



Freshwater Bay Primary School

Annual Report 2023

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Welcome

Welcome to the Freshwater Bay Primary School 2023 Annual Report. The Annual Report provides parents and the wider community with information about our school, the learning programs we offer and the performance of the student population. The report identifies our many successes and achievements, as well as areas for improvement. The report is made up of:

Section One – School Overview

This section of the report provides information about school context, our students, the staff and the curriculum we offer. Data is also included on a range of operational matters such as attendance, student destinations and enrolment trends.

Section Two – Learning Area Reports

This section of the report provides information about students' academic performance in the 2023 school year in individual learning areas.

Section Three – School Improvement Plans

The final section of the report provides information about the strategies and actions the school will take in 2024 to improve the students' achievements and enhance the school's effectiveness.

Thank you for taking the time to peruse this report.

Asher Dragun

Asher Dragun,

Principal



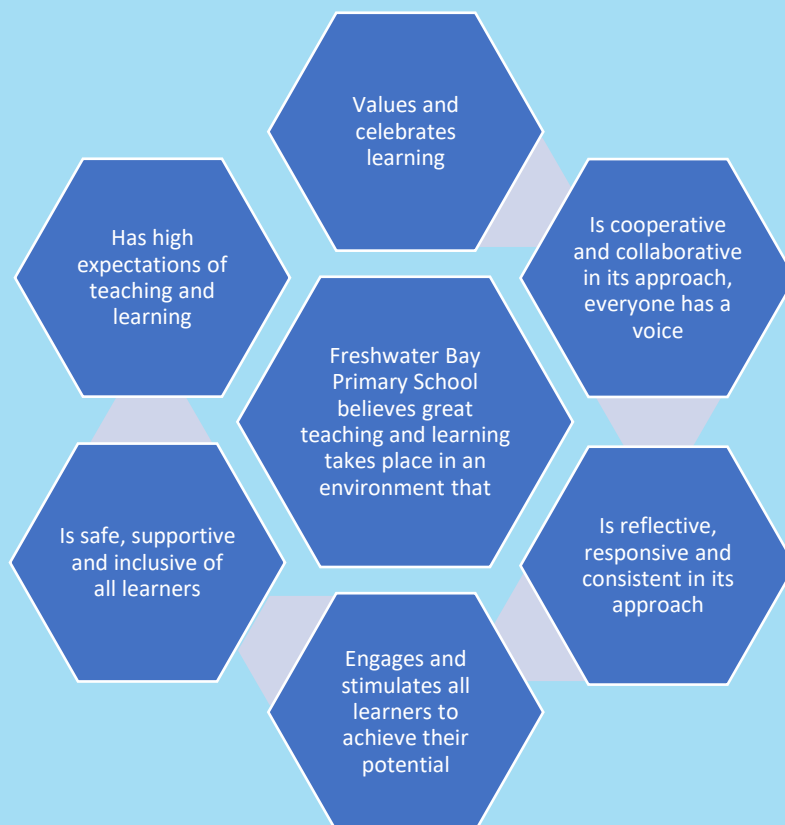
Our Vision

Students are inspired to achieve success and become resilient learners within a culture of respect, compassion, and inclusivity.

Our Values

We strive for excellence,
We treat everyone with respect,
We work together to always do and be our best, and;
We nurture and support each other in everything we do.

Our beliefs about teaching and learning, and the environment in which it occurs:



School Overview

Established in 2012 and situated centrally in Claremont, Freshwater Bay Primary School began as the amalgamation of Claremont and East Claremont Primary School. The school site offers a rich heritage to students through historical family and community connections, original buildings, fixtures and fittings and, in 2023, celebrated 130 years of existence. Students are proud to attend Freshwater Bay Primary School and there is positive and supportive involvement in the school from the local community. The school and families work in partnership with one another to serve the best interests of all students. A wide range of learning opportunities are offered in a positive, caring, and professional environment.



Our school has wonderful facilities including two main buildings which contain central multi-purpose halls and seven large classrooms each. Kindergarten and Pre-primary have their own separate spaces with large classrooms and dedicated early childhood playgrounds for students to utilise. We also have a LOTE, Science, Art, and Music Room. All rooms are air-conditioned and have Wi-Fi internet access and interactive whiteboards. Class sets of iPads are available for all students to utilise. The school also has a large Covered Assembly Area.

