# **2021 Annual Implementation Plan**

for improving student outcomes

Heathmont College (8816)



Submitted for review by Kerryn Sandford (School Principal) on 14 February, 2021 at 01:48 PM Endorsed by Mary Azer (Senior Education Improvement Leader) on 16 February, 2021 at 12:53 PM Endorsed by Henk Westerveld (School Council President) on 02 March, 2021 at 02:25 PM

# **Self-evaluation Summary - 2021**

	FISO Improvement Model Dimensions The 6 High-impact Improvement Initiatives are highlighted below in red.	Self-evaluation Level
in bi	Building practice excellence	Evolving
ල ක් ල	Curriculum planning and assessment	Evolving
Excellence teaching ar learning	Evidence-based high-impact teaching strategies	Evolving
<b>\$</b>	Evaluating impact on learning	Evolving
_	Building leadership teams	Evolving
Professional leadership	Instructional and shared leadership	Evolving moving towards Embedding
rofes	Strategic resource management	Embedding
<u> </u>	Vision, values and culture	Evolving

	ıte	Empowering students and building school pride	Emerging moving towards Evolving
	climate ırning	Setting expectations and promoting inclusion	Embedding
Positive (	Health and wellbeing	Evolving	
	Po	Intellectual engagement and self-awareness	Evolving

_ : <b>⊑</b>	Building communities	Embedding
nunity ment ning	Global citizenship	Embedding
Somm gager learr	Networks with schools, services and agencies	Embedding
en	Parents and carers as partners	Evolving moving towards Embedding

Enter your reflective comments	This reflection is largely based around the experiences of term 4 due to starting in the role as a new principal at this time. Clearly the impacts of COVID-19 have been significant for the school but the additional stress and disruption due to shifting leadership had an additional impact on school functioning and improvement.  The experience of remote teaching and learning did appear to have both positive and negative impacts with one of the positive impacts the introduction of a standard template for lesson tracking on Compass which was retained once learning resumed on site.  Conducting the self reflection with staff around the AIP/SSP was a good learning experience and highlighted the lack of progress made over the year against the specified AIP goals. this comes as no surprise though as many of these goals were significantly impeded by COVID19.
Considerations for 2021	student voice and amplify strategy vision, values and the SWPBS process to address school wide approach to learning behaviours Positive education strategies and incorporating these into formal PL process data use and analysis to be strengthened through a case management approach to support house system of pastoral care

	whole school literacy and numeracy professional learning Learning Support Program to provide catch and support to students struggling to engage and achieve in these areas Mental health practitioner supports for students identifying mental health concerns
Documents that support this plan	

# **SSP Goals Targets and KIS**

Goal 1	2021 Priorities Goal
Target 1.1	Support for the 2021 Priorities
Key Improvement Strategy 1.a Curriculum planning and assessment	Learning, catch-up and extension priority
Key Improvement Strategy 1.b Health and wellbeing	Happy, active and healthy kids priority
Key Improvement Strategy 1.c Building communities	Connected schools priority
Goal 2	To improve student achievement.
Target 2.1	By 2021, decrease the percentage of low growth in all areas of NAPLAN to below 25 percent.  By 2021, increase the percentage of high growth in all areas of NAPLAN to above 25 percent.  By 2021 to have the number of students in the top two bands of all areas in NAPLAN to be 15 percent of students at Year 7 and Year 9.
Target 2.2	By 2021, increase the mean VCE study score to 30.

Target 2.3	By 2021, decrease the percentage of students below the expected level in teacher judgements to less than 20 per cent in all subject areas from Year 7 to 10.
Key Improvement Strategy 2.a Vision, values and culture	Development of a vision for the College using collaborative processes involving students, staff and parents.
Key Improvement Strategy 2.b Building leadership teams	Development and implementation of a strategy to create a cohesive leadership team focused on consistency of practice and improving student achievement.
Key Improvement Strategy 2.c Building practice excellence	Consistent Implementation of the College instructional model and the embedding of high impact teaching strategies, including differentiation techniques and the use of data to inform teaching.
Goal 3	To improve student engagement in learning
Target 3.1	By 2021, increase the AToSS result for Student Voice and Agency from 61 per cent to 75 per cent.
Target 3.2	By 2021, increase the AToSS result for Differentiated Curriculum from 45 per cent to 60 per cent and Self Regulation and Goal Setting from 50 per cent to 75 per cent.
Target 3.3	By 2021, decrease the student absence rate to from 24.1 days per year to below the state average for secondary schools.
Key Improvement Strategy 3.a Empowering students and building school pride	Development and implementation of a strategy to build the capacity of staff members to implement student voice in every classroom across the College, focusing on goal setting and feedback processes.

