2024 Annual Implementation Plan

for improving student outcomes

Dandenong West Primary School (4217)



Submitted for review by Beverley Hansen (School Principal) on 20 December, 2023 at 12:35 PM Endorsed by Amadeo Ferra (Senior Education Improvement Leader) on 12 July, 2024 at 10:23 AM Endorsed by Jacinta Zhen (School Council President) on 18 July, 2024 at 12:38 PM

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Select annual goals and KIS

Four-year strategic goals	Is this selected for focus this year?	Four-year strategic targets	12-month target The 12-month target is an incremental step towards meeting the 4-year target, using the same data set.
Priorities goal In 2024 we will continue to focus on student learning - with an increased focus on numeracy - and student wellbeing through the priorities goal, a learning key improvement strategy and a wellbeing key improvement strategy.	No	Support for the priorities	
Improve learning growth and achievement for all students	Yes	 By 2026, increase the percentages of students achieving high benchmark growth in reading, writing and numeracy, based on 2021-2023 figures. (To be confirmed) 	Increase percentage of student proficiency as Strong or Exceeding:Year 3 Reading - From 53% to 60%Year 5 Reading - from 50% to 60%Year 3 Writing - from 57% to 65%Year 5 Writing - from 55% to 63%Year 3 Numeracy - from 38% to 48%Year 5 Numeracy -from 37% to 47%
		 By 2026 decrease the percentages of students achieving low benchmark growth in reading, writing and numeracy, based on 2021-2023 figures. (To be confirmed) 	to be deleted
		By 2026 increase the proportion of positive responses on the Attitudes to School Survey for the following factors: • Stimulated learning from 65% in 2022 to 74% • Differentiated learning challenge from 74% in 2022 to 80% • Perseverance from 68% in 2022 to 73%	Increase positive responses for Differentiated learning challenge from 73% in 2023 to 80%.

		 By 2026 increase the percentage of positive responses on the School Staff Survey for the following: Academic emphasis (School climate module) from 43% in 2022 to 66% Collective efficacy (School climate) from 42% in 2022 to 65% Understand how to analyse data (Teaching and learning – evaluation) from 69% in 2022 to 75% Instructional leadership (School leadership) from 45% in 2022 to 76% 	Increase positive responses for Academic Emphasis from 52% in 2023 to 60%. Increase positive responses of Understand how to analyse data from 71% in 2023 to 75%.
Improve student engagement and Y wellbeing	Yes	 By 2026, increase the proportion of positive responses on the Attitudes to School Survey (AToSS) for the following factors: Respect for diversity from 68% in 2022 to 79% Sense of inclusion from 78% in 2022 to 87% Not experiencing bullying from 59% in 2022 to 75% Student voice and agency from 63% in 2022 to 70% For the factor low resilience, reduce the proportion of positive responses from 28% in 2022 to 20% or below 	For the factor low resilience, reduce the proportion of positive responses from 38% in 2023 to 20%. Increase positive responses to Respect for diversity from 66% in 2023 to 79%.
		 By 2026, increase the proportion of positive responses on the Parent Opinion Survey (POS) for the following factors: not experiencing bullying from 58% in 2022 to 75% student support and motivation from 78% in 2022 to 82% respect for diversity from 85% in 2022 to 88% student voice and agency from 83% in 2022 to 85% 	Increase positive responses to Respect for diversity from 77% in 2023 to 88%.
		By 2026 decrease the percentage of students with 20+ days absences in Years 1 to 6 based on 2023 data.	Decrease percentage of students with 20+ days absences in years 1-6 from 36% in 2023 to 25% in 2024

