



Business Plan 2021-2023

BACKGROUND

The objective of this 2021-2023 Business Plan is to consolidate teaching and learning programs, create cohesive, cooperative classroom and outdoor play environments and to embed concise and respectful two-way communication with community stakeholders to achieve improved academic and social outcomes for all students.



OUR FUTURE FOCUS

To determine our future focus the leadership team, teachers and School Board compiled data and feedback relating to our strengths and opportunities for improvement from students, parents and the wider community. This consultation highlighted emergent key themes - the strengthening of a learning culture to improve both teacher and student performance and the desire for continued school and community collaboration. This plan sets out the School's operational direction and includes DoE system directives for 2021.

STRENGTHS AND IMPROVEMENT AREAS

STRENGTHS

- Professional Learning Teams
- Common approach to teaching and learning
- Strong collaborative processes and beliefs – staff teams
- Positive professional staff culture
- A mentor system and induction process for teachers
- Frequent opportunities to attend in-house Professional Learning on high impact learning
- Teaching and leadership expertise – Teach Like a Champion (TLAC) focus, Letters and Sounds, Talk4Writing, Seven Steps for Writing
- Structured, high quality evidence-based literacy and numeracy programs introduced
- Timetable alignment to reduce disruption, student movement and support teacher planning
- Data analysis to drive improvement through reporting schedule
- Strong community involvement
- Functional, supportive and engaged School Board
- Articulate and engaged student body
- A culture of sharing and responsibility
- A responsive and transparent approach to whole school behaviour management – promoting resilience and self-efficacy

IMPROVEMENT FOCUS AREAS

- Transparent reporting to community of operations and accountability
- Consolidate high expectations and practices that target student learning at the level they are capable of
- Develop a comprehensive assessment, data collection and reporting and monitoring schedule for each year level (On-Entry, Letters and Sounds, Talk4Writing, NAPLAN, Progressive Achievement Tests PAT)
- Moderation and standardising reporting, and ongoing review processes including an integrated program with frequent scheduled reporting to parents
- Student leadership and student voice to encapsulate and enhance the learning experience for all students.
- Target resource processes to align with curriculum priorities to support learning, planning and completion of tasks.
- Effective management of School Operations.

OPERATIONAL MODEL

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

- 1 STRATEGIES
- 2 KEY FACTORS
- 3 OUTCOME



2021-2023 Targets

STUDENT ACHIEVEMENT TARGETS BY 2023

- 1 80% of students to achieve in the top two NAPLAN bands in Year 3 and 5 by 2023.
- 2 80% of students to demonstrate two years expected academic progress (1-3, 2-4, 3-5, 4-6) on evidence-based literacy and numeracy norm referenced assessments – PAT-Reading, PAT Maths, PAT Spelling, and PAT Grammar & Punctuation.
- 3 80% of students to demonstrate two years expected academic progress (PP -Yr 2, 3-5) on On-entry and NAPLAN assessment tracking data.
- 4 95% of Year 2 students achieve Phase 6 Letters and Sounds in 2022 and 2023.

STUDENT NON-ACADEMIC TARGETS BY 2023

- 1 K - Year 6 students respond to and engage with Teach Like a Champion techniques 95% of the time measured by DoE Staff Survey Q45: *School wide goals influence daily teaching practice / Q13 Curriculum, instruction, and teaching and learning programs are well-coordinated across the different year levels.*
- 2 Student responses of being bullied reduced from 14% (DoE Student Survey data 2020) to zero by 2023. Friendly Schools Student Survey will be used during current Business Plan period.
- 3 Student reports of disruption to learning (2020 baseline 32%) are reduced by 20% each year measured by DoE Student Survey 'The behaviour of some students in my class makes it hard for me to do my work' (Years 3 - 6).
- 4 Students demonstrate positive behaviours reflecting the Friendly Schools Plus ethos - measured by (pre - Term 1 2021 / post - mid 2023 FSP Roadmap survey).
- 5 90% of P to 6 students can demonstrate high level empathy skills measured by response to facial expression data and Compass behavioural data by 2023.

