

# School Strategic Plan 2020-2023

East Doncaster Secondary College (7773)



Submitted for review by John Roberts (School Principal) on 24 September, 2019 at 04:52 PM  
Endorsed by Mark Flack (Senior Education Improvement Leader) on 26 September, 2019 at 05:25 PM  
Endorsed by Stefan Kazakis (School Council President) on 09 October, 2019 at 10:54 AM

# School Strategic Plan - 2020-2023

East Doncaster Secondary College (7773)

<b>School vision</b>	<p>At East Doncaster Secondary College we aim to develop passionate learners who are critical thinkers with the confidence and capability to engage in the global community.</p> <p>We strive to understand and respect the cultures and experiences of all of our members through our teaching and learning. We celebrate success, respect diversity, encourage creativity and cooperation, and promote community participation.</p> <p>We seek to be progressive, forward thinking, positive and optimistic in our endeavours and interactions, constantly striving to improve both our own practice and the outcomes of the students whom we educate.</p>
<b>School values</b>	<p>Care and Compassion, Curiosity, Excellence, Fairness, Resilience, Respect and Teamwork are the core values that underpin the culture of our school community as we embrace the challenges of 21st Century schooling.</p>
<b>Context challenges</b>	<p>Established in 1974, East Doncaster Secondary College has approximately 1600 students and 165 staff. Diversity adds to the richness and quality of the students' educational experience at East Doncaster Secondary College. We are proudly multicultural across more than 40 nationalities, with an international student program of over 100 students in 2019 and 42% of our students undertaking English as an Additional Language (EAL) study.</p> <p>Our maxim as learners is "Creating a Culture of Curiosity" – we strive to ensure that there is a focus on learning improvement for every student.</p> <p>As a high performing school, achieving consistently outstanding VCE results, East Doncaster Secondary College prides itself on academic excellence in an environment where individual and collective student academic, sporting, music and the arts achievements are recognised and celebrated. Underlying the focus on excellence is the recognition that such outcomes can best be achieved in an environment where students are happy, healthy and resilient.</p> <p>A strong School Council provides the decision making structures and processes to ensure broad school community consultation. Parent involvement in all aspects of the school is actively encouraged and parents are regarded as partners with the school in their child's education.</p> <p>The School Strategic Review process undertaken in June 2019 has clearly identified the strengths of the school and the challenges</p>

	<p>that present themselves as our next level of work. The School Review Panel recommended the development of improvement strategies in the following key directions for our new School Strategic Plan:</p> <ul style="list-style-type: none"> <li>• Curriculum and Assessment</li> <li>• High impact teaching strategies</li> <li>• Student Wellbeing and Connectedness</li> </ul> <p>Our challenge, within this contextual framework, lies in our ability to continue to improve learning outcomes for all students, namely to:</p> <ul style="list-style-type: none"> <li>• Build the pedagogical expertise of teaching staff in the areas of personalized learning, cognitive demand and differentiation with particular emphases on our highest achieving students and those requiring significant intervention for progress</li> <li>• Build the confidence of teaching staff to assign appropriate Victorian Curriculum ratings for all students and which more closely reflect students' achievements on external assessments</li> <li>• Focus on building teacher capacity and effectiveness with strategies to improve Literacy outcomes across the school</li> <li>• Build staff expertise in agreed approaches to student wellbeing and engagement with particular emphasis on our 'Positive Futures' agenda.</li> <li>• Develop programs and opportunities for students to develop resilience, optimism, emotional strength and a global mindset</li> </ul>
<p><b>Intent, rationale and focus</b></p>	<p>East Doncaster Secondary College is proud of its status as a high-performing school. The College is committed to maintain high levels of academic achievement and ensuring consistently high quality instruction in all classes, while also providing the skills and capabilities necessary to enable students to be successful in the 21st century workplace and to contribute meaningfully to their local and global community.</p> <p>The goals within this Strategic Plan are guided by these intentions.</p> <p>East Doncaster Secondary College will continue to strive to ensure that learning growth for every individual student is maximized. Building teachers' instructional practice and capacity to support a rich, relevant, challenging learning program to meet the needs of all students, will remain a priority in this Strategic Plan period.</p> <p>The development and delivery of a guaranteed and viable curriculum with an appropriate blended mix of formative and summative assessment will be necessary in order to deliver a high quality teaching and learning program.</p> <p>We are proud of the environment we have created where students feel safe, are aspirant and are provided with opportunities to flourish. We need to continue to ensure that our students are supported to reflect on their learning goals and their ability to plan, monitor and evaluate their own learning.</p> <p>While student voice and agency has been very strong outside the classroom, it is recognised that it can be further developed within</p>

classrooms across all learning areas. The opportunity for students to give teachers feedback about the purpose, challenge and impact of their learning will be fostered and encouraged in every classroom.

Students are recognised as critical partners in the learning process and there is an ongoing commitment to build their capacity to be both collaborative and active partners in their own learning processes. Ongoing professional learning of staff, and learning opportunities provided for students, will build capacity for self-regulation, self-efficacy, metacognition and motivation.

