



STRATEGIC PLAN 2016-2019

NARROGIN SENIOR HIGH SCHOOL

STRATEGIC PLAN 2016-2019

Narrogin Senior High School is situated in the heart of Western Australia's richest agricultural area. The town of Narrogin is a major regional service and educational centre about two hours' drive (193 km) from Perth. The hinterland is a farming area, with grain and wool production the major primary industries. The school has pride of place in the town and has been built on the highest point in the district. On one side are extensive views over the town of Narrogin and on the other, the clean, wide-open spaces of the farmland.

Narrogin Senior High School is a genuine comprehensive senior high school which prepares students for university, further education and employment.

Narrogin Senior High School has a strong academic, vocational and sporting focus reflecting the aspirations and desires of its contributory community with a strong commitment to pastoral care and continuous improvement. We are a school that values tradition, as well as embracing what is new, to support and enhance our students' journey into the future. Our success is built on solid foundations and contributions from our Staff, School Council, Parent and Citizens body, our Student Council and Prefects which form a vibrant school community.

The 2016 – 2019 Strategic Plan for Narrogin Senior High School establishes the direction, framework and broad strategies for the school to be an educational centre of excellence, committed to providing our students with a world-class educational experience. In response to our student's immediate and emerging needs, the 2016 – 2019 Strategic Plan identifies our school and curriculum emphasis on Success and Health and Well Being for all staff and students through a commitment to Quality Teaching and Learning.

The school's annual Operational, Learning Area and Personal Plans describe the actions being taken in relation to these areas of emphasis. This strategic plan is designed to build on a solid reputation. There has been significant dialogue with stakeholders enabling the development of the articulated vision, values, norms and priorities that underpin the school's continual improvement in learning and teaching.

The Narrogin Senior High School Strategic Plan is a working document that underpins the school's actions as it continues to work towards its stated motto:

advance with integrity



SCHOOL COMMITMENT

To achieve the vision of Narrogin Senior High School we will create the future together in an positive environment evidenced by:

- ★ Mutual respect
- ★ High standards
- ★ Effective leadership
- ★ Quality teaching
- ★ Quality information for parents and the wider community

The school fosters in its students and staff, a desire to achieve their personal best and to work with pride in self, school and community. Narrogin SHS is a vibrant school reflecting the spirit and aspirations of the local community.

We are strongly focused on providing all students with a safe and supportive learning environment and with teachers who are innovative, engaging and passionate about their work.

The establishment of genuine and professional relationships between staff and students is of paramount importance in creating and maintaining a positive learning environment. Relationships based on mutual respect, being responsible and tolerant, with a demonstrated caring approach by school staff, make a real difference to the attitudes and behaviours of our students.

The school is committed to providing a safe and inclusive learning environment to maximise student educational outcomes, by creating an atmosphere where students are actively engaged in the curriculum, feel valued and have a sense of belonging. Accordingly we are committed to the values that we believe are essential in achieving the best possible outcomes for all Narrogin Senior High School students.

OUR SCHOOL VALUES

The four values underpinning the philosophy of public education are: learning, excellence, equity and care.

The Narrogin Senior High School community includes staff, students, parents and caregivers. We are committed to working together and acknowledge that the most effective way to achieve this is to develop a set of shared understandings about how to behave and work together collaboratively. We adopt these dispositions when working together as a school community.

We encourage our school community to seek continuous improvement through our commitment to three core values; Responsibility, Respect and Tolerance; as embodied in our school motto "Advance with Integrity".

Responsibility

- Plan and strive for success
- Ensure our working environment is safe for all
- Model the behaviour that you wish to see in others
- Be accountable to self, school and the community.

Hold each other accountable for the norms.

- Be punctual to class, duty and meetings
- Ensure decisions are followed up with actions

Respect

- Be respectful to all members of our school community
- Maintain open and appropriate communication with others
- Listen to each other's opinions with a positive attitude

Tolerance

- Acknowledge differences, actively participate in, and strive for, consensus decision making
- Be prepared to change



SCHOOL PRIORITIES

The 2016 - 2019 Strategic Plan for Narrogin Senior High School sets the direction, framework and broad strategies to ensure that we are committed to the achievement of personal success in a positive learning environment. To support the achievement of this goal over the period of the plan, the school and curriculum emphasise the following priorities:

- ★ Success for all Students
- ★ Quality Teaching and Learning
- ★ Health and Well Being

These priorities are seen to provide the drivers for change required to ensure that the school's vision is achieved. This plan is at the heart of creating a positive future supported together, by students, staff and the school community.



