




Sooke School District 2023-2024 Operational Plan



We acknowledge the traditional territories of the Coast Salish: T'Sou-ke Nation and Sc'ianew Nation and Nuu-chah-nulth: Pacheedaht Nation. We also recognize some of our schools reside on the traditional territory of the Esquimalt Nation and Songhees Nation.

EXECUTIVE SUMMARY

The Sooke School District (SD62) Executive Team is pleased to present the annual Operational Plan identifying the actions and projects that will be undertaken in the 2023-2024 school year in addition to the everyday operations of the District.

Our Operational Plan works, each year, to make progress on our Strategic Plan 2021-2025 priorities of: **Learning, Engagement, and Growth.**

The specific goals of the strategic priorities are:

- **Learning:** Develop and support adaptable learners who are creative, critical and social thinkers with the capacity to be educated citizens;
- **Engagement:** Create a culture of belonging; and
- **Growth:** Pursue organizational excellence to support a vibrant school District.

SD62 is one of the fastest growing school Districts in the province. The operational plan focuses the actions of the organization that serves almost 13,000 students through the services of over 2,000 employees in the communities of Sooke, Port Renfrew, Metchosin, Highlands, Langford and Colwood.

More about the District, including the traditional territories, the Board of Education, and the Strategic Plan, can be found on our website at www.sd62.bc.ca.

Consistent with our Strategic Plan, this document has been created by listening to our community's needs while managing a finite amount of resources.



STRATEGIC PLAN 2021-2025 OBJECTIVES

Learning	Engagement	Growth
<p>GOAL To develop and support adaptable learners who are creative, critical and social thinkers with the capacity to be educated citizens</p>	<p>GOAL To create a culture of belonging</p>	<p>GOAL To pursue organizational excellence to support a vibrant school district</p>
<p>Learning Objective 1 To provide opportunities for learners to understand, respect and appreciate diversity and inclusion</p>	<p>Engagement Objective 1 To develop, expand and implement, inclusive and collaborative, practices and processes</p>	<p>Growth Objective 1 To strengthen organizational practices to ensure equity, diversity and inclusion</p>
<p>Learning Objective 2 To provide opportunities for learners to develop critical and creative thinking skills</p>	<p>Engagement Objective 2 To further the goals of the Na'tsa'maht Agreement following the objectives of 'One Mind' and 'One Spirit'</p>	<p>Growth Objective 2 To build and maintain spaces and resources that support our creative and critical learning and our culture of belonging</p>
<p>Learning Objective 3 To ensure our learning environments are safe, accessible and welcoming</p>	<p>Engagement Objective 3 To develop, expand and implement respectful, effective, clear and transparent communications</p>	<p>Growth Objective 3 To embrace 'digital technologies' and manage increasing complexity through leveraging the strategic use of resources</p>
<p>Learning Objective 4 To enhance student choice and voice</p>	<p>Engagement Objective 4 To continue to develop, expand and implement a culture of wellness</p>	<p>Growth Objective 4 To expand our culture of social responsibility and implement long-term commitments that strive to support society and protect the environment</p>

HOW DOES THE SD62 EXECUTIVE CREATE THE OPERATIONAL PLAN?

The Executive Team has established a comprehensive operational plan development process that ensures:

- The focus is on making progress on the priorities of the Strategic Plan;
- Strategic items in the Operational Plan are taken through the budget planning process to consider whether there are funds available to support the work;
- A transparent process that includes partner input through communication and consultation;
- An Executive Lead for each item with an accountability to make progress on the item and to report progress quarterly to the Superintendent;
- Operational planning is undertaken with awareness of compliance with the *School Act* and other regulatory requirements, Collective Agreements, Board policy.



TIMELINE

With the Strategic Plan 2021-2025 as the guiding document, the Executive drew up a list of priorities for the 2023-2024 year. Staff then consulted with the District Leadership Team, key stakeholders and members of the community. A full list of priorities was then created which fed into the development of both the 2023-2024 Budget and the Operational Plan.

