

# School Strategic Plan 2018-2022

Laverton P-12 College (8861)



Submitted for review by Dianne Clare (School Principal) on 21 February, 2019 at 12:39 PM  
Endorsed by Judy Maguire (Senior Education Improvement Leader) on 22 February, 2019 at 11:59 AM  
Endorsed by Martin West (School Council President) on 26 February, 2019 at 06:43 PM

# School Strategic Plan - 2018-2022

Laverton P-12 College (8861)

<b>School vision</b>	Our school vision at Laverton P-12 College is: Together at Laverton P-12 College, we nurture our students through learning and encourage our students to actively participate in, and contribute to, an ever changing and diverse community with respect, responsibility and fairness.
<b>School values</b>	Our school values of Learning, Belonging and Succeeding underpin all that we do at Laverton P-12 College. We continually connect these values to the teaching and learning programs and they are relevant across all stages of the learning continuum. Our values underpin a cohesive coordinated structure, that enhances the wellbeing and learning opportunities for every student. In particular, our Values connect to our School Wide Positive Behaviour (SWPS) approach, and this supports our students in achieving their learning potential.
<b>Context challenges</b>	<p>The suburb of Laverton is 21 kilometers west of Melbourne and for many years served members of the Laverton RAAF base. Laverton P-12 College commenced in 2008 and the school buildings and grounds are modern, well- resourced and inviting, which compliments the rigorous teaching and learning opportunities we provide.</p> <p>In 2018, the school's student enrolment was 711 students across Foundation to Year 12. The school has a Student Family Occupation and Education (SFOE) of 0.6525. The SFOE is an indicator of circumstances known to make a difference in student learning.</p> <p>The school has a diverse multicultural student population, with a significant number of our students coming from the Karen and Pacific Islander Communities.</p> <p>Over the course of the 2014-2018 Strategic plan, there has been a focus on building the capacity of all staff to deliver high quality teaching and learning programs. Moving forward into the 2018-2022 Strategic Plan, our goals are aligned to continue with this focus, with an increased priority of meeting the learning needs of all of our students, particularly in relation to Reading, Writing and Numeracy. Goal One in the Strategic Plan will be to improve student learning outcomes in Literacy and Numeracy for all students across the P-12 College. Goal Two will be to build a learning culture of high expectations that empowers both students and staff. Goal Three will be to improve student voice, agency, engagement and leadership, in an environment of high expectations and challenge, across the college.</p>
<b>Intent, rationale and focus</b>	The successes achieved to date at Laverton P-12 College are the result of significant contribution and commitment from our staff and support from the school community. Laverton P-12 College is a very dynamic school community where the energy and positivity of

our students is something that is celebrated. We recognise the need to establish whole school inclusive collaborative practices and a whole school focus on Literacy and Numeracy. This will be achieved through building highly effective Professional Learning Teams across the college.

We will apply a relentless focus on growth for students and teachers over the course of this next strategic plan, and we will engage with the school community to support us in this key work. Our intention is to further develop a growth mindset in relation to all learning, with our students at the center of all that we do. We believe that if teachers collaborate on effective pedagogy and instructional practices, build their capacity in differentiation to the point of need for our students, then student learning growth will be enhanced.

Our students need to be challenged at their point of need and we will be supporting them to monitor their own learning growth so that we improve their intellectual engagement as well as responsibility for their own learning. Our focus will be on prioritizing building a culture of high expectations for all key stakeholders, particularly our students and staff.

