EXTERNAL SCHOOL REVIEW

Larrakeyah Primary School

5th-7th September 2016

Larrakeyah Primary School

Dates of Review   5th-7th September 2016

Names of Reviewers   John Glasby
Aderyn Chatterton
Paul Nyhuis

1.   Background

School sector	Government
School type	Primary
Year range	P-6
Location	Provincial
Enrolment	435

- Larrakeyah is a primary school offering education from Preschool through to Year 6.
- Larrakeyah Primary was selected as one of the first six Independent Public Schools in the Northern Territory.
- Larrakeyah Primary was 2014 winner of the School Excellence Award for the Darwin Region. The school is recognised at a system level for its commitment to high expectations, high standards and high achievement.
- The student population of approximately 429 includes 3.3% Indigenous students.
- From the beginning of 2015, the school introduced an Extra-Curricular Activities program after school each week.
- The school continues to maintain an average attendance rate of 93%.
- Cooking and gardening program for 2 classes each term
- Support programs for students with additional needs
- Outdoor Education program for all students in years 4-6
- Chinese program for years 2-4, partnering with Confucius Institute
- Japanese Language program for years 5-6
- Sister school relationship with Avondale Grammar School in Singapore
- The School Board was formed in March 2016.
- 2016 Year 6 study tour to Singapore
- Partnership with Australian International School, Singapore

2.   Key issues

- The most important issues for the school are the impending increase in enrolments and the increase in English as a Second Language students at the school.
- Traffic congestion/parking, particularly at the front of the school, continues to be a problem.
- Work has been underway with the department to develop a site master plan with options for expansion.

3. Key Staff and School Board

Positions	Name(s)		
School Board Chair	Phillipa Tziolis		
Principal	Fathma Mauger	Telephone	8981 3211
Assistant Principals	Rick Collister, Tania Tamaotai		
Administration/Business Manager	Katerina Laouris		
Highly Accomplished/Lead Teachers	Nil		

4. School Board

Positions	Name(s)
School Board Chair	Phillipa Tziolis
Deputy Chair	Rachita Jain
Secretary	Christine Roberts
Treasurer	Tania Thiel
Parent Representative	Kathy Ganley
Parent Representative	Sam Jefferies
Teacher Representatives	Rick Collister
Teacher Representative	Alison Walsh

5. Staff snapshot as at Term 3 2016

DoE Employees (teaching staff)

	Number of teaching staff	
	Full Time	Part Time
Non-Indigenous	25	7
Indigenous	0	0
Total	25	7

DoE Employees (non-teaching staff)

	Number of non-teaching staff	
	Full Time	Part Time
Non-Indigenous	0	6
Indigenous	0	0
Total	0	6

School Council Employees

	Number of staff	
	Full Time	**Part Time**
Non-Indigenous	0	9
Indigenous	0	0
Total	0	9

6. Commendations

6.1 The school leadership team provided a detailed and a very professional account of the school's explicit improvement agenda. The presentation linked material from all the major domains and made extensive use of video and school website material to detail the school's commitment to high expectations, high standards and high achievement.

6.2 The Independent Public School agenda requires schools to have a strong focus on improving school performance through innovation and good practise. *Pathways to Excellence* defines that focus and Larrakeyah School has forged a range of strong professional relationships and programs both locally and overseas that clearly defines the brand as a school of choice in the local community. The growth in student numbers is testament to this strategy.

6.3 There is a strong collegial culture among the teaching staff characterised by informal coaching and mentoring, collaborative planning and an ongoing focus on improving professional practise.

7. Affirmations

7.1 School NAPLAN data consistently places the school well above the national mean benchmarks in all area of the testing regime. The school has sought to improve this position through reference to recent and relevant pedagogy, and use of system and standardised data.

7.2 Larrakeyah's Strategic Improvement Plan has incorporated the development of a Masterplan to ensure school facilities are responsive to growing student numbers and future needs.

7.3 There is a clear line of sight and significant evidence between the 2012 Review Recommendations and the strategic improvement agenda that has been driven over the past four years.

7.4 The whole school commitment to Visible Learning is evident in teacher programming, classroom practice and student language.

