

AL AMANAH COLLEGE

School Strategic Plan
2022 - 2026



 (02) 9822-8022 / (02) 9708-1220

 admin@alamanah.nsw.edu.au

 www.alamanah.nsw.edu.au



Bankstown Campus: 2 Winspear Avenue Bankstown, NSW 2200
Liverpool Campus: 55 Speed Street Liverpool, NSW 2170

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Preparation

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School Improvement Plan committee members

Gina Dabboussi	Secondary School Coordinator (Liverpool)
Chaza Ferdaws	Secondary School Curriculum Coordinator (Liverpool)
Samaya Sahyouni	Primary Coordinator (Liverpool)
Marlene Jalloul	Primary Coordinator (Bankstown)
Nourhan Khalil	Primary School Classroom Teacher, Stage Leader and Mentor (Liverpool)
Mirna Oueik	Primary School Classroom Teacher, Stage Leader and Mentor (Bankstown)

Authors, names and positions

Mohammad El Dana	Head Principal
Ayman Alwan	Principal (Liverpool)
Bassam Adra	Principal (Bankstown)
Gina Dabboussi	Secondary School Coordinator (Liverpool)
Chaza Ferdaws	Secondary School Curriculum Coordinator (Liverpool)
Samaya Sahyouni	Primary School Coordinator (Liverpool)

Timeline and Key Dates

School team attends SIP planning session	Monthly
Surveys – Parents, Students, Teachers	July
School team submits SIP to Board of Directors for review	October
Board of Directors provides feedback at Management Meeting	November
School team incorporates feedback	Early December
Principal submits a final draft SIP to Board of Directors for approval	Mid December

Introduction

On behalf of Al Amanah College Board, it is my pleasure to present the College Strategic Plan.

This document is intended to set the overall direction for the College for the next 5 years. It also outlines the key values, that the Board and staff agree should be at the heart of how the school operates and develops.

The College Leadership Team has developed a range of strategic priorities with short and long-term goals. These have been presented, discussed and approved by the College Board and now form the basis of the College's Strategic Plan for 2022 - 2026.

Learning is at the heart of what schools are about. Preparing and planning for children's futures is essential for a good school. This Strategic Plan covers five strategic priority areas:

1. Islamic Identity and Leadership;
2. Educational Excellence;
3. Community and Culture;
4. Sustainable Management and Operation;
5. Good Governance.

The future of Al Amanah College will be significantly enhanced by the implementation of the strategies in this document and the direction it will provide to current and future leaders of the College community.

Sheikh Fawaz Abboud
Board Chairperson

From the Head Principal

Praise be to Allah the Lord of the Worlds. To Him belong the endowments and proper commendations. May Allah raise the honour of Prophet Muhammad, peace be upon him, and protect his nation from that which he fears for it.

Allah ta^ala said to His Prophet:

وقل رب زدني علماً

This Ayah means: [And say (Meaning O'Muhammad) Oh my Lord, increase my knowledge]. This noble Ayah holds great meaning that indicates the merit of knowledge. Had there been a matter greater in merit than knowledge, Allah would have ordered his prophet Muhammad peace be upon him to ask for an increase of that.



The best of what one acquires in this life, is the proper knowledge and belief in Allah and His messenger, and the rules of the religion. We are proud to say that Al Amanah College was established in accordance with the true teachings and methodology of Islam, the methodology of the prophets and the righteous ones. It is truly a path of moderation and clear from extremism. Al Amanah's beneficial and modern teachings are those that our society needs, having immensely illuminated the paths of our youth and guiding them to the truth and rejecting extremism.

For those who know Al Amanah College, they know that the school is built on its core purpose of catering for the cultural needs of the Muslim community, with the intention of nurturing each student to reach their potential. Our continuing message is to ensure that students will find success through knowledge, which is not represented through our motto, but shaped by our approach in pursuing academic excellence in all aspects of a student's educational journey. Moreover, finding success through knowledge also comes with upholding the Islamic principles, values and ethos of our school community, enabling students to always be open-minded and remain steadfast in their pursuit of these values.

