



MOUNT HAWTHORN PRIMARY SCHOOL
Together towards the future

Business Plan 2015 - 2017

*“We know we’ve done our job when
our kids skip to school.”*



Our Mission

We will provide a safe, caring and stimulating environment where all of our students are supported and challenged to achieve their potential.

We will celebrate and value their efforts, their progress and their successes.

Mount Hawthorn Primary School is a Department of Education independent primary school in the suburb of Mount Hawthorn, Western Australia. The school caters for over 800 students from Kindergarten to Year 6 and shares a campus with Mount Hawthorn Education Support Centre. Together with the Education Support Centre, we collaborate to advance educational outcomes for all students. In addition to focusing on identified school needs, the school will continue to implement identified systemic values, objectives and strategies of the Department of Education, according to Department priorities:

1. Success for all students
2. Distinctive schools
3. High quality teaching and leadership
4. A capable and responsive organisation

Our Business Plan is a three year plan outlining the strategic direction in line with the school context. The Operational Plan is an annual document which outlines the year-level targets and strategies that support the Business Plan and are based on the school review, which analyses academic and non-academic data. The Year Level Strategic Plans are one year plans that identify the year level strategic focus in the successful student priority area. These plans will be reviewed annually as part of the self-assessment process.

This Business Plan will, together with the school's suite of operational and strategic plans for each year, serve to communicate to the school community the strategic direction of the school for the next three years. We have articulated the targets and strategies for the school's priority areas relevant to the needs of the school.

Mount Hawthorn is a distinctive school offering a broad range of high quality, specialist programs that provide choice and opportunities for our students to flourish. We recognise and nurture individual strengths, both academic and non-academic, and celebrate diversity, giving each student a solid platform from which they can shine.

Our focus is to develop the whole child by providing a safe, healthy, engaging, supportive and challenging learning environment. This is achieved with the support of caring, qualified staff, effective leadership and an engaged parent body. As the hub of our community, we strive to reflect its values through our virtues program and ensure our students feel connected to their school and the broader community.

Mount Hawthorn Primary School students graduate as well-rounded individuals: confident, independent, respectful, academically capable, socially aware, community minded and emotionally resilient, ready and eager to take their place in society as life-long learners.

Our learning environment reflects our core beliefs. At Mount Hawthorn Primary School we believe learning occurs best when:

- Respect and understanding are demonstrated by all members of the school community.
- The environment is inclusive, safe, secure and stimulating.
- We strive for best practice and constantly seek improvement in all areas of the school's operations.
- All members of the school community feel valued, supported and accepted.
- All members of the school community take responsibility for their actions and performance.



Mount Hawthorn Primary School is embracing its vision to provide a safe, caring and stimulating environment where all students are supported and challenged to achieve their potential.

The school celebrates and values students' efforts, progresses and successes.

A personalised approach to each student and a positive student/teacher relationship is a key element of the school. All classes participate in a values and virtues program reinforcing appropriate behaviours. A positive, calm and purposeful environment is evident across the school.

**Mount Hawthorn Primary School 2014
Independent Review Findings**



Business Plan

The Business Plan is written for three years and outlines the broad targets and strategies in the priority areas which reflect the values of the community. The priority areas are aligned with the Department of Education's Strategic Plan for 2014-2017. The plan reflects aspirational academic and non-academic targets and recommendations from the 2014 Independent Public Schools (IPS) Review. The Business Plan is written by the School Board in consultation with staff, parents and students of Mount Hawthorn and forms the basis for ongoing self-assessment.

Operational Plan

The Operational Plan is an annual document which outlines the whole school targets and strategies that support the Business Plan and are based on the school review, which analyses academic and non-academic data. The plan also outlines processes in place at the school to meet the targets in the Business Plan. The Operational Plan is written by staff and is reviewed by the School Board.

Year Level Plans and Specialist Plans

These are annual documents which are written by year levels and reflect the targets and strategies for the year level based on the school review data. They also highlight programs that are distinctive to specific year levels. Specialist plans outline the targets and strategies for the specialist programs for the years that support the Business Plan. These plans are reviewed annually with individual staff members and their line managers in the performance management process.

Classroom Plans

Individual class plans based on the year level plans and individual need of the student cohort.