# School Strategic Plan - 2018-2022

Laverton P-12 College (8861)

<b>Goal 1</b>	To improve student learning outcomes in Literacy and Numeracy for all students across the P-12 College.																																																																																								
<b>Target 1.1</b>	<p><b>Teacher Judgements</b></p> <p>By 2022, all students to make at least one year's growth as indicated by the Victorian Curriculum Teacher Judgements in Reading, Writing and Numeracy.</p> <p>By 2022, to increase the number of students from P-6 and from Year 7-10, achieving At or Above the expected Victorian Curriculum levels in Reading, Writing and Numeracy.</p> <table border="1" data-bbox="618 662 2114 906"> <thead> <tr> <th rowspan="3"></th> <th colspan="3">Year P-6 At or Above</th> <th colspan="3">Year 7-10 At or Above</th> </tr> <tr> <th colspan="3">the expected Victorian Curriculum levels</th> <th colspan="3">the expected Victorian Curriculum levels</th> </tr> <tr> <th>2016</th> <th>2017</th> <th>2022</th> <th>S2 2016</th> <th>S2 2017</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Reading</b></td> <td>79%</td> <td>85%</td> <td>90%</td> <td>48%</td> <td>46%</td> <td>60%</td> </tr> <tr> <td><b>Writing</b></td> <td>71%</td> <td>78%</td> <td>85%</td> <td>36%</td> <td>42%</td> <td>60%</td> </tr> <tr> <td><b>Numeracy</b></td> <td>72%</td> <td>71%</td> <td>80%</td> <td>51%</td> <td>50%</td> <td>60%</td> </tr> </tbody> </table>														Year P-6 At or Above			Year 7-10 At or Above			the expected Victorian Curriculum levels			the expected Victorian Curriculum levels			2016	2017	2022	S2 2016	S2 2017	2022	<b>Reading</b>	79%	85%	90%	48%	46%	60%	<b>Writing</b>	71%	78%	85%	36%	42%	60%	<b>Numeracy</b>	72%	71%	80%	51%	50%	60%																																				
	Year P-6 At or Above			Year 7-10 At or Above																																																																																					
	the expected Victorian Curriculum levels			the expected Victorian Curriculum levels																																																																																					
	2016	2017	2022	S2 2016	S2 2017	2022																																																																																			
<b>Reading</b>	79%	85%	90%	48%	46%	60%																																																																																			
<b>Writing</b>	71%	78%	85%	36%	42%	60%																																																																																			
<b>Numeracy</b>	72%	71%	80%	51%	50%	60%																																																																																			
<b>Target 1.2</b>	<p><b>NAPLAN Growth</b></p> <p>By 2022, the percentage of students in the NAPLAN High Relative Growth category, in Years 3-5, 5-7 and 7-9, is at or greater than 25% in Reading Writing and Numeracy.</p> <table border="1" data-bbox="618 1070 2114 1315"> <thead> <tr> <th rowspan="3"></th> <th colspan="4">Year 3-5</th> <th colspan="4">Year 5-7</th> <th colspan="4">Year 7-9</th> </tr> <tr> <th colspan="4">High Relative Growth</th> <th colspan="4">High Relative Growth</th> <th colspan="4">High Relative Growth</th> </tr> <tr> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Reading</b></td> <td>24%</td> <td>13%</td> <td>33%</td> <td>35%</td> <td>25%</td> <td>21%</td> <td>7%</td> <td>25%</td> <td>33%</td> <td>17%</td> <td>17%</td> <td>25%</td> </tr> <tr> <td><b>Writing</b></td> <td>44%</td> <td>33%</td> <td>19%</td> <td>25%</td> <td>17%</td> <td>17%</td> <td>5%</td> <td>25%</td> <td>20%</td> <td>20%</td> <td>6%</td> <td>25%</td> </tr> <tr> <td><b>Numeracy</b></td> <td>24%</td> <td>26%</td> <td>5%</td> <td>25%</td> <td>21%</td> <td>21%</td> <td>16%</td> <td>25%</td> <td>50%</td> <td>21%</td> <td>11%</td> <td>25%</td> </tr> </tbody> </table>														Year 3-5				Year 5-7				Year 7-9				High Relative Growth				High Relative Growth				High Relative Growth				2016	2017	2018	2022	2016	2017	2018	2022	2016	2017	2018	2022	<b>Reading</b>	24%	13%	33%	35%	25%	21%	7%	25%	33%	17%	17%	25%	<b>Writing</b>	44%	33%	19%	25%	17%	17%	5%	25%	20%	20%	6%	25%	<b>Numeracy</b>	24%	26%	5%	25%	21%	21%	16%	25%	50%	21%	11%	25%
	Year 3-5				Year 5-7				Year 7-9																																																																																
	High Relative Growth				High Relative Growth				High Relative Growth																																																																																
	2016	2017	2018	2022	2016	2017	2018	2022	2016	2017	2018	2022																																																																													
<b>Reading</b>	24%	13%	33%	35%	25%	21%	7%	25%	33%	17%	17%	25%																																																																													
<b>Writing</b>	44%	33%	19%	25%	17%	17%	5%	25%	20%	20%	6%	25%																																																																													
<b>Numeracy</b>	24%	26%	5%	25%	21%	21%	16%	25%	50%	21%	11%	25%																																																																													