At Al Amanah College we aim to provide students with a foundation for their future, including the key skills to enable them to be confident and excellent Australian citizens. We nurture our students to make the most of their individual potential and to get the best from their education. It is with pleasure that I present the Al Amanah College Strategic Plan for 2021- 2025. This plan outlines a strategy for the next five years and will see the College utilise its growing facilities to ensure that we are equipping students for success in whatever pathway they choose throughout their schooling and beyond.

The College Leadership Team has considered current best practices when developing strategic directions for the next five years. It is our intention that this plan will assist the college in meeting the needs of the current generation of students and support them in preparing for multiple pathway options in a global marketplace. The five strategic goals detail contemporary education trends and expectations, with a focus on meeting the individual needs of each student, staff member and parent. This will provide benefits in a holistic educational approach, not only focusing on academics but overall child-physically, emotionally, mentally, psychologically, and Islamically through individual development and understanding how learning best occurs for each student. Pedagogical approaches can be adopted to help students meet the needs required of the world around them.

While we are aware that there will be many challenges in the next five years, we are confident that the 2022-2026 Strategic Plan provides the necessary framework to ensure a rewarding, exciting and productive future at Al Amanah College. I look forward to seeing our College consolidate and improve its expansion from Kindergarten to Year 12 during this next phase of our school history as we strive to equip each student for success.

Mr Mohammad El Dana
Head Principal

Purpose of this Strategic Plan

The School Strategic Plan is a whole school improvement plan which outlines the future direction of the school and the framework for decisions and progress toward whole school improvement. It sets broad benchmarks for the School Board, leadership team and staff to work towards.

This School Strategic Plan (SSP) provides Al Amanah College community with the vision and direction for continual annual improvement for the next 5 years. This SSP will have a significant implication for the delivery of education over the next 5 years. Our evolving society will demand individuals undertake several jobs and careers in one lifetime, requiring them to be flexible and constant learners.

The mission of Al Amanah College is to: "Promote values and Ethics." This Strategic Plan focuses on our desire to achieve this mission for all students as they progress through the College. The Strategic Plan has been developed in light of consultation with a range of stakeholders including parents, students, teachers, the College Leadership Team, and the College Board. Underpinned by the College's vision and goals, the Strategic Plan provides the framework by which the College will voice key principles and directions, set specific objectives and outcomes, and establish targets through which implementation and progress can be reported.

The demands of technology in the workplace and the importance of teamwork to deliver a competitive edge are also cornerstones of the future. To prepare our students for the future requires a new educational approach, one that encourages students to become independent learners through more individually based learning environments.

The Colleges' strategic plan has an important purpose in driving continued improvement in the quality of teaching and learning. The SSP is the central document that underpins the work of the College and drives it forward. The Plan outlines the processes in place to assure the provision of quality educational experiences for Al Amanah College students.

The College community is committed to the following Strategic priority areas:

1. Islamic Identity and Leadership;
2. Educational Excellence;
3. Community and Culture;
4. Sustainable Management and Operation
5. Good Governance

The College is committed to continue effort in existing reform areas by:

- Implementing the Australian Professional Standards for Teachers;
- Implementing the Disability Standards for Education;
- Implementing the elements of the National Safe Schools Framework; and
- Teachers endorsing of the National School Improvement Tool.

Successful and sustainable School strategies requires a targeted and focused approach on the Colleges' most pressing needs and challenges. Upon reflection of the College data and the needs analysis, Al Amanah College has identified a manageable set of priorities to guide the Schools' improvement efforts over the next five years.

Our Vision

Pursuing Academic Excellence

Al Amanah College is committed to pursuing academic excellence and nurturing the individual abilities in a caring, educational, and Islamic environment.

This vision is underpinned by the following:

- For all students, educational opportunities are provided in a safe, stimulating environment.
- Learning is relevant, challenging and interactive for all students.
- Enthusiastic and dedicated teachers inspire our students.

