



A Z E R B A I J A N
B R I T I S H C O L L E G E

**Strategic Plan
2028**

STRATEGIC PLAN HEADINGS

The “Azerbaijan British College” Educational Complex (ABC) was officially established as an international school in 2012 on a site west of central Baku. Its foundation was facilitated by the establishment of the “Azerbaijan International Education Center” Public Union (AIEC) and received financial support from SOCAR.

After three months of intensive staff training in the SOCAR Training Centre, the school opened the EYFS department and Year 1 on the 1st November 2012. At that time, there were 14 teachers and a total of 20 children, a number that had grown to 25 by June 2013.

During the summer of 2015, ABC applied for accreditation as both an Edexcel Centre and a Cambridge International School. In September and October, these accreditations were granted, ensuring that students could undertake their Primary and Secondary Checkpoints, as well as their IGCSE and A-Level examinations. A month later, ABC also applied for membership in the European Council of International Schools (ECIS), which was granted shortly thereafter. The school has undergone significant growth through self-evaluations and external reviews. In 2018, evaluations were conducted by the Council of International British Schools (COBIS) and the Council of International Schools (CIS). In 2021, ABC achieved a milestone by becoming Azerbaijan’s and Central Asia’s/Caucasus region’s sole school with fully accredited member status with both COBIS and CIS. This achievement solidified its position as the premier educational institution in the region.



MINISTRY OF SCIENCE AND EDUCATION
REPUBLIC OF AZERBAIJAN

WHERE ARE WE NOW?

The College Board and senior leaders are pleased to present our long-term strategic plan for Azerbaijan British College. Our intention in developing this plan is to set out and communicate our ethos, values, aims and the long-term direction for the school, so our stakeholders are clear on where we are going and what we are aiming to achieve. This strategic plan was created by the governing body, senior leadership team, and staff representatives.



Representatives from each group attended a bespoke strategic planning meeting following training with an external Education consultant, where ideas were shaped and refined. It should be emphasised that our over-arching priority is to ensure each and every student attending ABC receives an 'outstanding' education, both academically and pastorally. This will remain the most important thing we do! Our strategic plan is complemented by our School Improvement Plan (SIP), which is our annual operational plan. Our School Improvement Plan is comprehensive and its aim is to tackle all areas for improvement. We are proud of the school's achievements and think these should be celebrated, however, our philosophy is that we are always learning and will never stop improving, aiming to be even better than 'outstanding'. Student voice is highly valued at ABC, students' feedback and ideas will be sought throughout our planning processes whenever this is appropriate. We recognise that the best ideas often come from the pupils themselves.



PREVIOUS PLANS

Azerbaijan British College is a young institution, being in our sixth year of operation. Although we do many things right, we wish to continuously improve what we do. For that reason we have developed these three year Strategic Plan, from 2018-2021.

The aim of this plan is to support the school in creating its desire future. As such it is developed according to the current mission and vision statements of Azerbaijan British College. We want this Strategic Plan to be as practical and applicable as possible, and it will therefore be guided by specific objectives, and strategies for how we will achieve this.

- Identity. Develop a distinct identity.
- Accreditations. Achieve CIS, COBIS and BSO accreditation.
- Holistic Education. Developing a more holistic approach to teaching.
- Safety and Security. Maintain a safe and secure learning environment.
- Academic Excellence. Achieve academic success.
- Pastoral Care. Improved pastoral care and communication with parents.
- Teaching Methodologies. Be at the forefront of innovative teaching methodologies.
- Internationalism. Develop global citizenship.
- Differentiation. Develop a teaching and learning that accommodates individual learning needs.
- ICT and Technology. Better integrate the use of ICT and technology in the school.
- Academic Programme. Develop and strengthen the curriculum.
- Remuneration and reward System. Develop and implement a fair and transparent remuneration system.
- Assessment. Improve and implement student assessment and reporting systems.
- Procurement and Resourcing. Provide adequate resourcing.
- HRM. Develop and maintain proper procedures for Human Resources Management.
- Financing. Making the school financially viable.
- Organisational Restructuring. Putting in place a pastoral and academic structure for future growth.

