



Queensland Academy
for Science Mathematics
and Technology

Queensland Academy for Science Mathematics and Technology

2021 Annual Implementation Plan

Improvement Priority 1. Engage Learners

Targets

Achieve the 'Explicit Improvement Plan' targets and individual 'Subject Development Plan' targets for 2021

Strategy:	IB Accreditation	
Actions	Timeline	Responsible Officer(s)
Develop all aspects of the MYP curriculum (written, taught, assessed) and meet all other IB requirements to achieve MYP authorisation.	Ongoing	Tanya Haggarty, Sandy Davey, Madeleine Brookes, Lyle Fredericksen, Catherine De Freitas Pessoa, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Yanah Floridis, Jane Gorman, Kerry Bullock, Zachary Lurje, Sabrina Schmid,
Successfully complete all documented requirements for the 5 year DP evaluation	Ongoing	Tanya Haggarty, Rebecca Skarszewski, Madeleine Brookes, Lyle Fredericksen, Catherine De Freitas Pessoa, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Yanah Floridis, Jane Gorman, Kerry Bullock, Zachary Lurje, Sabrina Schmid,
Implement the MYP Community Project.	Term 4	Sandy Davey, Tanya Haggarty
Strategy:	Enhanced Student Laboratory Learning	
Actions	Timeline	Responsible Officer(s)
Employ a Research Educator to facilitate Internal Assessment practical work and provide education in research. This will also provide opportunities for students to access the laboratories outside of school hours.	Ongoing	Kath Kayrooz, Tanya Haggarty, Esme Hatchell



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Strategy: Digital Learning Environment		
Actions	Timeline	Responsible Officer(s)
Enhance differentiated learning for students by utilising appropriate technology.	Ongoing	Madeleine Brookes, Lyle Fredericksen, Catherine De Freitas Pessoa, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Yanah Floridis, Jane Gorman, Kerry Bullock, Zachary Lurje, Sabrina Schmid
Review the breadth of IB Diploma curriculum offerings (levels and subjects).	Term 2	Tanya Haggarty, Kath Kayrooz, Kerry Bullock, Rebecca Skarshewski
Develop a process for identifying our unique learners.	Semester 1	Chantel Mageros, Katrina Judge, Kath Kayrooz, Kerry Bullock, Toni Waters, Danica Judge, External Consultant
Complete and review assessment mapping across the year in MYP (timing and mode/type)	Terms 1-4	Kath Kayrooz, Tanya Haggarty, Kerry Bullock, Sandy Davey, Rebecca Skarshweski, Jane Manwaring, Russell Hams, Zachary Lurje, Stephanie Berlage, Madeline Brookes, Lyle Fredericksen, Esme Hatchell, Vanessa Bermingham, Sabrina Schmid, Yanah Floridis, Catherine de Freitas Pessoa, Jane Gorman, Aileen Davis, Dean Fanning, Stacy Wallace, Kate Oxenford, Rebecca Parker, Michael Colquhoun, Victoria Snell, Deva Prasad,



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Strategy:	Student-centred Data Informed Decision-making	
Actions	Timeline	Responsible Officer(s)
To develop quality assurance processes to ensure the use of valid and reliable assessment.	Term 4	Madeleine Brookes, Kerry Bullock, Lyle Fredericksen, Catherine De Freitas Pessoa, Jane Gorman, Tanya Haggarty, Kath Kayrooz, Zachary Lurje, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Sabrina Schmid, Rebecca Skarshewski, Sandy Davey
Refine processes for tracking and monitoring student achievement, engagement and behaviour to improve student learning outcomes.	Ongoing	Russell Hams, Tanya Haggarty, Kerry Bullock, Kath Kayrooz, Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Deva Prasad, Victoria Snell, Michael Colquhoun, Stacy Wallace-Cunningham
Use valid and reliable assessment to ensure all students achieve upper 2 bands on NAPLAN.	Term 1	Lyle Fredericksen, Sandy Davey, Catherine De Freitas Pessoa, Jane Gorman, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Sabrina Schmid, Tanya Haggarty, Zachary Lurje