Key Improvement Strategy 3.b Curriculum planning and assessment	Development and implementation of curriculum documentation that incorporates a range of tasks designed to engage students.
Key Improvement Strategy 3.c Intellectual engagement and self- awareness	Development and implementation of programs that enhance student engagement and wellbeing inside and outside the classroom.

#### **Select Annual Goals and KIS**

Four Year Strategic Goals	Is this selected for focus this year?	Four Year Strategic Targets	12 month target  The 12 month target is an incremental step towards meeting the 4-year target, using the same data set.
2021 Priorities Goal	Yes	Support for the 2021 Priorities	By 2022, no less than 150 students to receive targeted support as part of the Learning Support Program. Students involved in this program to demonstrate improved engagement with learning and wellbeing outcomes.
To improve student achievement.	No	By 2021, decrease the percentage of low growth in all areas of NAPLAN to below 25 percent.  By 2021, increase the percentage of high growth in all areas of NAPLAN to above 25 percent.  By 2021 to have the number of students in the top two bands of all areas in NAPLAN to be 15 percent of students at Year 7 and Year 9.	
		By 2021, increase the mean VCE study score to 30.  By 2021, decrease the percentage of students below the expected level in teacher judgements to less than 20 per cent in all subject areas from Year 7 to 10.	

To improve student engagement in learning	Yes	By 2021, increase the AToSS result for Student Voice and Agency from 61 per cent to 75 per cent.	By 2022, increase the AToSS result for Student Voice and Agency from 61 percent, to 75 percent.
		By 2021, increase the AToSS result for Differentiated Curriculum from 45 per cent to 60 per cent and Self Regulation and Goal Setting from 50 per cent to 75 per cent.	By 2022, increase the AToSS result for Differentiated Curriculum from 45 per cent to 60 per cent and Self Regulation and Goal Setting from 50 per cent to 75 per cent.
		By 2021, decrease the student absence rate to from 24.1 days per year to below the state average for secondary schools.	By 2022, decrease the student absence rate to from 24.1 days per year to below the state average for secondary schools.

Goal 1 2021 Priorities Goal		
12 Month Target 1.1  By 2022, no less than 150 students to receive targeted support as part of the Learning Support this program to demonstrate improved engagement with learning and wellbeing outcomes.		ort Program. Students involved in
Key Improvement Strategies	Is this KIS selected for focus this year?	
KIS 1 Curriculum planning and assessment	Learning, catch-up and extension priority	Yes
KIS 2 Health and wellbeing	Happy, active and healthy kids priority	Yes

KIS 3 Building communities	Connected schools priority	Yes	
Explain why the school has selected this KIS as a focus for this year. Please make reference to the self-evaluation, relevant school data, the progress against School Strategic Plan (SSP) goals, targets, and the diagnosis of issues requiring particular attention.	Please leave this field empty. Schools are not required to provide a rationale as this is in line with system priorities for 2021.		
Goal 2	To improve student engagement in learning		
12 Month Target 2.1	By 2022, increase the AToSS result for Student Voice and Agency from 61 percent, to 75 percent.		
12 Month Target 2.2	2 Month Target 2.2  By 2022, increase the AToSS result for Differentiated Curriculum from 45 per cent to 60 per cent and Self Regulation and Self		
12 Month Target 2.3	By 2022, decrease the student absence rate to from 24.1 days per year to below the state average for secondary schools.		
Key Improvement Strategies		Is this KIS selected for focus this year?	
KIS 1 Empowering students and building school pride	Development and implementation of a strategy to build the capacity of staff members to implement student voice in every classroom across the College, focusing on goal setting and feedback processes.	Yes	
KIS 2 Curriculum planning and assessment	Development and implementation of curriculum documentation that incorporates a range of tasks designed to engage students.	Yes	
KIS 3 Intellectual engagement and self-awareness	Development and implementation of programs that enhance student engagement and wellbeing inside and outside the classroom.	Yes	