Goal 2 Improve learning growth and achievement for all students

12-month target 2.1-month target	Increase percentage of student proficiency as Strong or Exceeding: Year 3 Reading - From 53% to 60% Year 5 Reading - from 50% to 60% Year 3 Writing - from 57% to 65% Year 5 Writing - from 55% to 63% Year 3 Numeracy - from 38% to 48% Year 5 Numeracy -from 37% to 47%			
12-month target 2.2-month target	to be deleted			
12-month target 2.3-month target	Increase positive responses for Differentiated learning challenge from 73% in 2023 to 80%.			
12-month target 2.4-month target	Increase positive responses for Academic Emphasis from 52% in 2023 to 60%. Increase positive to analyse data from 71% in 2023 to 75%.	sitive responses of Understand		
Key Improvement Strategies		Is this KIS selected for focus this year?		
KIS 2.a Assessment	Implement evidence-based collaborative approaches to plan for, monitor and evaluate the effectiveness and consistency of learning and teaching	Yes		
KIS 2.b Teaching and learning	Embed the school's capability to effectively and consistently implement the instructional model	No		
Explain why the school has selected this KIS as a focus for this year. Please make reference to the self-evaluation, relevant school data, the progress against School Strategic Plan (SSP) goals, targets, and the diagnosis of issues requiring particular attention.	We were disappointed that Differentiated Learning Challenge positive endorsement decreas area that we need to investigate further with students so teachers have a deeper understand students. In 2024 we plan to focus staff learning on our Strategic Plan, Key Improvement Strategy 1a collaborative approaches to plan for, monitor and evaluate the effectiveness and consistence we are working on this KIS we will continue to refer to our Instructional Model and the expect working on KIS 1a we will be able to link learning to Key Improvement Strategy 2b - Strength approaches to physical and mental health and wellbeing. Together these two KIS are essen Inclusion initiative.	ding of the learning needs of our - Implement evidence-based y of learning and teaching. While ted practices embedded in it. By nen proactive and supportive		
Goal 3	Improve student engagement and wellbeing			

12-month target 3.1-month target	For the factor low resilience, reduce the proportion of positive responses from 38% in 2023 to 20%. Increase positive responses to Respect for diversity from 66% in 2023 to 79%.				
12-month target 3.2-month target	Increase positive responses to Respect for diversity from 77% in 2023 to 88%.				
12-month target 3.3-month target	Decrease percentage of students with 20+ days absences in years 1-6 from 36% in 2023 to	25% in 2024			
Key Improvement Strategies Is this KIS selected for focus year?					
KIS 3.a Engagement	Build a shared understanding of and activate student voice, agency and leadership for all students	No			
KIS 3.b Support and resources	Strengthen proactive and supportive approaches to physical and mental health and wellbeing	Yes			
Explain why the school has selected this KIS as a focus for this year. Please make reference to the self-evaluation, relevant school data, the progress against School Strategic Plan (SSP) goals, targets, and the diagnosis of issues requiring particular attention.	highlighted as a concern for students and parents. It will be important to investigate how we might develop staff understanding of student voice and agency and find opportunities				

Define actions, outcomes, success indicators and activities

Goal 2	Improve learning growth and achievement for all students
12-month target 2.1 target	Increase percentage of student proficiency as Strong or Exceeding: Year 3 Reading - From 53% to 60% Year 5 Reading - from 50% to 60% Year 3 Writing - from 57% to 65% Year 5 Writing - from 55% to 63% Year 3 Numeracy - from 38% to 48% Year 5 Numeracy -from 37% to 47%
12-month target 2.2 target	to be deleted
12-month target 2.3 target	Increase positive responses for Differentiated learning challenge from 73% in 2023 to 80%.
12-month target 2.4 target	Increase positive responses for Academic Emphasis from 52% in 2023 to 60%. Increase positive responses of Understand how to analyse data from 71% in 2023 to 75%.
KIS 2.a Systematic use of assessment strategies and measurement practices to obtain and provide feedback on student learning growth, attainment and wellbeing capabilities	Implement evidence-based collaborative approaches to plan for, monitor and evaluate the effectiveness and consistency of learning and teaching
Actions	Improve teacher capability to determine areas for growth and evaluate their own practice and that of their peers
Outcomes	 Leaders will: Ensure there is regular, protected time for teachers to critically evaluate their practice Ensure PLCs have sufficient time to resource and support teacher capability to effectively differentiate learning. Observe PLC meetings to review and assess teacher use of PLC practices in a cycle of inquiry linked to a targeted areas within assessment and differentiation of learning.