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Strategy:	Whole Academy Curriculum Framework	
Actions	Timeline	Responsible Officer(s)
Revise the whole school curriculum plan to capture the 3 junctures 'Foundation, STEM Futures, DP' to meet the needs and aspirations of our students and make explicit the teaching of higher order thinking (deep to transfer).	Term 4	Madeleine Brookes, Lyle Fredericksen, Sandy Davey, Stephanie Berlage, Catherine De Freitas Pessoa, Jane Gorman, Tanya Haggarty, Rebecca Skarshewski, Zachary Lurje, Esme Hatchell, Vanessa Bermingham, Sabrina Schmid, Kerry Bullock, Kath Kayrooz
Implement the Numeracy framework.	Term 1	Zachary Lurge, Stephanie Berlage, Sabrina Schmid, Madeline Brookes, Lyle Fredericksen, Esme Hatchell, Vanessa Bermingham, Catherine De Freitas Pessoa, Jane Gorman, Rebecca Skarshewski
Finalise a Language Policy	Term 1	Zachary Lurje, Stephanie Berlage, Sabrina Schmid, Elaine Wentworth, Caitlin Quinn, Rebecca Parker, Chantel Mageros, Deva Prasad, Tanya Haggarty
Develop a Literacy Plan	Term 2	Zachary Lurje, Stephanie Berlage, Sabrina Schmid, Elaine Wentworth, Caitlin Quinn, Rebecca Parker, Chantel Mageros, Deva Prasad, Tanya Haggarty



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Implement Literacy plan and Language Policy		Term 3	Zachary Lurje, Stephanie Berlage, Sabrina Schmid, Elaine Wentworth, Caitlin Quinn, Becky Parker, Mick Colquhoun, Tanya
Successfully complete a full School Review conducted by the Education Improvement Unit.		Term 3	Collective Leadership
Strategy:	STEM Focused Curriculum		
Actions	Timeline	Responsible Officer(s)	
Nurture industry and university partners with particular emphasis on UQ to ensure the STEM Futures curriculum realises its vision.	Ongoing	Tanya Haggarty, Zachary Lurje, Catherine De Freitas Pessoa; Esme Hatchell, Vanessa Birmingham, Lyle Fredericksen, Madeline Brookes, Yanah Floridis	
Strategy:	Learning Success		
Actions	Timeline	Responsible Officer(s)	
Strengthen the ARC activities to ensure students have an opportunity to feed forward recommendations that impact them.	Ongoing	Kath Kayrooz, Michael Colquhoun, Jane Manwaring	



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Improvement Priority 2. Empower Teachers

Targets

Achieve Explicit Improvement targets

Strategy: Nurturing High Achieving Students

Actions	Timeline	Responsible Officer(s)
Nurture high achieving students by embedding the attributes of the IB Learner Profile through the explicit and implicit teaching of Positive Education.	Ongoing	Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Deva Prasad, Victoria Snell, Michael Colquhoun
Develop and implement a year 7-12 student leadership development program.	Term 4	Michael Colquhoun, Kath Kayrooz, Jane Manwaring, Aileen Davis, Dean Fanning, Stacy Wallace Cunningham, Kate Oxenford, Rebecca Parker, Victoria Snell, Deva Prasad
Publish to the leadership team the schedule of online and face-to-face support for learning outside the classroom.	Ongoing	Kerry Bullock, Sigrid Parker
Introduce sustainable practices across the school.	Ongoing	Kath Kayrooz, Aileen Davis, Catherine de Freitas Pessoa, Russell Hams, Stacy Wallace-Cunningham, Hiroko Yamaguchi, Rebecca Jones, Greta Cabot, Fiona Curran



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Strategy: A Professional Teaching Team		
Actions	Timeline	Responsible Officer(s)
Continue to develop a school-wide, professional team of highly able teachers, including teachers who take an active leadership role beyond the classroom.	Ongoing	Madeleine Brookes, Kerry Bullock, Aileen Davis, Catherine De Freitas Pessoa, Dean Fanning, Jane Gorman, Tanya Haggarty, Katrina Judge, Kath Kayrooz, Zachary Lurje, Kate Oxenford, Rebecca Parker, Esme Hatchell, Vanessa Bermingham, Stacy Wallace-Cunningham, Stephanie Berlage, Sabrina Schmid, Deva Prasad, Chantel Mageros, Victoria Snell, Michael Colquhoun, Yanah Floridis
Continue to fund our Professional Learning Community as rostered duty time	Ongoing	Kath Kayrooz, Sharon Prentice