Our school offers a comprehensive curriculum centred on the Western Australian Curriculum in all learning areas. We offer specialist programs in French, Science, Art, Music and Physical Education.

The school has a dedicated Student Services team composed of the Associate Principal and School

Psychologist. Together they work alongside teaching staff and parents to support the academic, social, and emotional needs of our students under the Freshwater Bay Primary School SAER Guidelines.

Our School Board reviews and affirms Freshwater Bay Primary School's strategic directions and improvement agendas. Our Board includes five parent representatives, four staff representatives, the Principal and one community representative. Freshwater Bay Primary School is also supported by a dynamic and engaged Parent and Citizen's Association. Members of the P & C are dedicated to serving the School through a range of activities such as coordinating community events, fundraising, 'Busy Bees' around the school grounds, and promoting school events within the parent body.

Teacher Professional Development

All teaching staff met the professional requirements to teach in Western Australian public schools and participated in well over 1500 hours of professional learning to ensure their practice remains current and reflects best practice in their field. Specific areas of focus include:

- Teach like a Champion
- Science of Reading
- Blanket Professional Learning - Kooro Waangkininy Boodjar
- Self-regulation and Social Cognition
- Maths Trek
- Teaching for Impact
- Elastik NAPLAN and PAT Data Analysis
- Building Effective Schools
- Daily Reviews
- Lexia – Literacy App
- Work Health and Safety
- Anaphylaxis online training

Student Numbers

In 2023 there were 430 students from Kindergarten to Year 6. This was a decline from 2022 and a five-year trend. The school promotes itself within the community through special events and social media channels.

Student Attendance Data

2023 Semester One Attendance Data

Year Level	Regular Attendance(>90%)	At Risk (80-89%)	Moderate At Risk (60-79%)	Severe At Risk (<60%)
P	52%	35%	11%	2%
1	74%	20%	5%	0%
2	72%	26%	2%	0%
3	66%	24%	8%	2%
4	62%	33%	4%	0%
5	71%	21%	5%	2%
6	58%	36%	6%	0%

Whole School Attendance Data

Year	Regular Attendance(>90%)		At Risk (80-89%)		Moderate At Risk (60-79%)		Severe At Risk (<60%)	
	School	WA Av.	School	WA Av.	School	WA Av.	School	WA Av.
Semester I 2023	66%	61%	27.3%	25%	5.9%	10%	0.8%	4%
Semester I 2022	53%	51%	37.8%	32%	9%	13%	0.3%	5%
Semester I 2021	88.1%	71%	9.2%	19%	1.5%	7%	1.2%	3%

The attendance data represents Semester One of each year. The 2023 attendance rates show an improvement from 2022 data and is above the WA average at most year levels. 2022 data demonstrated a large decline from 2021 data which is largely attributed to the opening of borders, enabling greater opportunity for families to travel. We will continue to promote regular attendance in our school community via our media channels.



Destinations Schools

2024 Destination School	Number of Students
Shenton College	23
Christ Church Grammar School	7
Methodist Ladies' College	6
John XXIII College	4
Presbyterian Ladies College	2
Iona Presentation College	2
St Hilda's Anglican School	2
Scotch College	1
John Curtin College of the Arts	1
Churchlands Senior High School	1
St George's Anglican Grammar School	1
Interstate	1

49% of exiting students will attend local public high schools.

Financial Management Data

The total revenue in 2023 was \$4 539 501 with a rollover of \$135 440 from the previous year. Student Centred Funding made up 87% of our cash budget, with another 13% of our cash revenue coming from locally raised funds.

The Voluntary Contributions in 2023 were set at \$60 per child, the maximum allowable under the School Education Act 1999. Thank you to all parents who paid the voluntary contributions. They were spent on resources for curriculum areas prioritised in our school plan.