	 Use information gathered from PLC observations and provide targeted feedback and/or professional learning to improve PLC leaders' practice. Coach teachers in reflecting on what has worked and to what extent against an area of focus (differentiation) Frequently review PLC implementation practices to identify and reduce barriers and facilitate enablers for effective PLC implementation. Regularly observe teachers teaching in the focus curriculum area – either in-person or via recording and provide targeted feedback
	 Teachers will: Confidently and accurately identify the learning needs of all their students to inform differentiated learning. Use the Improvement Cycle to collaboratively implement PLC inquiry cycles. Regularly discuss their practice using a shared language to describe their use of evidence-informed teaching strategies (eg HITS). Establish measures of effectiveness against a sharp and narrow instructional focus for tracking across one or more cycles Use PLC time in PLT meetings to discuss and codify effective teaching strategies.
	 Students will Be able to effectively participate in point of need learning task. Apply learning to complete formative and summative assessment tasks. Provide feedback to teachers to inform planning for differentiated learning. Experience relevant improvements in their learning.
Success Indicators	Early Indicators Organisational design and timetabling reflect the prioritisation of collaborative adult learning All teachers understand the instructional focus in terms of the evidence-base and what best practice involves (PLC observational notes, coaching conversations) Observational data indicates adjustments to teacher practice in the focus area immediately following the PLC discussion A common vocabulary is developing within and across teams around identified instructional practices Teachers have self-assessed against the HITS focus strategy rubric and have created goals.
	Late Indicators School Staff Survey - indicators for Instructional Leadership and Collective Efficacy increase Observational data indicates a decrease in 'within-teams/school variation' Student Learning Data in identified curriculum area increases (eg NAPLAN/PAT etc) both in growth and achievement spread (for NAPLAN – fewer students needing additional support and more in the strong and exceeding categories Improvement cycles are a means for testing, refining and evaluating the impact of teaching strategies Teachers have reassessed against the HITs focussed rubric and identified improvements in their practice.

Activities	People responsible	Is this a PL priority	When	Activity cost and funding streams
Re-establish PLC meetings as forums for supported professional learning	☑ Leadership team	PLP Priority	from: Term 1 to: Term 2	\$0.00
Provide professional learning on key activities to undertake at each stage of the improvement cycle	☑ School leadership team	PLP Priority	from: Term 1 to: Term 4	\$40,000.00 ☑ Equity funding will be used
Develop a PLC Handbook that provides scaffolding for team leaders and teachers to monitor their practice and impact	☑ Leadership team	PLP Priority	from: Term 1 to: Term 2	\$0.00
Adopt consistent team norms that support the development of evaluative thinking mindsets and practices	☑ Leadership team	PLP Priority	from: Term 1 to: Term 2	\$0.00
Use a coaching approach to provide feedback to teachers individually and in PLCs	✓ Leadership team	PLP Priority	from: Term 1 to: Term 4	\$15,000.00 ☑ Equity funding will be used
Use whole staff professional learning and shared documentation to support the development of a common vocabulary around teaching practice, aligned to our Instructional Model and HITS.	☑ Leadership team	PLP Priority	from: Term 1 to: Term 4	\$15,000.00 ✓ Equity funding will be used

Identify and describe (in the PLC Handbook) a range of measures that teachers can use to monitor practice and impact (eg formative assessments, surveys, video, observational notes)		☑ All staff	PLP Priority	from: Term 2 to: Term 4	\$0.00
Add standing SIT agenda item to support regular reflection by leadership on observable changes to teacher practice across the school and its impact on student outcomes over time		☑ Leadership team	PLP Priority	from: Term 1 to: Term 4	\$0.00
Leadership to regularly attend PLC meetings to observe practice. Information from these observations will be used to inform professional learning and coaching conversations with teachers in teams.		✓ Leadership team	PLP Priority	from: Term 1 to: Term 4	\$0.00
School Improvement Team to adopt a regular improvement cycle approach to review progress of targeted work over the course of the year. Adjustments will be implemented if required.		☑ Leadership team	PLP Priority	from: Term 1 to: Term 4	\$0.00
Goal 3	Improve student engagement and	l wellbeing			
12-month target 3.1 target		ce the proportion of positive respone espect for diversity from 66% in 2023		2023 to 20%.	
12-month target 3.2 target	Increase positive responses to Re	espect for diversity from 77% in 2023	3 to 88%.		
12-month target 3.3 target	get 3.3 target Decrease percentage of students with 20+ days absences in years 1-6 from 36% in 2023 to 25% in 2024				
KIS 3.b Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion	Strengthen proactive and supportive approaches to physical and mental health and wellbeing				