By 2022, the percentage of students in the NAPLAN Low Relative Growth category, in Years 3-5, 5-7 and 7-9, is at or less than 25% in Reading Writing and Numeracy.

	Year 3-5				Year 5-7				Year 7-9			
	Low Relative Growth				Low Relative Growth				Low Relative Growth			
	2016	2017	2018	2022	2016	2017	2018	2022	2016	2017	2018	2022
<b>Reading</b>	21%	17%	38%	25%	25%	37%	39%	25%	26%	24%	33%	25%
<b>Writing</b>	25%	21%	29%	25%	38%	23%	41%	25%	34%	22%	44%	25%
<b>Numeracy</b>	15%	17%	14%	15%	33%	34%	40%	25%	5%	26%	36%	25%

**Target 1.3**

**NAPLAN achievement**

By 2022, increase the percentage of students in the Top Two NAPLAN bands in Years 3, 5, 7 and 9 in Reading, Writing and Numeracy.

	Year 3				Year 5				Year 7				Year 9			
	Top Two Bands				Top Two Bands				Top Two Bands				Top Two Bands			
	2016	2017	2018	2022	2016	2017	2018	2022	2016	2017	2018	2022	2016	2017	2018	2022
<b>Reading</b>	27%	35%	40%	45%	24%	8%	19%	25%	8%	6%	6%	20%	10%	6%	5%	15%
<b>Writing</b>	17%	22%	48%	50%	22%	3%	7%	25%	6%	6%	5%	20%	6%	5%	3%	15%
<b>Numeracy</b>	24%	13%	33%	40%	15%	5%	11%	25%	11%	12%	9%	20%	12%	3%	4%	15%

**Target 1.4**

**VCE**

By 2022, the VCE Median All-Study score to be 27 or higher. (2016=23 2017=23)

By 2022, the mean VCE English score to be 28 or higher. (2016=21, 2017=23)

By 2022, the mean VCE Further Maths score to be 25 or higher. (2016=23.83 2017=21.48)

By 2022, increasing the percentage of students that achieve at or above the GAT predicted result by 5%.

