

School Strategic Plan 2020-2024

Altona Primary School (3923)



Submitted for review by Sarah Afiouni (School Principal) on 21 June, 2021 at 08:41 PM

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School Strategic Plan - 2020-2024

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School vision	The vision at Altona Primary School is to provide a positive, challenging, innovative, caring and safe environment for our children, enabling them to learn academically, creatively, socially and emotionally in all aspects of life. We aim to achieve the best possible outcomes for all students within a vibrant, dynamic and nurturing learning environment.
School values	We expect our students, staff and parents to be; Respectful, Responsible and Resilient. An understanding of all cultures and beliefs is an essential characteristic of global citizens, thus we live by a set of values that underpin this. We want our community members to be; Aspirational, Grateful and Collaborative.
Context challenges	<p>Altona Primary School is located in the Hobson's Bay Municipality in the South-Western Region and has a proven history of learning growth, a positive school culture and strong community connections. A school review was completed early in 2021. At this time, Altona PS had 600 students enrolled from Prep-6 across 26 classrooms. The staffing profile consisted of 2.7 Principal class, 2 Leading Teachers, 2 Learning Specialists, the equivalent of 30.2 full time teaching staff, 6 Education Support staff, 3 administration staff, 1 technical support staff and 1 Business Manager. Over the course of 2020, the school had a substantive principal for the first semester and then two acting principals as the recruitment process was undertaken for a new substantive principal who commenced in 2021.</p> <p>Challenges for Altona Primary School moving forward:</p> <ul style="list-style-type: none">- Maintaining a focus on student learning growth and developing continuity and consistency around instruction and assessment from P-6.- Ensuring the school maintains a strong and positive reputation within the community following a period of turnover at the Principal level and subsequent changes to the role of the leadership team.- Managing an evolving workforce with both part time and full time staff, with many staff transitioning to and from family leave.- Ensuring that the health and wellbeing of students is a key focus following multiple shifts to remote learning, periods of lockdown and restrictions brought about by Covid-19.
Intent, rationale and focus	The 2021-2024 Strategic Plan will see the school prioritise: <ul style="list-style-type: none">- Literacy and Numeracy outcomes- Student engagement through voice and agency

- Whole school approaches to student wellbeing

Over the course of this Strategic Plan, our priority at Altona Primary School will be to develop and extend our learners to ensure there is a level of challenge that engages all individuals. A key focus over the four year cycle will be to develop and embed a consistent approach to teaching and learning across the school. Clear expectations around curriculum, instruction and assessment will be important, with staff at all levels actively engaged in the development and implementation of agreed upon practices. The leadership team will be reestablished as a School Improvement Team with an unrelenting focus on improving student outcomes. Staff will have access to rich and rigorous professional learning and work in Professional Learning Communities to build their capacity to collectively plan and analyse data effectively. Monitoring student outcomes will be of high importance to ensure resourcing is prioritised effectively.

Student engagement will be improved as we embed strategies that enact student voice and agency. This will support us as we aim to create an environment where students are empowered as active partners and co-constructors of their learning. We will continue to develop our student leadership profile, extending this beyond our Grade 6 students to create opportunities for students to develop their confidence and leadership skills. We will create opportunities that enable students to collaborate and connect their learning to the 'real world' and actively involve our community in experiences that support our students.

Our whole school approaches to wellbeing and behaviour management will be developed and refined to ensure clarity and consistency. This will build on work and consultation that had commenced previous to this Strategic Plan. Documentation around processes will be clear and communicated with all stakeholders to ensure students, staff and parents/carers are aware of expectations. Our school values will continue to be a central focus with a strengthened approach to how these are taught and acknowledged. We will embed DET initiatives such as Respectful Relationships, while continuing to explore and establish a School Wide Positive Behaviour Support framework.