8.   Recommendations

8.1   Strengthen the explicit improvement agenda through a narrow and sharp focus that is defined by specific school stretch targets. Prioritise the various improvement agendas to support staff to embed the key initiatives from the past few years. This will enable teachers and students to align personal learning goals with whole school stretch targets.

8.2   Refine the school's analysis and discussion of data through an audit of the current assessment plan. Align the school's assessment schedule with data coaching conversations, programming and planning timelines, to ensure there is a direct connection between current student data and teaching and learning programs. Assist this work through the provision of professional learning to develop teacher's data literacy skills and those who are leading data coaching conversations.

8.3   Further develop a culture of appreciation and collaboration that recognises and celebrates staff success, increases opportunities for staff voice and encourages dialogue and feedback between staff and leadership.

8.4   Explore further opportunities for student voice to be captured and responded to both within classrooms and across the school.

8.5   Develop a whole school approach to respond to the growing number of English as Second Language ESL/D students. Ensure the approach identifies agreed programming and planning expectations, and assessment and reporting strategies. Provide relevant professional learning to support teachers in the delivery of the program.

8.6   Review the current programs and support provided to ensure classroom support roles are responsive to the current demographic and needs.

8.7   Develop agreed whole school pedagogical approaches that define how differentiation of content, process and product will occur.

8.8   Develop a detailed, comprehensive and simple-to-comprehend suite of performance and financial data that informs and supports the Board in its monitoring role. Support the Board to engage the local parent community in providing direction and input into strategic directions for the school. Build on the current communication strategies to publicise the work of the Board and seek community feedback.

1   People Business, Facilities and School Environment, and Financial Management

People Business

The Principal and other school leaders place a very high priority on understanding and addressing the workforce needs of the school. Analysis and discussion of staff data is seen as being crucial to school improvement and to making informed staffing decisions. Workforce planning is an essential component of the school's strategic planning, and leadership development and capacity building are key priorities. There are strategies in place to attract and retain staff to achieve the vision of the school and the Department of Education.

The school has processes and programs in place to build a professional learning community. All staff are supported to achieve high standards and develop their capacity. There is a culture of continuous professional improvement across the school to support individual and school requirements. The school reviews and monitors performance to create a culture of challenge and support. Underperformance is dealt with professionally in a timely manner and at all levels.

1. **People Business (Getting the Right People)**	🟩🟨🟥
1.1 The school has a Workforce Plan which includes Succession Planning processes	🟩⬜⬜
1.2 Attention is paid to the mix and balance of staff to meet student needs and deliver the curriculum effectively	🟩⬜⬜
1.3 The school has developed processes to engage with the school community and the Department to secure employees who are the 'best fit' for the school and high quality strong performers	🟩⬜⬜
1.4 The principal is actively driving recruitment and transfer processes	🟩⬜⬜
1.5 The school has a probation process which guides and supports staff performance	🟩⬜⬜
1.6 The principal manages the school's workforce to meet budget requirements	🟩⬜⬜
1.7 Strategies are in place to ensure correct selection and recruitment processes are utilised for permanent positions and there is an appropriate mix of permanent and contract positions and Indigenous employ	🟩⬜⬜
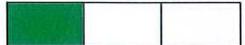
Criteria	Rating
2. People Business (Retaining and Developing our People)	🟩🟧🟥 (green/amber/red)
2.1 The school has a thorough and ongoing induction program, which includes cultural awareness. Induction is linked to the Department's Strategic Plan.	Amber
2.2 There is a whole school approach to developing the performance of staff.	Amber
2.3 The management of unsatisfactory staff performance is undertaken professionally and effectively and in accordance with appropriate Human Resources policy and support in a timely manner.	Green
2.4 Leadership development is a focus in the school. Staff with high potential are identified and supported to develop their skills.	Green
2.5 The school has professional learning approaches in place which are linked to the Department's Strategic Plan; address system, school and individual professional development priorities; and support whole-school development, the quality of teaching, and improvement in student achievement. Staff are proactive in furthering their own professional development and in sharing their learning with colleagues.	Green
2.6 School budget is allocated to professional learning.	Green
3. People Business (Supporting and Valuing Our People)	🟩🟧🟥 (green/amber/red)
3.1 The school and staff adopt flexible and responsive work practices to accommodate the needs of students.	Green
3.2 The ethos of the school reflects a school-wide commitment to providing a safe and secure environment. School policies and processes addressing staff and student safety are clearly documented and communicated.	Green
3.3 Processes are implemented to resolve conflict and complaints at the school level before they escalate.	Amber
3.4 Attention is paid to reducing workplace injuries and return to work programs support staff effectively.	Green
3.5 Inclusive processes which value and engage the Indigenous workforce and recognise diversity are actively supported. Strategies are in place to contribute to cent of senior positions (above AO6 or equivalent) occupied by Indigenous employees by 2020.	Red
3.6 Cross cultural training for staff is a priority.	Red
3.7 School staff members are provided with appropriate training to implement protective behaviour policies and programs.	Green
3.8 Attention is paid to publicising the Northern Territory Public Sector Code of Conduct to staff and staff are aware that they are obliged to abide by it and uphold public sector values.	Amber
3.9 Actively engages and maintains a good working relationship with key stakeholders.	Green
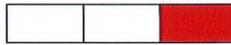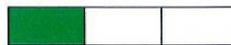
4. **Using Data to Enhance Performance**	🟩🟧🟥
4.1 Targets are set and strategies are used to regularly monitor and respond to Staff Satisfaction Data	⬜🟧⬜
4.2 Targets are set and strategies are used to regularly monitor and respond to Staff Retention Data	⬜🟧⬜
4.3 Targets are set and strategies are used to regularly monitor and respond to Staff Turnover Data	⬜🟧⬜
4.4 Targets are set and strategies are used to regularly monitor and respond to Staff Absentee Data	🟩⬜⬜
4.5 Targets are set and strategies are used to regularly monitor and respond to Worker's Compensation Data	🟩⬜⬜
4.6 Targets are set and strategies are used to regularly monitor and respond to Grievance and Complaints Data	⬜🟧⬜
4.7 Targets are set and strategies are used to regularly monitor and respond to Appeals	🟩⬜⬜