<b>Target 1.5</b>	<p><b>VCAL/VET</b></p> <p>By 2022, the percentage of students completing VCE and VCAL certificates to increase from 97% in 2017 to 100%.</p>																											
<b>Target 1.6</b>	<p><b>Student absence rates</b></p> <p>By 2022, reduce the average Absences Days across all year levels.</p> <table border="1" data-bbox="618 501 2110 608"> <thead> <tr> <th></th> <th colspan="4">Year P-6</th> <th colspan="4">Year 7-12</th> </tr> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Total Absence Days</b></td> <td>21.8</td> <td>22.4</td> <td>19.5</td> <td>15</td> <td>27.1</td> <td>28.1</td> <td>28.6</td> <td>20</td> </tr> </tbody> </table>		Year P-6				Year 7-12					2016	2017	2018	2022	2016	2017	2018	2022	<b>Total Absence Days</b>	21.8	22.4	19.5	15	27.1	28.1	28.6	20
	Year P-6				Year 7-12																							
	2016	2017	2018	2022	2016	2017	2018	2022																				
<b>Total Absence Days</b>	21.8	22.4	19.5	15	27.1	28.1	28.6	20																				
<b>Key Improvement Strategy 1.a</b> Building practice excellence	Create a quality culture of collaboration, by building Professional Learning Community structures, and ensure they are consistently implemented across the college.																											
<b>Key Improvement Strategy 1.b</b> Evidence-based high-impact teaching strategies	Build the consistent, high quality pedagogical and instructional practices, including high impact teaching strategies, of all staff.																											
<b>Key Improvement Strategy 1.c</b> Curriculum planning and assessment	Develop, implement and evaluate a consistent Guaranteed and Viable Curriculum (GVC) across the college.																											
<b>Goal 2</b>	To build a learning culture of high expectations that empowers both students and staff.																											
<b>Target 2.1</b>	<p><b>School Staff Survey (SSS)</b></p> <p>By 2022, increase the Percentage of Positive Endorsement in the School Climate Module, within the School Staff Survey for: Collective Efficacy, Academic Emphasis, Collective Responsibility factors, each year.</p> <table border="1" data-bbox="618 1211 2110 1362"> <thead> <tr> <th></th> <th colspan="4">% Positive endorsement</th> </tr> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Academic Emphasis</b></td> <td>31%</td> <td>32%</td> <td>38%</td> <td>75%</td> </tr> <tr> <td><b>Collective Efficacy</b></td> <td>32%</td> <td>36%</td> <td>41%</td> <td>75%</td> </tr> </tbody> </table>		% Positive endorsement					2016	2017	2018	2022	<b>Academic Emphasis</b>	31%	32%	38%	75%	<b>Collective Efficacy</b>	32%	36%	41%	75%							
	% Positive endorsement																											
	2016	2017	2018	2022																								
<b>Academic Emphasis</b>	31%	32%	38%	75%																								
<b>Collective Efficacy</b>	32%	36%	41%	75%																								

<b>Collective Responsibility</b>	56%	67%	63%	75%
----------------------------------	-----	-----	-----	-----

By 2022, increase the Percentage of Positive Endorsement for all factors in the Teaching and Learning – Evaluation module, within the School Staff Survey, from 57% in 2018, to at or greater than 75%.

**Target 2.2**

**Student Attitudes to School Survey (AtoSS)**

By 2022, increase the Percentage of Positive Endorsement for all factors in the Effective Teaching Practice for Cognitive Engagement Module, within the Attitudes to School Survey, for Years 4-6, 7-9, 10-12.

	Year 4-6			Year 7-9			Year 10-12		
	2017	2018	2022	2017	2018	2022	2017	2018	2022
<b>Differentiated Learning Challenge</b>	80%	85%	90%	58%	66%	75%	65%	68%	75%
<b>Effective Classroom Behaviour</b>	77%	76%	85%	51%	54%	75%	55%	60%	75%
<b>Effective Teaching Time</b>	82%	87%	90%	61%	66%	75%	70%	72%	80%
<b>Stimulated Learning</b>	73%	83%	90%	54%	56%	65%	62%	65%	75%

By 2022, increase the Percentage of Positive Endorsement for all factors in the Teacher-Student Relations Domain, within the Attitudes to School Survey, for Years 4-6, 7-9, 10-12.

	Year 4-6			Year 7-9			Year 10-12		
	2017	2018	2022	2017	2018	2022	2017	2018	2022
<b>Effort</b>	77%	75%	85%	61%	61%	75%	72%	77%	80%
<b>High Expectations for Success</b>	88%	91%	95%	73%	73%	80%	76%	80%	85%
<b>Teacher concern</b>	71%	73%	80%	35%	39%	70%	47%	47%	70%

By 2022, increase the Percentage of Positive Endorsement in the Not Experiencing Bullying Domain within the Attitudes to School Survey for Years 4-6, 7-9, 10-12.