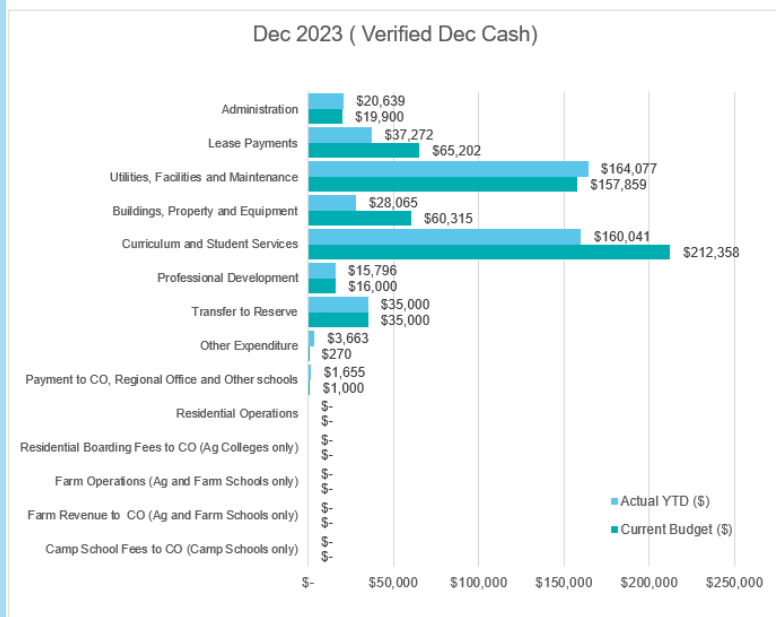


Year	Percentage Paid	Revenue Collected
2023	86.44%	\$22 560

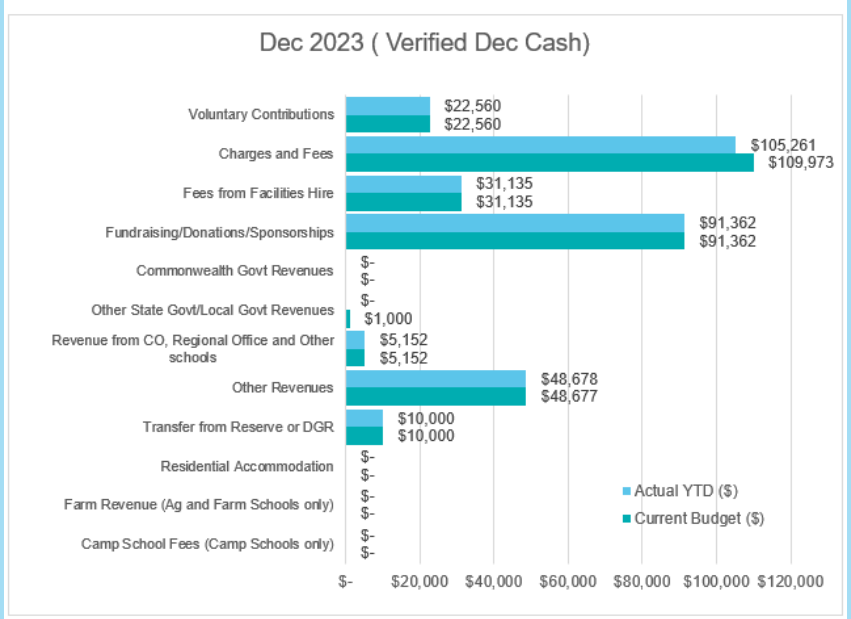
Expenditure, as reported in the Financial Summary on page nine, indicates the biggest spending on utilities, facilities, and maintenance, followed by curriculum and student services.

ONE LINE BUDGET - Dec 2023 (Verified Dec Cash)		
	Current Budget (\$)	Actual YTD (\$)
Carry Forward (Cash):	135,439	135,440
Carry Forward (Salary):	131,670	131,670
INCOME		
Student-Centred Funding (including Transfers & Adjustments):	3,958,243	3,958,243
Locally Raised Funds:	319,859	314,148
Total Funds:	4,545,211	4,539,501
EXPENDITURE		
Salaries:	3,860,209	3,860,209
Goods and Services (Cash):	567,904	466,209
Total Expenditure:	4,428,113	4,326,418
VARIANCE:	117,098	213,083

Goods and Services Expenditure - Budget vs Actual



Locally Generated Revenue - Budget vs Actual



School Highlights 2023

Freshwater Bay Primary School enjoyed a year of change, challenge, and success in 2023 with many outcomes our school community can take pride in. I began the year as the Principal on a one term contract while Simon Reid was on leave. This was extended for Term Two and then advertised as a permanent appointment from Semester Two 2023. I was pleased to secure this position permanently.