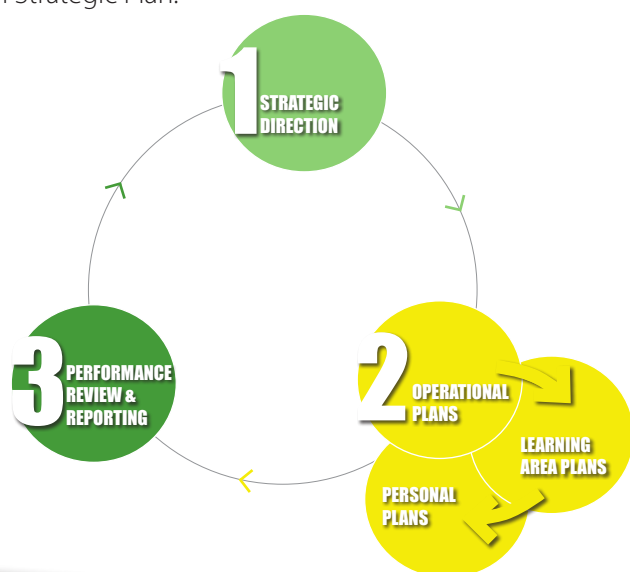
HOW OUR PLAN WORKS

Narrogin Senior High School is consistent with the Department of Education Strategic Plan. It is based on the plan, act and review model of school improvement.

The strategic direction is based on the Department of Education system wide goals and expected outcomes, setting targets in the context of Narrogin Senior High School. **Operational plans** are *one year* plans that identify the areas of strategic focus and milestones for achievement.

Learning Area plans are *one year* plans that outline how specific areas of improvement will be addressed within their own areas of responsibility.

Personal plans are *one year* plans that allow an individual to articulate how they will support the school planning process through personal actions in their specified role. The Narrogin Senior High School Annual Report presents the annual school performance and progress to the wider community.



PRIORITY AREA 1

Success for all Students

School Goals

To build upon the strengths of all students, extending their achievements and providing a curriculum differentiation to develop rigour and individualised student support, so that all students have the opportunity to achieve success, as well as maximising their potential to achieve their personal best.

Key Objectives

- ★ Engage and prepare students for success in all years
- ★ High attendance, attainment and graduation rates
- ★ Increase the proportion of students in ATAR pathways and achieving university entrance
- ★ Promote academic achievement and success through a range of targeted programs that identify and cater for students with learning difficulties, individual requirements and high achievers
- ★ Support for students at educational risk
- ★ Align school curriculum to WACE requirements and the Australian Curriculum

WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Engage and prepare students for success in all years</p> <ul style="list-style-type: none"> • Develop classroom programs that enable all individuals to reach their true potential by catering for the diverse learning needs of individual students through support and enrichment programs and differentiated classroom programs • Develop a whole school understanding and implementation of curriculum differentiation according to student needs • Develop and implement a strong career development program to build student aspirations in partnership with all stakeholders including parents • Provide parents and students with access to course and assessment documents through 'Connect' • Provide Aboriginal students with access to personal and academic development programs 	<ul style="list-style-type: none"> • Increase the percentage of staff agreeing that teachers expect students to do their best • Increase the percentage of students agreeing that their teachers motivate them to learn • Increase the percentage of students in Years 7 and 9 'At' or 'Above' national standards in NAPLAN • Establish positive improvement trends in the progress made by students from Year 7 to Year 9 NAPLAN • Increase the percentage of Year 10 students achieving the OLNA standard • Increase the number of staff, students and parents with internet access, using 'Connect' • Increase the percentage of Aboriginal students participating in at least one personal and one academic program
<p>High Attendance, Attainment and Graduation Rates</p> <ul style="list-style-type: none"> • Develop an effective process to improve student attendance • Monitor VET students to ensure qualification completion and strategies to safety net struggling ATAR students with Certificate II qualifications • Build upon, review and improve student careers education, counselling and transition - academic planning, goal setting and study skills and transition education for all senior school students • Ensure clear and concise communication between the school and parents 	<ul style="list-style-type: none"> • Increase the percentage of students achieving 90% or above attendance • Increase the school attendance rate • Increase the percentage of students who achieve WACE at the end of Year 12 • Increase the percentage of students who achieve a Certificate II or above • Increase the percentage of students who achieve attainment of ATAR >55 and/or a Certificate II or above • Increase the percentage of parents who agree that they can talk to their child's teacher
<p>ATAR Pathways</p> <ul style="list-style-type: none"> • Engage the school in the process of learning area curriculum mapping with a focus on the level of academic rigour through standards, expectations and support of students aspiring to participate in ATAR courses • Explicitly teach skills essential for ATAR success are in Years 7, 8, 9, 10, 11 and 12 • Provide professional learning for all staff teaching WACE examinable courses in the area of assessment, marks adjustment processes and associated standards • Review subject ATAR performance against state and like schools • Promote consensus moderation of marking within the school and with other schools 	<ul style="list-style-type: none"> • Narrogin SHS's median ATAR score is above expectations and like schools • Increase the percentage of students who achieve Level 8 or above in NAPLAN testing in Year 9 and complete an ATAR program • Increase the percentage of Narrogin SHS ATAR students achieving a scaled score of 75 or above • Increase the number of Year 11 and 12 ATAR and General teachers are involved in consensus moderation
<p>Support for students at educational risk</p> <ul style="list-style-type: none"> • Promote academic achievement and success through a range of targeted programs that identify and cater for students with learning difficulties and individual requirements • Revitalise the whole school literacy plan and develop a whole school numeracy plan • Develop and implement a long term whole school plan to address the development of literacy and numeracy for students at risk of not reaching the WACE standards Include Numeracy and Literacy strategies in Learning Area Plans and Reports and implemented in all subjects 	<ul style="list-style-type: none"> • Personalised IEP's in place for every <i>Student At Educational Risk</i> • SEN reporting in place for all students with disabilities • Numeracy and literacy embedded in all learning programs • Increase the percentage of students achieving the OLNA standard by the end of Year 12

Quality Teaching and Learning

School Goals

To develop all members of staff through effective professional development and learning, performance management and shared teaching and learning strategies that will build their capacity to provide contemporary, engaging learning experiences for our students.

Key Objectives

- ★ National Professional Standards are used to guide teacher performance
- ★ All school staff are motivated, engaged and competent
- ★ Provide all staff with access to high quality professional learning opportunities and improved staff support systems
- ★ Develop effective Professional Learning Communities
- ★ Increase teachers peer classroom observation
- ★ Recognise and celebrate high quality teaching and learning and share expertise

WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Continuous Personal Growth</p> <ul style="list-style-type: none"> • Develop a collective responsibility for improving practice • Use the National Professional Standards to guide teacher performance • Enable all teaching staff to complete the AITSL Self-Analysis tool annually • Use the AITSL Principal/Leadership standards for School leaders to reflect on their performance 	<ul style="list-style-type: none"> • Performance management is linked to personal plans that reflect the Strategic, Operational, and Learning Area Plans • Increase the percentage of parents and staff who indicate that the school is well led • Increase the effectiveness of school leaders
<p>Motivation, Engagement and Competence</p> <ul style="list-style-type: none"> • Encourage teachers and school leaders Professional learning to find new solutions to persistent issues, by challenging their assumptions about their practice • Focus on professional learning that is evidenced based and most likely to be effective in improving professional practice and to meet the identified needs of students to achieve immediate goals and long term outcomes • Build capacity of staff in the use of student data (SAIS) to inform and improve teaching and learning practices • Develop staff skills in Classroom Management Strategies (CMS), Cultural Awareness and integrating information and communication technologies enabling flexible learning opportunities and enhance learning in the classroom 	<ul style="list-style-type: none"> • Increase parent and student positive satisfaction in relation to teaching and learning • Increase the percentage of staff participating in professional learning specifically linked to performance management, school priorities, teaching and learning needs • Increase the percentage of teaching staff using at least one Assessment For Learning (AFL) strategy in their day to day teaching • Increase the percentage of teachers providing useful feedback to students • Increase the percentage of teachers trained in Classroom Management Strategies
<p>Professional Learning Communities</p> <ul style="list-style-type: none"> • Develop Professional Learning Communities within and between schools 	<ul style="list-style-type: none"> • Regular Learning Area Meetings • Regular Learning Community meetings
<p>Peer Observation</p> <ul style="list-style-type: none"> • Provide opportunities to receive feedback on practice, and observe the practice of colleagues through Peer Observation 	<ul style="list-style-type: none"> • Increase the percentage of teaching staff participating in Peer Observation
<p>Recognise and celebrate high quality teaching</p> <ul style="list-style-type: none"> • Nominate staff to receive Narrogin Network Awards • Acknowledge staff in School Leadership committee minutes and Monday briefings • Provide letters of recognition to staff for their contribution • Provide opportunities for staff to share their expertise to build the capacity of fellow staff members 	<ul style="list-style-type: none"> • At least one staff member from each Learning Area nominated for a Network Award. • Increase the percentage of staff indicating that they receive useful feedback about their work. • Increase the number of staff involved in developing the capacity of their peers



