



Business Plan 2019 – 2021

*A Framework for The Pursuit of
Education Excellence*

Foreword

The Lakeland Senior High School Business Plan 2019 – 2021 outlines our key focus areas, core strategic objectives and the associated targets that will provide indications of our performance over the life of the plan.

This plan has taken into account the previous performance levels of students with the intention of further improving the educational outcomes for all of our students. The plan places an emphasis on our strategic objective of raising the student achievement outcomes of all of our students, which is central to all of the work undertaken at Lakeland Senior High school.

We aim to achieve this by focusing on academic rigour, providing high quality teaching, learning and leadership, developing appropriate curriculum and enabling student access, developing a school culture that prioritises collaborative decision making and cooperative processes and through the responsible management of school resources.

Our School Context

Lakeland Senior High School has served the local community for almost 30 years and during this time we have provided a quality education that has seen the school recognised for its academic, sporting and social support programs.

During 2018 the staff and school board developed an updated mission statement that reflects the current aims of our school. This statement reads:

“To be a place of learning, where all members of our school community aspire to excel in a culture that nurtures and promotes engagement for future success.”

The school has an Index of Community Socio-Economical Advantage (ICSEA) of 947 (Australian Average is 1000) and has a school distribution as follows.

Index of Community Socio-Economical Advantage - Student Distribution

	Bottom Quarter	Middle Quarters		Top Quarter
School Distribution	50%	32%	13%	5%
Australian Distribution	25%	25%	25%	25%

The Lakeland Senior High School mission statement and values clearly articulate the ethos that we hold closely for our school. We believe in providing students with opportunities to excel academically, socially and mentally and provide quality programs to ensure that all students have these opportunities. We believe that quality teaching, well developed programs and outstanding interpersonal skills, all expectations of our school staff, will provide students with the best opportunity to engage for their future success.

Our Values



Learning

As lifelong learners we have the courage to extend ourselves beyond what we already know in a manner emphasising collaboration, honesty and integrity.

Respect

We have the same value and rights as others; we respect ourselves and enable others to build respect through a spirit of equity, honesty and the acceptance of diversity.



Accountability

We take personal responsibility for the development of our skills and respect the rights of others to achieve in a realistic and positive manner.



Well-Being

We all work to develop our inner capacity to organise the mind and body into a co-ordinated, healthy being



LAKELAND
SENIOR HIGH SCHOOL

Our Mission

For almost thirty years, Lakeland Senior High School has been assisting students to achieve their academic goals and reach their preferred post-school destination.

In late 2018, we commenced a collaborative process to renew our school mission statement and values and develop the framework for our new Business Plan.

Our Mission

“To be a place of learning, where all members of our school community aspire to excel in a culture that nurtures and promotes engagement for future success.”

This statement clarifies our vision and will frame our work across the school as we move into an increasingly exciting era of educational opportunity.



LAKELAND
SENIOR HIGH SCHOOL

Our Commitment to Students

Personalised Education

We offer you personalised education through access to an engaging curriculum, specialised programs and exciting and challenging extra-curricular activities. We will provide opportunities that meet the educational needs of all students and help you achieve your potential.

Friendship

We offer you an environment where you will be part of a team of great teachers, staff and peers. You will make and enjoy friendships with your peers that will last beyond your school years.

Self-belief

We offer you a school culture that is supportive and inclusive. Throughout your learning journey we will be here to nurture your confidence and self-esteem.

Lifelong Learning

We offer you knowledge, qualifications and life skills that will form the foundation for lifelong learning and success.



Our Commitment to Parents and Caregivers

Your child comes first

We offer your child an inclusive and safe environment where they feel connected and valued while engaging in their learning. We are mindful to cater to the unique individuals that make up our student body.

Progressive learning

We offer your child accomplished and passionate teachers who are continually upskilled in their fields of expertise to ensure the relevance of the learning.

Connectedness

We understand that you are part of our school community and we will collaborate with you throughout your child's learning journey. We will regularly communicate to keep you in touch with your child's progress, challenges and achievements and we commit to help you assist your child to succeed.

Choice

We offer your child the freedom to determine their future by providing challenging and diverse learning opportunities.



Understanding our Priorities and Targets

Our Business Plan – The Pursuit of Education Excellence is a description of our strategy to ensure that Lakeland Senior High School becomes the school of choice in our region.

Development of the Plan has been guided by feedback through system initiatives, school and systemic data, perceived local needs, and the current Delivery and Performance Agreement. At the school-level, we have been involved in many hours of meeting time, reflection, planning and preparation.

Our priority areas, Success for All Students, High Quality Teaching and Strong Leadership and Governance, are directly linked to the Department's Strategic Plan: High Performance – High Care. Our specific areas of focus within these priorities are set out in clear statements. These "We will..." statements articulate in more detail our intended actions over the 2019 – 2021 period.

This plan will be used as the cornerstone for our annual planning cycle and learning areas and specialised teams will develop operational plans that include targets for addressing the whole school Business Plan.

Finally, our targets represent the key outcomes we seek from this Plan and they will be central to informing teaching, learning and assessment, together with the deployment of our resources, over the life of the Plan. The Targets are specific, measurable, achievable and realistic within the period 2019 - 2021.

