



## Cottesloe Primary School

Graham Dart, Principal

18 December 2015

Mark Rodda, School Board

18 December 2015



## Business Plan 2015 to 2017

### Cottesloe Primary School

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*Integrity Above All*



Message from the Principal

The Delivery Performance Agreement (DPA) and this Business Plan are the guiding documents that all decisions, structures, profiles and resources will align with over the next three years. All aspects of our operations at Cottesloe Primary School are focused on the improvement of student outcomes within the school. A cycle of self-assessment will occur annually using high quality and valid sources of data to ensure we are adhering to this plan and progressing learning for all students.

Graham Dart  
Principal



Our Goal

Cottesloe Primary School, together with the school community, strives to develop students' skills to solve problems to allow them to contribute to their community in a positive and meaningful way. The Cottesloe Primary Staff work closely with parents and the community to teach the investigative, academic, physical, social, emotional and creative skills to enable our students to achieve these goals.

Our School

Cottesloe Primary enjoys the well deserved reputation as being a school of choice for families who live in the Peppermint Grove, Cottesloe and Mosman Park area. The school also accepts enrolments from families outside these areas, if places are available. 2015 is the start of a new chapter in Cottesloe Primary School's long and successful history. The school was awarded Independent Public School (IPS) status, which will enable School Staff, the School Board and active P&C Association, to use the flexibilities of being an IPS to respond quickly and effectively to student and community needs and to follow the School Vision. The School strives to support students to achieve to their best academically, physically, creatively and socially within and outside the classroom.

There is no doubt our students are fortunate to learn in such a supportive, positive and engaging environment. Staff are privileged to be able to partner with parents and a community who is willing and able to help their children achieve to the best of their ability, achieving our school's goals.

Our goal is to create students who are problem solvers, confident, creative and successful





Who We Are

School Context

Cottesloe Primary School is a Level 5 school serving families resident in the Peppermint Grove, Cottesloe and Mosman Park communities. The school opened on 1st October, 1896 in the St Columbia Presbyterian Hall with an enrolment of 30 students. The school relocated to its present site on 18th April 1898 and gained Independent Public School status in 2015. The school, with an enrolment

of approximately 350 students, is part of the North Metropolitan Education Region.

Index of Community Socio-Educational Advantage (ICSEA)

The average ICSEA across Australia is 1000. Cottesloe Primary School currently has an ICSEA of 1154. When 'like school' comparisons are referred to in this document they are made with schools with a similar ICSEA.

Demographics and Student Diversity

Significant Sub-groups	2014	2015	2016	2017
LBOTE	8%	8%		
Indigenous Students	1%	1%		
Transiency		12.5%		

Cottesloe Primary 10 Core Virtues

Our Core Virtues provide the foundation and environment in which we develop strong academic, social and emotional skills and promote the culture of excellence, acceptance and community.

**Integrity**  
We aim for Staff and Students to act and respond to all situations demonstrating sound moral character and honesty, where words and actions are consistent.

**Responsibility**  
We aim for all individuals to acknowledge and accept not only their personal levels of accountability but also adopt a high level of group accountability. We are all on the journey together.

**Courtesy**  
Community members will be expected to demonstrate excellence of manners and social conduct.

**Respect**  
We will treat everybody with consideration and regard and acknowledge each other's rights to have a different view or opinion.



**Perseverance**  
We aim for our students and staff to not give up, try different strategies when solving problems and not be discouraged by failure.

**Friendliness**  
Hand in hand with Respect, we aim for all interactions to be amiable, supportive and empathetic.

**Assertiveness**  
We aim for our community members to be confident they have a voice and their thoughts, opinions and ideas can be shared in an effective manner.

**Self Discipline**  
We aim for our students to be able to develop skills that will allow them to focus on tasks and not be distracted from their main focus – Controlling Impulsivity.

**Tolerance**  
Our school and community is made up of many people from many places, each bringing with them a range of experiences and understandings. We understand and will demonstrate acceptance of opinions and beliefs that are different from our own and strive to be included.

**Care**  
Care of ourselves, each other and our environment.

Staff Shared Beliefs

Staff make decisions and develop strategies within the school, based on the following shared beliefs:

- There is a need to develop the whole child - socially, academically, emotionally, creatively and physically.
- Resilience is an important life skill that needs to be developed and fostered.
- The learning environment needs to be safe, challenging and inclusive.
- Students and teachers need to be reflective and give and respond to feedback.
- Learning partnerships are sought after and valued.
- High expectations are set academically, behaviourally and socially.
- Students learn best through collaborative inquiry based programs.
- Cultural diversity is valued and celebrated.
- Proactive, early intervention is more effective than reactive measures.
- Parents and Care Givers are an integral part of the education process and are regarded as partners.