Targets are set N/A

Facilities and School Environment

The school and community place a very high priority on creating an inviting and effective school environment that enhances student learning. There are strategies in place to maintain an environment that is safe, well maintained and orderly. Staff, students and the community express a deep sense of pride in their school.

The school has plans for and implements facility and equipment maintenance and improvements. There are creative solutions in place to share space and maximise its use to support learning. The grounds and playground equipment are well maintained and signage is positive and inviting.

There are school -wide policies, practices and programs in place to comply with all components of safety. Staff capacity to lead and manage school safety and appearance is a management focus.

5. Facilities			
5.1 School buildings are well maintained and safe and classrooms, bathrooms and facilities look and smell clean	🟩		
5.2 Physical spaces are highly functional learning areas which are designed and furnished to suit school priorities and initiatives	🟩		
5.3 The use of specialist learning areas is maximised and the school has a music room, art space and/or other specialist facilities	🟩		
5.4 The grounds and play equipment are free of litter, well maintained and meet Australian Safety Standards. They are well utilised in the daily routine of the school	🟩		
5.5 The asbestos register is accessible and updated as required	🟩		
5.6 Evacuation routines and procedures are prominent	🟩		
5.7 Safety registers such as arborist reports and electrical inspections are maintained	🟩		
5.8 Appropriate trespass signage is evident	🟩		
5.9 Current risk management plans include options in response to suspension of electricity and water services	🟩		
5.10 Heating and cooling are comfortable	🟩		
5.11 Staff kitchen and food preparation areas are kept clean and tidy. Canteen areas comply with the requirements of the Food Standards of Australia and New Zealand	🟩		
5.12 Lighting is well maintained.	🟩		

6. School Environment	🟩 🟧 🟥
6.1 The school is well organised with timetables and playground duty roster. Students, staff and parents follow school routines	🟩 ⬜ ⬜
6.2 Use of resources is maximised through effective and well defined timetabling	🟩 ⬜ ⬜
6.3 Classrooms are bright and inviting and equipped with age appropriate resources	🟩 ⬜ ⬜
6.4 Display areas are current and well presented. Student work is displayed in many areas of the school and supports a culture of high expectations	🟩 ⬜ ⬜
6.5 The school has well maintained and safe walking paths	🟩 ⬜ ⬜
6.6 Student drop off, pick up and bus procedures are well documented and are conducted in a calm, orderly manner	🟩 ⬜ ⬜
6.7 School policies and procedures address before and after school supervision and implementation is a priority	⬜ 🟧 ⬜
6.8 School policies and procedures address school uniforms and uniforms are worn with pride	🟩 ⬜ ⬜
6.9 School policies and procedures are in place relating to student behaviour, emergency management, management of critical incidents and student health and safety	🟩 ⬜ ⬜
6.10 The school has a welcoming feel and parents are encouraged to drop in to visit	🟩 ⬜ ⬜
6.11 The front office is welcoming and well organised	🟩 ⬜ ⬜