Explain why the school has selected this KIS as a focus for this year. Please make reference to the self-evaluation, relevant school data, the progress against School Strategic Plan (SSP) goals, targets, and the diagnosis of issues requiring particular attention.

In 2021, the college will continue to work to all of these KIS area as there has been little to no movement of these targets over the past 12 months. The college is still quite a way off meeting the targets that have been set as part of the School Strategic Plan.

The curriculum is not well documented and engaging task design is not evident in whole school documentation. We are making progress in developing and implementing programs to enhance studnet engagement and wellbeing in and out of the classroom and we would like to continue this work in 2021.

# **Define Actions, Outcomes and Activities**

Goal 1	2021 Priorities Goal	2021 Priorities Goal						
12 Month Target 1.1		By 2022, no less than 150 students to receive targeted support as part of the Learning Support Program. Students involved in this program to demonstrate improved engagement with learning and wellbeing outcomes.						
KIS 1 Curriculum planning and assessment	Learning, catch-up and extension priority							
Actions		ort Program that will support the ide ole these students to catch up in the		ents requiring catch up	or extension and			
Outcomes	positive impact on their learning g Teacher practice and knowledge Leaders will regularly monitor the	Student confidence and self awareness of their individual strengths and areas for improvement will improve and this will have a positive impact on their learning growth and achievement.  Teacher practice and knowledge around meeting students 'where they are at' will improve.  Leaders will regularly monitor the impacts of the learning support program and provide feedback on strategies for improvement.  The community will recognise and provide feedback regarding the support provided for student learning.						
Success Indicators	and summative assessments. Fee	Student growth through this intervention will be measured through the use of individual education plans (IEPs) and ongoing formative and summative assessments. Feedback from students, staff and parents will be collected throughout the year to inform next steps and to ensure that we are meeting our aims.						
Activities and Milestones		Who	Is this a PL Priority	When	Budget			
Whole school professional learning focus on literacy and numeracy (cross disciplinary).		☑ Learning Specialist(s)	☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used			

Introduction of diagnostic assessment tools including Pearson's numeracy diagnostic tools and the Academic Assessment Services test.		☑ Principal	☐ PLP Priority	from: Term 1 to: Term 4	\$15,000.00  Equity funding will be used
· -		☑ Literacy Leader ☑ Literacy Support	□ PLP Priority	from: Term 1 to: Term 4	\$106,000.00  Equity funding will be used
Implement coaching program to in differentiation and student support		☑ Assistant Principal	☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used
Development and management of the Learning Support Program that will incorporate the MYLNs program and the Tutor Learning Initiative.		<ul> <li>✓ Leading Teacher(s)</li> <li>✓ Literacy Improvement</li> <li>Teacher</li> <li>✓ Literacy Support</li> <li>✓ Numeracy Improvement</li> <li>Teacher</li> <li>✓ Numeracy Support</li> </ul>	□ PLP Priority	from: Term 1 to: Term 4	\$352,000.00  Equity funding will be used
KIS 2 Health and wellbeing	Happy, active and healthy kids pr	iority			
Actions	Continued school wide focus on the principles of Positive Education and the implementation of these in the classroom. Sports academy and 9Life program. Continue to implement and evaluate targeted programs for student engagement such as 9Life, Sports Academy, Excellence and Enrichment Program and the Mental Health Practitioner Initiative.				