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Strategy: Collective Responsibility		
Actions	Timeline	Responsible Officer(s)
Embed collective responsibility within daily operations led by House Deans (SOS).	Ongoing	Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Deva Prasad, Victoria Snell, Mick Colquhoun, Stacy Wallace Cuninghame
Provide opportunities for teacher agency to influence Synergy sessions (SOS).	Ongoing	Kerry Bullock, Kath Kayrooz
Review and develop a structure for Teacher Aides and Support Staff that meets the needs of an expanding school.	Term 1	Sharon Prentice and Kath Kayrooz
Implement the student code of conduct including Professional Development (T1).	Term 1	Kerry Bullock Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Rebecca Parker, Michael Colquhoun, Victoria Snell, Deva Prasad All Teachers
Embed the student code of conduct to ensure that the school protocols are visible and enacted consistently.	Term 1	Kerry Bullock Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Rebecca Parker, Michael Colquhoun, Victoria Snell, Deva Prasad All Teachers



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Improvement Priority 2. Empower Teachers

Targets		
Achieve Explicit Improvement targets		
Strategy: Academy-wide Teaching Strategies		
Actions	Timeline	Responsible Officer(s)
Embed evidence based teaching strategies by staying abreast of best practice pedagogy	Ongoing	Madeleine Brookes, Kerry Bullock, Lyle Frederiksen, Aileen Davis, Catherine De Freitas Pessoa, Dean Fanning, Jane Gorman, Kath Kayrooz, Zachary Lurje, Kate Oxenford, Rebecca Parker, Esme Hatchell, Vanessa Bermingham, Stacy Wallace-Cunningham, Sabrina Schmid, Deva Prasad, Rebecca Skarszewski, Victoria Snell Mick Colquhoun, Stephanie Berlage, Yanah Floridis, Sandy Davey
Empower teachers to provide timely and effective feedback to ensure students receive and can implement feedback to improve student learning outcomes. (SOS)	Ongoing	Madeleine Brookes, Kerry Bullock, Lyle Frederiksen, Catherine De Freitas Pessoa, Jane Gorman, Zachary Lurje, Esme Hatchell, Vanessa Bermingham, Stephanie Berlage, Sabrina Schmid Yanah Floridis, Sandy Davey, Rebecca Skarszewski



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Provide professional development to all staff in positive education.	Term 1	Kath Kayrooz, Aileen Davis, Dean Fanning, Stacy Wallace-Cunningham, Kate Oxenford, Rebecca Parker, Michael Colquhoun, Victoria Snell, Deva Prasad,
Provide professional development to all staff on the implicit positive education toolkit	Term 2 / PD Term 3	Kath Kayrooz, Aileen Davis, Dean Fanning, Stacy Wallace-Cunningham, Kate Oxenford, Rebecca Parker, Michael Colquhoun, Victoria Snell, Deva Prasad,



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Improvement Priority 2. Empower Teachers