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Goal 1	Improve literacy and numeracy across the school
Target 1.1	<p>NAPLAN - Top 2 Bands</p> <ul style="list-style-type: none">• Increase the percentage of students in Top 2 Bands in Year 3 Reading from 60% (2019) to 72% by 2024.• Increase the percentage of students in Top 2 Bands in Year 5 Reading from 40% (2019) to 55% by 2024.• Increase the percentage of students in Top 2 Bands in Year 3 Numeracy from 42% (2019) to 60% by 2024.• Increase the percentage of students in Top 2 Bands in Year 5 Numeracy from 35% (2019) to 50% by 2024
Target 1.2	<p>NAPLAN - Benchmark Growth</p> <ul style="list-style-type: none">• Increase the percentage of students at or above benchmark growth in Reading from 69% in 2019 to 80% in 2024.• Increase the percentage of students at or above benchmark growth in Numeracy from 60% in 2019 to 80% in 2024
Target 1.3	<p>Teacher Judgements</p> <ul style="list-style-type: none">• Increase the percentage of students achieving above expected level in Reading from 52% (2020) to 60% by 2024.

	<ul style="list-style-type: none"> • Increase the percentage of students achieving above expected level in Writing from 33% (2020) to 50% by 2024. • Increase the percentage of students achieving above expected level in Number from 45% (2020) to 55% by 2024
Target 1.4	<p>School Staff Survey</p> <p>Increase the percent positive endorsement of teachers (prin/teach) each year from 2021 to 2024 in the following factors:</p> <ul style="list-style-type: none"> • Guaranteed and viable curriculum from 84% in 2019 to 90% in 2024 • Teacher collaboration from 79% in 2019 to 90% in 2024 • Shielding and Buffering from 65% in 2019 to 80% in 2024
Key Improvement Strategy 1.a Building practice excellence	Build the school as a Professional Learning Community (PLC).
Key Improvement Strategy 1.b Building practice excellence	Build a whole school approach to curriculum and instruction.
Key Improvement Strategy 1.c Evaluating impact on learning	Build a whole school approach to student assessment and use of data
Goal 2	Improve student engagement in their learning.
Target 2.1	Student Attitudes to School Survey (ATOSS)

	<p>Increase the percentage of positive responses to the following:</p> <ul style="list-style-type: none"> • Student Voice and Agency from 51% in 2020 to 75% by 2024 • Stimulated Learning from 76% in 2020 to 85% by 2024 • Learning Confidence from 72% in 2020 to 85% by 2024 • Motivation and Interest from 76% in 2020 to 85% by 2024
<p>Target 2.2</p>	<p>School Staff Survey (SSS)</p> <p>Increase the percent positive endorsement of teachers (prin/teach) to the following factors:</p> <ul style="list-style-type: none"> • Professional learning from 80% in 2019 to 90% by 2024 • Leadership team from 73% in 2019 to 85% by 2024
<p>Target 2.3</p>	<p>Parent Opinion Survey (POS)</p> <p>Increase the percentage each year of positive responses to the following:</p> <ul style="list-style-type: none"> • Stimulating learning environment from 77% in 2020 to 85% by 2024 • Effective teaching from 78% in 2020 to 85% by 2024 • Student agency and voice from 76% in 2020 to 85% by 2024
<p>Key Improvement Strategy 2.a Intellectual engagement and self-awareness</p>	<p>Build a whole school approach to students' intellectual engagement and voice and agency in learning.</p>

Key Improvement Strategy 2.b Health and wellbeing	Build the leadership team
Goal 3	Improve student wellbeing across the school.
Target 3.1	Student Absence Decrease the percentage of students absent for 20+ days each year from 30% (2019) to 25% by 2024
Target 3.2	Student Attitudes to School Survey (ATOSS) <ul style="list-style-type: none"> • Increase positive responses to Sense of connectedness from 86% in 2020 to 90% by 2024. • Increase positive responses for Teacher concern from 68% in 2020 to 80% by 2024.
Target 3.3	Parent Opinion Survey (POS) Increase the percentage each year of positive responses to the following: <ul style="list-style-type: none"> • School improvement from 64% in 2020 to 85% by 2024 • Confidence and resilience skills from 83% in 2020 to 90% by 2024
Key Improvement Strategy 3.a Health and wellbeing	Deepen and embed a whole school approach to student health, wellbeing and inclusion.