Outcomes	Students will be supported to engage in high levels of physical activity and to develop skills and knowledge in maintaining across a number of domains.  Teachers will demonstrate sound knowledge of wellbeing research and pedagogy with teaching practice to explicitly incepillars of the PERMAH framework. All staff to consider these as PDP goals.  Leaders will model supportive wellbeing management practices for staff and students.  The community will demonstrate improved knowledge around general wellbeing and positive education.								
Success Indicators		Improvement in AToSS data on measures of school connectedness, teacher concern, self regulation and goal setting as well as improved measures of positive psychological development (high levels of resilience).							
Activities and Milestones		Who	Is this a PL Priority	When	Budget				
Focus on the PERMAH pillars (Positive Education principles) for Professional Learning Communities to support the implementation of Positive Education into the classroom.		☑ Leadership Team	☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used				
Develop and implement house activities to build house connection and increase student activity levels.		☑ Sub School Leader/s	□ PLP Priority	from: Term 1 to: Term 4	\$5,000.00  □ Equity funding will be used				
Continue to support additional Social worker in the wellbeing area		☑ Wellbeing Team	□ PLP Priority	from: Term 1 to: Term 4	\$45,000.00  Equity funding will be used				
KIS 3 Building communities	Connected schools priority		<b>,</b>						
Actions			tem' to build student	Continue to develop and implement the college wide 'house system' to build student and staff connectedness and implement the Amplify strategy with a focus on student voice.					

Outcomes	Students will demonstrate strong connection to the staff and students in their houses.  Teachers will actively engage with house activities and demonstrate a strong connection to staff and students in their allocated house.  Leaders will support the further development of a positive house system and engage more proactively with the wider community through regular communications such as Compass posts and newsletters.  The community will clearly identify student house connections.							
Success Indicators	Attendance data from mentor gro	Student AToSS data to improve on measures of school connectedness and student voice.  Attendance data from mentor group.  Feedback data from students, staff and parents across many elements of school decision making.						
Activities and Milestones		Who	Is this a PL Priority	When	Budget			
Develop student voice teams in each house to guide house spirit activities and program		☑ Sub School Leader/s	☐ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used			
	Further define the mentor role and support mentor group teachers to develop strong connections with and between students.		☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used			
Implement a case management approach in house meetings to support staff to develop greater knowledge of the students in their houses and strategies to meet their needs.		<ul><li>✓ Assistant Principal</li><li>✓ Principal</li><li>✓ Sub School Leader/s</li></ul>	□ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used			
Goal 2	To improve student engagement	in learning						
12 Month Target 2.1	By 2022, increase the AToSS res	sult for Student Voice and Agency	from 61 percent, to	o 75 percent.				

12 Month Target 2.2	By 2022, increase the AToSS result for Differentiated Curriculum from 45 per cent to 60 per cent and Self Regulation and Goal Setting from 50 per cent to 75 per cent.							
12 Month Target 2.3	By 2022, decrease the student absence rate to from 24.1 days per year to below the state average for secondary schools.							
KIS 1 Empowering students and building school pride	Development and implementation of a strategy to build the capacity of staff members to implement student voice in every classroom across the College, focusing on goal setting and feedback processes.							
Actions	All staff to investigate the AMPLII	Y strategy and trial implementatio	n in classrooms					
Outcomes	Teachers will include elements of Leaders will include student and	Students will demonstrate increased engagement in learning and class and school decision making.  Teachers will include elements of student voice in their planning for their classes.  Leaders will include student and staff voice in their planning for school improvement.  The community will recognise the active engagement of students across the school.						
Success Indicators	AToSS data for student voice and	AToSS data for student voice and agency to improve.						
Activities and Milestones		Who	Is this a PL Priority	When	Budget			
Whole staff Professional learning on the AMPLIFY strategy to form key focus for PLC teams		☑ School Improvement Team	☑ PLP Priority	from: Term 1 to: Term 4	\$5,000.00  □ Equity funding will be used			
Development and trial of a student perception tool regarding teacher classroom practice		☑ Leadership Team	□ PLP Priority	from: Term 2 to: Term 4	\$0.00  Equity funding will be used			
Houses and other areas of the college to develop student focus groups to gain feedback from students to drive improvements to house system		☑ Sub School Leader/s	□ PLP Priority	from: Term 1	\$10,000.00			

