



**Business Plan 2018-2020**

## BACKGROUND

The objective of this 2018-2020 Business Plan is to consolidate and build on the work commenced in the 2015- 2017 Business Plan around Successful Students, Quality Teaching, A Positive Culture and A Connected Community. The 2017 Independent School Department of Educational Services Review highlighted the strong progress that the School has made and identified areas for further development. This plan also encapsulates findings from our internal School review, and together these reviews now provide the future direction for our learning and underpin the targets for the School.



## OUR FUTURE FOCUS

In the process of determining our future focus, the leadership team, teachers and School Board have compiled data and feedback, relating to our strengths and opportunities for improvement, from students, parents and the wider community. The key themes that emerged through this consultation are the desire for continued collaboration between the School and community members, and the strengthening of a learning culture to improve both teacher and student performance. This plan sets out the School's strategic direction and includes system directives that are articulated through the Department of Education Focus 2018.

# STRENGTHS AND IMPROVEMENT AREAS

## STRENGTHS

- Professional Learning Teams
- Common approach to teaching and learning
- Strong collaborative processes and beliefs
- Positive professional culture within the staff
- Teaching and leadership expertise
- Structured teaching to ensure all students succeed
- Using data to drive improvement
- Strong community support
- Supportive and engaged School Board
- Articulate and engaged student body
- A culture of sharing and responsibility



## IMPROVEMENT FOCUS AREAS

- Business Plan to include clearly measurable targets for each focus area
- Build a shared understanding of what is to be taught and how it is to be taught in the early childhood area. This will act as a spring board for learning across the whole School
- Enhance student culture and brand
- Clearly define messages to the student body around aspiration and the articulation in many forms of the "I Can" message
- Build contemporary practices around digital fluency with staff, students and the wider School community
- Student and teacher skills and knowledge around Inquiry and higher order thinking
- Develop improved processes for effective handover of student information from one year to the next

# MISSION AND BELIEFS

The Freshwater Bay mission and beliefs that underpin the 2018-2020 Business Plan are:

## WE BELIEVE



Quality teaching makes a difference.



In a safe and inclusive community.



Well rounded students will positively contribute to our world.



In mutual respect for diversity and tolerance.



In inspiring a passion and curiosity for lifelong learning.



Adaptable and resilient learners succeed.

**BELIEVE, INSPIRE  
AND STRIVE FOR A  
SUCCESSFUL LEARNING  
COMMUNITY**



# OPERATIONAL MODEL

The Freshwater Bay operational model has been developed to implement the strategies identified in the 2018-2020 Business Plan.

- 1 STRATEGIES
- 2 KEY FACTORS
- 3 OUTCOME

[View all](#)



## 2018-2020 Targets

# STUDENT ACHIEVEMENT TARGETS BY 2020

- 1** The total percentage of students in the top 2 bands for both Year 3 and Year 5 will be equal to or above like schools in Numeracy, Reading and Writing NAPLAN assessments by 2020.
- 2** The percentage of students achieving moderate to very high progress in Year 3 – Year 5 stable cohort in NAPLAN will demonstrate a positive trend by 2020.
- 3** The School mean for Year 3 and 5 students will be equal to or above like schools in Numeracy, Reading, and Writing NAPLAN assessment by 2020.
- 4** The 2020 On-entry data will indicate that 80% of Year 2 students have achieved Progression Point 1.5 in Module 3 in Reading and Numeracy.
- 5** The 2020 On-entry data will indicate that 80% of Pre-primary students have achieved Progression Point 0.5 in Module 1 in Reading and Numeracy.



# NON-ACADEMIC TARGETS

- 1** Maintain a wide variety of extra-curricular activities on offer to students across the School.
- 2** Provide increased opportunities for students to actively participate in a variety of leadership roles.
- 3** Maintain high levels (~25%) of School-wide student participation in voluntary / co-curricular programs.
- 4** Develop a community engagement / community relations strategy to support a positive School community.