Actions	Consistently implement the whole	e school approach towards social	and emotional lear	ning.		
Outcomes		 Support the continuous development, documentation and revision of whole-school wellbeing approaches. Resource the Wellbeing team will directly support students' mental health and wellbeing and provide referrals accessing the 				
	Plan for and implement set	 Teachers will: Collaboratively develop social skills lessons to teach expected behaviours. Plan for and implement social and emotional learning across the curriculum. Recognise, respond to and refer students' with mental health and wellbeing needs. 				
	 Students will: Be able to identify their emotional and mental health needs. Be able to explain what positive mental health means and where they can seek support at school (Particularly Year 5/6 students). In year 6 will be able to recognise, respond to and refer to mental health emergencies. 					
Success Indicators	Early indicators Early indicators: Curriculum documentation will show plans for social and emotional learning Notes from learning walks and peer observation will show consistency in social and emotional learning and teaching Student social and emotional resources are displayed around the school e.g. behaviour matrix Establish focus groups and collect relationship data between staff and students, students and students Late indicators: Social and emotional learning and teaching are evident across all learning area planners A reduction in unexplained absences AtoSS factors: Improvement in Resilience and Respect for diversity				and teaching	
Activities	Focus group data shows evidence of improved relationships ivities People responsible Is this a PL priority When Activity cost and funding streams					
	ng the Schools Mental Health Fund plore current understandings of social ent mental health	☑ School leadership team	PLP Priority	from: Term 1	\$0.00	

			to: Term 4	
Coach the wellbeing team to improve capability and streamline the referral process	☑ Wellbeing team	PLP Priority	from: Term 1 to: Term 2	\$0.00
Revise and document policies and processes that show how regular student wellbeing data will be collected and managed	☑ Wellbeing team	PLP Priority	from: Term 1 to: Term 2	\$0.00
Revise current curriculum documents to identify gaps and overlaps in the teaching of the Personal and Social Capability	☑ Wellbeing team	PLP Priority	from: Term 2 to: Term 4	\$0.00
Develop professional learning to explicitly link Personal and Social Capability with mental health learning and teaching	☑ All staff	PLP Priority	from: Term 1 to: Term 4	\$0.00
Apply our PLC inquiry improvement cycles to social and emotional learning and teaching.	 ☑ All staff ☑ Leadership team 	PLP Priority	from: Term 1 to: Term 4	\$0.00
Define processes for collaboration between student leaders and wellbeing team to ensure student concerns are recorded and addressed.	 ✓ Leadership team ✓ Wellbeing team 	PLP Priority	from: Term 2 to: Term 4	\$0.00

Train student leaders in break time peer support	✓ Wellbeing team	PLP Priority	from: Term 1 to: Term 3	\$0.00
School Improvement Team to adopt a regular improvement cycle approach to review progress of targeted work over the course of the year. Adjustments will be implemented if required	☑ School improvement team	PLP Priority	from: Term 1 to: Term 4	\$0.00

Funding planner

Summary of budget and allocated funding

Summary of budget	School's total funding (\$)	Funding allocated in activities (\$)	Still available/shortfall
Equity Funding	\$663,916.50	\$664,000.00	-\$83.50
Disability Inclusion Tier 2 Funding	\$204,742.92	\$205,000.00	-\$257.08
Schools Mental Health Fund and Menu	\$39,564.34	\$45,000.00	-\$5,435.66
Total	\$908,223.76	\$914,000.00	-\$5,776.24

Activities and milestones – Total Budget

Activities and milestones	Budget
Provide professional learning on key activities to undertake at each stage of the improvement cycle	\$40,000.00
Use a coaching approach to provide feedback to teachers individually and in PLCs	\$15,000.00
Use whole staff professional learning and shared documentation to support the development of a common vocabulary around teaching practice, aligned to our Instructional Model and HITS.	\$15,000.00
Totals	\$70,000.00