Targets

Achieve Explicit Improvement targets

Strategy: Collegial Engagement Framework		
Actions	Timeline	Responsible Officer(s)
Continue to implement best practice through our embedded collegial engagement framework ensuring that APRs are aligned with effective feedback to improve student learning (SOS) - Adjust the visible learning schedule for new teaching staff - Quality assurance of APRs and material for the process	Ongoing	Madeleine Brookes, Kerry Bullock, Lyle Frederiksen, Aileen Davis, Catherine De Freitas Pessoa, Dean Fanning, Jane Gorman, Tanya Haggarty, Kath Kayrooz, Zachary Lurje, Kate Oxenford, Rebecca Parker, Esme Hatchell, Vanessa Bermingham, Stacy Wallace-Cunningham, Stephanie Berlage, Sabrina Schmid, Deva Prasad, Yanah Floridis, Mick Colquhoun, Victoria Snell
Strategy: Feedback and Continuous Improvement		
Actions	Timeline	Responsible Officer(s)
Provide a professional development ongoing program to ensure teacher capability for the MYP	Ongoing	Kerry Bullock, Sandy Davey
Enhance and sustain high performing teams who demonstrate leadership agility and who lead the Academy vision and core priorities within, across and beyond subjects and faculties; particular emphasis on new leaders and aspirants. (SOS)	Ongoing	Madeleine Brookes, Kerry Bullock, Lyle Frederiksen, Catherine De Freitas Pessoa, Jane Gorman, Tanya Haggarty, Kath Kayrooz, Zachary Lurje, Esme Hatchell, Vanessa Bermingham, Yanah Floridis, Stephanie Berlage, Sabrina Schmid, Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Deva Prasad, Michael Colquhoun, Victoria Snell, Sharon Prentice, Kelli Gallagher



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Improvement Priority 3. Ensure Success

Targets

Achieve Explicit Improvement Plan targets

Strategy:		Student Wellbeing	
Actions	Timeline	Responsible Officer(s)	
Analyse, interpret and use wellbeing data to improve student wellbeing within Houses. (SEW; 2018)	Ongoing	Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Deva Prasad, Michael Colquhoun, Victoria Snell	
Develop and implement a Student Support Toolkit.	Term 4	Katrina Judge, Jane Manwaring, Chantel Mageros	
Strategy:		Positive Education Curriculum	
Actions	Timeline	Responsible Officer(s)	
Develop a scope & sequence for the explicit (Year 7-11) & implicit teaching of positive education supporting optimal performance (achievement) and wellbeing. (SOS)	Term 4	Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Deva Prasad, Michael Colquhoun, Victoria Snell	
Implement the explicit teaching of PEP	Ongoing	Aileen Davis, Dean Fanning, Kate Oxenford, Rebecca Parker, Stacy Wallace-Cunningham, Deva Prasad, Michael Colquhoun, Victoria Snell	
Implement the implicit teaching of positive education	Ongoing	All Staff	



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Create a Sustainable Futures action plan and implement throughout 2021	Term 1 / Ongoing	Greta Cabot, Aileen Davis, Catherine de Freitas Pessoa, Russell Hams, Hiroko Yamaguchi, Rebecca Jones, Fiona Curran
Create an International Mindedness action plan and implement throughout 2021	Term 1	Jane Manwaring, Stacy Wallace-Cunningham, Kath Kayrooz Students
Create a Service Learning action plan and implement throughout 2021	Ongoing	Yanah Floridis Jane Manwaring Students
Create a Journalists action plan and implement throughout 2021	Term 1	Alice England / Kirsten Smallcombe Rosie Olsen Students



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Targets

Achieve Explicit Improvement Plan targets

Strategy: Unique Partnerships			
Actions	Timeline	Responsible Officer(s)	
Continue to progress a wide range of unique partnerships to enrich the learning opportunities for our students on all levels i.e. local, national and international.	Ongoing	Madeleine Brookes, Kerry Bullock, Aileen Davis, Catherine De Freitas Pessoa, Dean Fanning, Jane Gorman, Tanya Haggarty, Katrina Judge, Kath Kayrooz, Zachary Lurje, Kate Oxenford, Rebecca Parker, Esme Hatchell, Vanessa Bermingham, Stacy Wallace-Cunningham, Sabrina Schmid, Rebecca Skarszewski, Chantel Mageros, Mick Colquhoun, Victoria Snell, Deva Prasad, Yanah Floridis, Sandy Davey	
Develop a Parent & Community Framework to encourage parent & community engagement and provide opportunities for parents to provide input on ways the parent & student experience can be enhanced. (SOS)	Term 2	Kath Kayrooz, Jane Manwaring P&C Executive	



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Achieve Explicit Improvement Plan targets

