remain parked at school. Begin with teachers who travel this route daily and also possible consideration are University Graduates.	Concluded November 2018 to begin January 2019	
	12.2 Transport manager to be finalized. This will be an internal appointment.	January 2019	
	12.3 Ascertain future transport needs for the growing school.	Before November 2018	
13. DIVERSITY AND INCLUSIVITY	13.1 Before we can make a decision on this, we need to visit mainstream schools which offer inclusive education to observe how it is implemented.	2019-2020	
14 COMMUNITY SERVICE	14.1 We want learners to learn a skill 14.2 We want learners to provide a service		
	14.3 Community service needs to be a whole school initiative whereby Usutu adopts a sustainable nearby project to tackle annually. <ul style="list-style-type: none"> Identify needs in the community and involve all learners in meeting the need. <p>Examples include but are not limited to: helping a nearby homestead, government ward aid, hospital teaching, helping disadvantaged preschool etc.</p>	Start in January 2019	

15 ACADEMIC DAY	<p>15.1 The length of the school day will need to be extended to necessitate the demands of the Cambridge curriculum. All stakeholders- parents, teachers, learners, will be brought into this discussion before decisions are met.</p> <p>Skeletal structure of the timetable to be circulated.</p>	Term 3 2018	Discussions underway
16 SPORT	Sports policies, facilities and coaching needs to be reviewed and improved upon based on SWOT feedback from parents, learners and teachers.	By January 2019	
17 GLOBAL PERSPECTIVES	Introduce this new, exciting and international subject from Grade 1 up until the end of High School. Training and materials all available from Cambridge.	Start January 2019	
18 IQAA	Independent Quality Assurance Agency to come and evaluate Usutu Forest School for quality purposes.	October 2019	
19 HEALTH & SAFETY	To look at whole school Health and Safety issues that need to be upgraded or introduced. Committee to be established and Health and Safety co-ordinator appointed	Term 1 2019	