Our Motto

Success Through Knowledge

Our Mission

Promoting values and Ethics

Al Amanah College upholds Islamic principles, values and ethos enabling our students to be always open-minded and remain steadfast in their pursuit of these values.

Aims of the College

- To provide excellent education, offering a broad academic curriculum and a wide range of extra-curricular activities;
- To prepare students within a disciplined school community to be broadly educated, responsible, confident, empathetic and compassionate contributors to the wellbeing of society;
- To encourage the balanced development of the intellectual, emotional, physical, cultural and spiritual elements of each student's life in an enjoyable atmosphere;
- To provide an educational environment that promotes the spirit of inquiry and skills for life-long learning and the attainment of each student's potential.
- To provide a safe and supportive environment

Further contextual informational about Al Amanah College can be located on the My School website: <http://www.myschool.edu.au>.

Our Philosophy

We believe that education fosters skills and attitudes for lifelong learning and that the learning process can only be successful with good preparation. Everyone must bring a positive attitude to learning and that learning occurs when everyone is an active participant. The school's philosophy is firmly based on the belief that every student has the ability to learn. It stresses the development of initiative, integrity and self-discipline. The school believes that each student's happiness, confidence, feelings of security and sense of belonging is dependent upon an environment where all members are considerate and courteous to each other.

Background

Al Amanah College is a non-selective co-educational, Islamic faith-based college, operating from two campuses, Bankstown: K-6 and Liverpool: K-12.

The College is committed to pursuing academic excellence and the fostering of individual abilities in a caring and challenging educational environment. The College motto 'Success Through Knowledge' has a powerful and continuing message for the school's community to achieve success by acquiring the necessary knowledge and skills.

The College was first established at Bankstown, where classes commenced with 88 students K-Yr3 in 1998 and from there the school grew rapidly. The Bankstown campus is located in the heart of Bankstown City catering for K-6 with approximately 250 primary school students.

In 2002 the College grew further through the opening of the Liverpool Campus with 168 students, where secondary classes commenced with Yr7 then expanded to year 12 in 2007. The Liverpool Campus is located in the heart of Liverpool City catering for K-12 with approximately 600 primary and secondary school students.

The school is multicultural, with almost 100% of students from language backgrounds other than English, predominately Arabic. As Arabic and Religious Studies form an integral part of our school curriculum, extra teaching staff for Arabic and Religion are employed for this purpose. Parents and the local community are encouraged to support the school through participation in school programs and ongoing provision of additional school resources.

Al Amanah College is considered to be a major institution catering for the cultural needs of the Muslim community and a school that offers a diverse bilingual teaching curriculum. For this reason, the college has become an attraction to parents who see in it a bright and distinguished future for their children.

The Educational Program

Al Amanah College aims to provide and sustain quality education, Islamic studies and Arabic language as a second language. At Al Amanah College a comprehensive curriculum is offered with a well-developed academic program. The school timetable is organised around seven 45 and or 50-minute periods in three blocks, with two breaks. Our Restorative Behaviour Management Program does not allow corporal punishment. It is based on restorative justice and positive behaviour intervention systems. The focus areas are Learning, Respect and Co-operation, and there is a strong emphasis on developing positive, peaceful student-student relationships.

Curriculum

Strong emphasis is given to the professional development of staff. Good teaching practices that are combined with knowledge of the NSW Australian curriculum and new technology ensures that Al Amanah College reflects the modern practice.

Al Amanah College offers a wide range of subjects and co-curricular activities. Subject handbooks provide specific information about individual subjects. The curriculum of Al Amanah College provides all students with the opportunity to enhance and showcase their talents in preparation for an active and productive life beyond school. Our dynamic, relevant curriculum reflects society's diverse expectations through negotiation with informed, caring parents and teachers. Students learn to take control of, and be responsible for, their education and the opportunities it brings. Our students develop confidence in themselves as lifelong learners.