As is evident from the above, ABC still has a number of issues to address in order to become a school of high international standard, although we have come a long way in our short history. As this Strategic Plan outlines what needs to be done in order to improve the school, it must not be taken as a snapshot of the overall current status of the school, as the well-functioning aspects of the school are omitted in this document.

PREVIOUS PLANS



Strategic Plan Targets (Stakeholder Survey 2021, Incorporating CIS Inspection 2018/2021 & COBIS Inspection 2017)

Learning	1. Improve EAL provision of students and staff so that C1 CEFR (IELTS) becomes the standard for staff (Azeri Department staff 6.5)	2. Improve SEN provision across the whole school.	3. Develop formative and summative assessment to reflect a holistic approach to education	4. Align and articulate whole college curriculum (Pre-school through to Secondary) to allow curricular development and review.	5. Development of results and assessment analysis at individual student, department and school level.
Care & Safeguarding	1. Develop a comprehensive pastoral structure with Heads of Key Stages	2. Develop a whole school PSHCE programme to include University guidance focus in Y12 & 13	3. Improve the Safeguarding policy to use CIS COBIS best practice within the ABC context/	4. Improve student safety and crisis management plans in line with best practice and the ABC context including lockdown procedures.	5. Improve student safety and crisis management plans in line with best practice and the ABC context including lockdown procedures.
Teaching	1. Create Performance Management and Appraisal systems for all teaching staff	2. Adopt standards for teachers linked to performance and observations (Cambridge Teacher Standards)	3. Evolve the ABC approach to ensure that British ethos and culture and international/intercultural mindedness are part of our education provision.	4. Improve teacher recruitment to expatriate staff, maintain expat staff numbers to maintain British/international ethos and exposure to native speakers.	5. Improve teacher-parent teacher communication.
Community	1. Improve extra-curricular provision at school	2. Improve communication of the schools mission, vision, goals and values and embed within the community	3. Re-introduce an annual show/performance to encourage a broad participation across our community.	4. Develop greater parental involvement in school through active engagement.	5. Improve accessibility and use of ISAMS
Infrastructure	1. Plan and budget for the acquisition and maintenance of Technology	2. Member of the Board take part in CPD to keep track of the educational development.	3. Use Art work and students' work to improve the displays around the school and develop a school ambience.	4. Address and review concerns over parking and drop-off for school from across community.	5. Investigate alternative for free payment.

ABC EDUCATIONAL PHILOSOPHY



We believe that each child is a unique individual who needs a secure, caring, and stimulating atmosphere in which to grow and mature emotionally, intellectually, physically, and socially, and develop their self-esteem and core values. It is our desire as educators to help students meet their fullest potential in these areas by providing an environment that is safe, supports risk-taking, and invites a sharing of ideas.

There are three elements that we believe are conducive to establishing such an environment:

- 1) the educator acting as a guide;
- 2) allowing the child's natural curiosity to direct his/her learning;
- 3) promoting respect for all things and all people.

Over the 12 years the school has been in existence it has had a range of senior leaders who have implemented their own ideas and processes. However, many of these changes were short-lived as each new leader changed.

Our role is to utilize the best practices previously adopted in order to fully develop the students and teachers in order to provide an international British education to be revered.

Basic systems need to be improved to support the students learning. Staffing needs to be better utilised and roles given to the most capable following KPI's that fully analyse and report success. A new and more specific staff organisation chart should be developed to better meet the needs of the future school development.

ABC GOALS. ABC provides leadership that encourages the development of committed competent and caring educators. We provide a challenging academic programme that meets the needs of our pupils and we seek to foster close partnerships with parents and community to develop the following qualities in our students:

- A desire to explore, learn and think creatively;
- Appreciation of other cultures;
- Loyalty and commitment to the school, staff, fellow pupils, and community;
- Ability to cooperate and work with others;
- Habits of healthy living;
- Self-responsibility and positive self-esteem;
- Determination to overcome challenges;
- Social skills and emotional intelligence.



Vision

Our College Motto. 'Explore to Achieve'

Our Shared Vision

Become the preferred **British International** educational institution for both parents and pupils for EYFS, primary, secondary and upper secondary education in Baku.

Mission

Our Shared Mission. To offer our students the best possible environment to develop intellectually, socially, physically and emotionally, within an innovative, multicultural and multilingual educational setting.