Strategic Intent

Our Cottesloe Primary School Strategic Plan 2015 – 2017 comprises of four key focus areas.

**1 Successful Students**

Cottesloe Primary will promote and build an environment that allows students to develop the investigative, academic, social, emotional and creative skills to enable our students to achieve to the skills to solve problems to allow them to contribute to their community in a positive and meaningful way. Literacy and Numeracy will continue to be a focus but Higher Order thinking and Problem solving skills will be taught and promoted across the school. Our students will have high expectations of themselves and have the determination and confidence to tackle challenges whether they be academic, physical, social, or personal.

**2 High Quality Teaching**

High quality, research based teaching strategies are utilised to create inclusive, engaging and challenging programs that are child focused and build on students' prior knowledge. Staff members collaborate and explicitly teach what students need to know. Classrooms are positive and active environments and use appropriate ICT and hardware. Cottesloe Primary School uses staffing flexibilities to select high quality staff who best meet our school goals and ethos. Cottesloe Primary School staff will receive professional, collegial and emotional assistance. We will develop staff skills and leadership capabilities through access to high quality professional learning to enable staff to maximise teaching and learning opportunities to offer the best opportunities for our students.

**3 Safe, Stimulating and Sustainable Environment**

Cottesloe Primary will continue to provide an environment that will allow students and the community to learn, interact and participate in an environment that is safe to take risks, technologically and appropriately current, promotes sustainable thinking and action and in facilities that are up to date and suitable for purpose. Students and staff will be adequately physically, financially and professionally resourced to ensure high quality teaching and learning programs and opportunities are offered to our students.

**4 Engaged Community and strong, sustainable partnerships**

Cottesloe Primary School encourages parents and broader community support in the classrooms, programs and general participation. We recognise there is a wealth of expertise and energy within the community that can be harnessed to support staff and the school community in the attainment of our vision and goals. We aim to ensure governance and management: is of a high standard; is collaborative; and is focused on the identified needs of the school. We strive for increased parent and staff involvement and consultation in decision-making processes through an effective and transparent School Board.

# Cottesloe Primary Four Key Focus Areas

## 1 Successful Students

2015-2017 Student Learning (Academic) Targets and 2015 Milestones

*Note: Following the annual self- assessment review staff will reset classroom and year level milestones in operational plans.*

### Academic Achievement Target 1

- Increase to above 'Like Schools' the percentage of students who achieve in the top bands for all domains of NAPLAN in Years 3 and 5.

#### 2015 Milestone

Cottesloe Primary School students will match 'Like School' performance as measured by Schools Online – Proficiency Band Summary table.

### Academic Achievement Target 2

- Decrease to below 'Like Schools' the percentage of students who achieve in the bottom two bands for all domains of NAPLAN in years 3 and 5.

#### 2015 Milestone

Cottesloe Primary School students will match 'Like School' performance as measured by Schools Online – Proficiency Band Summary table.

### Academic Achievement Target 3

- Cottesloe Primary School Year 3 and Year 5 students will achieve 'above expected' in the 2017 NAPLAN testing period for Literacy and Numeracy.

#### 2015 Milestone

Cottesloe Primary School students will perform 'as expected' in 2015 in all NAPLAN domains as measured by Schools Online – Comparative Performance tables and graphs.

### Academic Achievement Target 4

- Cottesloe Primary School students from Year 3 to Year 5 will achieve student gain at or better than that of students with the same starting score (as detailed in the ACARA My School – Student Gain graphs).

#### 2015 Milestone

Student gain will be consistent with that achieved by Year 5, 2015 students with the same starting scores (as year 3s in 2013) as measured by My School – Student Gain Years 3 to 5 graphs.

### Academic Achievement Target 5

- Cottesloe Primary School students will from Year 5 to Year 6 show improved performance in Australian Council for Educational Research (ACER) Progressive Assessment Tests (PAT).

#### 2015 Milestone

Cottesloe Primary School Year 5 students will participate in ACER-PAT testing to establish a benchmark for future testing in year 6.

### Academic Achievement Target 6

- Cottesloe Primary School will utilise Australian Early Development Index (AEDI), the Early Years Learning Framework (EYLF), recent Year 3 cohort NAPLAN data and On Entry Assessment data to guide early intervention and

student learning in the Early Phase of Learning (K-2). Evidence of target achievement will be provided by Academic Target 3.