School Improvement Planning Team

The School Improvement Planning (SIP) team has the task of analysing data and information about the level of student achievement in the School, the effectiveness of the School environment, and the level of involvement of parents in their children's education. Based on their analysis, team members make decisions about areas that need to be improved (priorities).

After gaining an understanding of both the School Board's goals and the School's characteristics, the planning team is ready to begin setting priorities for a School Strategic Plan.

In addition to offering their valuable perspectives and abilities, teachers will be able to help other members of the team understand data on student achievement as well as the potential value of and challenges involved in various improvement proposals.

School planning processes

The school planning process included a thorough process, which contained school communication and collection of data. In order to gather data regarding the school practices the school planning team members, such as the school principal, school primary and secondary coordinators, school leaders and mentors met on a regular basis to implement the school plan. It is important to note that the annual satisfaction surveys centred around the five strategic priorities of significant importance to Al Amanah College.

Notably, participants who took part in the survey included parents, teachers and students, they were predominantly questioned about their views regarding the school environment. The results of the survey will then be used by the school improvement planning team in order to determine what changes should take place in order to ensure goals are achieved in the future. The collection of data consisted of retrieving information from NAPLAN results, Pat Numeracy and Vocabulary assessments, Torch assessment (Reading and Comprehension), InitialLit (K-1), focus groups, school internal assessments, PM bench marking assessments, minimum standard tests and HSC results. The primary goal is to identify the practices that are currently successful and ways on improving such practices, as well as identifying areas that require further improvement.

Determining Priorities

It is essential to remember that the ongoing work of the College must not be neglected in order to bring about change. Care is, therefore, taken not to attempt to take forward too many major developments concurrently. The Board of Directors, Principal and staff work together to determine the areas where current levels of performance need to be maintained, and those areas to be given priority for development or improvement.

In deciding on priorities for improvement, Al Amanah College has considered:

1. Previously identified strengths and areas for improvement;
2. Areas for improvement identified during NESAs NSW inspections;
3. Areas relating to national and local initiatives; and
4. Areas of particular interest to Al Amanah College students, parents and staff.

Snapshot of Al Amanah College

Kindergarten - Year 12

Two Campuses

24

Years in Operation



Bankstown – 1998 & Liverpool - 2002

900

Students



Primary School



Junior School



Senior School

106

Employees



96

Full Time Staff



Five Strategic Priorities

Between 2022 and 2026, Al Amanah College will undertake the following five strategic initiatives to assist in the ongoing operation of the College. The implementation of these initiatives is phased over the three-year period of the plan. Implementation will occur through an annual planning and budget cycle. The strategic actions and business plans will be reviewed annually.

The College community is committed to the following Five Strategic priorities:



1. Islamic Identity and Leadership



2. Educational Excellence



3. Community and Culture



4. Sustainable Management and Operation



5. Good Governance



Strategic Goal 1

Islamic Identity and Leadership

“To instil and foster moderate Islamic teachings within the student body in accordance with the teachings of Ahlulsunnah and Jamaa. This will in turn cultivate students to become strong leaders and contribute positively to themselves, their communities, and their society.”

Operational Goals

- Operational Goal 1.2** Cultivate a school learning community that reflects Islamic Education Values and culture and responds to the needs and aspirations of our community.
- Operational Goal 1.2** Develop in students of what it means to belong to a community with the moderate Islamic traditions and to deepen the culture of tolerance that reflects the Islamic values and culture.
- Operational Goal 1.3** Nurture young Australian Muslims to develop leadership characteristics and uphold values of integrity and compassion within the school and beyond.

Implementation Steps

To achieve this objective, the College will:

- Continue to foster the Islamic education values amongst the students and implement these within the community.
- Continue to model and build effective leadership that supports a culture of high expectations and shared responsibility.
- Continue to involve students in various religious activities with the school community.



Strategic Goal 2

Educational Excellence

“To build reflective and evaluative practices to excel in teaching and learning.”