During the first term of my appointment, the school underwent a Public School Review, and it was recommended to undergo a subsequent review in 12 months to demonstrate progress and improvement in the domains of teaching quality, student achievement and progress, resources, and leadership. This culminated in the development of a comprehensive and consultative School Improvement Plan. Staff focused on the improvement outcomes as defined in the plan, primarily, improving data literacy, curriculum cohesion, connected teaching practices and instructional leadership.

Our students achieved stable results in their academic performance in 2023 however performance was below expected when compared to like schools. Students in Year One through to Year Six completed the Progressive Assessment Test – Reading, Spelling, Grammar and Punctuation, and Numeracy in Term Four. Reading results (Year 1-6) demonstrate student achievement above the Australian median in all year levels bar Year 1. Spelling, Grammar and Punctuation results (Year 3-6) were above the Australian median at all year levels. Mathematics results (Year 1- 6) demonstrated student achievement above the Australian median in all year levels. Student achievement in 2023 NAPLAN was positive however performance was below like schools in all areas. This is particularly evident in the percentage of students performing in the exceeding band, with an excess of students performing in the strong band on each test.

The school offered a Mathematical Extension Program in 2023 to identified high achieving mathematical thinkers. This was run by Mr Trenorden, with 44 students from Year 2-6 participating. The focus was on solving extended word problems and computational thinking. Students participated in the CSIRO BEBEAS Computational Thinking Challenges. Thirteen students achieved a high distinction for their efforts in these challenges.

Selected students from Year 4-6 observed the Readers Cup Challenge at MLC with the intent to participate in the program in 2024. The Readers Cup Challenge is a quiz style competition based on the winners of the Children's Book Award each year. It provides the opportunity to extend critical thinking skills and comprehension skills in literacy.

From Term 4 the school began support for identified tier two students in literacy through the implementation of the explicit and systematic MacqLit Reading Program. This will continue in 2024 for selected Year Two and Three students. In Term Four the school secured funding to employ a Chaplain two days per week. They will provide additional pastoral care to students and families, working with individuals, small groups, and classes at point of need.

The school celebrated its 130 year anniversary in style. The event was tied into the Open Night in Term 3 whereby memorabilia was on display. Students participated in a historical school quiz and a colouring-in competition was held. All students participated in a drone photo in the 130 formation and received a beautiful card from the P&C to commemorate the event. Harmony Day was another

highlight, celebrating the multi-cultural nature of our community. We held an assembly and dressed in cultural clothing to celebrate.

The Year 3 students participated in the annual Moorditj Noongar cultural exchange program. The Moorditj students attended Freshwater Bay PS, participating in a variety of team building activities such as community gardening, author talk, painting and a silent disco. A shared luncheon was also provided. Our students visited Moorditj school as a reciprocal arrangement, where they experienced a smoking ceremony, welcome to country, dance and musical performance and traditional Aboriginal lunch.

The Arts were highlighted at Freshwater Bay Primary School throughout the year. In Term One students participated in weekly Edu-dance lessons, culminating in the concert performance. In Term Three students created pieces of artwork to display at the Open Night as well as visiting a local Art Exhibition at Claremont Council. Additionally, students who participated in the instrumental music program performed at several key events including the Open Night and Claremont Quarter. The choir also performed at several assemblies, Town of Claremont ANZAC Service, as well as singing Christmas Carols at Claremont Quarter in Term Four.

Sport continued to be an important focus at the school, with our students participating in interschool events for Swimming, Cross Country, Athletics, and Winter Sports. We successfully hosted the Athletics carnival which ran very smoothly. Freshwater Bay won the Athletics Carnival, Netball B, Hockey A, and the Meritorious Shield for Cross Country. We were very proud of the efforts of each of our students at the events.

