School Strategic Plan 2019-2023

Horsham College (8818)

Submitted for review by Robert Pyers (School Principal) on 17 March, 2020 at 11:27 AM
Endorsed by Brendan Ryan (Senior Education Improvement Leader) on 17 March, 2020 at 01:30 PM
Awaiting endorsement by School Council President

School Strategic Plan - 2019-2023

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School vision	Vision Statement - We seize opportunities for a better future. Mission Statement - Our school community values unique individuals and empowers them to achieve their potential.
School values	Values - Character, Care, Collaboration and Commitment Character •Stay calm and consistent •Be confident and open minded •Acknowledge and learn from mistakes •Enjoy our successes Care •Build and maintain positive relationships •Act with respect and empathy •Show gratitude •Demonstrate kindness and concern for others Collaboration •Give and receive constructive feedback •Value all input and ideas •Share the load •Ask for help Commitment •Act in the best interests of the school community •Continually learn and improve

	•Expect high standards of self and each other •Meet responsibilities and embrace opportunities
Context challenges	Horsham College has a student population of approximately 976 students (Years 7 to 12) that includes 4% Koorie students. It is the only government secondary school provider servicing the City of Horsham and immediate surrounding rural area. 35% of students travel by bus from surrounding areas and approximately 30% of students receive the Education Maintenance Allowance or Youth Allowance. Our College is located on 14.74 hectares with alternative pathway programs known as Satellite VCAL Connect Ed, McKenzie Creek and Young Mum's delivered from two other sites. The College is celebrating a recent upgrade of facilities after a $10.6 million building program was completed at the end of 2017. Increasingly the College is developing a reputation for high quality teaching and a strong breadth and depth of learning programs, catering for our students' varied needs and providing multiple pathway options. The College is recognized for the range of extracurricular activities that it students can access including sports, bands, public speaking, dance, singing, drama, the Human Powered Vehicle Challenge, Science clubs and elite sporting programs. Horsham College is committed to developing the skills and leadership capacity of staff and fostering a learning community that shares best practice with other schools. The College's key challenges are • Improving literacy outcomes for all students • Improving numeracy outcomes for all students • Improving student engagement in learning
Intent, rationale and focus	The School Review Panel recommended the following key directions for the next School Strategic Plan to address the contextual challenges. • Improve literacy outcomes for all students • Improve numeracy outcomes for all students • Improve student engagement in learning The panel acknowledge the work that had been achieved in the areas of student engagement and wellbeing and student outcomes but saw signifcant opportunity to move the school from 'good to great' with a stronger focus on key teaching and learning areas and student voice and agency. The rationale for each goal is highlighted in a theory of action statement. It is reflective of the school data and provides the

	opportunity for improving student outcomes and developing staff capacity to impact on student learning. The goals are also in alignment with the Education State Agenda and provide the opportunity to use the Framework for Improving Student Outcomes (FISO) as a process for school improvement. Prioritisation of goals and KIS will occur in consultation with the leadership team and staff throughout the life of the Strategic Plan. The initial focus in 2020 will be on the following - reading Years 7 - 10 - writing Years 7 - 10 - collaboration in numeracy to impact on student outcomes - developing student voice and agency in the short and long term planning of the school and in individual student learning

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Goal 1	To improve literacy outcomes for all students
Target 1.1	**NAPLAN – Band** By 2023, increase and maintain the percentage of students achieving in the middle and top two bands of NAPLAN. • Year 7 Reading from 78% (2018) to 85 percent • Year 9 Reading from 84 percent (2018) to 90 percent • Year 7 Writing from 53 percent (2018) to 60 percent • Year 9 Writing from 53 percent (2018) to 65 percent
Target 1.2	**NAPLAN Growth** By 2023, increase the percentage of students in Year 9 at or above benchmark growth in NAPLAN for reading and writing. • Year 7 to 9 Reading from 67.5 percent (2019) to 80 percent • Year 7 to 9 Writing from 48.3 percent (2019) to 75 percent
Target 1.3	**VCE** • Increase VCE English means study score from 29.1 (2018) to 31 by 2023.
Target 1.4	**VCAL**