The College will strive to be more proactive than reactive in our wellbeing approach over the next four years as we establish and define our broad 'Positive Futures' agenda.

# School Strategic Plan - 2020-2023

East Doncaster Secondary College (7773)

<b>Goal 1</b>	Improve student achievement outcomes
<b>Target 1.1</b>	Increase the percentage of student achieving high growth in NAPLAN for: <ul style="list-style-type: none"><li>• Numeracy from 25% (2019) to 33% (2023)</li><li>• Reading from 27.9% (2019) to 32% (2023)</li><li>• Writing from 27.8% (2019) to 27% (2023)</li></ul>
<b>Target 1.2</b>	Increase the percentages of students in the top two bands of NAPLAN for: <u>Year 7</u> <ul style="list-style-type: none"><li>• Numeracy from 66% (2019) to 67% (2023)</li><li>• Reading from 43% (2019) to 46% (2023)</li><li>• Writing from 29% (2019) to 32% (2023)</li></ul> <u>Year 9</u> <ul style="list-style-type: none"><li>• Numeracy from 44% (2019) to 47% (2023)</li><li>• Reading from 37% (2019) to 39% (2023)</li><li>• Writing from 16% (2019) to 21% (2023)</li></ul>
<b>Target 1.3</b>	<ul style="list-style-type: none"><li>• Increase the VCE median all study score to be at 33 by 2023</li><li>• Improve the percentages of students who achieve 40+ to 12%</li></ul>

	<ul style="list-style-type: none"> <li>• Improve the variability between NAPLAN achievement percentile and VCE achievement as shown in VASS Report 20 to between 59-70 (median percentile rank VCE)</li> </ul>
<b>Target 1.4</b>	Improve VCAL completion rates, particularly at Intermediate level, from 90% (2019) to 100% (2023)
<b>Target 1.5</b>	<p>Improve percentages of students who are at and above expected levels to:</p> <p><b><u>English:</u></b></p> <ul style="list-style-type: none"> <li>• Reading &amp; Viewing 95%</li> <li>• Speaking &amp; Listening 96.5%</li> <li>• Writing 93%</li> </ul> <p><b><u>Mathematics:</u></b></p> <ul style="list-style-type: none"> <li>• Measurement &amp; Geometry- 87%</li> <li>• Algebra- 86%</li> <li>• Statistics and Probability- 86%</li> </ul>
<b>Key Improvement Strategy 1.a</b> Curriculum planning and assessment	Ensure the guaranteed and viable curriculum is explicitly linked to the curriculum frameworks and supports student learning at their point of need
<b>Key Improvement Strategy 1.b</b> Evaluating impact on learning	Establish whole school approaches to purposeful assessment, which includes student goal setting and effective feedback mechanisms
<b>Key Improvement Strategy 1.c</b>	Develop and embed a cohesive, whole school literacy and numeracy strategy throughout all learning areas

Building practice excellence	
<b>Goal 2</b>	Enhance student engagement to improve student learning outcomes
<b>Target 2.1</b>	Improve the rate of positive endorsement in the Staff Opinion Survey for the measure of Teacher Collaboration to 59%
<b>Target 2.2</b>	Improve the rates of positive endorsement in the Student Attitudes to School Surveys (AToSS) for the measures of Teacher Concern to 41%, Stimulating Learning to 55%, Differentiated Learning Challenge to 58%, and Effective Teaching Time to 63%.
<b>Target 2.3</b>	Reduce the percentage of students who have 20 or more days of absence to less than 17%
<b>Key Improvement Strategy 2.a</b> Evidence-based high-impact teaching strategies	Embed consistent and effective instructional practice, including the high impact teaching strategies
<b>Key Improvement Strategy 2.b</b> Building practice excellence	Develop and implement whole school Professional Learning Communities (PLC) which support teacher collaborative practice
<b>Key Improvement Strategy 2.c</b> Empowering students and building school pride	Define the East Doncaster Secondary College approach to student voice and agency in learning and implement in all classrooms
<b>Goal 3</b>	Improve student wellbeing and connectedness with the College

<b>Target 3.1</b>	Improve the rates of positive endorsement in the Student Attitudes to School Surveys (AToSS) for the measures Sense of Connectedness to 58% and Advocate at School to 57%
<b>Target 3.2</b>	Improve rates of positive endorsement in the student Attitudes to School Surveys(AToSS) for the measures of Respect for Diversity to 50%, Resilience to 66%, School Stage Transitions: Year 7 and new to 69% Years 10-12 to 61%
<b>Target 3.3</b>	Improve rates of positive endorsement to the Parent Opinion Survey for the measures of School Connectedness to 88%, Student Agency and Voice to 75% and Transitions to 76%
<b>Key Improvement Strategy 3.a</b> Health and wellbeing	Improve awareness and access to health and wellbeing supports and proactive whole-school programs
<b>Key Improvement Strategy 3.b</b> Health and wellbeing	Implement, monitor and evaluate the impact of the 'Positive futures' program on student connectedness
<b>Key Improvement Strategy 3.c</b> Networks with schools, services and agencies	Enhance student transitions into, through and from the College