#### 2015 Milestones

- In consultation with the Leadership Team Cottesloe Primary School Early Phase learning team will collaboratively analyse available data, review current phase strategies and revise/develop whole phase literacy and numeracy statements.
- Early intervention (IEP and GEP) plans will be established/ refined for students in pre-primary, year 1 and year 2 identified as requiring teaching and learning adjustments.

### Key Strategies

- 1) Improve Literacy and Numeracy standards across the school through the implementation of the WA Curriculum and Assessment Outline K-10.
- 2) Improve processes to identify students at educational risk and provide timely intervention.
- 3) Explicitly teach students through improved instructional quality the necessary skills and knowledge.
- 4) Improve the consistency of expectations and delivery across the curriculum and between teachers and classrooms.
- 5) Increase access to information technology to improve teaching and learning.
- 6) Continue to engage all teaching staff in targeted data analysis to inform teaching adjustments.
- 7) Continue to foster collaborative planning at the whole school, learning phase and year level. Endorsed strategies to be detailed in operational planning.
- 8) Align teaching and learning in the early years with the Early Years Learning Framework.
- 9) Access support/PL for staff through the Improving Literacy and Numeracy Program (ILNP).

#### 2015 -2017 Non-Academic Targets and 2015 Milestones

### Non-Academic Achievement Target 1

- Student attendance Rate to be above 'like schools' by 2017.

#### 2015 Milestone

Cottesloe Primary School attendance rate will be the same as 'Like Schools' in 2015 as measured by Schools Online – Student Participation – Attendance – Overall tables.

### Key Strategies

- The following key strategies will be implemented in order to achieve our targets.
- 1) Engage outside agencies and parents as partners to address 'At Risk' attendance.
  - 2) Consistently promote the benefit of regular attendance on student learning.
  - 3) Develop communication strategy to increase parents' awareness of impact of "in term vacations".

## 2 High Quality Teaching

### Key Strategies

The following key strategies will be implemented.

- 1) Continue to build high quality professional standards across the school among all staff. The school will use the Australian Institute for Teaching and School Leadership (AITSL) – Professional Standards to guide development.
- 2) Provide targeted professional learning to improve teaching and learning.
- 3) Connect performance management to professional learning and the audit of whole school/learning phase endorsed strategies.
- 4) The development of a professional relationship with Murdoch University to engage pre-service teachers in our school community.
- 5) Utilise IPS flexibility to refine and develop strategies for teacher recruitment and induction.
- 6) Access support/PL for staff through the Improving Literacy and Numeracy Program (ILNP)

## 3 Safe, Stimulating and Sustainable Environment

School leadership will adequately physically, financially and professionally resource the school to ensure high quality teaching and learning programs are offered to our students.

### Key Strategies

- The following key strategies will be implemented.
- 1) Increase professional relationships with local businesses and community groups.
  - 2) Continue to work with the school community to explore avenues to increase resources available to improve teaching and learning.
  - 3) Continue to explore opportunities to maximise community use of the school facility. Camp Australia exemplifies the advantages of this strategy.

## 4 Engaged Community and strong, sustainable partnerships

#### 2015 -2017 Targets and 2015 Milestones

### Non-Academic Achievement Target 2

- Maintain and improve student, parent and staff satisfaction survey results.

#### 2015 Milestone

Conduct and analyse, in consultation with the School Board, a community/ staff or student survey.

### Key Strategies

The following key strategies will be implemented in order to achieve our target.

- 1) Model environmentally sustainable behaviour to promote environmentally responsible attitudes and behaviours in our students using programs such as Waste Wise and Travel Smart.
- 2) Continue to foster high quality and effective relationships with all parents.
- 3) Maintain a consistent to whole school approach to classroom management with behavioural issues entered into the School Information System (SIS). Data to be reviewed regularly.
- 4) Continuing focus on the 10 Virtues by all staff.
- 5) Continue to build high quality professional standards across the school among all staff.

### Non-Academic Achievement Target 3

- Continue to develop and embed the role and responsibilities of the School Board as articulated in the Delivery Performance Agreement (DPA).

#### 2015 Milestones

The Board will conduct and analyse a survey to determine the effectiveness of the Board.

The Board to align its agenda with the roles and responsibilities as outlined in the DPA.

### Key Strategies

The following key strategies will be implemented in order to achieve our target.

- 1) Elevate the school community understanding of the role and responsibilities of the School Board.
- 2) Embed Board capacity to fulfil its role.
- 3) Continue to build a cohesive school community where staff, parents and students are working together to achieve agreed outcomes.
- 4) Increase parent education around significant topics such as cyber bullying.
- 5) Enhance volunteer relationships to improve student learning and engagement.
- 6) Increase parent participation in the school.
- 7) Utilise the school website to embed school/community communication.

