

Delia Memorial School (Hip Wo)
School Development Plan
2019/20, 2020/21, 2021/22, 2022/23

1. School Vision and Mission

Vision

Since our establishment, Delia Memorial School (Hip Wo) has been providing educational services to local ethnic groups and newly-immigrated families from the Mainland. It is our vision to strive for and make equity in education a reality for the disadvantaged groups. With more than 50 years of experience, we become a specialized school offering education to both the ethnic minority students and the newly-arrived students in Hong Kong.

Mission

Our school motto is '*Strive for advancement despite adversity*'. We aim at taking action in reversing the historical and social disadvantages that prevent our students from accessing and benefiting from education on equal grounds. We are devoted to providing quality educational services, facilitating our students to integrate in Hong Kong and equipping them with the skills for upward mobility in the society. We are committed to developing our school a place characterized with '*integration of multicultures*', '*a balanced-development of five virtues*' and we strive to '*create opportunity of success*' for students. The school also makes use of the community resources to cater for the learning needs of the students as well as helping them integrate not only within, but also beyond the school campus through collaboration with various non-governmental organizations (NGOs) in order to make the support and services more responsive to the needs of our students.

2. School Goals

We focus on:

- developing students to their full potentials including the development of their generic skills, knowledge, values and attitudes, as well as enabling them to have an all-rounded development of five virtues namely ethics, intellect, physique, social skills and aesthetic skills;
- developing multicultural education and cultivate students' multicultural values and perspectives, enabling them to understand and appreciate different ethnic groups and the cultures, and at the same time equipping them with an international vision;
- constructing an inclusive campus with harmony. We believe that everyone can have chance for success. We have a strong belief that education

leads one to the path of success rather than failure. We are committed to establishing a campus that is full of success opportunities, thus motivating students to try their best in all aspects.

3. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The school has a clear positioning and a rich experience of over 50 years in offering education to the two targets groups in Hong Kong. • The School Management Committee (SMC) has put in place both human and financial resources to help underprivileged students in all aspects. • The school has a multicultural environment providing students with opportunities to understand, respect and appreciate different cultures under one roof. • There is a comprehensive curriculum and student development provision to cater for the learning needs and development of the students. 	<ul style="list-style-type: none"> • The creative mentality and problem-solving skills of the students may be further enhanced, given the challenges in the 21st century. • The provision of effective measures to cater for students with diverse learning abilities still has rooms for improvement. • The provision to guide students to establish life goals may still be improved.
Opportunities	Threats
<ul style="list-style-type: none"> • More and more support from the government both in financial and professional development aspects facilitates the implementation of various new initiatives and enhancement projects at school. • New schools lack managerial skills and educational experiences to cater for the learning needs of the ethnic minority students, thus creating implications for student admission at our school. 	<ul style="list-style-type: none"> • There is a more and more competitive market in student admission. • There is an emergence of international curriculum in other Direct Subsidy Scheme (DSS) schools which offer an alternative for parents and consequently poses a challenge to our school with local curriculum.

4. Evaluation of the School's Overall Performance

Areas	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> • The school has a clear developmental direction • The school strategically formulates plans in line with the developmental direction • The school has enhanced the transparency in the decision-making process • The school has put in place its self-evaluation mechanism and systematically collects data and information for self-evaluation purpose 	<ul style="list-style-type: none"> • Some subject panels/committee heads report mainly the implementation details and more awareness needs to be drawn on the effectiveness in relation to the targets set
2. Professional Leadership	<ul style="list-style-type: none"> • The principal provides effective guidance to the continuous development of the school and oversees school work effectively • Internal resources are deployed and external resources are tapped to support various priorities and new initiatives, the progress of which is reviewed regularly 	<ul style="list-style-type: none"> • More professional development for middle managers are needed in the area of professional capacity.
3. Curriculum & Assessment	<ul style="list-style-type: none"> • A quality assurance mechanism for monitoring curriculum implementation has been established. Different means, such as 'lesson observation' and 'looking at student work', are adopted to review and understand the progress and effectiveness of the curriculum plans • Most Key Learning Areas (KLA) implement the school assessment policy with concrete strategies. Assessment data drawn are used for feedback and work enhancement purpose 	<ul style="list-style-type: none"> • More professional development for middle managers are needed in the area of curriculum provision and delivery.