MOUNT
HAWTHORN
PRIMARY SCHOOL



MOUNT
HAWTHORN
PRIMARY SCHOOL

We believe that every student at our school is capable of successful learning and our overarching aim is to ensure that this happens. Building and maintaining positive and caring relationships between staff, students and parents is vital to maximising student potential.

Our school values a team approach to learning and relies on partnerships between staff, students and parents to promote student learning and well-being. Our school strives to create a learning environment that promotes intellectual rigour and which is safe, respectful, tolerant and inclusive. At our school, we have a coherent, sequenced plan for curriculum delivery from Kindergarten to Year 6.

Our processes to monitor student progress are clear and evidence-based. We communicate our learning plans and our assessment tools to parents and families in different ways to ensure that there is a clear understanding of what students are learning and how they are progressing within the framework of the Australian Curriculum and Early Years Learning Framework.

OUR PRIORITY	CURRICULUM DIFFERENTIATION
Our Goal	Enable students to achieve success, reach their potential and develop essential skills in a creative, innovative and resourceful way, through differentiated opportunities.
Key Objectives	<ol style="list-style-type: none">1. High achievement and progress2. Academic extension and enrichment opportunities3. Dedication to special needs and SAER (Students At Educational Risk)4. Strong support for student care, well-being and safety
Targets	<p>The staff will set year level targets in operational plans which will be reviewed annually.</p> <ul style="list-style-type: none">• Maintain our performance with like Western Australian schools in NAPLAN and student achievement data to be the same and above• Continue to maintain the NAPLAN reading and numeracy school means at 15% above the Australian mean• Increase by 5% the number of students in the top 20% in NAPLAN• Students progress 0.5 – 1.0 progression point in Pre-primary year• Raise the percentage of students who achieve “consistently” to 85% for perseverance• Raise the percentage of students who achieve “consistently” to 80% for working to the best of their ability <p>Joint Target with Education Support Centre</p> <ul style="list-style-type: none">• Students with an Individual Education Plan will be equal to or above their achievement and predicted progress.



Every teacher that I have ever had at Mount Hawthorn has given me support in many different ways. When I was down they lifted me up. They helped me do things that I never thought I could do in a million years. They made me challenge myself.

Jade, Year 7 student 2014

Our Strategies

Provide essential curriculum content, assessment tasks and reporting requirements as indicated in the Western Australian Curriculum Outline (SCSA) in the recommended timeline of phase implementation.

- The core curriculum will focus on academic excellence and be supplemented with learning experiences that develop creative and critical thinking, higher order thinking, physical and mental well-being and the use of technologies in an evolving digital world. These include exemplar specialist programs, quality excursions and incursions, the tablet and device program and ICT resourcing.
- Assessment tasks and data collection will be used regularly to monitor student progress and to make valid judgments against individuals' progress, cohorts, like schools and year levels both statewide and nationally. Analysis of this data at various levels will be reported to students, staff, parents and the community on a regular basis to profile student progress.

The learning environments will be engaging, challenging, positive, supportive and reflective of the different learning styles, needs and interests of the students. Resources will be purposefully selected to enhance and support the quality teaching programs.

Provide and focus on high quality programs in the early years (K-2) as guided by the National Quality Standard (NQS) for continuous improvement. Use a range of early intervention processes that utilise partnerships with the Education Support Centre, school nurse, school psychologist and other child development agencies to ensure critical milestones are monitored to support future progress and engagement.

Monitoring

- Data Analysis: Student Achievement Information System results for whole school above like schools, NAPLAN, On-Entry in Pre-primary, staff, parent and student surveys, behaviour tracking sheets, attendance and SAER database
- Self-Assessment: Professional standards for teachers and leaders, school improvement tools, staff peer coaching and class visits, IPS review and annual school review



We are a distinctive school because of our commitment to our community. The school actively seeks ways to enhance student learning and well-being by partnering with parents and families, other education and training institutions, local businesses and community organisations.

Parents and families are recognised as integral members of the school community and partners in their children's education. Partnerships are strategically established to address identified student needs and operate by providing access to experiences, support and intellectual and/or physical resources not available within the school. All partners are committed to the common purposes and goals of partnership activities.

Procedures are in place to ensure effective communications and to monitor and evaluate the intended impacts of the school's partnerships.