Freshwater Bay Primary Business Plan 2021 – 2023

Education	Safety	Community	Facilities
10 Year Goals			
<ul style="list-style-type: none"> • Students reach their potential • School of choice² • Every student is everyone's responsibility. 	<ul style="list-style-type: none"> • Safe school environment • Students feel intellectually safe to participate fully in learning¹ • Cyber-safe aware school community 	<ul style="list-style-type: none"> • Open communication between school and families • Engaged families • Strong student leadership • Contribution to wider community by students, parents, staff 	<ul style="list-style-type: none"> • Facilities to support student learning • Technologically advanced
3 Year Goals – The What			
<ul style="list-style-type: none"> • 80% of students to achieve in the top two NAPLAN bands and above in Years 3 and 5. • 80% of students to demonstrate 2 years growth in Years 2, 3 and 5 on NAPLAN and PAT school based assessment in Reading, Numeracy, Writing, Spelling and Grammar. 	<ul style="list-style-type: none"> • Positive classroom learning environment through 90% of students actively focusing on learning (MIS doc measured against students reporting they're disrupted in class) • Improved playground behaviour through students engaging in positive social interaction (to reduce bullying in playground by 20% - Compass incident data) 	<ul style="list-style-type: none"> • Implement student leadership program (Years 4 – 6) targeting Friendly Schools Plus five focus areas • 90% of Pre-primary to Year 6 students demonstrate high level empathy skills through inclusive behaviours and facial expression recognition measured by BAILEY • Creation of recognised parent and community programs to highlight and increase awareness of the educational and developmental needs of students 	<ul style="list-style-type: none"> • Raise external funding to 10% of Student Resource Funding. • Full implementation of all six Compass Learning Management System Modules.

¹ Intellectually Safe – students feel confident and comfortable to ask questions and engage in the learning process knowing that they will be encouraged and supported by staff and students.

² School of Choice – Freshwater Bay will be a school of first choice for parents, students and teachers.

Freshwater Bay Primary Business Plan 2021 – 2023

Education	Safety	Community	Facilities
3 Year Goals – The How			
<ul style="list-style-type: none"> • Employ diverse, team-focused teachers and support personnel as measured by School Workforce Profile. • Undertake consistent, high quality pedagogical professional learning. Letters and Sounds, Talk for Writing, Seven Steps for Writing, Spelling Mastery, ALEKS Maths and The Math Mastery Series are a focus for this period. Data from attendance sheets is recorded and monitored. • Consistent delivery of teaching in every classroom measured through Principal Team observation, modelling and support data and response to PM process. • Collaboration within vertical year level teaching teams to promote greater understanding of Australian Curriculum (PLT bi-termly meeting minutes).³ • Curriculum caters for all students at their level measured by bi-termly assessments (Spelling mastery, Letters and Sounds assessments; IEP reviews and moderation tasks.) 	<ul style="list-style-type: none"> • Continue best practice identification and support for 'students at educational risk'. • Implement consistent, high quality positive behaviour management. • Implement Friendly Schools Plus program with support from school psychologist (Friendly Schools Roadmap tool) • Identify greatest area of need and contextual factors influencing bullying through Friendly Schools Student Survey • Implement consistent protective behaviours and cyber safety instruction P - 6 • Establish and embed a community ethos regarding safety and inclusion P - 6. • Use successful processes to ensure student voice in education, safety, community and facilities. 	<ul style="list-style-type: none"> • 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. • Guest speakers each semester to highlight the importance of building student Grit and Resilience to community (Mandie Shean - ECU, Donna Cross - TKI, Graham Goodall-Smith- School Psych, Maggie Dent-author) 	<ul style="list-style-type: none"> • Implement a planned approach to resource the school. • Facilities management plan to meet school needs (educationally, functionally and safety). • Establish a planned funding program for the development of facilities and resources.
Strategies			
<ul style="list-style-type: none"> • Whole-School Literacy and Numeracy Operational Plans • FBPS Scope and Sequence • Critical and Creative Thinking • National Quality Standards Improvement Plan • Aboriginal Cultural Standards Framework 	<ul style="list-style-type: none"> • Teaching and Learning Teams • Professional Learning Teams • Performance & Development Cycle • Year Level Collaborative teams • Student Reps to represent each year level 1 – 6 to raise issues / solutions and be the voice of their year when meeting with the Principal in Terms 2 and 3 	<ul style="list-style-type: none"> • House System • COMPASS - Community Engagement Strategy • Digital literacy – teaching of: <ul style="list-style-type: none"> • Touchtyping (Year 4) • Cyber-safety • Functional skills • Microsoft Suite • School Board and P&C 	<ul style="list-style-type: none"> • Policy Review and Development Cycle • Digital Fluency - Students are trained to confidently use technology effectively and safely • Protective Behaviours - Consistent implementation of Friendly Schools Program • Professional Development and Learning • Talk 4 Writing • Letters and Sounds (ongoing SSEND) • Letters and Sounds Train the Trainer • Seven Steps for Writing • Spelling Mastery • JEMM / EMM (Maths Mastery Series) • ALEKS Maths Program • Friendly Schools Plus

³ Vertical year level teaching teams – curriculum focused teamwork has teachers from different year levels, to develop a better understanding of breadth and depth of the curriculum.