TIMELINE	ACTIVITY
October 2022	The Executive Team discuss the District's current and future state, work that will continue in 2023/24 and consider strengths, weaknesses, opportunities and threats (SWOT).
October 2022 - February 2023	Regular meetings with the Executive Team and District Principals to consider what activities are needed in the 2023-2024 school year to make progress on the proficiency rubric towards the strategic plan goals.
February 2023	The SD62 Leadership Team add ideas and comments on the draft operational plan. The draft plan is presented to the Resources Committee to gather feedback on the strategies and budget required.
March 2023	Engagement with the community on Budget 2023-2024 provides a list of priorities to be considered for the next school year. Those proposed operational items that require funding are taken through the budget development process to consider how to prioritize available funds. A further presentation on budget and operational planning is brought to the Resources Committee.
May 2023	The Budget is proposed by the Executive and after discussion passed by the Board of Education. This, in turn, secures the funding of certain items proposed in the Operational Plan.
June 2023	The Executive take the final version of the Operational Plan to the Board for information.
July - August 2023	Planning for individual projects gets underway. The Executive Lead for each item in the Operational Plan defines key metrics that will show progress has been made.

LEARNING PRIORITY 2023-2024

Learning Objective 1 - To provide opportunities for learners to understand, respect and appreciate diversity and inclusion.

- Implement recommendations from the review on diversity, equity, and inclusion (DEI), to strengthen student learning.
- Monitor the implementation of Indigenous graduation credit courses to a) ensure students have access to Indigenous content through a variety of courses and b) determine whether needed supports and resources for educators are available.

Learning Objective 2 - To provide opportunities for learners to develop critical and creative thinking skills.

- Implement the objectives of the Early Learning Framework (ELF) through existing networks and through strengthening effective pathways for the transition into the public education system (kindergarten).
- Continue to implement and expand the K-12 Literacy Plan focussed on: a) professional learning opportunities; b) increasing resources; c) intervention support; and d) K-3 Universal Screening.
- Continue to implement the Middle School Philosophy with a focus on aligning Applied Design, Skills and Technologies (ADST) and middle school programming.
- Build a multi-year plan to enhance staff use of: a) technology to deliver pedagogy in the classroom; and b) information tools and digital platforms for administrative and support work.



LEARNING PRIORITY 2023-2024

Learning Objective 3 - To ensure our learning environments are safe, accessible and welcoming.

- Review the processes, practices and structures provided through Inclusive Education Services (IES) that support the increasing complexity and presentation of student behaviour across all school levels.
- Enhance the practices and processes of the work of the Safe Schools Team, particularly regarding Violence Threat Risk Assessment (VTRA).

Learning Objective 4 - To enhance student choice and voice.

- Develop an organizational approach to establishing SD62's presence at the Westshore post-secondary site, including a comprehensive plan for program pathways and course offerings to launch in 2024.
- In consultation with students and all SD62 Learning departments (Curriculum Transformation, Inclusive Education Services, Na'tsa'maht Indigenous Education, Pathways & Choice), articulate and enhance support for the Careers and Applied Design, Skills and Technologies (ADST) K-12 curriculums in support of student voice and choice.



ENGAGEMENT PRIORITY 2023-2024

Engagement Objective 1 - To develop, expand and implement inclusive and collaborative practices and processes.

- Develop a model to support succession planning for the Leadership Team.
- Develop a Records Management policy for the Board and create a proposal for operationalizing the policy in the District.
- Ensure the District is meeting its legislated requirements under the *Accessibility Act* by: a) implementing an accessibility plan; b) developing an Accessibility Advisory Group; and c) engaging in a feedback mechanism for issues of accessibility in the District.

Engagement Objective 2 - To further the goals of the Na'tsa'maht Agreement following the objectives of 'One Mind' and 'One Spirit'.

- Create authentic learning resources & narratives to support the teaching of local Indigenous languages in schools.
- Support graduation and improved life outcomes for students with Indigenous ancestry by utilizing a data gathering tool to track indicators of academic, social emotional and engagement attributes .