Financial Management

There are school-wide policies and practices in place to ensure accountable, sustainable, efficient and effective use of financial resources. School operations align resource use to school priorities and focus on achieving student outcomes. School leaders and others take responsibility for meeting all statutory and departmental requirements when managing finances. Processes relating to budgeting, financial delegations, procurement and monitoring financial performance are documented and rigorously monitored to ensure effective and efficient management.

7. Financial Management	🟩🟧🟥
7.1 Budgeted funds do not exceed the school's financial capacity and resources are used within agreed budgets	🟩⬜⬜
7.2 Budgeted funds align with the school's strategic direction and efficiently maintain school operations	⬜🟧⬜
7.3 School policies and procedures are in place to plan, monitor and delegate responsibility for the expenditure of school funds	⬜🟧⬜
7.4 Systems are in place to monitor and evaluate the effective operation of school financial policies and procedures and to maintain up to date financial records which ensure the integrity of financial data	⬜🟧⬜
7.5 Financial delegations, procurement methods and performance monitoring ensure funds are used as budgeted	⬜🟧⬜
7.6 Financial records are regularly monitored and analysed to ensure their integrity. They are reported, as required, to ensure accountability for the use of public funds	⬜🟧⬜
7.7 Staff members have the necessary current knowledge and training in financial management to perform their financial responsibilities effectively	⬜🟧⬜
7.8 The school is meeting its statutory obligations relating to financial management	🟩⬜⬜
7.9 Enrolment and Attendance, English as a Second Language, Students with a Disability, and other data are accurate but not audited by this panel N/A	🟩⬜⬜
7.10 Formalised procurement policy and procedures are implemented including asset management to ensure funds and assets are accounted	⬜🟧⬜

2 An Explicit Improvement Agenda

Some of the ways in which this may be evident in the school are:

- The school Principal and other school leaders are united; passionate and explicit about their core objective – to improve learning outcomes for all students in the school.

- The school has made a significant effort to understand current and past student achievement levels, including for students in the Australian Government's social inclusion priority groups.

- Explicit targets for improvement in achievement levels have been set and communicated to staff and the wider school community.

- It is understood throughout the school that improvements in student learning are dependent on ongoing improvements in pedagogy.

- School staff are united in their commitment to improve the quality of teaching and learning throughout the school and to address obstacles to school-wide improvement.

- The school communicates clearly that it expects all students to learn successfully (a 'no excuses' philosophy).

- Progress towards targets is monitored and initiatives and programs are systematically evaluated for their effectiveness in producing desired improvements in student learning.

- The school celebrates successful teaching and learning and improvements in school results.

An Explicit Improvement Agenda

The school leadership team has established and is driving a strong improvement agenda for the school, grounded in evidence from research and practice, and couched in terms of improvements in measurable student outcomes, especially in literacy, numeracy and science. Explicit and clear school-wide targets for improvement have been set and communicated, with accompanying timelines.