				to: Term 4	☐ Equity funding will be used			
KIS 2 Curriculum planning and assessment	Development and implementation	of curriculum documentation that in	ncorporates a ran	ge of tasks designed to	engage students.			
Actions		audit the current curriculum offerings to identify assessment strategies and instructional techniques in practice, identify gaps and levelop new documentation to fill these gaps.						
Outcomes	Teachers will demonstrate knowledgedback to inform the development Leaders will work with teachers to	Students will demonstrate increased engagement in learning and knowledge of curriculum.  Teachers will demonstrate knowledge and understanding of the HITs (with a focus on differentiation) and will actively seek student eedback to inform the development of tasks and activities that are engaging for students.  The community will have a clearer understanding of the curriculum through greater access to curriculum documentation.						
Success Indicators	increased levels of student attend	Student reports for 'stimulating teaching and learning' will increase increased levels of student attendance.  Documentation of school curriculum to be published and available in various formats for students, staff and the wider community.						
Activities and Milestones		Who	Is this a PL Priority	When	Budget			
Develop and publish an assessment schedule that maps all assessments conducted at the college.		☑ Leading Teacher(s)	□ PLP Priority	from: Term 1 to: Term 4	\$5,000.00  □ Equity funding will be used			
Curriculum Areas to incorporate whole school professional learning (literacy / numeracy / AMPLIFY / Pos Ed) in to their documentation and instructional practice.		✓ Curriculum Co-ordinator (s) ✓ PLC Leaders ✓ Teacher(s)	☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used			

Individual student goal setting to occur in mentor groups and to be included in semester reports		<ul><li>✓ Leading Teacher(s)</li><li>✓ Sub School Leader/s</li><li>✓ Teacher(s)</li></ul>	☑ PLP Priority	from: Term 1 to: Term 4	\$0.00  Equity funding will be used
KIS 3 Intellectual engagement and self-awareness	Development and implementation	of programs that enhance student of	engagement and	wellbeing inside and ou	tside the classroom.
Actions	Enrichment Program and the Men	ate targeted programs for student er tal Health Practitioner Initiative. ne principles of Positive Education a		·	
Outcomes	Development (high levels of resilied Teachers demonstrate knowledge Leaders will support teachers and	Is of engagement with wider communence). The of how to maintain their own wellbestudents to maintain their own well derstanding and knowledge of prince	eing and that of th being.	neir students.	ychological
Success Indicators	Student Attitude to School Survey	evels of wellbeing according to self specifically about targeted program		•	opinion survey and the
Activities and Milestones		Who	Is this a PL Priority	When	Budget
Evaluation of 9Life program including attendance evaluation.		☑ Leading Teacher(s)	☐ PLP Priority	from: Term 1 to: Term 2	\$5,000.00  Equity funding will be used
Further develop and implement strategies and structures to support impact of targeted programs such as 9Life, Excellence and Enrichment Program, Sports Academy		☑ Leading Teacher(s)	☐ PLP Priority	from: Term 1	\$5,000.00

			to: Term 4	☐ Equity funding will be used
Mental Health Practitioner engaged to develop school wide wellbeing program and resources drawing on the Be You resources from the region.	☑ Wellbeing Team	☐ PLP Priority	from: Term 1 to: Term 4	\$60,000.00  Equity funding will be used

### **Equity Funding Planner**

#### **Equity Spending Totals**

Category	Total proposed budget (\$)	Spend (\$)
Equity funding associated with Activities and Milestones	\$166,000.00	\$166,000.00
Additional Equity funding	\$0.00	\$0.00
Grand Total	\$166,000.00	\$166,000.00

#### **Activities and Milestones**

Activities and Milestones	When	Category	Total proposed budget (\$)	Equity Spend (\$)
Introduction of diagnostic assessment tools including Pearson's numeracy diagnostic tools and the Academic Assessment Services test.	from: Term 1 to: Term 4	☑ Teaching and learning programs and resources	\$15,000.00	\$15,000.00
Continue the Quicksmart intervention program for literacy.	from: Term 1 to: Term 4	✓ School-based staffing ✓ Teaching and learning programs and resources	\$106,000.00	\$106,000.00
Continue to support additional Social worker in the wellbeing area	from: Term 1 to: Term 4	☑ School-based staffing	\$45,000.00	\$45,000.00
Totals	\$166,000.00	\$166,000.00		