Areas	Major Strengths	Areas for Improvement
4. Student Learning and Teaching	<ul style="list-style-type: none"> • Various new initiatives in learning and teaching methodologies echoing the educational development trends are in place • Teachers are able to tailor-make learning materials and teaching resources in alignment with the needs of the students • Teachers are able to monitor students' learning progress through different assessment modes 	<ul style="list-style-type: none"> • Cross-subject collaboration projects may be added to further enhance the learning effectiveness • The provision of effective measures to cater for students with diverse learning abilities still has rooms for improvement
5. Student Support	<ul style="list-style-type: none"> • The school offers a comprehensive student support curriculum • The school offers emotional and psychological support to students through preventive, developmental programmes and individual counseling • There is a developed fee remission and scholarship system to encourage the pursuit of excellence 	<ul style="list-style-type: none"> • The work relating to the establishment of life goals may still be improved
6. Partnership	<ul style="list-style-type: none"> • The school has a strategy in promoting parental involvement in the school's development • The school maintains liaison with the community and external organizations to garner support for the implementation of various activities and programmes 	<ul style="list-style-type: none"> • The involvement of parents and alumni in the development of school may be further enhanced
7. Attitude and Behavior	<ul style="list-style-type: none"> • There is a harmonious atmosphere and relationship among different ethnic groups • Students contribute to school life in many different aspects 	<ul style="list-style-type: none"> • The goal and time management skills of students may be further worked on
8. Participation and Achievement	<ul style="list-style-type: none"> • The school actively helps students to develop and excel as all-rounders by both internal activities, internal competitions and external competitions 	<ul style="list-style-type: none"> • More individualized counseling may be given to students in the participation of major events, activities and competitions, for a more effective impact

5. School Development Plan (Major Concerns)

- (1) Enhancing Students' Creative Mentality and Problem-Solving Skills
- (2) Enhancing Learning Effectiveness through Catering for Learner Diversity
- (3) Guiding Students to Establish Life Goals

Learning & Teaching (1)

Major Concerns	Strategies	Targets/ Objectives	Time Scale				Party-in-Charge
			19/20	20/21	21/22	22/23	
<ul style="list-style-type: none"> ● Enhancing students' creative mentality and problem-solving skills 	<ul style="list-style-type: none"> ● Implement STREAM cross-KLA collaborative project learning for all students 	(1) Enhance students' generic skills, especially creative mentality and problem-solving skills	✓	✓	✓	✓	<ul style="list-style-type: none"> ○ STREAM Committee ○ Reading Committee ○ L&T Division
	<ul style="list-style-type: none"> ● Organize higher-level after-school courses and external competitions relating to STREAM for more capable students in this area 	(2) Nurture the development of more capable students in the area of STREAM	✓	✓	✓	✓	
	<ul style="list-style-type: none"> ● Implement creative theme-based reading across curriculum initiatives 	(3) Develop students' interest in reading	✓	✓	✓	✓	
	<ul style="list-style-type: none"> ● Create more opportunities and platforms for students to showcase their learning outcomes 	(4) Boost students' proactivity, creativity and self-confidence	✓	✓	✓	✓	

Learning & Teaching (2)

Major Concerns	Strategies	Targets/ Objectives	Time Scale				Party-in-Charge
			19/20	20/21	21/22	22/23	
<ul style="list-style-type: none"> ● Enhancing learning effectiveness through catering for learner diversity 	<ul style="list-style-type: none"> ● Differentiation: implement subject-based differentiated learning packages 	(1) Enhance students' learning motivation and effectiveness	✓	✓	✓	✓	○ L&T Division
	<ul style="list-style-type: none"> ● Enhance students' learning motivation and effectiveness through e-learning:- <ul style="list-style-type: none"> (a) e-curriculum (b) e-assessment (c) e-reading 	(2) Implement (a) junior form subject-based e-curriculum design, (b) KLA-based e-assessment in google classroom and (c) school-based e-reading scheme	✓	✓	✓	✓	○ e-learning Committee ○ Reading Committee

Student Support

Major Concerns	Strategies	Targets/ Objectives	Time Scale				Party-in-Charge
			19/20	20/21	21/22	22/23	
● Guiding students to establish life goals	● Design and implement a school-based growth plan	(1) Guide students to set achievable life goals in different aspects	✓	✓	✓	✓	○ Student Support Division
	● Improve the school reward system	(2) Motivate students to proactively make efforts into their goals	✓	✓	✓	✓	
	● Provide more opportunities for students to showcase their learning outcomes and talents in events of all scales	(3) Boost students' self-confidence	✓	✓	✓	✓	