Outstanding	High	Medium	Low
O1 The Principal and other school leaders have developed and are driving an explicit and detailed local school improvement agenda. This agenda is couched in terms of specific improvements sought in student performances, is aligned with national or system-wide improvement priorities and includes clear targets with accompanying timelines which are rigorously actioned.	**H1** The school has developed an agenda for improvement and school leaders can describe the improvements they wish to see in student behaviours and outcomes. This agenda is communicated in staff meetings, school newsletters, parent–teacher meetings and on the school website using a variety of formats to suit local needs.	**M1** The Principal and other school leaders articulate a shared commitment to improvement, but limited attention has been given to specifying detail or to developing a school-wide approach (e.g. plans for improvement may lack coherence, be short term or without a whole-school focus). Plans for improvement do not appear to have been clearly communicated, widely implemented or to have impacted significantly on teachers' day-to-day work. Targets for improvement are not specific (e.g. not accompanied by timelines).	**L1** There is no obvious plan for improving on current achievement levels. The principal appears to be more focused on day-to- day operational matters than on analysing and understanding school data, setting targets for whole-school improvement or communicating an improvement agenda to the school community.
O2 The school improvement agenda has been effective in focusing, and to some extent narrowing and sharpening, the whole school's attention on core learning priorities.	**H2** The Principal and other school leaders have analysed school performance data over a number of years and are aware of trends in student achievement levels. Targets for improvement are clear and accompanied by timelines.	**M2** The school's focus on data is driven more by external requirements (eg NAPLAN) than by an internal desire for good information to guide school decision making and to monitor progress.	**L2** Minimal attention is paid to data (eg NAPLAN results) and there is very limited communication of school results or of intentions for improvement to the wider school community.
O3 There is a strong and optimistic commitment by all staff to the school improvement strategy and a clear belief that further improvement is possible.	**H3** The school leadership team is clearly committed to finding ways to improve on current student outcomes. This is reflected in an eagerness to learn from research evidence, international experience and from other schools that have achieved significant improvements.	**M3** Although there is an expressed commitment to improvement, this is not reflected in a high level of enthusiasm for personal change on the part of staff.	**L3** Expectations for significant school improvement are low and staff tend to 'explain' current achievement levels in terms of students' socioeconomic backgrounds and/or geographical location. There is little evidence the staff of the school have a shared commitment to improving outcomes for every student and this appears to be contributing to a culture of underperformance.
O4 Teachers take responsibility for the changes in their practice required to achieve school targets and are using data on a regular basis to monitor the effectiveness of their own efforts to meet those targets.	**H4** There is evidence of a school-wide commitment to every student's success and staff at the school tell stories of significant student improvement.	**M4** The communication of performance data to the school community tends to be sporadic and/or is limited only to information that the school is required to report.	**L4** There is little evidence the school is looking to external sources to identify evidence-based strategies for improvement.

3 Analysis and Discussion of Data

Some of the ways in which this may be evident in the school are:

- the school has developed and is implementing a plan for the systematic collection of a range of student outcome data including both test data and quality classroom assessments;

- the school has identified and can demonstrate that it is using tests and other assessment tools to monitor school-wide achievement and progress in areas of national focus such as literacy, numeracy and science;

- an individual or team has been given responsibility for planning the collection and analysis of school-wide data and for summarising, displaying and communicating data to the school community;

- all teaching staff have access to a broad range of student achievement data and use it to analyse, study and display individual and cohort progress;

- professional development is provided to build staff skills in analysing and interpreting data;

- school leaders, as part of their responsibilities, regularly work with their teams to review achievement data relating to their areas;

- time is set aside for in-depth staff discussions of achievement data and of strategies for the continuous improvement of student outcomes;

- the school systematically monitors other performance data, including data relating to student attendance, school disciplinary absences and other behavioural data, school completion, student destinations and stakeholder perceptions and engagement;

- data is used in building a culture of self-evaluation and reflection across the school; and

- the school uses student achievement data to drive school-level decisions, interventions and initiatives.

Analysis and Discussion of Data

A high priority is given to the school-wide analysis and discussion of systematically collected data on student outcomes, including academic, attendance and behavioural outcomes. Data analyses consider overall school performance as well as the performances of students from identified priority groups; evidence of improvement/regression over time; performances in comparison with similar schools; and, in the case of data from tests such as NAPLAN, measures of growth across the years of school.