#### Additional Equity spend

Outline here any additional Equity spend for 2021	When	Category	Total proposed budget (\$)	Equity Spend (\$)
Totals			\$0.00	\$0.00

# **Professional Learning and Development Plan**

Professional Learning Priority	Who	When	Key Professional Learning Strategies	Organisational Structure	Expertise Accessed	Where
Whole school professional learning focus on literacy and	✓ Learning Specialist(s)	from: Term 1	<ul><li>✓ Curriculum development</li><li>✓ Formalised PLC/PLTs</li></ul>	☑ Whole School Pupil Free Day	✓ Literacy expertise ✓ PLC Initiative	☑ On-site
numeracy (cross disciplinary).	- Individual Deflection - Tomas Control -	☑ Formal School Meeting / Internal Professional	☑ Learning Specialist			
				Learning Sessions	☑ Departmental	
	☑ PLC/PLT Meeting	resources				
			Numeracy across the curriculum resources and VCAA resources Literacy teaching toolkit Mathematics teaching toolkit			
					☑ Numeracy leader	
					☑ MYLYNS Improvement teacher	
Implement coaching program to improve teacher practice in differentiation and student support in class.	☑ Assistant Principal	from: Term 1 to: Term 4	<ul> <li>☑ Collaborative</li> <li>Inquiry/Action Research</li> <li>team</li> <li>☑ Peer observation</li> <li>including feedback and</li> <li>reflection</li> </ul>	☑ Formal School Meeting / Internal Professional Learning Sessions	☑ Internal staff ☑ Departmental resources peer observation resources	☑ On-site
			☑ Demonstration lessons			
Focus on the PERMAH pillars (Positive Education principles) for Professional	☑ Leadership Team	from: Term 1	☑ Collaborative Inquiry/Action Research team	☑ PLC/PLT Meeting	☑ Internal staff	☑ On-site

Learning Communities to support the implementation of Positive Education into the classroom.		to: Term 4	<ul><li>✓ Formalised PLC/PLTs</li><li>✓ Individualised Reflection</li></ul>			
Further define the mentor role and support mentor group teachers to develop strong connections with and between students.	☑ Sub School Leader/s	from: Term 1 to: Term 4	<ul><li>✓ Planning</li><li>✓ Preparation</li><li>✓ Student voice, including input and feedback</li></ul>	☑ Formal School Meeting / Internal Professional Learning Sessions	☑ Internal staff	☑ On-site
Whole staff Professional learning on the AMPLIFY strategy to form key focus for PLC teams	☑ School Improvement Team	from: Term 1 to: Term 4	✓ Design of formative assessments ✓ Collaborative Inquiry/Action Research team	✓ Whole School Pupil Free Day ✓ Formal School Meeting / Internal Professional Learning Sessions	✓ Internal staff ✓ Departmental resources  AMPLIFY strategy ✓ High Impact Teaching Strategies (HITS)	☑ On-site
Curriculum Areas to incorporate whole school professional learning (literacy / numeracy / AMPLIFY / Pos Ed) in to their documentation and instructional practice.	✓ Curriculum Co-ordinator (s) ✓ PLC Leaders ✓ Teacher(s)	from: Term 1 to: Term 4	<ul><li>✓ Planning</li><li>✓ Preparation</li><li>✓ Design of formative assessments</li></ul>	☑ Formal School Meeting / Internal Professional Learning Sessions	☑ Internal staff	☑ On-site
Individual student goal setting to occur in mentor groups and to be included in semester reports	✓ Leading Teacher(s) ✓ Sub School Leader/s ✓ Teacher(s)	from: Term 1 to: Term 4	<ul> <li>✓ Moderated assessment of student learning</li> <li>✓ Student voice, including input and feedback</li> </ul>	☑ Formal School Meeting / Internal Professional Learning Sessions	☑ Internal staff	☑ On-site

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