

# 2023 – 2025 Business Plan



**BALCATT**  
SENIOR HIGH SCHOOL  
INDEPENDENT PUBLIC SCHOOL  
RESPECT • UNITE • EXCEL



## Moral Purpose

**Provide a safe, inclusive and caring environment which supports students to reach their full potential.**

## Aspiration

Improve student progress and achievement rates in NAPLAN and WACE achievement from below or at “like schools” to above “like schools”.

## Our Vision

At Balcatta Senior High School, we are committed to providing an engaging, creative and challenging curriculum in an inclusive learning community with a strong focus on pastoral care and student achievement. At the heart of our vision is a Professional Learning Community with three key areas of focus on learning, collaboration and results.

We seek to develop the whole child to ensure they are ready for today’s world and into the future. Our focus is on academic achievement, cultivation of life-skills and workplace readiness, and fostering creative, critical thinkers and independent learners.



## **Our Values**

Align with the Department of Education Values Learning, Excellence and Care.  
All members of the Balcatta Senior High School community will strive to follow these values.

### ***Respect***

We treat all individuals with respect and care. Our relationships are based on mutual trust and mutual respect. We recognise the differing needs of our students and are dedicated to achieving the best possible outcomes for all.

### ***Unite***

We value team work, collaboration and the importance of working in partnership with students, parents, teachers and community in providing a quality education for our students. We place high regard for the personal and social well-being of our students.

### ***Excel***

We have high expectations and strive to achieve excellence in all we do. The standards and expectations challenge all of us to be our 'personal best' in both academic and non-academic outcomes.



## Fogarty EDvance School Improvement Program

Balcatta SHS has commenced the three-year School Improvement Program with the Fogarty Foundation EDvance Program.

This is a rigorous, evidence-based improvement program aligned to the school's planning and decision-making processes.

Underpinning the EDvance School Improvement Program is our aspiration, with focus areas, objectives and initiatives to support and guide achievement.

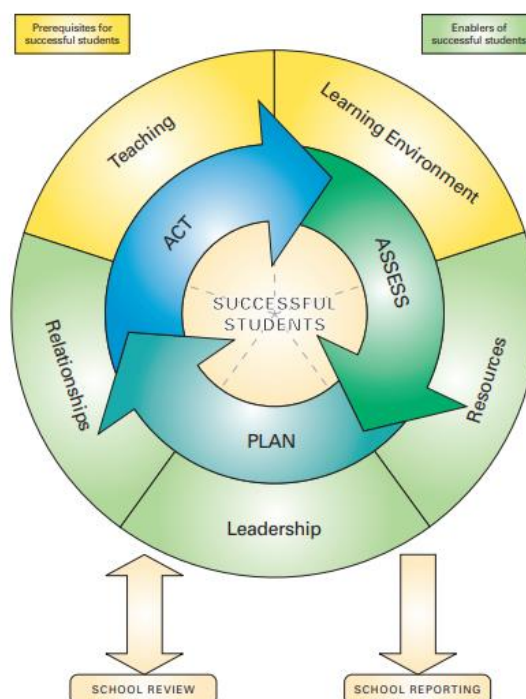
The aspiration for 2023-2025 sets the strategic direction of where Balcatta aspires to be by the end of this three-year period.

Our aspiration is to improve student progress and achievement rates in NAPLAN and WACE. The focus areas are the priorities driving Balcatta's improvement and enabling us to work towards meeting our aspiration. The objectives are a subset of the focus areas. They define what we hope to achieve in each of the three focus areas. The initiatives refer to the major work streams (strategies) which will be actioned to achieve our objectives in each focus area.

At Balcatta SHS a range of operational plans are developed and aligned to the focus areas from the School Business Plan, to ensure staff understanding of the focus areas and improvement strategies.

### The School Improvement and Accountability Framework – conceptual model

The School Improvement and Accountability Framework is structured around the following conceptual model.







## Focus Area 1: Leadership

Effective leadership team to build staff capacity.

### Objectives

- Develop a culture for leaders to identify and drive expectations for teaching and learning.
- Leadership team to work collaboratively to develop a culture of Professional Learning Communities to improve teaching and learning.
- Embed a performance and development culture where staff openly reflect on their performance and strive for improvement.

### Strategies

To do this we will:

- Develop and implement leadership understanding of evidence-based leadership practices to effectively lead teams.
- Develop and build capacity of all staff through planned targeted development opportunities via observations and feedback.
- Develop and embed a plan for aspirant staff.
- Provide opportunities for all staff to lead and/or engage in collaborative PLC's.

### Targets by 2023 – our aim is for:

- 100% of leadership staff to attend related leadership Professional Learning
- 50% of staff to participate in classroom observations
- OHI score for talent acquisition and development to be 70 or above.

### The School Improvement and Accountability Framework:

- Leadership
- Teaching and Learning
- Resources



## Focus Area 2: Curriculum and Teaching

High quality teaching and learning in every classroom.