Strategy:	Education Outside the Classroom (EOTC) Curriculum		
Actions	Timeline	Responsible Officer(s)	
Embed a horizontal and vertically aligned EOTC curriculum aimed at developing balanced individuals. (SOS;SEW,2018)	Term 1	Yanah Floridis, Jane Manwaring	
Strategy:	Alumni Program		
Actions	Timeline	Responsible Officer(s)	
Develop a LinkedIn site to build an Alumni database	Term 1	Kirsten Smallcombe, Jane Manwaring	
Strategy:	Student Recruitment		
Actions	Timeline	Responsible Officer(s)	
Develop a Student Recruitment Strategy to ensure we are the school of choice for highly capable and gifted students.	Term 1	Sandy Davey, Tanya Haggarty, Kath Kayrooz, Rebecca Skarshewski, Kirsten Smallcombe	
Ensure QASMT is well placed to succeed in an increasingly competitive and complex global market.	Ongoing	Kerry Bullock, Tanya Haggarty, Kath Kayrooz	
Strategy:	University Partnerships		
Actions	Timeline	Responsible Officer(s)	
Enhance our partnership with the University of Queensland to: <ul style="list-style-type: none"> - improve the recognition of the IB Diploma for our students - re-ignite successful programs - emerge new niche programs 	Ongoing	Kerry Bullock, Tanya Haggarty, Kath Kayrooz, Katrina Judge	



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Improvement Priority 3. Ensure Success

Targets

Achieve Explicit Improvement Plan targets

Strategy: Staff satisfaction and wellbeing			
Actions	Timeline	Responsible Officer(s)	
Continue the work of a wellbeing team led by teachers and support staff to develop a 5 year action plan (using the Inquiry Cycle) addressing staff wellbeing. (SOS)	Term 1	Kath Kayrooz, Michelle Van Der Ryken, Toni Waters, Sharon Prentice, Megan Fordham, Victoria Carrington, Dean Fanning, Carole Sotgiu, Helen Bebbington, Kerstin Liebchen, Esme Hatchell, Lee Baker	
Implement the 2021 wellbeing action plan to: <ul style="list-style-type: none"> - ensure staff and students wellbeing is a priority (SOS) - > 90% target - improve staff morale by 10% 	Ongoing	Kath Kayrooz, Jane Manwaring, Michelle Van Der Ryken, Toni Waters, Sharon Prentice, Megan Fordham, Victoria Carrington, Susan Wisowaty, Dean Fanning, Carole Sotgiu, Helen Bebbington, Kerstin Liebchen, Esme Hatchell Lee Baker	
Provide a range of forums to enhance opportunities for staff to provide input and feedback on school related operations. Working Parties, faculty meetings, House meeting & other teacher and student teams.	Ongoing	Kath Kayrooz, Kerry Bullock, Tanya Haggarty, Jane Manwaring,	



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Publicise each term areas that the school has been addressing from the School Opinion Survey (SOS)	Ongoing	Kath Kayrooz
Continue with the e-learning working party open to all teachers to improve ITCs and e-learning across the school (SOS)	Ongoing	Madeleine Brookes, Kerry Bullock, Brook Hawkins, Kate Oxenford, Don May, Sandra Knowles, Victoria Snell, David Isles, Jacinta Lisec
Implement a staff survey regarding the SOS Q's 'ITC equipment is well maintained' & 'I can access necessary communication technologies to do my job' (SOS)	Term 1	Madeleine Brookes, Kerry Bullock, Brook Hawkins, Kate Oxenford, Don May, Sandra Knowles, Vicky Snell, David Isles, Jacinta Lisec



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Strategy:		Transport	
Actions	Timeline	Responsible Officer(s)	
Continue to work with Brisbane City Council & Translink to develop a traffic management plan.	Term 1	Kath Kayrooz Kelli Gallagher	
Strategic Curriculum Offerings:	Ongoing	Kath Kayrooz	
Continue to advocate for pathways to university for IB Ineligible students	Ongoing	Tanya Haggarty, Kath Kayrooz	
Marketing and Media:	Ongoing	Kath Kayrooz	

