

2016 Annual Implementation Plan: for Improving Student Outcomes

8874

Alkira Secondary College
2015

Based on Strategic Plan 2013-2016

Endorsements

Endorsement by School Principal	Signed..... Name..... Date.....
Endorsement by School Council	Signed..... Name..... Date.....
Endorsement by Senior Advisor	Signed..... Name..... Date.....

Guide to developing the Annual Implementation Plan: for Improving Student Outcomes

To focus effort where it is most needed, four priorities have been identified for the entire Victorian government school system. The four priorities are:

- Excellence in teaching and learning
- Professional leadership
- Positive climate for learning
- Community engagement in learning.

Six evidence-based initiatives assist schools to identify and utilise the most effective, relevant and evidence-based strategies that when implemented with consistency and depth help drive improved student outcomes. The initiatives are associated with the four state-wide priorities, in the following way (please refer to the *Framework for Improving Student Outcomes: Guidelines for schools*):

Priority	Initiatives
Excellence in teaching and learning	Building practice excellence: Teachers, principals and schools will work together
	Curriculum planning and assessment: School will embed a culture of curriculum planning, and assess the impact of learning programs, adjusting them to suit individual student needs
Professional leadership	Building leadership teams: Schools will strengthen their succession planning, develop the capabilities of their leadership teams in using evidence
Positive climate for learning	Empowering students and building school pride: Schools will develop approaches that give students a greater say
	Setting expectations and promoting inclusion: Schools will work across their communities to implement support to health, wellbeing, inclusion and engagement of all students
Community engagement in learning	Building communities: Schools will strengthen their capacity to build relationships with the broader community by partnering

To guide the development of the 2016 Annual Implementation Plan: for Improving Student Outcomes (AIP) schools will work with support from Senior Education Improvement Leaders (SEIL) to conduct an annual evaluation of student outcomes data against the targets set in their School Strategic Plan. Schools then diagnose the issues requiring particular attention and select one or more initiative.

Principal and teacher performance and development plans include explicit links with the AIP and the School Strategic Plan. This ensures a line of sight from school improvement priorities and initiatives to each individual's plan. The *Guidelines* provide further context and detailed information to support this work.

Summary page: the school's priorities and initiatives

Tick the initiative/s that the school will address in its Annual Implementation Plan: for Improving Student Outcomes.

Priorities	Initiatives	
Excellence in teaching and learning	Building practice excellence	✓
	Curriculum planning and assessment	
Professional leadership	Building leadership teams	✓
Positive climate for learning	Empowering students and building school pride	
	Setting expectations and promoting inclusion	
Community engagement in learning	Building communities	

Initiatives Rationale:

Explain why the school, in consultation with the SEIL, has selected this initiative/s. Please make reference to the evaluation of school data, the progress against SSP targets, and the diagnosis of issues requiring particular attention.

Priority 1 Excellence in teaching and learning: Initiative 1 Building practice excellence.

The College completed its final year of the Strategic Plan and is entering the second generation of Alkira.

The College is focused upon implementing our pedagogical vision and establishing an instructional model supported by effective PLT programs in the school.

The established Pedagogical vision statement acknowledges that improving student outcomes is dependent in improving teacher practice. The PLT focus will be on data based and involve effective teaching strategies from Hattie, Marzano and e5.

The College is focused on improving student achievement outcomes in Literacy. Year 7 and NAPLAN Year 9 have showed consistency but little improvement. There is also a concern that the lower percentile achievement has not reduced significantly.

Developing stimulating learning programs also remains a focus of this initiative. Our POS and AttSS both show the lowest scores relate to stimulating learning. Improved PLTs and building practice excellence will also focus on student engagement, motivation for learning and stimulating learning.

Priority 2 Professional Leadership: Initiative 1 Building leadership teams

Our Leadership structure at all levels has changed and is entering a renewed chapter of the College.

It is an opportunity and priority for the College to firstly build leadership capacity through an action research professional development program and secondly to establish goal congruence and a culture of excellence in the College. The new leadership team has been designed and will now develop a culture of high expectations and support.

Key Improvement Strategies (KIS)

List the KIS that are linked to this initiative/s and will be scaled up. This could include existing KIS from your SSP or new ones identified through the evaluation of student outcomes against SSP targets and the diagnosis of issues requiring particular attention. KIS may be specific to one outcome area or applicable across several areas.