	Year 4-6			Year 7-9			Year 10-12		
	2017	2018	2022	2017	2018	2022	2017	2018	2022
<b>Not Experiencing Bullying</b>	35%	51%	75%	45%	47%	75%	80%	70%	80%

By 2022, increase the Percentage of Positive Endorsement in the School Safety Domain within the Attitudes to School Survey for the Managing Bullying factor for Years 4-6, 7-9, 10-12.

	Year 4-6			Year 7-9			Year 10-12		
	2017	2018	2022	2017	2018	2022	2017	2018	2022
<b>Managing Bullying</b>	75%	81%	90%	42%	42%	75%	58%	54%	80%

**Target 2.3**

**Parent Opinion Survey (POS)**

By 2022, improved Percentage of Positive Endorsement for all factors in the Student Cognitive Engagement Module within the Parent Opinion Survey.

	2017	2018	2022
<b>Effective Teaching</b>	67%	75%	85%
<b>High expectations for success</b>	77%	87%	90%
<b>Stimulating learning environment</b>	73%	76%	85%
<b>Student Motivation and support</b>	63%	70%	80%

By 2022, improved Percentage of Positive Endorsement in the Safety Module within the Parent Opinion Survey for the Managing Bullying and Promoting Positive Behaviours factors.

	2017	2018	2022
<b>Managing Bullying</b>	87%	70%	80%
<b>Promoting Positive Behaviours</b>	70%	80%	85%

**Key Improvement Strategy 2.a**  
Setting expectations and promoting inclusion

Build collective commitment, capacity and responsibility to a whole school approach to student wellbeing.

**Key Improvement Strategy 2.b**  
Building practice excellence

Support and engage staff in a coaching process in order to build consistency in the teaching and learning practices, with a focus on improving the learning outcomes for all students.