Strategy:		Marketing and Media	
Actions	Timeline	Responsible Officer(s)	
Develop and manage media releases.	Ongoing	Kath Kayrooz Kirsten Smallcombe	
Design marketing materials, campaigns and documents for years 7-12.	Ongoing	Kirsten Smallcombe, Kath Kayrooz,	
Respond to ministerials via the development of briefing notes.	Ongoing	Kath Kayrooz	
Community Harmony:	Ongoing	Kelli Gallagher, Kath Kayrooz	
Manage community complaints.	Ongoing	Kelli Gallagher, Kath Kayrooz	

Strategy:		QASMT Infrastructure and Innovation	
Actions	Timeline	Responsible Officer(s)	
Deliver infrastructure as per the 10 year Master Plan	Ongoing	Tanya Haggarty, Kath Kayrooz, Kelli Gallagher	
Deliver and upgrade school facilities and resources to enhance learning to align and support the Academy-wide teaching strategies and outcomes. - D Block Upgrade - M Block Soundproofing - Oval Amenities Upgrade design and construct a new Health, Wellbeing and Fitness Centre	Term 2 - 4	Kath Kayrooz Kelli Gallagher	
Deliver IT infrastructure as per the 5 Year plan to align resources to support Digital Learning Environment strategies. - Intel Unite upgrade in D Block and remaining blocks	Term 2	Kath Kayrooz Kerry Bullock Kelli Gallagher Eric Haussmann	
Deliver infrastructure and resources to align Workplace Health and Safety standards, create an environment that supports students and Staff Health and Wellbeing: - Replace and improve security for students install boundary fence - Continue to implement shade structure area to align and support the School Sun Safety Strategy - Miskin Street Drop off upgrade to improve students' safety and to improve traffic condition for our local residents and families. - Refectory upgrade to support increase in student enrolments and to provide a higher quality product and service to students, staff and families	Term 1 - 4	Kath Kayrooz Kelli Gallagher	



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Targets		
Strategy:	Sustainable Futures	
Actions	Timeline	Responsible Officer(s)
Develop an action plan to minimise the school's impact on the environment and to embed sustainable practices implicitly within and beyond the school community to achieve the school priorities to be a Single-Use Plastic Free and a Carbon neutral school. <ul style="list-style-type: none"> - Align school activities/calendar to support national, world sustainable activities. - Align school practices to support the identified key areas of the UN sustainability goals. - Carbon Neutral Audit and Accreditation - Student lead projects to showcase sustainable practices and model lifelong skills as a global citizen. - Solar Panels - Waste, Energy and Water Reduction - Electric Car 	Term 4	Catherine de Freitas Pessoa Student Captions and Ambassadors Sustainable futures Russell Hams, Saengdao Philavane, Kirsten Hogg, Saras Chetty, Fiona Curran, Vanessa Bermingham, Rebecca Jones, Greta Cabot, Kelli Gallagher and Sarah Carsten
Enhance Local and Professional partnerships to support and maintain Bushland and Wildlife within our school community. <ul style="list-style-type: none"> - Implement Bushland Property Management Plan - Nesting Boxes - Honey Bees - Wildlife Conservation 	Term 3	Catherine de Freitas Pessoa Student Captions and Ambassadors Sustainable futures Russell Hams, Saengdao Philavane, Kirsten Hogg, Saras Chetty, Fiona Curran, Vanessa Bermingham, Rebecca Jones, Greta Cabot, Kelli Gallagher and Sarah Carsten
Strategy:	International Science School Network (ISSN); International Student Science Fair (ISSF)	
Actions	Timeline	Responsible Officer(s)
Develop an ISSF action plan including the application to host.	Term 4	Tanya Haggarty, Kath Kayrooz, Catherine de Freitas Pessoa, Sarah Carsten
Seek sponsorship for ISSF including applying for grants.	Ongoing	Tanya Haggarty, Kath Kayrooz, Sarah Carsten
Liase with UQ regarding in kind donations for ISSF.	Ongoing	Tanya Haggarty, Kath Kayrooz
Liase with DOE STEM team to support financially.	Ongoing	Tanya Haggarty, Kath Kayrooz

Endorsement

This plan was developed in consultation with the school community and meets school needs and systemic requirements.

Principal

School Council Chair