This business planning period ends 2018

Wisdom   Respect   Courage

Student centered, people focussed, community connected

Wisdom   Respect   Courage
Where We Started

Freshwater Bay Primary School was established in 2011 following the amalgamation of Claremont Primary School and East Claremont Primary School.

Ongoing collaboration between parents and staff has ensured that children attending Freshwater Bay are strongly supported by a positive learning environment. By working closely with our community, the school offers a challenging and enjoyable education with an equal emphasis on character and competence. Our culture embodies our school values—Wisdom, Respect and Courage—and underpins the success of our students and the commitment of our community.

Over the last four years we have continued to support staff performance and growth, strengthened collaboration between parents and the school, and actively cultivated a friendly, open-hearted environment. An extensive extracurricular program delivered by community partners, complements our visibly inclusive culture.

The school has an active and financially supportive P&C Association and a well-earned reputation as a vibrant, welcoming and caring community.

Where We Are Going – Our Future Focus.

In 2015, Freshwater Bay entered a new phase of development, marked by becoming an Independent Public School.

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 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 our commitment to being student centred, people focussed and community connected.

At the centre of this business plan are our students and our aim to provide a stimulating, supportive environment where students choose to reach their full potential as people, as learners and as a community. To achieve this, we know that the relationship between home and school is critical.

Our teachers significantly contribute to the success of students and our school. An important focus for this plan is to provide greater levels of leadership and support for our teachers to strengthen their teaching practice to address the teaching challenges of the future and enhance outcomes for our students.

Our plan also acknowledges the central role that culture plays in schools—and its strong link to student success. At Freshwater Bay we have a fantastic spirit of team, fun and vibrancy. We believe that education and work, should be enjoyable. We know that each of us makes a difference and we can all contribute positively to our culture.

Finally, this plan builds on our commitment to cultivate a growth mindset and welcome opportunities for learning. One of the most important questions we ask at Freshwater Bay is ‘How can we do better?’ As a dynamic, collaborative community we continue to search for ways to optimise opportunities for improvement.

Principal - Mari Dart        Board Chair- Ashleigh Hahn
Achieving Our Vision

Our Future

For the period of this business plan, we will work to address the four key directions identified to guide Freshwater Bay’s growth mindset and achieve its vision.

The four directions were identified through analysis of academic, social and community-focused data including our school surveys, staff and School Board workshops and reviews.

Each Direction Outlines:

**Our beliefs** guided and informed by the 2011 community developed Freshwater Bay Vision.

**Our goals** the outcomes we want to see in 2018.

**Our strategies** the means by which we will achieve our goals.

Each strategy is supported by a set of actions outlined in the school’s operational plans.

A carefully considered **self-assessment cycle** will underpin the plan to ensure we monitor our progress towards achieving the academic and non-academic goals outlined in our plan.

Academic Key Performance Indicators

Our academic key performance indicators (KPIs) are measured as targets through an analysis of NAPLAN results.

Strategically, our long-term improvements in Reading, Numeracy and Writing academic results will be evident when:

Student performance in reading, writing and numeracy is at or above that of like schools across all year levels.

Operational plans will be developed each year and include additional cohort specific academic operational targets in each area to track our progress towards achieving our strategic targets.

Non-Academic Key Performance Indicators

In our commitment to continuous improvement across all spheres of school life including the creative, social, physical and emotional spheres, we will build in non-academic key performance indicators. These will measure our success in achieving the non-academic goals outlined in our business plan.

These non-academic KPIs will be included in the self-assessment cycle and operational planning. They will include the use of parent, student and teacher surveys, records of results, Australian Institute for Teaching and School Leadership (AITSL) data, summaries of participation in events and school initiatives.

1. **Successful Students** who develop in both competency and character.

2. **Quality Teaching** to enhance student outcomes and meet the challenges of the future.

3. **A Positive Culture** embedded in a spirit of team, fun and vibrancy.

4. **A Connected Community** who work together to optimise opportunities for students.
Successful Students

Who develop in both competency and character

Our Beliefs

• Enquiring, positive and imaginative students who are courageous in their learning will strive for excellence and become lifelong learners.

• Character and competence work hand in hand to allow students to commit to their learning and achieve their potential.

• By having fun, being inquiring, positive and involved members of the community students will discover the endless possibilities of learning.

Our Goals and Strategies

Our students will strive to achieve academic excellence that reflects their potential.

• Set learning goals that challenge and extend them in their learning.

• Use targeted case-management approaches to develop teaching and learning programs responsive to individual needs.

Our students will choose to actively engage in their learning and confidently use thinking tools.

• Focus on active engagement and accountability in all classrooms.

• Use targeted and timely feedback to inform effective goal setting.

Our students will have a strong sense of self and conscience, with leadership skills that connect to our community.

• Explore and implement whole-school approaches to thinking skills. Our students will have a strong sense of self and social conscience, with leadership skills that connect to our community.

• Engage in understanding and developing leadership skills.