# Business Plan 2018 – 2020

Progressive Learners	Innovative Educators	Engaged Community	Systems Design
<b>Goals</b>			
Students who achieve results that demonstrate sustained progress throughout their time in the School.	A supported staff that develop and grow through professional learning opportunities.	Positive partnerships between the principal, staff, students, School Board, P&C, parents and the wider community that drive improved student achievement.	Contemporary policies and efficient systems ensure all staff members are able to effectively deliver a quality education.
<b>Teaching Climate</b>			
Students and teachers are encouraged and challenged to take responsibility for learning and feel confident that they can achieve.	Quality teaching and curriculum engages and motivates students, with clear learning intentions, effective feedback and a focus on individual learning success.	Students and teachers are positive, friendly and welcoming.  Students, teachers and parents have high expectations and work collaboratively to support and learn from one another.	Consistent and clear practices are implemented that support learning.
<b>Strategies</b>			
<p><b>CASE MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>Accurate and consistent approaches to assessment for individual students and groups of students against expected standards across all learning areas and year levels</li> <li>Staff analysis of literacy and numeracy from NAPLAN and On-entry Data</li> </ul> <p><b>WHOLE-SCHOOL LITERACY AND NUMERACY PLANS</b> Agreed processes for teaching literacy and numeracy across the curriculum</p> <p><b>INQUIRY BASED LEARNING</b> Implemented across the School</p> <p><b>CRITICAL AND CREATIVE THINKING</b></p> <p><b>NATIONAL QUALITY STANDARDS IMPROVEMENT PLAN</b></p>	<p><b>TEACHING AND LEARNING TEAMS</b></p> <ul style="list-style-type: none"> <li>Teaching and Learning Teams</li> <li>Sharing of best practice</li> <li>Focus on consistent pedagogy and practice across the School</li> <li>Challenging yet achievable curriculum</li> </ul> <p><b>PROFESSIONAL LEARNING TEAMS</b></p> <ul style="list-style-type: none"> <li>Ongoing professional learning through analysis of contemporary literature on best practice</li> <li>Digital Fluency</li> </ul> <p><b>PERFORMANCE &amp; DEVELOPMENT CYCLE</b></p> <p><b>YEAR LEVEL COLLABORATIVE TEAMS</b></p> <ul style="list-style-type: none"> <li>Collaborative Planning time and planning documents for Literacy and Numeracy</li> <li>Explicit teaching of concepts in conjunction with content</li> <li>Student centred learning and exploration of topics</li> <li>Same expectations across all classes</li> </ul>	<p><b>HOUSE SYSTEM</b></p> <p><b>COMMUNITY ENGAGEMENT STRATEGY</b> Develop and implement Community engagement / Community relations strategy</p> <p><b>DIGITAL LITERACY</b></p> <ul style="list-style-type: none"> <li>Cyber safety</li> <li>Scope and sequence</li> <li>NAPLAN online 2019</li> </ul> <p><b>SCHOOL BOARD AND P&amp;C</b></p> <ul style="list-style-type: none"> <li>Board governance is of a high standard, collaborative and focused on the identified needs of the School.</li> <li>Board composition comprises the right skills mix</li> <li>Board effectiveness reviewed annually</li> <li>P&amp;C actively engaged in supporting the School's needs</li> </ul>	<p><b>POLICY REVIEW AND DEVELOPMENT CYCLE</b></p> <p><b>DIGITAL FLUENCY</b> Students are trained to confidently use technology effectively and safely</p> <p><b>PROTECTIVE BEHAVIOURS</b> Consistent implementation of Friendly Classrooms Program</p> <p><b>PACT - PRINCIPAL ADVISORY CONSULTATIVE TEAM</b></p> <p><b>PROFESSIONAL DEVELOPMENT PROCESS</b></p> <ol style="list-style-type: none"> <li>Knowing students and how they learn</li> <li>Know the curriculum content and how to teach it</li> <li>Plan for and implement effective teaching and learning</li> <li>Create and maintain supportive a safe learning environment</li> <li>Assess, provide feedback and report on student learning</li> <li>Engage in professional learning.</li> <li>Engage professionally with colleagues, parents/ carers and the community</li> </ol>