Activities and milestones - Equity Funding

Activities and milestones	When	Funding allocated (\$)	Category
Provide professional learning on key activities to undertake at each stage of the improvement cycle	from: Term 1 to: Term 4	\$40,000.00	 ✓ School-based staffing ✓ CRT
Use a coaching approach to provide feedback to teachers individually and in PLCs	from: Term 1 to: Term 4	\$15,000.00	☑ CRT
Use whole staff professional learning and shared documentation to support the development of a common vocabulary around teaching practice, aligned to our Instructional Model and HITS.	from: Term 1 to: Term 4	\$15,000.00	 ✓ School-based staffing ✓ CRT
Totals		\$70,000.00	

Activities and milestones - Disability Inclusion Funding

Activities and milestones	Whe	en	Funding allocated (\$)	Category
Totals			\$0.00	

Activities and milestones - Schools Mental Health Fund and Menu

Activities and milestones	When	Funding allocated (\$)	Category
Totals		\$0.00	

Additional funding planner – Total Budget

Activities and milestones	Budget
Contribution to Community Hub - Leaders wages and programs	\$50,000.00
Financial support so that excursions/camps/sport are affordable and the majority of students attend	\$50,000.00
School Arts Extravaganza	\$10,000.00
Additional Intervention Staff	\$80,000.00
Additional ICT Tech Support	\$40,000.00
Additional ICT Equipment -Laptops -Interactive Boards	\$60,000.00
ICT Programs - Auslan - Essential Assessment -Reading Eggs -Compass -Seesaw	\$35,000.00
Additional Wellbeing Staff members RW MA JO	\$120,000.00
Library Support	\$40,000.00

Addtional Classroom Teacher - 16th Class	\$81,000.00
Mental Health Program	\$45,000.00
Additional ES Classroom Support Staff	\$191,000.00
Equipment to support learning	\$14,000.00
Welfare support for identified families	\$20,000.00
Totals	\$836,000.00

Additional funding planner – Equity Funding

Activities and milestones	When	Funding allocated (\$)	Category
Contribution to Community Hub - Leaders wages and programs	from: Term 1 to: Term 4	\$50,000.00	 ✓ School-based staffing ✓ Support services
Financial support so that excursions/camps/sport are affordable and the majority of students attend	from: Term 1 to: Term 4	\$50,000.00	 School-based staffing Teaching and learning programs and resources Other Bus costs, covering costs for equity funded students when necessary
School Arts Extravaganza	from: Term 1 to: Term 4	\$10,000.00	 School-based staffing Teaching and learning programs and resources Other Incursions, excursions and equipment to support activities
Additional Intervention Staff	from: Term 4	\$80,000.00	 ✓ School-based staffing ✓ CRT

Additional ICT Tech Support	from: Term 1 to: Term 4	\$40,000.00	School-based staffing		
Additional ICT Equipment -Laptops -Interactive Boards	from: Term 1 to: Term 2	\$68,000.00	 Teaching and learning programs and resources Assets Other Laptops & Interactive whiteboards for learning spaces 		
ICT Programs - Auslan - Essential Assessment -Reading Eggs -Compass -Seesaw	from: Term 1 to: Term 4	\$35,000.00	✓ Other Auslan - Essential Assessment -Reading Eggs -Compass -Seesaw 		
Additional Wellbeing Staff members RW MA JO	from: Term 1 to: Term 4	\$120,000.00	School-based staffing		
Library Support	from: Term 1 to: Term 4	\$40,000.00	☑ School-based staffing		
Addtional Classroom Teacher - 16th Class	from: Term 1 to: Term 4	\$81,000.00	✓ Teaching and learning programs and resources		
Mental Health Program	from: Term 1				

	to: Term 4		
Additional ES Classroom Support Staff	from: Term 1 to: Term 4		
Equipment to support learning	from: Term 1 to: Term 4		Professional development (excluding CRT costs and new FTE)
Welfare support for identified families	from: Term 1 to: Term 4	\$20,000.00	 ✓ Support services ✓ Other eg. emergency clothing, medical, food
Totals		\$594,000.00	

Additional funding planner – Disability Inclusion Funding

Activities and milestones	When	Funding allocated (\$)	Category
Contribution to Community Hub - Leaders wages and programs	from: Term 1 to: Term 4		
Financial support so that excursions/camps/sport are affordable and the majority of students attend	from: Term 1 to: Term 4		
School Arts Extravaganza	from: Term 1		