<b>Key Improvement Strategy 2.c</b> Evidence-based high-impact teaching strategies	Implement and embed the use of evidence-based teaching and learning practices to inform differentiation, in order to meet the learning needs of all students.																																																																																																		
<b>Goal 3</b>	To improve student voice, agency, engagement and leadership, in an environment of high expectations and challenge, across the college.																																																																																																		
<b>Target 3.1</b>	<p><b>Student Attitudes to School Survey (AtoSS)</b></p> <p>By 2022, increase the Percentage of Positive Endorsement in the Learner Characteristics and Disposition Domain, within the Attitudes to School Survey for: Motivation and Interest, Resilience, Self-regulation and Goal Setting, Sense of Confidence factors, for each Year Level 4-6, 7-9, 10-12.</p> <table border="1" data-bbox="616 596 2107 844"> <thead> <tr> <th></th> <th colspan="3">Year 4-6</th> <th colspan="3">Year 7-9</th> <th colspan="3">Year 10-12</th> </tr> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Motivation and Interest</b></td> <td>82%</td> <td>83%</td> <td>90%</td> <td>64%</td> <td>60%</td> <td>75%</td> <td>73%</td> <td>69%</td> <td>80%</td> </tr> <tr> <td><b>Resilience</b></td> <td>69%</td> <td>65%</td> <td>80%</td> <td>53%</td> <td>50%</td> <td>70%</td> <td>57%</td> <td>63%</td> <td>70%</td> </tr> <tr> <td><b>Self-Regulation and Goal Setting</b></td> <td>79%</td> <td>84%</td> <td>90%</td> <td>60%</td> <td>60%</td> <td>75%</td> <td>67%</td> <td>67%</td> <td>75%</td> </tr> <tr> <td><b>Sense of Confidence</b></td> <td>64%</td> <td>74%</td> <td>85%</td> <td>60%</td> <td>55%</td> <td>70%</td> <td>67%</td> <td>63%</td> <td>70%</td> </tr> </tbody> </table> <p>By 2022, increase the Percentage of Positive Endorsement of the Student Voice and Agency factor within the Social Engagement domain in the Student Opinion Survey for Years 4-6, 7-9, 10-12 each year from:</p> <table border="1" data-bbox="616 944 2107 1050"> <thead> <tr> <th></th> <th colspan="3">Year 4-6</th> <th colspan="3">Year 7-9</th> <th colspan="3">Year 10-12</th> </tr> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2017</th> <th>2018</th> <th>2022</th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Student Voice and Agency</b></td> <td>57%</td> <td>65%</td> <td>75%</td> <td>36%</td> <td>39%</td> <td>60%</td> <td>51%</td> <td>50%</td> <td>70%</td> </tr> </tbody> </table>										Year 4-6			Year 7-9			Year 10-12				2017	2018	2022	2017	2018	2022	2017	2018	2022	<b>Motivation and Interest</b>	82%	83%	90%	64%	60%	75%	73%	69%	80%	<b>Resilience</b>	69%	65%	80%	53%	50%	70%	57%	63%	70%	<b>Self-Regulation and Goal Setting</b>	79%	84%	90%	60%	60%	75%	67%	67%	75%	<b>Sense of Confidence</b>	64%	74%	85%	60%	55%	70%	67%	63%	70%		Year 4-6			Year 7-9			Year 10-12				2017	2018	2022	2017	2018	2022	2017	2018	2022	<b>Student Voice and Agency</b>	57%	65%	75%	36%	39%	60%	51%	50%	70%
	Year 4-6			Year 7-9			Year 10-12																																																																																												
	2017	2018	2022	2017	2018	2022	2017	2018	2022																																																																																										
<b>Motivation and Interest</b>	82%	83%	90%	64%	60%	75%	73%	69%	80%																																																																																										
<b>Resilience</b>	69%	65%	80%	53%	50%	70%	57%	63%	70%																																																																																										
<b>Self-Regulation and Goal Setting</b>	79%	84%	90%	60%	60%	75%	67%	67%	75%																																																																																										
<b>Sense of Confidence</b>	64%	74%	85%	60%	55%	70%	67%	63%	70%																																																																																										
	Year 4-6			Year 7-9			Year 10-12																																																																																												
	2017	2018	2022	2017	2018	2022	2017	2018	2022																																																																																										
<b>Student Voice and Agency</b>	57%	65%	75%	36%	39%	60%	51%	50%	70%																																																																																										
<b>Target 3.2</b>	<p><b>School Staff Survey (SSS)</b></p> <p>By 2022, increase the Percentage of Positive Endorsement in the Teaching and Learning - Evaluation module, within the School Staff Survey, for: Use Student Feedback to Improve Practice.</p> <table border="1" data-bbox="616 1214 2107 1353"> <thead> <tr> <th></th> <th>% Positive endorsement</th> <th>% Positive endorsement</th> <th>% Positive endorsement</th> </tr> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Use student feedback to improve practice</b></td> <td>38%</td> <td>38%</td> <td>65%</td> </tr> </tbody> </table>										% Positive endorsement	% Positive endorsement	% Positive endorsement		2017	2018	2022	<b>Use student feedback to improve practice</b>	38%	38%	65%																																																																														
	% Positive endorsement	% Positive endorsement	% Positive endorsement																																																																																																
	2017	2018	2022																																																																																																
<b>Use student feedback to improve practice</b>	38%	38%	65%																																																																																																

<p><b>Key Improvement Strategy 3.a</b> Empowering students and building school pride</p>	<p>To empower students as learners, to actively contribute to both their own education and whole school initiatives.</p>
<p><b>Key Improvement Strategy 3.b</b> Evidence-based high-impact teaching strategies</p>	<p>Implement a whole school approach to student and teacher feedback practices with a focus on improving student learning growth.</p>