The students continued to experience a range of learning experiences designed to engage and broaden knowledge and skills. These excursions included Claremont Museum, Kings Park Naturescape, Fremantle Prison, Brownes Dairy and Parliament House. Year Sixes also participated in their annual camp at Jarrahfall Bush Camp. A highlight for many students was the Year 6 charity fundraiser the Lemon Project. Selected senior students also participated in the Alliance Française poetry competition. The Book Fair in Term Three was another highlight, providing students with access to a variety of literature to purchase while raising funds for the school.

I would like to acknowledge and thank all our staff for their commitment, enthusiasm, and willingness to work towards success for all students and our school. We have enjoyed a successful 2023 and look forward to 2024 with optimism.



English

The identified targets articulated in the English Operational Plan 2023 were:

- By the end of 2023 we will have refined and consolidated a whole school approach to teaching Reading which is evidence-based and differentiates to challenge all students
- 80% of students to achieve in the top two NAPLAN bands in Year 3 and 5 by 2023
- 80% of students to demonstrate two years expected academic progress on PAT assessments – Reading, Spelling, Grammar & Punctuation
- 80% of students to demonstrate two years expected academic progress on On Entry and NAPLAN tracking data
- 95% of Year 2 students to achieve Phase 6 Letters and Sounds in 2023

The Whole School English Plan focused on student performance in Reading however all aspects of English were addressed as essential components of the curriculum. High importance was placed on delivering a whole school approach and structure to literacy, to best support and advance our students. The school appointed a Reading Curriculum Leader to action research and implement comprehension programs.

Professional learning was delivered in the Science of Reading, to provide staff with a comprehensive body of research-based knowledge about how children learn to read and provide common language and understanding to develop whole school pedagogical practices. This professional learning, coupled with a review of high performing schools, formed the basis of the whole school English Teaching and Learning File, developed by the curriculum leader. This will be rolled out to staff over the course of 2024. Additionally, a digital program called Lexia was trialled and adopted to enhance reading comprehension.

The school continued to deliver high quality synthetic phonics, utilising a consistent approach with the Letters and Sounds program as the foundation in the early years. Early years were also supported to deliver phonemic awareness through Heggerty and writing using Talk for Writing. Staff in the senior years continue to use Spelling Mastery and Seven Steps Writing to support learning. Macq-Lit was introduced to assist struggling readers.

An Assessment Schedule was developed to outline common milestones to analyse student performance data. This data was utilised to plan, teach, and assess the curriculum and guide delivery of content. A common writing task was assessed alongside network schools for the purpose of moderating consistency in grade allocation.

The tables below describe the Year 3 and 5 NAPLAN student performance in Reading, Writing, Spelling, Punctuation and Grammar. Unfortunately, longitudinal data cannot be measured due to NAPLAN proficiency levels re-scaling and an earlier test window.

Year 3 NAPLAN Performance

	Reading			Writing			Spelling			Grammar & Punctuation		
	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average
2023	435	457	404	441	461	417	421	454	404	448	467	409

Year 5 NAPLAN Performance

	Reading			Writing			Spelling			Grammar & Punctuation		
	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average	School Average	Like School	Aust. Average
2023	533	546	496	525	532	483	517	536	490	534	566	496

Year Three and Year Five results were above the Australian average but below like schools in 2023.

The focus for school improvement will be differentiation to extend capable learners to improve results.

The table below describes the percentage of students in each proficiency band in Reading, however the target cannot be measured due to NAPLAN proficiency levels re-scaling in 2023.

Year Three Reading

Proficiency Level	NAPLAN Score Range	2023 School	Like School
Exceeding	493 & above	36%	39%
Strong	378-492	42%	49%
Developing	311-377	20%	10%
NAS	310 & below	2%	2%

Year Five Reading

Proficiency Level	NAPLAN Score Range	2023 School	Like School
Exceeding	577 & above	33%	46%
Strong	451-576	59%	47%
Developing	386-450	4%	6%
NAS	385 & below	4%	1%

Student achievement in the exceeding bands is below like schools in both Year Three and Year Five, however alignment is closer in Year Three. There is an excess of students performing in the developing band in Year Three and in the Strong band in Year Five.