In addition, for some Targets, we have stated an aspirational goal which clearly demonstrates our intended future direction in the context of the Target.

Collectively, the Priorities and Targets will ensure that we continue to meet the educational needs of the Lakeland Senior High School community.



Priority One

Success For All Students

We will:

- ❖ Ensure that students are recognised for their role in our school community.
- ❖ Develop explicit teaching strategies that meet individual students at their point of need.
- ❖ Increase our focus on learning activities that develop the necessary skills for engaging with emerging industries and future employment opportunities.
- ❖ Develop school structures that enable us to increase our focus on high care to support resilience and mental, social and emotional health.
- ❖ Develop programs that ensure more students attend regularly (90%+).
- ❖ Reduce the gap between Aboriginal and non-Aboriginal student attendance.
- ❖ Set high expectations of students across the school and provide a range of initiative and programs that support individual student achievement.
- ❖ Increase our focus on literacy and numeracy development across the school.
- ❖ Strengthen our Specialist Programs in Touch and Music Technology.



Priority Two

High Quality Teaching

We will:

- ❖ Routinely engage in a process of collegial observation, professional reflection and targeted feedback designed to improve the quality of our teaching.
- ❖ Use systemic and school based data to inform our decision making, classroom planning and teaching practices.
- ❖ Develop and implement a process to use student feedback as a mechanism to improve the quality of our teaching.
- ❖ Increase the profile of Classroom Management Strategies (CMS) to ensure a consistent approach to behaviour management across the school.
- ❖ Target appropriate professional learning to maintain and progress high quality, innovative teaching and assessment.
- ❖ Create opportunities for cross-school collaboration to support the attainment of our targets.
- ❖ Develop and implement an effective Information Communication Technology (ICT) plan that enables classroom teachers to access ICT to engage students in cutting-edge learning.



Priority Three

Effective Leadership and Governance

We will:

- ❖ Increase the focus of school leaders on strategic aspects of their role.
- ❖ Provide professional support processes for aspirant Level 3 Teachers and Level 3 Administrators in order to increase the number of staff in these categories.
- ❖ Harness the capabilities of staff to provide innovative learning opportunities for students.
- ❖ Ensure effective and timely communication processes with all members of the school community.
- ❖ Actively build relationships with parents, carers and the wider school community.
- ❖ Focus on staff well-being by developing and implementing sustainable processes that support the physical, social and emotional welfare of staff.
- ❖ Ensure that the School Board has access to data and information which enables effective monitoring of the Business Plan implementation.
- ❖ Ensure the capacity of the School Board to fulfil its duties, as set out in the Education Act and Delivery and Performance Agreement, by supporting its operations through training, development and renewal.



Our Targets

In the period 2019 – 2021:

- 1 Based on Schools Online data, the percentage of students with “Regular Attendance” (90%+) will be equal to that of our Like Schools.
Aspirational Target – Regular Attendance to exceed that of Like Schools.
- 2 Increase Aboriginal student attendance to 70% by the year 2021.
- 3 Year 12 Attainment (ATAR \geq 55 or Certificate II or higher) will be above 95% of the eligible cohort.
Aspirational Target – 100% achievement of Attainment for the eligible Year 12 cohort.
- 4 Median ATAR will be within 5 points of Like Schools
Aspirational Target – Median ATAR equal to Like Schools.
- 5 WACE Achievement for the eligible Year 12 cohort is 80% or higher.
Aspirational Target - 90% WACE Achievement for the eligible Year 12 cohort.
- 6 The percentage of students qualifying for OLNA by the completion of Year 10 is equal to Like Schools.
Aspirational Target – OLNA achievement better than Like Schools by the end of Year 10.
- 7 Achievement in Year 9 NAPLAN will fall within the positive half of the expected achievement band across all aspects of the NAPLAN testing regime.
Aspirational Target – Achievement in Year 9 NAPLAN will be above the expected performance band in at least two test components.
- 8 A minimum of 25% of students will achieve High or Very High when comparing progress between Year 7 and Year 9 Writing, Reading and Numeracy NAPLAN tests for the stable cohort of students.
Aspirational Target – 30% of students will achieve the above target.



Planning and Review Process

Lakeland Senior High School implements a rigorous self-review process using evidence drawn from a range of sources to inform our decision making. This ensures that the school has a long term strategic plan in place to achieve the designated student achievement targets.

The school improvement cycle involves two key phases and introduces a number of actions extending over a three-year period.

Strategic Improvement Planning Phase

In this stage the school reviews school purpose, mission statement, context and values for the next improvement cycle (Three-year Business Plan). This phase also determines the key focus areas and strategies that will provide the best outcome for our students during this time. The Lakeland Senior High School Business Plan details this phase of our planning.

The Annual Improvement Planning Phase

Each year we develop Learning Area Specific Operational Plans that support the achievement of the strategies and targets in the Business Plan. These operational plans set out what each area of the school will be doing to address specific items of the Business Plan. Operational plans include specific targets and strategies.



Every three years, at the completion of the Business Plan cycle, Lakeland Senior High School participates in a Public School Review Process that is determined by the Department of Education. This review ensures that the school is completing the strategies that were set out in the Business Plan and the evaluative report from this review provides information that informs the next Business Plan cycle.