OUR PRIORITY	CONNECTION, CHALLENGE, COMMUNITY
<p>Our Goal</p>	<p>Enrich learning and support students through strategic alliances and develop key partnerships in a consultative, responsive and respectful way.</p>
<p>Key Objectives</p>	<ol style="list-style-type: none"> 1. Establish processes for benchmarking our progress and performance nationally 2. Enhance student and staff connections with local and international community 3. Maintain the successful cluster of Mount Hawthorn Primary School and Mount Hawthorn Education Support Centre 4. High student and community satisfaction 5. Specialist programs continue to enhance student potential 6. Provide opportunities for students to showcase learning and achievement in the community.
<p>Targets</p>	<ul style="list-style-type: none"> • Maintain and improve student, parent and staff satisfaction at 80% <p>Joint Target with Education Support Centre</p> <ul style="list-style-type: none"> • Maintain and strengthen partnerships with Education Support Centre and high satisfaction level with programs



Our Strategies

- Maintain and increase the involvement of our parents and the community in the life of the school.
- Maintain and expand our partnerships with local businesses, outside providers and educational facilities that provide an opportunity for our students to connect to and participate in experiences at a local and global level. These include the City of Vincent, Bali sister school, OSCA, sporting clubs and universities. We promote shared agreements of school facilities to support the community with events and programs that involve our students.
- Acknowledge and celebrate the success and significant achievements of our students (past and present) at school and community events. These include assemblies, newsletters, school publications and award ceremonies. Developing civic responsibilities in our students through charity fundraising and community visits is highly encouraged.
- Maintain and enhance our positive partnership and effective communication with the School Board and P&C who provide the school with operational and financial support. These include fundraising events, biannual school fair, parent and community social events, school banking and the Scholastic Book Club.

Monitoring

- Gain a high satisfaction rating in feedback and surveys of students, parents and community
- Gain a high satisfaction rating in National Schools survey
- Data analysis to profile partnerships and community engagement (number, type, value)



Mount Hawthorn has been the perfect learning environment where most of my life has been spent. Life long memories and friendships have begun here and will always be associated with your school.

Beth, Year 7 student 2014

I have received the most amazing education at Mount Hawthorn. I have always been supported in everything I do, making sure I get the full experience of fun mixed with learning.

Sophie, Year 6 student 2014





Our school has found ways to build a school-wide, professional team of highly able teachers and education assistants who take an active leadership role beyond the classroom. Strong procedures are in place to encourage a school-wide, shared responsibility for student learning and success, and to encourage the development of a culture of continuous professional improvement that includes classroom-based learning, mentoring and coaching arrangements.

The principal and other school leaders recognise that highly effective teaching is the key to improving student learning throughout the school. They take a strong leadership role, encouraging the use of research-based teaching practices in all classrooms to ensure that every student is engaged, challenged and learning successfully. All teachers understand and use effective teaching methods, including explicit instruction to maximise student learning.

OUR PRIORITY

HIGH QUALITY TEACHING AND LEADERSHIP

Our Goal

Provide support for educators to deliver high quality and innovative teaching, assessment and reporting practices through access to professional learning, performance management and shared processes to manage and implement local, state and national educational change and reforms.

Key Objectives

1. High performance on state and national standards (students and staff)
2. Alignment to national curriculum and funding reforms
3. Enhance staff professional development and learning
4. Provide a learning environment that promotes excellence in teaching and learning
5. Workforce plan that reflects relevant phase of learning qualifications
6. Self-assessment processes used by all staff to improve practice
7. Provide support to staff to gain key leadership roles (eg senior teacher and level 3 status)

Targets

- National Curriculum implementation aligns with recommended timeline from SCSA

Joint Target with Education Support Centre

- Teaching staff self-reflect on their professional practice for continuous improvement (eg AITSL professional standards and evidence-based research)



We have felt very privileged to have had our children receive their primary education here. From their earliest days at Margaret Kindy to Preschool and through the grades, we have really appreciated the encouragement, patience and care shown by the excellent teachers and support staff to our children, and the support we have received as a family.

We have many memories of the thoughtful and imaginative approach taken by the school to bring inspiration, fun and often quite a bit of magic, into the classrooms. Difficulties and challenges along the way have been treated with sensitivity and skill, and we have always felt supported by the teachers and teachers' assistants, in the way they have responded and helped us.