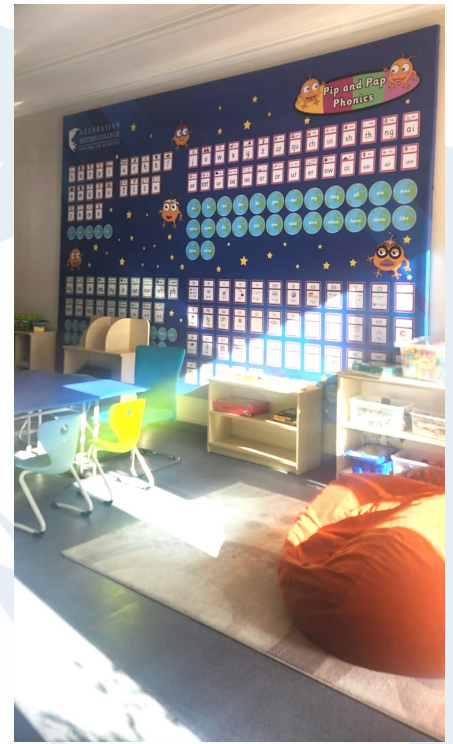
Values

Our Core Values. Our core values are our central beliefs that are deeply understood and shared by every member of the organization. They guide the actions of everyone in the school. Our core values, which we call PRECISE, are based on building quality lives and strong communities through:

Perseverance, **R**espect, **E**ngagement, **C**ompassion, **I**ntegrity, **S**elf-Esteem, **E**xcellence



These points from our survey have now been listed in 5 distinct areas



'Good To Great'



ABC Strategic Plan Goals

Themes	Processes	Learning Community	Profile	Connection	People
GOAL 1	Student demand and retention: 10% increase.	School organogram: Roles and JDs completed within 12 months.	Marketing plan: Annual plan and staff employed.	Parent interactions: 50% increase and parent board representative.	"Seats on the bus" roles: All new staffing completed by Year 2.
GOAL 2	Varied pedagogy: 70% of lessons rated as 'Good'.	Exam/Assessment results: 10% improvement.	KPIs linked to results: Numbers on roll.	Parent information: PTA established.	Correct staffing for roles: Re-interview middle managers and above.
GOAL 3	Admin processes: Application speed reduced to 5 days.	Embedding Teaching & Learning: Two annual observations.	Student diversity: 10% increase in expatriate student variation.	Baku community: BCC members utilized.	Staff recruitment: Reduce turnover by 5%.
GOAL 4	School management delegation: PM rated as 'Good' or above for all SLT.	English and communication: Increase first-language English speakers by 20%.	Student numbers: 10% increase.	Black Sea Community: Run sports and training events in Baku.	Performance management: Implement a 12-month system for all school employees.
GOAL 5	Assessment/Profiles/Reporting: 10% improvement in exam results.	Pre-school links to KS1: 10% increase in roll.	Market share: Target competitors.	International community: Active participation in COBIS.	Pay and conditions: Review salaries and create a pay scale.
GOAL 6	Middle Leaders/Assistant Principals: 10% turnover.	Key stages: 10% increase in student retention.	British education: Best GCSE results in the region.	Board meetings: Four annually, with subcommittees and parent/staff members.	Role reviews: Completed by 2026.
GOAL 7	Curriculum communication: Daily, weekly, monthly updates (written and face-to-face).	Behaviour for learning: Reduce suspensions by 10%.	Strategic direction "of the bus": Maintain 4-year strategy without changes.	CIS/COBIS participation: Utilize resources and commit to involvement.	Safeguarding: Reduce DSLs and involve KS coordinators.
GOAL 8	Standards and reviews: BSO registration.	CPD/Training: 10% increase in CIS/COBIS participation.	Branding: Standardize uniforms (school, reception, sports) and transport.	Student voice: Organize three events annually. Participation in national and international Olympiads and projects.	Health and well-being: Improve attendance and retention for students and staff.
AIM	ONE SCHOOL	ONE SCHOOL	ONE SCHOOL	ONE SCHOOL	ONE SCHOOL



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E X P L O R E T O A C H I E V E