### Objectives

- To have a consistent pedagogical approach across the school.
- To ensure staff consistently use data to inform teaching practice.
- To develop whole school literacy approaches, particularly in Reading.

### Strategies

To do this we will:

- Develop and implement an affective whole school teaching and learning plan, with a focus on a whole school instructional model.
- Interrogate data frequently and provide evidence of classroom practice based on agreed data sets.
- Implement whole school literacy focus.
- Research and implement targeted reading strategies.
- Accommodate students with additional needs.

### Targets by 2023 – our aim is for:

- Whole School Instructional Model developed, and Professional Learning presented to 100% of teaching staff.
- Year 7 to Year 9 NAPLAN progress data will be equal to or above national standard and will increase on the previous year.
- Increase the % of students achieving WACE to be equal or above like-schools and will improve on previous year.
- Whole School Literacy Plan developed, and Professional Learning delivered to 100% of teaching staff.

### The School Improvement and Accountability Framework:

- Teaching and learning.
- Learning environment.
- Resources.



## Focus Area 3: Conditions for Learning

A positive school culture which promotes learning.

### Objectives

- To have a consistent approach to the implementation of school policies and procedures.
- To develop positive relationships between all stakeholders.
- To develop students' sense of individual ownership and personal responsibility.
- To implement Aboriginal Cultural Standards Framework strategies.
- Embrace our cultural diversity.

### Strategies

To do this we will:

- Develop the Social and Emotional Learning Plan for students' well-being.
- Develop Attendance Operational Plan.
- Improve and maintain positive student/staff relationships.
- Encourage students to demonstrate responsibility for inspiring the learning environment for themselves and others.
- Provide effective communication with our families and wider community.
- Increase links to the Aboriginal Cultural Standards Framework through curriculum mapping and school-wide practices.
- Audit current opportunities to celebrate cultural diversity.

### Targets by 2023 – our aim is for:

- Regular attendance to be at or above 60%.
- Number of extra-curricular clubs at school to be 6 or more.
- Student participation and extra-curricular events to be 15% or above
- TTFM data for "Parents are Informed" to be 6.5 or above.

### The School Improvement and Accountability Framework

- Learning environment.
- Teaching and Learning.
- Relationships.

# Monitoring Tools/Data Sources

We will check our progress through:

- Ongoing self-assessment through the School Accountability Cycle.
- The Organisational Health Index (OHI) Survey administered annually.
- The “Tell Them From Me” (TTFM) Survey for parents, teachers and students (every year 2023-2025).
- The National School Opinion Survey for parents, teachers and students (every second year).
- The Aboriginal Cultural Standards Framework progress.
- Documented and anecdotal evidence from committees.
- Student Services/Positive Behaviour Supports.
- The ACER National School Improvement Tool.
- The Balcatta SHS School Accountability Cycle which will use the following data to monitor student achievement, comprising of:
  - OLNA and NAPLAN
  - Reporting Data (academic, ABEs)
  - Attendance
  - Behaviour
  - WACE and Attainment Rates

This plan is aligned to:

- The Department of Education’s Directions “Building on Strength” 2023-2024
- The Department of Education Focus 2023
- The school’s Fogarty EDvance Strategic Directions document
- The School Improvement and Accountability Framework.