The table below describes student progress in reading from On Entry in Pre Primary to NAPLAN in Year Three.

Reading Progress On-entry to NAPLAN

Progress	Very High	High	Moderate	Low	Very Low
2023	20%	14%	37%	14%	14%
2022	16%	22%	33%	19%	11%
2021	16%	21%	30%	19%	14%

In 2023 61% of students demonstrated at least moderate progress from On Entry to Year 3. Student progress in NAPLAN from Year 3 to Year 5 will be evaluated in 2025 due to the re-scaling of the proficiency levels.

Letters and Sounds Phase Six

2023 Letters and Sounds Phase 6	64%
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In 2023 64% of year Two students achieved Phase 6 of Letters and Sounds.



In 2024, School Improvement Plans will centre on strengthening the whole school processes and structures, with an agreed Freshie Way structured Instructional Literacy Routine being developed. The focus will continue on student performance in Reading through the implementation phonics, fluency, syntax and comprehension strategies. Student achievement data will be the main driver for the plan, teach, assess cycle, with a focus on explicit teaching methods.

Mathematics

The identified targets articulated in the Mathematics Operational Plan 2023 were:

- By the end of 2023 the school will have investigated and determined a whole school approach to teaching Maths which is evidence-based and differentiates to challenge all students
- 80% of students to achieve in the top two NAPLAN bands in Year 3 and Year 5 by 2023
- 80% of students to demonstrate two years expected academic progress on PAT Maths Assessment
- 80% of students to demonstrated two years expected academic progress on On Entry and NAPLAN tracking data

The Mathematics Operational Plan focused on investigating and determining a whole school approach and structure to numeracy, to best support and advance our students. The school appointed a Numeracy Curriculum Leader to lead this change who, alongside the maths committee, researched the elements of an effective maths program through the review of literature, data analysis and connecting with high performing like schools. It was determined that Maths Trek would be the most appropriate program for our context.

Maths Trek professional learning was undertaken by all staff at the start of Term 4. The committee also updated the Numeracy Block structure and provided resources for staff to complete Daily Reviews using Ochre as part of this structure.

An Assessment Schedule was developed to outline common milestones to analyse student performance data. This data was utilised to plan, teach, and assess the curriculum and guide delivery of content.

The tables below describe the Year Three and Five NAPLAN student performance in Numeracy. Unfortunately, longitudinal data cannot be measured due to NAPLAN proficiency levels re-scaling and an earlier test window.

NAPLAN Numeracy Performance

	Year Three Numeracy			Year Five Numeracy		
	School Average	Like Schools	Aust. Average	School Average	Like Schools	Aust. Average
2023	435	458	406	533	552	488

Year Three and Year Five results were above the Australian average but below like schools in 2023.

The table below describes student progress in numeracy from On Entry in Pre Primary to NAPLAN in Year Three.

Numeracy Progress On-entry to NAPLAN

Progress	Very High	High	Moderate	Low	Very Low
2023	14%	25%	36%	8%	17%
2022	19%	25%	33%	19%	3%
2021	15%	20%	29%	27%	10%

In 2023 75% of students demonstrated at least moderate progress from On Entry to Year 3. Student progress in NAPLAN from Year 3 to Year 5 will be evaluated in 2025 due to the re-scaling of the proficiency levels.

The table below describes the percentage of students in each proficiency band in Numeracy, however the target cannot be measured due to NAPLAN proficiency levels re-scaling in 2023.

Year Three Numeracy

Year Five Numeracy

Proficiency Level	NAPLAN Score Range	2023 School	Like School
Exceeding	493 & above	18%	31%
Strong	378-492	60%	57%
Developing	311-377	18%	10%
NAS	310 & below	4%	2%

Proficiency Level	NAPLAN Score Range	2023 School	Like School
Exceeding	577 & above	24%	36%
Strong	451-576	65%	56%
Developing	386-450	9%	7%
NAS	385 & below	2%	1%

Student achievement in the exceeding bands is below like schools in both Year Three and Year Five, however alignment is closer in Year Five. There is an excess of students performing in the developing band in Year Three and in the Strong band in Year Five.