	• Increase VCAL completion rate from 75 percent (2018) to 80 percent by 2023.
Key Improvement Strategy 1.a Curriculum planning and assessment	Embed a School-based professional learning program developed and implemented that supports the school's identified improvement strategies in Literacy
Key Improvement Strategy 1.b Evaluating impact on learning	Embed a whole school approach to data collection, analysis and evaluation of student learning growth over time
Key Improvement Strategy 1.c Instructional and shared leadership	Build instructional leadership through the College
Key Improvement Strategy 1.d Building practice excellence	Action Plan to accelerate improvement
Goal 2	To improve numeracy outcomes for all students
Target 2.1	**NAPLAN by Band** By 2023, increase and maintain the percentage of students achieving in the middle and top two bands of NAPLAN • Year 9 Numeracy from 81 percent (2019) to 85 percent
Target 2.2	**NAPLAN Benchmark Growth** By 2023, increase the percentage of students in Year 9 at or above benchmark growth.

	• Year 7 to 9 Numeracy from 72.8 percent (2019) to 80 percent with 20 percent above benchmark growth.
Target 2.3	**VCE** By 2023, increase VCE Median Mathematics study score as measured by; • Further Mathematics from 28.6 (2018) to 31 • Mathematics Methods from 29 (2018) to 31
Key Improvement Strategy 2.a Curriculum planning and assessment	Embed a whole school documented curriculum plan, assessment and shared pedagogical approaches for numeracy
Key Improvement Strategy 2.b Building practice excellence	Build collaborative practice to develop and implement a whole school Numeracy Instruction Model
Key Improvement Strategy 2.c Evidence-based high-impact teaching strategies	Embed consistent best practice using an instructional model including evidence based high impact teaching strategies
Goal 3	To improve student engagement in learning
Target 3.1	**Attitudes to School Survey (AToS)** By 2023, the positive percentage endorsement rate on the student Attitudes to School Survey (AToS) survey will demonstrate continued improvement in Social engagement and effective teaching practice for cognitive engagement factors. • Sense of connectedness from 56 percent (2019) to 70 percent • Student voice and agency from 50 percent (2019) to 65 percent

	• School stage transitions from 60 percent (10-12) (2019) to 70 percent • School stage transitions from 69 percent (7-9) (2019) to 80 percent • Effective teaching time from 67 percent (2019) to 75 percent • Differentiated learning challenge from 59 percent (2019) to 70 percent • Stimulated learning from 57 percent (2019) to 65 percent • Effective classroom behaviour from 60 percent (2019) to 64 percent
Target 3.2	**Staff Opinion Survey (SOS)** By 2023, the positive percentage endorsement rate on the Staff Opinion Survey (SOS) will demonstrate continued improvement in the School climate module and participation. • Participation from 58 percent (2019) to 75 percent • Collective efficacy from 48 percent (2019) to 60 percent • Academic emphasis from 35 percent (2019) to 50 percent • Trust in students and parents from 45 percent (2019) to 60 percent • Teacher collaboration from 55 percent (2019) to 70 percent
Target 3.3	**Parent Opinion Survey (POS)** By 2023, the positive percentage endorsement rate on the Parent Opinion Survey (POS) will demonstrate continued improvement in the Student Cognitive Engagement and student Development factors and participation. • Participation from 45.2 percent (2019) to 60 percent • High expectation for success from 78 percent (2019) to 85 percent • Student motivation and support from 64 percent (2019) to 75 percent

Target 3.4	**Attendance** By 2023, improve attendance rates. • Decrease student unapproved absence rates from 4.4 percent (2018) to <4 percent • Increase whole school overall attendance from 93.4 percent to 95 percent • Decrease Koorie Student Absences from 62 percent missing 20+ days to 55 percent missing 20+ days
Key Improvement Strategy 3.a Empowering students and building school pride	Embed a whole school strategy to improve student voice, learner agency and student leadership
Key Improvement Strategy 3.b Setting expectations and promoting inclusion	Embed a culture of high expectations and excellence throughout the college community
Key Improvement Strategy 3.c Evidence-based high-impact teaching strategies	Embed an instructional model constantly across the College that integrates the use of High Impact Teaching Strategies and challenges all students to be successful