Parents, Mount Hawthorn Primary School

Our Strategies

- Staff and leaders will commit to continuous self-improvement using a professional standard (AITSL) to reflect on practice in order to support the implementation of high quality, innovative teaching, assessment and reporting practices. Increasing the use of peer coaching, instructional rounds and formal collaborative meetings, staff will engage in professional dialogue focused on student progress, informed data analysis, inquiry-based comparisons of programs, resources and instructional models and assessment processes.
- Provide opportunities for staff to engage in regular professional learning opportunities that will develop instructional skills and content knowledge linked to the school priority areas and system reforms. Using our Teacher Development School status (TDS) we will develop and showcase exemplary and highly regarded practices in our own staff and other TDS schools that can support our growth as well as other schools in our local network professional learning communities (online and school based).
- Maintain collaborative and informed decision making processes that reflect relevant stakeholders' input and school values.

Monitoring

- Performance management process that reflects staff self-assessment, individual action plans for continuous improvement and professional learning engagement.
- Annual NQS audit that reflects achievement of standards in seven quality areas in early years (K-2) as part of School Improvement Framework
- Curriculum team audits will assess best practice implementation K-6 in line with SCISA and the Early Childhood Framework



The school leadership team has established and is driving a strong improvement agenda for the school, grounded in evidence from research and practice and expressed in terms of improvements in measurable student outcomes. Explicit and clear school-wide targets for improvement have been set and communicated to the School Board, parents and families, teachers and students, with accompanying timelines.

Our school applies its resources (staff time, expertise, funds, facilities, materials) in a targeted manner to meet the learning and well-being needs of all students. It has school-wide policies, practices and programs in place to assist in identifying and addressing student needs. Flexible structures and processes enable the school to respond appropriately to the needs of individual learners.

OUR PRIORITY	MHPS WILL BE RESPONSIVE AND MANAGED AGAINST OUTCOMES, PRIORITIES AND TARGETS. TECHNOLOGY, RESEARCH AND INNOVATION WILL BE USED TO DRIVE CHANGE
---------------------	---

Our Goal In our pursuit of excellence and equity for each student we will use our autonomy to personalise the teaching and learning to meet the needs of the students and the expectations of the community. We will continue to explore different ways of working that further advance each student.

- Key Objectives**
1. Comply with Department and Government policy and legislative requirements
 2. Deliver strategic infrastructure, information and communication to provide contemporary learning environments
 3. Equitable, transparent and flexible school resourcing
 4. All staff and students contribute to the reduction of the environmental 'footprint' per person
 5. Comply with all aspects of Delivery Performance Agreement (DPA)

Targets **Joint Target with Education Support Centre**

- Achievement of 'excellence' in the Department of Education audit



"I love teaching at Mount Hawthorn Primary School. It's got such a great community feel about it.

We have brilliant kids, fantastic supportive parents and a great staff. Everyone just seems to gel really well working together for the children.

The progressive teaching practices, collaboration and cooperation make it a great place to work and a happy school."

Staff Member, Mount Hawthorn Primary School

Our Strategies

- Prioritise SCSA as the governing authority to guide curriculum, policy and systemic implementation guidelines.
- Foster innovative and effective governance and educational practices, systems and initiatives through our school workforce, financial and facility planning. Ensuring our staff and resources are used effectively and suit the needs of our students is a priority.
- Consider and enact alternative and sustainable practices both in and outside the classroom that support the reduction of the environmental 'footprint' of the school as a whole. These include composting, recycling, accessing natural resources, waste-free and paperless learning experiences and publications.
- Develop a school 'brand' that is consistent, inclusive and reflective of our school vision and ethos and connects publications, documents, resources and forms of communication to ensure that clarity, ownership and consistency is evident.
- As a school of growth with continual increase in student enrolment and diversity, we will identify and manage the significant operational, facility and financial factors that are attributed to this challenge. Growth brings opportunity and we will proactively seek a range of strategies and processes that will support and effectively manage this growth.

Monitoring

- Achievement of 'excellence' in the Department of Education audit.
- Our assessment rating in the school audit Control Self-Assessment (CSA).
- Financial audit and review to assess targeted use of resources in enhancing the teaching and learning programs.





MOUNT HAWTHORN PRIMARY SCHOOL

Together towards the future

1 Killarney Street,
Mount Hawthorn WA 6016
Ph (08) 9242 3677
www.mounthawthornps.wa.edu.au