# Self-Assessment

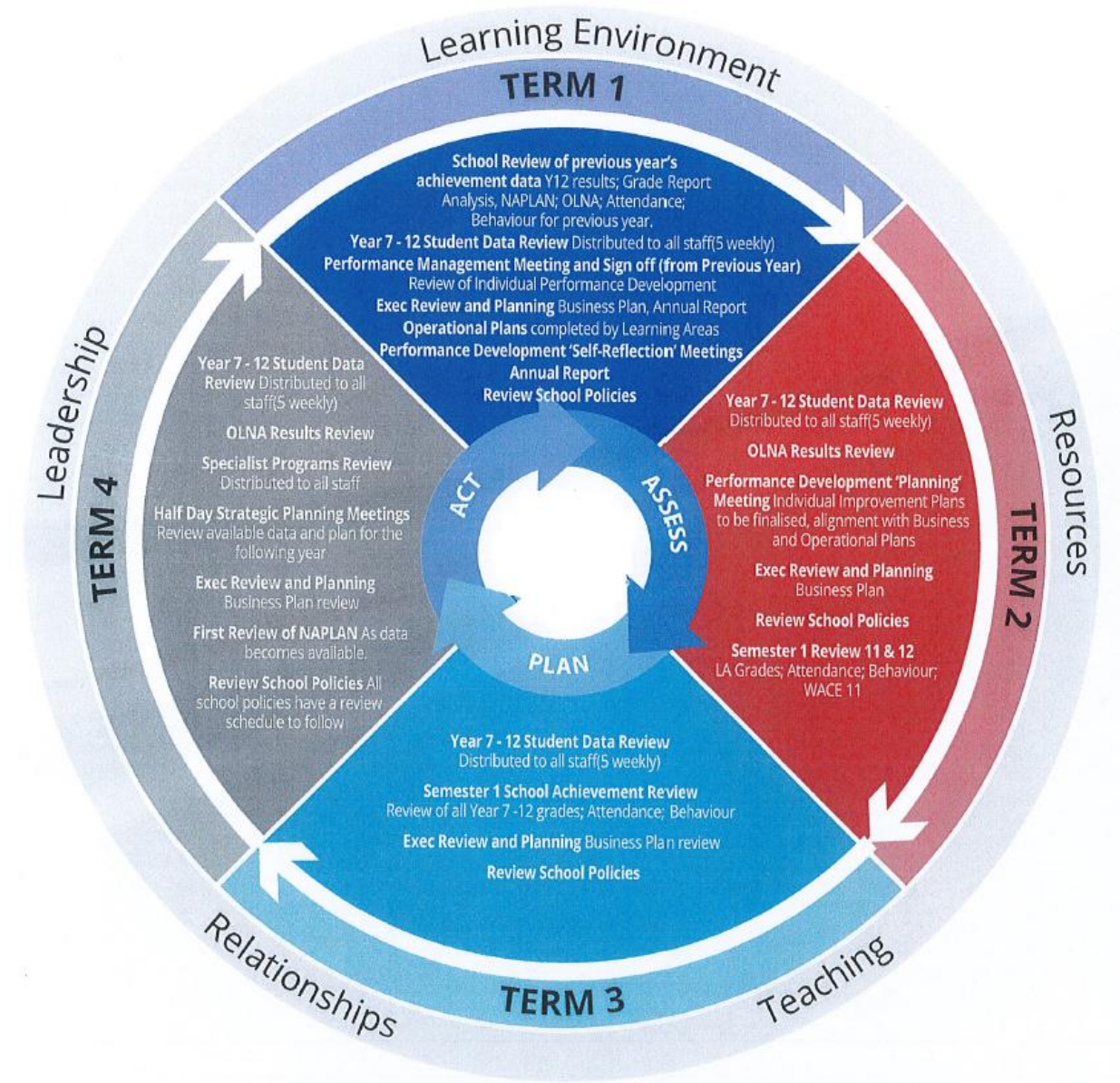
Balcatta SHS's school review cycle works towards three key areas to guide our improvement:

- Access data and other evidence related to student achievement and school operations.
- Plan to improve the standard of students' achievement.
- Act and implement planned strategies.

Balcatta's school review cycle is rigorous and ongoing, requiring explicit documentation at various stages.

Data analysis is a focus at every level, from the executive team to the classroom teacher. All school planning is monitored in Weeks 2 and 7 of each term, with the findings used from all reviews to inform our planning and provide targets for improvement.

## School Review Cycle



# Targets

## Our Targets – Academic and Non-Academic

Academic			
Target	2023	2024	2025
1. Year 7 to Year 9 student “Progress and Achievement” in Reading will be higher than like- schools by 2025			
2. Year 7 to Year 9 student “Progress and Achievement” in Numeracy will be higher than like-schools by 2025			
3. In each year of the Business Plan will see a positive improvement in the percentage of Year 9 at or above Band 8 in all components of NAPLAN			
4. The percentage of students ‘qualified’ in OLN will exceed like-schools in Years 10, 11 and 12 by 2025			
5. An increase in the percentage of Year 12 students achieving Category 3 OLN for each Business Plan year			
6. A median ATAR score over 70 will be maintained for the duration of the Business Plan			
7. The percentage of Year 12 students achieving their WACE, to be better than like-schools for the duration of the Business Plan			
Non-Academic			
Attendance			
1. In each year of the Business Plan, the attendance rate will improve towards the State mean and be above like-schools			
2. The percentage of students demonstrating regular attendance will improve to be above like-schools			
Student School Satisfaction			
“Tell Them From Me” Student Survey. Response to increase to:			
1. Positive sense of belonging to increase to 75% or above for the duration of the School Business Plan			
2. Students are interested and motivated to increase to 40% or better			

## Glossary

<b>ABEs</b>	Attitude/Behaviour/Expectations
<b>ACER</b>	Australian Council for Educational Research
<b>ATAR</b>	Australian Tertiary Admission Rank
<b>NAPLAN</b>	National Assessment Program – Literacy and Numeracy
<b>OHI</b>	Organisational Health Index
<b>OLNA</b>	Online Literacy and Numeracy Assessment
<b>PLC</b>	Professional Learning Communities
<b>TTFM</b>	“Tell Them From Me”
<b>WACE</b>	Western Australian Certificate of Education







Balcatta Senior High School  
Independent Public School  
56 Amelia Street  
Balcatta WA 6021  
P: 9345 8200  
E: [Balcatta.shs@education.wa.edu.au](mailto:Balcatta.shs@education.wa.edu.au)  
W: [www.balcattashs.wa.edu.au](http://www.balcattashs.wa.edu.au)