PRIORITY AREA 3

Health and Well-being

School Goals

To promote a safe, supportive, inclusive and positive learning environment focusing on students achieving personal success by developing positive and resilient relationships across the school community, based upon the expectations of 'Responsibility, Respect and Tolerance'.

Key Objectives

- ★ Provide a positive and safe learning environment to maximise educational outcomes
- ★ Improve the mental health, well-being and resilience of our staff and students
- ★ Promote and provide equity and diversity within the school community
- ★ Develop a thriving school community that supports innovation and drives improvement strategies and strengthens partnerships with support agencies

WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Positive Learning Environment</p> <ul style="list-style-type: none"> • Promote positive respectful relationships with students, parents and each other • Promote positive behaviour reflecting the school values of Respect, Responsibility and Tolerance • Increase community awareness of the school, its programs and facilities through regular communication, marketing of educational partnerships, classroom, student and school success 	<ul style="list-style-type: none"> • Improved student, parent and public perception of our school through the school satisfaction survey • All staff and students are able to state Narrogin SHS core values • Increase the percentage of staff using the reward system • Maintain the ratio of positive to negative behaviour records to 4:1 or better • Reduce the number of students with multiple suspensions
<p>Safe Learning Environment</p> <ul style="list-style-type: none"> • Explicitly teach expected behaviours that reflect our core values using the Narrogin SHS behaviour matrix • Implement the Positive Behaviour Schools model to modify behaviour • Refine and Implement the School Behaviour Management policy 	<ul style="list-style-type: none"> • Increase the percentage of staff, parents and students agreeing that students feel safe at school. • Increase the percentage of students agreeing that Narrogin SHS deals fairly and quickly with bullying and harassment problems. • Increase the percentage of staff, parents and students agreeing that student behaviour is well managed
<p>Mental Health</p> <ul style="list-style-type: none"> • Foster and maintain a high standard of pastoral care mechanisms within the school • Provide training and support to improve the emotional health, well-being and resilience of our staff and students • Develop comprehensive transition programs in consultation with feeder schools transition programs, including induction and support strategies, for all new students. In particular, Year 7, Year 10, students with Disabilities, and cultural diversity • Work with community support organisations to update resources and skills and intervention programs • Implement health and wellbeing strategies for staff and students • Use approaches and strategies to explicitly teach resilience, health and well-being 	<ul style="list-style-type: none"> • Increase the percentage of staff understanding the relationship between student mental health and well-being and other outcomes • Increase the percentage of staff feeling that they are supported by the school • Increase the percentage of staff feeling a strong sense of belonging and connection to Narrogin SHS • Increase the percentage of students agreeing that they know who to go to for help with mental health issues if they need it • Increase the percentage of students agreeing that teachers show that the mental health and well-being of students is important • Increase the percentage of staff agreeing that leaders contribute positively to the health and well-being climate of the school
<p>Inclusion</p> <ul style="list-style-type: none"> • Create an atmosphere where students are actively engaged in curriculum, feel valued and have a sense of belonging • Recognise and celebrate cultural diversity • Ensure student support staff receive relevant professional learning to deliver appropriate care for our students • Develop our community network and provide opportunities for all members of the school community to become involved in school life and activities • Strengthen Aboriginal connections with the school community by increasing opportunities for Aboriginal participation in events and meetings 	<ul style="list-style-type: none"> • Increase the percentage of students who agree that they belong • Raise Aboriginal student attendance to at least 90% • Decrease the gap between Aboriginal and non-Aboriginal performance • Increase the number of Aboriginal parents attending Aboriginal Parent Meetings • Increase the number of Aboriginal parents attending Aboriginal Parent BBQs



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OUR VISION

Narrogin SHS provides our school community with a safe, supportive, inclusive and positive environment where all students strive to achieve success. Our collective commitment is reflected in a culture and curriculum which meets individual needs, focuses on developing skills and values, and empowers students to become responsible, active citizens.

advance with integrity