Initiative:	KIS
Building practice excellence	<p>Implement effective PLT program</p> <ul style="list-style-type: none"> • Development of PLT processes and protocols • Professional development plans based upon action research • Professional development focused on student management / restorative practices • Professional development focused on improving pedagogies Simon Breakspear
Building leadership teams	<ul style="list-style-type: none"> • Development of leadership roles more aligned with AIP KIS and succession planning/ distributive leadership. • Appoint revised LT and AP team • Leadership Professional Development • Developing leadership network partnerships

Annual Implementation Plan: for Improving Student Outcomes

ACHIEVEMENT					
Goals	To implement the Alkira SC pedagogical statement promoting effective teaching practices to better meet the needs of individual students.	Targets	All teachers involved in PLTs, targeted PD and appraisal programs Development of a College Classroom Teaching Practices continuum model as a measure for classroom practice		
		12 month targets	Establishment of common agreed Instructional model reflecting 21 st C learning and teaching.		
KIS	ACTIONS: what the school will do	HOW the school will do it (including financial and human resources)	WHO has responsibility	WHEN timeframe for completion	SUCCESS CRITERIA: Markers of success reflecting observable changes in practice, behaviour, and measures of progress
Development of PLT processes and protocols	Develop PLTs handbook and PLT process for 2016	Research best practices Appoint a research and writing team Print and distribute and promote handbook	AP Lake AP Stevens	Term 1 2016	Published PLT handbook Published PLT program and meeting schedules Improved Pedagogical discussion and agreement
	Implement a PLT process for 2016	Develop PLT meeting and coaching schedules. Ongoing review of individual and PLT aims and goals.	AP Lake AP Stevens Leadership team	Term 1 2016	All teachers involved in PLT All teachers use data to inform teaching All teachers involved in analysis and appraisal Improved goal congruence /performance and development culture leading to agreed instructional model.
	Review and report PLT effectiveness and achievements	Establish time in staff PLT meetings for review and reporting against PLT goals and aims.	All Leadership	Ongoing	Demonstrated achievements and improvements Demonstration of goals met Improved goal congruence // performance development culture leading to agreed instructional model
Professional development plans based upon action research	Use data from staff surveys, PDPs and PLT reviews to develop targeted professional development plans, action research and coaching programs.	Financially commit to targeted PD programs from LD and whole school targets.	All Leadership	ongoing	Improved success of PDP goals Improved student achievement data in relation to PLT goals Improved goal congruence /performance and development culture leading to agreed instructional model.

Goals	<p>To develop new leadership structures to support focus on student achievement, experiences and opportunities</p> <p>To develop a new leadership structure to support leadership capacity and implementation of new programs</p>	Targets	<p>Successful appointment of leadership team end of 2015. Development of a high performing leadership team</p>		
		12 month targets	<p>Appointment of Leadership team Aligning leader's skills attitudes and potentials to key improvement strategies. Developing a whole school and individual leadership plan.</p>		
KIS	ACTIONS: what the school will do	HOW the school will do it (including financial and human resources)	WHO has responsibility	WHEN timeframe for completion	SUCCESS CRITERIA: Markers of success reflecting observable changes in practice, behaviour, and measures of progress
Appointment of LT team	Develop Leadership roles and positions	Research best practices Prioritise aims and KIS Align Leadership roles and positions Budget for leadership positions Advertise positions	Principal team	Jan 2016	Clearer leadership pathways Improved goal congruence /performance development culture
Develop agreed leadership research focus	Establish a Leadership research program	Select common research goal Provide research papers and resources (one each term)	Principal /Leadership team	March 2016	Improved leadership capacity Improved goal congruence /performance development culture
Develop agreed leadership PD focus	Establish a shared Leadership PD plan	Use Common research goals to guide leadership PD plan Budget for leadership PDs Enrol in C4 conference	Leadership team POR leaders	May 2016	Improved leadership capacity Improved goal congruence /performance development culture
Develop agreed individual leadership PD focus	Establish an individual Leadership PD plan	Leadership 360 or other leadership appraisal program to highlight individual needs and area of support. Encourage Bastow leadership programs	All leaders	Ongoing	Improved leadership capacity Improved goal congruence /performance development culture

Annual Implementation Plan: for Improving Student Outcomes

ENGAGEMENT					
Goals	To Implement a College wide BYOD initiative enabling improved access to online learning environments.	Targets	Teachers utilise innovative technologies to develop consistent practices for improved curriculum delivery, enhanced learning environments and more relevant assessment outcomes.		
	To use online learning environments to promote student learning and support pedagogical opportunities	12 month targets	Improved data in stimulating learning, learning focus and general satisfaction in Parent perception: POs. Improved data in stimulating learning and classroom behaviour as determined by ATTSs.		
KIS	ACTIONS: what the school will do	HOW the school will do it (including financial and human resources)	WHO has responsibility	WHEN timeframe for completion	SUCCESS CRITERIA: Markers of success reflecting observable changes in practice, behaviour, and measures of progress
Develop an innovative technologies team to lead research and PD	Establish a IT team to research, plan and implement a IT strategy for the college	Appoint POR Innovative technologies Appoint an IT network Manager	Principal	Ongoing	IT team a recognised part of College leadership and professional learning team.
Implement common practices for use of innovative technologies	Incorporate Innovative technologies into College protocols, and agreed practices.	Promote staff research, Best practices and professional development	Sherri Lake AP Leadership team IT team	ongoing	Having IT pedagogies embedded in proposed teaching and learning protocols/ instructional model.
Support improved technology infrastructure	Audit and plan for effective and efficient IT resources. Align resources to student and staff needs	Provide meting and planning time for IT team Initiate a IT budget program	Financial leadership team IT team	March 2015	Improved access to quality IT resources and infrastructure
Support improved technology focused research and PD.	Incorporate innovative It practices and pedagogy into PLTs and whole school PD programs.	Include IT in PLT and College PD processes and presentations.	Sherri Lake IT team	ongoing	Having IT pedagogies embedded in PLT and PD plans for all staff