	1	[
	to: Term 4			
Additional Intervention Staff	from: Term 4			
Additional ICT Tech Support	from: Term 1 to: Term 4			
Additional ICT Equipment -Laptops -Interactive Boards	from: Term 1 to: Term 2			
ICT Programs - Auslan - Essential Assessment -Reading Eggs -Compass -Seesaw	from: Term 1 to: Term 4			
Additional Wellbeing Staff members RW MA JO	from: Term 1 to: Term 4			
Library Support	from: Term 1 to: Term 4			
Addtional Classroom Teacher - 16th Class	from: Term 1 to: Term 4			

Mental Health Program	from: Term 1 to: Term 4		
Additional ES Classroom Support Staff	from: Term 1 to: Term 4	\$191,000.00	 Education workforces and/or assigning existing school staff to inclusive education duties
Equipment to support learning	from: Term 1 to: Term 4	\$14,000.00	 Equipment, adaptive technology, devices, or materials to support learning •
Welfare support for identified families	from: Term 1 to: Term 4		
Totals		\$205,000.00	

Additional funding planner – Schools Mental Health Fund and Menu

Activities and milestones	When	Funding allocated (\$)	Category
Contribution to Community Hub - Leaders wages and programs	from: Term 1 to: Term 4		
Financial support so that excursions/camps/sport are affordable and the majority of students attend	from: Term 1 to: Term 4		

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School Arts Extravaganza	from: Term 1 to:	
	Term 4	
Additional Intervention Staff	from: Term 4	
Additional ICT Tech Support	from: Term 1 to: Term 4	
Additional ICT Equipment -Laptops -Interactive Boards	from: Term 1 to: Term 2	
ICT Programs - Auslan - Essential Assessment -Reading Eggs -Compass -Seesaw	from: Term 1 to: Term 4	
Additional Wellbeing Staff members RW MA JO	from: Term 1 to: Term 4	
Library Support	from: Term 1 to: Term 4	
Addtional Classroom Teacher - 16th Class	from: Term 1	

	to: Term 4		
Mental Health Program	from: Term 1 to: Term 4	\$45,000.00	☑ Foundation House trauma and classroom strategies workshops
Additional ES Classroom Support Staff	from: Term 1 to: Term 4		
Equipment to support learning	from: Term 1 to: Term 4		
Welfare support for identified families	from: Term 1 to: Term 4		
Totals		\$45,000.00	

Professional learning plan

Professional learning priority	Who	When	Key professional learning strategies	Organisational structure	Expertise accessed	Where
Re-establish PLC meetings as forums for supported professional learning	✓ Leadership team	from: Term 1 to: Term 2	 ✓ Planning ✓ Preparation ✓ Formalised PLC/PLTs 	 Formal school meeting / internal professional learning sessions PLC/PLT meeting 	 ✓ PLC Initiative ✓ High Impact Teaching Strategies (HITS) 	☑ On-site
Provide professional learning on key activities to undertake at each stage of the improvement cycle	School leadership team	from: Term 1 to: Term 4	 Planning Preparation Collaborative inquiry/action research team 	 Formal school meeting / internal professional learning sessions PLC/PLT meeting 	✓ High Impact Teaching Strategies (HITS)	☑ On-site
Use whole staff professional learning and shared documentation to support the development of a common vocabulary around teaching practice, aligned to our Instructional Model and HITS.	✓ Leadership team	from: Term 1 to: Term 4	 Peer observation including feedback and reflection Formalised PLC/PLTs Individualised reflection 	 ✓ Formal school meeting / internal professional learning sessions ✓ PLC/PLT meeting 	 ✓ High Impact Teaching Strategies (HITS) 	☑ On-site
Develop professional learning to explicitly link Personal and Social Capability with mental health learning and teaching	☑ All staff	from: Term 1 to: Term 4	 Planning Collaborative inquiry/action research team Curriculum development 	 Formal school meeting / internal professional learning sessions PLC/PLT meeting 	 Internal staff Learning specialist Departmental resources MHiPs, DI, Pedagogical Model 	☑ On-site