• Align students’ actions with the school values; Wisdom, Respect and Courage.
Quality Teaching

To enhance student outcomes and meet the challenges of the future

Our Beliefs

• Literacy and numeracy are at the heart of our drive for improvement.

• A commitment to providing excellence in teaching in a contemporary, differentiated learning environment is central to student success.

• Working collaboratively to improve instruction and performance through reflection and review will build a shared knowledge of evidence-based practice.

Our Goals and Strategies

A reflective teaching staff with high expectations and a commitment to improving student learning.

• Use whole-school data to set targets for improvement and plan effectively at a whole-school, class and individual level.

• Provide opportunities to challenge and extend students’ learning.

• Explicitly teach content and provide quality feedback on progress.

A teaching staff that own and willingly implement whole-school policy, planning and approaches.

• Develop, implement and refine whole-school strategic and operational planning that impacts at the classroom level.

• Engage in and implement a whole-school professional learning model.

• Understand, commit to and encourage a positive whole-school approach to managing student behaviour.

A teaching staff who are invested and supported in their professional growth.

• Build a shared understanding of effective teaching to include instructional strategies with a focus on cooperative learning.

• Explore and engage in opportunities for reflective practice through the implementation of an effective performance and development cycle.

• Provide opportunities for growth and leadership.
A Positive Culture

Embedded in a spirit of team, fun and vibrancy

Our Beliefs

• Our culture embodies our school motto - Wisdom, Respect, Courage and underpins the success of our students and the commitment of our community.

• Every school member influences our culture and can make a difference.

• Collaboration, feedback and communication connect us. These are central to building a buoyant culture and a clear identity in which we are all active learners.

Our Goals and Strategies

Care for each other and willingly make a commitment to our students, our colleagues and our community.

• Build trust, compassion and respect by listening to our students, the community and each other.

• Develop empathy and action towards social justice.

• Plan actively to keep our culture buoyant and maintain a spirit of fun, laughter and vibrancy.

Create a strong school identity where students, parents and teachers are connected, included and known.

• Embed structures to support staff knowing their students and their families.

• Promote our values, make them visible and keep ourselves accountable.

• Communicate openly and often in ways that reflect our identity and are consistent with our values.

Embrace opportunities to improve, innovate, contribute and work together.

• Enhance innovation through a willingness to explore, test and adopt new ideas.

• Celebrate success and learn from challenges.
A Connected Community

Who work together to optimise opportunities for students

Our Beliefs

• We work better together and can achieve more than we can alone
• We are all responsible for the success of our students
• We acknowledge our collective impact.
• Maintain a spirit of team inclusivity and collaboration increases opportunities for students’ success.

Our Goals and Strategies

Nurture positive and genuine partnerships and relationships.

• Collaborate with Network Schools and the Improving Literacy and Numeracy Partnership
• Involve our community in identifying and guiding future directions
• Engaging with our community to support learning and opportunities for our school.

Connecting learning at home and school

• Provide contemporary and timely communication.
• Develop families’ understanding of learning programs and expected learning outcomes.
Building On Our Foundations

Formed following the amalgamation of Claremont Primary School (1893-2010) and East Claremont Primary School (1905-2010), Freshwater Bay embraces both the history of its founding schools and the shared vision and values of the current school community.

The school was named in honour of its association with the first school in the Claremont area. In 1861 the General Board of Education officially listed the school by the name “Fresh Water Bay Public Mixed School”.

The following year, teacher Mrs. Herbert and 16 pupils moved into a building along Victoria Avenue which today functions as the Claremont Museum. From these humble beginnings, and a series of opening/closures caused by population fluctuations, the school eventually opened in 1893 on the corner of Princess Road and Bay View Terrace, Claremont under the name “Claremont Government School”.

Increasing enrolment pressure led to the opening of Claremont Practicing School (‘Prac’). In July 1905, 100 pupils from Claremont Government School walked up Princess Road to become the foundation students at ‘Prac’.

For more than 100 years the two schools operated independently until a community initiative led to their amalgamation and the establishment of Freshwater Bay Primary School in 2011.

In its establishment year, Freshwater Bay parents and staff developed a strong vision statement. The Vision is reflective of community goals. It outlines our aspirations, inspires our direction and importantly, anchors all of our decision making.

In 2012, our Vision stood behind the release of our first strategic plan. Focusing on the priorities of collaboration, feedback and communication, the plan recognised the importance of building community confidence in a newly established school. Strong relationships based on trust, mutual respect and responsibility have grown through the development of collaboration skills across the school and transparent, consistent communication practices.

Following the review of our plan in 2013, we recognised the connection between high student and teacher performance and positive school culture. The closer alignment of our culture and strategy has resulted in enriched learning and in 2015 and beyond, enhanced outcomes for students.

Our Vision

We are a community.

We are a school of educational excellence.

We create a rigorous learning environment.

We listen to learn from and respect each other.

We work together.

We have a fantastic spirit of fun.

We teach the whole child.

We offer student opportunities for life.