ENGAGEMENT PRIORITY 2023-2024

Engagement Objective 3 - To develop, expand and implement respectful, effective, clear and transparent communications.

- Continue to implement the Strategic Communications Plan with a specific focus on: a) expanding digital skills and digital resources for staff to use; and b) broadening the reach of District communications to provide equity of inclusion for specific schools that have received little or no coverage on the District's website or social media.

Engagement Objective 4 - To continue to develop, expand and implement a culture of wellness.

- Implement a new Employee Attendance and Wellness Support Program with an emphasis on:
 - Developing a data-informed process to support constructive communications with individual employees regarding attendance;
 - Providing supports for staff in need; and
 - Raising organizational awareness regarding the impact of attendance issues.
- Continue to develop, expand and implement a culture of wellness in the District through the Healthy Schools, Healthy People (HSHP) Framework, specifically focussed on: a) the Feeding Futures Fund; and b) digital Safety and wellness.



GROWTH PRIORITY 2023-2024

Growth Objective 1 - To strengthen organizational practices to ensure equity, diversity and inclusion.

- Apply for approval from the Office of the Human Rights Commissioner and then implement a Special Hiring Program, including the development and implementation of a supporting equity hiring practices policy.
- Begin implementing review recommendations for diversity, equity, and inclusion (DEI) that relate to District organizational practices and processes.

Growth Objective 2 - To build and maintain spaces and resources that support our creative and critical learning, and our culture of belonging.

- Create and implement technical specifications that complement the Design Guidelines and Standards with a focus on expanding implementation to existing spaces.
- Implement the Long-Range Facilities Plan (LRFP) to support annual and multi-year space planning activities.
- Undertake a scan of available District information and data to support the renewal of the strategic plan.
- Develop a strategy to ensure effective community use of our school spaces.



GROWTH PRIORITY 2023-2024

Growth Objective 3 - To embrace digital technologies and manage increasing complexity by leveraging the strategic use of resources.

- Develop a digital governance policy that defines the Board's role and articulates the structures and processes necessary to manage digital assets (e.g. committees, scope, engagement model, accountability, reporting, etc.)
- Develop a sustainable proposal to provide equitable access to technology for students and support staff.
- Continue to raise awareness, provide training and implement cyber security and privacy policies in partnership with Curriculum, Inclusive, and Safe School objectives.
- Investigate the requirements to integrate data between business (Finance, HR) and education departments in order to align strategic and operational resources to support student success.
- Conduct an environmental scan of organizational design structures for the delivery of District administration and support services within large BC school Districts in support of future strategic and organizational planning.

Growth Objective 4 - To expand our culture of social responsibility and implement long-term commitments that strive to support society and protect the environment.

- Develop a plan to increase the number of child care spaces on school grounds balanced against K-12 enrolling space needs, that utilizes grants for the construction of child care facilities on school spaces.
- Continue to implement the Energy Sustainability Plan, with a specific focus on reducing our vehicle and building greenhouse gas emissions towards the 2030 provincial targets.
- Create an ethical framework for decision-making to guide board-level decisions through a lens of diversity, equity, inclusion, and social responsibility.



REPORTING ON PROGRESS

Annually, the District takes the direction of the Board through the Strategic Plan and develops an operational plan to assist in achieving the goals and objectives of the Strategic Plan.

Under the District's Strategic Plan 2021-2025, we have developed a comprehensive process of charting accountability that links strategic plan outcomes, operational plans and the Ministry of Education's student success metric report: the Framework for Enhancing Student Learning (FESL).

The Board of Education, through motion, has directed staff to bring forward quarterly reports on progress towards the strategic plan, annual operational plans, and student outcomes.

Quarterly reports are tabled at meetings in November (Quarter 1: July- September), February (Quarter 2: October-December), May (Quarter 3: January - March) and September (Annual Report including Quarter 4: April to June).

Each Executive Lead provides progress reports to the Superintendent on the Operational Plan items that they are accountable for.

For more information see: <https://www.sd62.bc.ca/student-success>.