In 2024, School Improvement Plans will centre on strengthening the whole school processes and structures, using the Maths Trek resources as the basis for instruction and providing extension activities for capable students. Student achievement data will be the main driver for the plan, teach, assess cycle. Analysis and moderation of student performance data as per the updated Assessment Schedule will be undertaken regularly by phase of learning teams. These will focus on improving student performance data, particularly aligning NAPLAN results with like schools. Explicit teaching of problem solving will be a priority, with professional learning in the RUCSAC model and expectations of delivery and moderation of units through Maths Trek articulated in the Operational Plan.



Science, ICT and Digital Technology

The identified targets articulated in the 2023 ICT and Science Operational Plans were:

- Develop baseline ICT competencies across the whole school, K-6.
- To increase staff and student competencies in communicating, managing, and operating ICT tools and equipment.
- To use whole-school common technology language
- To develop student understanding of scientific knowledge, understanding and skills

In 2023 two staff members were appointed as Technology Coaches to support all staff to become familiar with and capable of using ICT and Digital Technology in the classroom. They created and presented to staff an ICT Scope and Sequence which articulated baseline skills and competencies across all year levels.



Additionally, staff and phase meetings were utilised to upskill staff on ICT and Digital Technology skills.

Devices were leased by the school to provide students access to iPads during teaching and learning programs. An audit of resources was conducted in second semester, and in Term 4 an additional 100 iPads were leased to increase the ratio to 1:1 for students in Year 4-6, 1:2 for students in Year 1-3 and class sets of 8 for Kindy and Pre-primary. 98% of our students achieved a C grade or higher in Science and 99% achieved a C grade or higher in Technologies on their Semester Two report.

In 2024, School Improvement Plans will focus on upskilling all staff in baseline ICT skills framework through the coaching model. A professional learning agreement has been signed with NEXT Learning to assist teaching staff to effectively integrate iPads in their teaching and learning. This involves whole staff professional learning in Term 1 as well as fortnightly coaching for the whole year. This support from NEXT Learning will supersede the need for a dedicated curriculum leader in 2024, so that staff attention and support may be focused on other priorities. The management of the iPads and other technology systems will be streamlined with additional technology assistant services being engaged through Winthrop. Staff in Years 3-6 have committed to completing PAT Science testing in 2024 to assess and measure progress in this learning area.



Health and Physical Education

Specialist Physical Education was offered to all students from Year One to Year Six at Freshwater Bay Primary School in 2023. Classroom fitness sessions were utilised to supplement skills in the Physical Education program. The Health Scope and Sequence was reviewed and recreated for implementation in 2024. Staff received professional learning on regulation and social cognition, with resources purchased to support the implementation of Zones of Regulation and Protective Behaviours across the school. Additionally sensory boxes were purchased for all learning areas to utilise. 98% of our students achieved a C grade or higher in Physical Education and 99% in Health Education on their Semester Two report.

Freshwater Bay continued its membership with the Claremont Regional Schools Sports Group, allowing participation at various interschool events being held across the year. Students achieved success in interschool events including winning Hockey, Netball, Athletics, and the Meritorious Shield for Cross Country. Additionally, individual students placed in Cross Country and Athletics events. We are proud of the sportsmanship shown by our students who represented us on the sporting fields across the year.

Humanities and Social Sciences

The Humanities and Social Sciences curriculum consists of History, Geography, Civics and Citizenship and Economics and Business. Staff utilised the program Inquisitive to create blocks of content to ensure they covered all aspects of the curriculum each semester. Staff reported to parents using the Western Australian curriculum in these areas, 97% of our students achieved a C grade or higher in HaSS on their Semester Two report.

The traditional Moorditj Noognar cultural exchange occurred for Year Three students. Staff also participated in professional learning entitled the Blanket PD - Koora Waangkininy Boodjar, an exploration of Australian history from an Aboriginal perspective and the impact of colonisation on the traditional owners of the land.