Annual Implementation Plan: for Improving Student Outcomes

WELLBEING					
Goals	To nurture and promote a school climate which focuses on high expectations and positive relationships across the learning community	Targets	Continued development of specialist programs to meet the needs of all students. Development of improved student leadership programs Improved staff capacity to deal with student management and welfare issues; assisted through leadership mentoring professional development, data dissemination and pastoral care curriculum. Review of PDS and Interventions programs, policy, processes and staffing.		
	Improved staff capacity to deal with student management and welfare issues.	12 month targets	Development of a Performing Arts Academy. Development of a Student Alkira Ambassadors team. Implementation of revised STEP 4 process. Reduced number of STEP 4 and suspensions across sub schools		
KIS	ACTIONS: what the school will do	HOW the school will do it (including financial and human resources)	WHO has responsibility	WHEN timeframe for completion	SUCCESS CRITERIA: Markers of success reflecting observable changes in practice, behaviour, and measures of progress
Improved behaviour management plans	Review current STEP 4 processes Review PC role and programs	Publish and support new STEP 4 process Appoint PC mentors at each year level Publish PC curriculum and support programs	Paul Looker AP David Mockridge AP	Term 1 2016	Improved staff capacity to deal with student management and welfare issues Improved parent perception learning focus, general satisfaction Improved classroom behaviour ATTSS
Structured PD student management	Review PLT needs and align PD program focus on restorative practices	Schedule PD Restorative practices.	Sherri Lake AP Sandra Stevens AP	Term 1 2016	Improved staff capacity to deal with student management and welfare issues Improved parent perception learning focus, general satisfaction Improved classroom behaviour ATTSS
Review and development of College specialist programs	Target leadership and development of specialist programs through LT roles Development of specialist program goals	Appoint LT aligned to specialist programs	Principal team	Ongoing	Achievement of specialist program goals
Review and development of PDS and Intervention programs	Conduct audit Align student needs with programs	Appoint LT Student welfare Appoint AP with a PSD and Intervention role Realign intervention staff to students Support specialist training and PD for PDS and intervention staff	John Shaw Principal Tracy Jackson BM Sandra Stevens AP	Dec 2015	Improved student achievement Development of improved student learning plans

Annual Implementation Plan: for Improving Student Outcomes

PRODUCTIVITY					
Goals	To appropriately resource programs in the school to meet performance goals while catering for increase in size and complexity of the college over the next three years.	Targets	Achieve budget surplus Meet the resource needs of learning Domains and other College program.		
		12 month targets	Achieve budget surplus Meet the resource needs of learning Domains and other College program.		
KIS	ACTIONS: what the school will do	HOW the school will do it (including financial and human resources)	WHO has responsibility	WHEN timeframe for completion	SUCCESS CRITERIA: Markers of success reflecting observable changes in practice, behaviour, and measures of progress
Develop a three year staffing plan including strategic allocation of POR time allowances	Use SRP Planning tool to determine staffing needs and requirements 2016- 18	Complete a staffing needs analysis based upon estimated enrolments and curriculum programs	Financial leadership team	Dec 2015	Completed staffing plan presented to consultative committee and School Council Projected Surplus budget 2016
Develop improved program budgeting processes to better prioritise resources allocation	Ensure funding and spending for 2016 is driven by school teaching and learning, curriculum priorities	Implementing PD on program budgeting Prioritising staff and curriculum budgeting Monitoring curriculum budgeting	Financial leadership team	Ongoing	Improved allocation of funding to support teaching and learning programs Improved culture of strategic planning in regard to finances
Develop new leadership structures to support focus on student achievement, experiences and opportunities	Monitor funding for PLTs and other groups of teachers to focus on improvements in Teaching and Learning	To invest time in Aspirational leaders to develop their general leadership and specifically their Educational Leadership skills To invest time in Leadership team to increase their capacity as Educational Leaders Budget to provide increased time for curriculum planning, coaching, mentoring, data analysis and sharing in PLTs to improve teacher practice and resultant student outcomes	Financial leadership team	ongoing	Improved access (time and funding)to PD and other prioritised programs in the school

Monitoring of Annual Implementation Plan: for Improving Student Outcomes

ACHIEVEMENT					
Actions:	6 month progress against success criteria and /or targets		12 month progress against success criteria and /or targets		Budget Spending to date
	Status	Evidence	Status	Evidence	
ENGAGEMENT					
Actions:	6 month progress against success criteria and /or targets		12 month progress against success criteria and /or targets		Budget Spending to date
	Status	Evidence	Status	Evidence	
WELLBEING					
Actions:	6 month progress against success criteria and /or targets		12 month progress against success criteria and /or targets		Budget Spending to date
	Status	Evidence	Status	Evidence	
PRODUCTIVITY					
Actions:	6 month progress against success criteria and /or targets		12 month progress against success criteria and /or targets		Budget Spending to date
	Status	Evidence	Status	Evidence	

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