Operational Goals

- Operational Goal 1.2** Foster and implement a whole-school culture of collaboration, driven and informed by data and supported by on-going professional learning to implement evaluative teaching practices responsive to individual students' learning needs.
- Operational Goal 1.2** Ensure curriculum and pedagogy are informed by the latest research and use innovative technology to enhance teaching and learning.
- Operational Goal 1.3** Develop and enrich educational standards and personalised pathways for all students, including extension opportunities and the provision of support.

Implementation Steps

To achieve this objective, the College will:

- Ensure that the curriculum meets the needs of all students.
- Use student assessment data effectively to identify student progress and achievement in order to differentiate the curriculum and inform future learning.
- Develop knowledge encompassing each student's individual needs which assists in defining success, excellence and growth in each student.
- Focus on further developing staff skills in relation to integrating ICT across the curriculum to improve student learning outcomes and engagement.
- Provide adequate training for all staff with particular emphasis on professional development of staff in teaching the Australian Curriculum, new technologies differentiation, inquiry based learning and other innovative emerging pedagogies.
- Evaluate the process of staff education and performance reviews to ensure alignment with best practice.



Strategic Goal 3

Community and Culture

“To foster a strong sense of belonging to the school and wider community.”

Operational Goals

- Operational Goal 1.2** Continue to create a school-wide, collective responsibility for student learning, which is shared by parents, community and students.
- Operational Goal 1.2** Continue to create a culturally inclusive environment for learning.
- Operational Goal 1.3** Continue to develop a strong sense of belonging within the school community.

Implementation Steps

To achieve this objective, the College will:

- Continue to implement and maintain a positive and safe school environment.
- Continue to equip and encourage parents to support and assist in the development of their child's learning.
- Continue to provide opportunities for parents to become involved in the life of the College.
- Continue to develop and promote authentic and productive relationships with the school and wider community.
- Enhance existing communication strategies and develop new ways to generate and promote support within the school.



Strategic Goal 4

Sustainable Management and Operation

“Al Amanah College is supported by sustainable operations that maximise financial performance, support investment in facilities and resources, minimise environmental impact and ensure efficient and effective operations.”

Operational Goals

- Operational Goal 1.2** Continue to maintain the financial health of the school to support flexible investment in growth strategies for the school to be a leading provider of education.
- Operational Goal 1.2** Continue to grow enrolments by promoting the School’s Brand Proposition in current and new markets through traditional and innovative methods, both internally and externally.
- Operational Goal 1.3** Review all school operations to ensure maximum efficiency in the utilisation of available resources.

Implementation Steps

To achieve this objective, the College will:

- Review financial benchmarks for reporting financial performance against the national and state benchmarks.
- Continue to position the school as the leading community school for students and teachers.
- Identify areas of potential investment across the school.
- Review current marketing strategies to ensure efficient and effective use of available resources.
- Undertake a review of all administrative functions performed by teachers.
- Review and audit school operations internally, and externally, if practical to do so, and investigate systems and processes from other schools or organisations that may be adopted to improve efficiency.



Strategic Goal 5

Good Governance

"The College Board will continue to oversee all aspects of Al Amanah College, and ensure a strategic approach to the School's future by setting major objectives, policy frameworks and strategy."

Operational Goals

- Operational Goal 1.2** Continue to implement a cycle for policy review.
- Operational Goal 1.2** Establish a comprehensive system of risk management, risk oversight, compliance, and internal control.
- Operational Goal 1.3** Equip and upskill Board members in terms of knowledge of governance through Professional Learning and Development.

Implementation Steps

To achieve this objective, the College will:

- Develop an effective governance model that will help build a collaborative relationship that inspires trust between the College Board and the Principal and empowers all parties to work toward shared goals.
- Comply with all legislative, regulatory, governance and operational frameworks in a timely manner.
- Continue to review strategies for governance, leadership and thinking.
- Review and continue to implement a cycle for policy review.
- Provide ongoing professional learning and development opportunities for board members.
- Strengthen communication with the broader college community about the work of the Board and College's mission and vision.