Languages - French

Freshwater Bay Primary School teaches French as its language program for all students from Year One to Year Six. Lessons in French were based on various themes that are covered throughout the year where they are immersed in the language as well as gain an understanding and appreciation of the French culture. The app Education Perfect was utilised for students to assist with learning the language and practice their acquisition of vocabulary. 97% of our Year Three to Six students achieved a C grade or higher in French on their Semester Two report.

The Arts

Specialist Music Education was offered to all students from Year One to Year Six at Freshwater Bay Primary School in 2023. A school choir was formed for students in Years Three to Six and rehearsals took place every week. The choir participated in various performances both at school and within the local community, including the Town of Claremont ANZAC Service and Christmas Carols at Claremont Quarter. Selected senior students also participated in the School of Instrumental Music program, attending specialist lessons in violin, trumpet, cello and flute.

Dance lessons continued in Term One with the Dance program being offered to all students from Pre-primary to Year Six with a specialist dance teacher. These lessons culminated in a two performance concerts for parents and students at the conclusion of the term.

Visual Arts was taught by a specialist Art Teacher in 2023. The Visual Arts curriculum enabled students to create art or craft pieces that expressed their own and others' ideas as an artist or audience member. All students produced and displayed a work of art at the Open Evening at the end of Term Three. 99% of our students achieved a C grade or higher in Visual Arts and 99% in Music on their Semester Two report.



Student, Parent and Staff Survey

The bi-annual National School Opinion Survey was undertaken in 2023. Students in years 4-6, parents and staff were provided with the opportunity to share feedback through surveys. A summary of each survey is noted below.

Our staff identified strengths in teacher care, competency, and approachability. The school was seen to be well-maintained, develops strong community relationships and looks for ways to improve. Growth is required in providing support structures to improve staff well-being, the provision of useful feedback to staff, opportunity for staff opinion to be heard and the standard of leadership as these are the lowest rated items.



Our parents feel that their students are safe and like being at school. They feel teachers expect their children to do well, are good at their job, are approachable and care about the children. The school was seen to have a strong relationship with the community and was well-led. A focus is required on providing feedback to parents regarding student progress and achievement, meeting students learning needs and seeking parental contribution of opinions and ways to improve.

Students also rated teacher competency and care very highly, specifically expectations of students, provision of feedback and motivating them to learn. Students have highlighted issues with their ability to have their opinions heard, feeling able to approach their teachers with concerns, feeling they are treated fairly and leadership selection processes.

School Improvement Plans 2024

The four key priorities in the Business Plan 2024-2026 are:

1. *Student Achievement and Progress*
2. *Teaching for impact*
3. *Learning Environment*
4. *Relationships and Partnerships*

In 2024, to address the improvements in teaching and learning our school will:

- Continue to develop and refine whole school evidence-based pedagogical structures for instructional routines with time allocations,
- Implement whole school English and Maths Operational Plans, focusing on consistency of strategies in Literacy and Numeracy, differentiation, particularly extending capable learners. Engage in professional learning and coaching with PEAC to facilitate this learning,
- Utilise staff and phase of learning meetings to facilitate a shared understanding of the impact of teaching practices, data analysis, moderation, and collaborative planning,
- Continuation of the coaching model to develop staff skills and expertise in a variety of learning areas. Continue with opportunities for staff to take on leadership roles within the school,
- Use student achievement data and teaching sprints to focus on growth in student achievement for all learners and measure this growth against targets set,
- Utilise performance development processes, including review meetings and peer and line manager observation/feedback processes to drive learning and teaching,
- Continue to implement the ICT scope and sequence and skills framework in all classes, utilising professional learning and coaching model to develop baseline skills in all learners,
- Develop positive behaviour supports and restorative justice practices across the school,
- Student health and well-being is developed through the implementation of targeted strategies and programs in the Health and Well-being Scope and Sequence, including Friendly Schools Plus, Mindfulness and Zones of Regulation across K-6,
- A dedicated approach to supporting staff well-being is developed and implemented, aligned with the Staff Health and Well-being Strategy,
- A focus on providing clear communication to engage and inform students, staff and families as well as regularly seeking contribution from and providing feedback to all stakeholders.