Outstanding	High	Medium	Low
O1 The Principal and other school leaders clearly articulate their belief that reliable data on student outcomes are crucial to the school's improvement agenda. The school has established and is implementing a systematic plan for the collection, analysis and use of student achievement data. Test data in literacy, numeracy and science are key elements of this plan.	**H1** There is evidence the Principal and other school leaders view reliable, timely student data as essential to their effective leadership of the school. There is a documented school plan and timetable for the annual collection of student outcome data.	**M1** School leaders pay close attention to data provided to them about the performance of the school (eg NAPLAN results; Year 12 results) and identify areas in which the school is performing relatively poorly or well.	**L2** There is very little evidence of school leaders' practical use of school-wide student outcome data. There is either no annual data collection plan for the school or the plan is being implemented in a minimalist fashion. The school makes little or no use of tests beyond those that the school is required to use.
O2 Data is used throughout the school to identify gaps in student learning, to monitor improvement over time and to monitor growth across the years of school. A high priority has been given to professional development aimed at building teachers' and leaders' data literacy skills. Staff conversations and language reflect a sophisticated understanding of data concepts (e.g. value-added; growth; improvement; statistical significance).	**H2** One or more members of staff have been assigned responsibility for implementing the annual plan, analysing the full range of school data and summarising, displaying and communicating student outcome data for the school. The school has ensured that appropriate software is available and that the assigned staff have been trained to undertake data analyses.	**M2** Tests (eg commercially available reading tests) may be used by some teachers, but generally are not used as part of a whole-school assessment strategy.

M3 An ad hoc approach exists to building staff skills in the analysis, interpretation and use of classroom data. | **L2** Teachers do not systematically analyse test and other data for their classes. Teachers make little use of data to reflect on their teaching. The school is unable to demonstrate how data has been used in meetings to analyse and discuss current achievement levels and strategies for improvement. |
| **O3** Teachers are given test data (including NAPLAN) for their classes electronically and are provided with, and use, software (e.g. Excel) to analyse, display and communicate data on individual and class performances and progress, including comparisons of pre- and post-test results. | **H3** Time is set aside (e.g. on pupil-free days and in staff meetings) for the discussion of data and its implications for school policies and classroom practices. These discussions occur at whole-school and team levels. The school can illustrate, through case studies, meeting minutes and project plans, how data has been used to identify priorities, take action and monitor progress. | **M4** Software may be used for the analysis of school results, including the performances of priority groups, but analyses generally do not extend to studies of improvement or growth.

M5 School data is presented to staff in meetings, but presentations tend to be 'for information' rather than a trigger for in-depth discussions of teaching practices and school processes. | |
| **O4** Teachers routinely use objective data on student achievement as evidence of successful teaching. | | **M6** Information about the school's performance is communicated to the school community, but may lack explanation or analysis. | |

4   A Culture That Promotes Learning

Some of the ways in which this may be evident in the school are:

- the school promotes and maintains an environment reflective of its high expectations that all students will learn successfully;

- the staff of the school understand the importance of positive and caring relationships to successful learning and work to build mutually respectful relationships across the school community;

- interactions between staff, students and parents are caring, polite and inclusive;

- the school works to build positive partnerships with parents and carers to promote student learning;

- the school places a high priority on student and staff wellbeing and has processes in place to provide both academic and non-academic support to address individual needs;

- strategies to promote appropriate behaviour are clearly articulated and the school has documented policies and procedures – including clearly articulated responses and consequences for inappropriate student behaviour – and provides sufficient support for teachers to implement these policies;

- the school works to create an attractive physical environment that supports and encourages learning and that is reflective of the learning culture that the school is working to establish; and

- all students and staff have an obvious sense of belonging and pride in the school and all parents are welcomed and speak highly of the school.

A Culture that promotes Learning

The school is driven by a deep belief that every student is capable of successful learning. A high priority is given to building and maintaining positive and caring relationships between staff, students and parents. There is a strong collegial culture of mutual trust and support among teachers and school leaders. The school works to maintain a learning environment that is safe, respectful, tolerant, inclusive and promotes intellectual rigour.

Outstanding	High	Medium	Low
O1 The school ethos is built around high expectations and a commitment to academic excellence. There is an expectation that every student will learn and achieve positive outcomes. Classrooms are calm but busy and interruptions to teaching time are kept to a minimum. There are no obvious behavioural problems and staff morale is high. There is a happy, optimistic feel to the school.	**H1** The 'tone' of the school reflects a school-wide commitment to purposeful, successful learning. There are very few obvious behavioural problems and behaviour management takes up very little, if any, time of school leaders and classroom teachers.	**M1** Classrooms are generally orderly, although some are more so than others. Non-attendance is an issue for a small minority of students and many other students appear to be minimally engaged in productive learning activities.	**L1** Behavioural problems, disengagement and non-attendance are issues for a significant proportion of students. In a number of classrooms students are clearly not engaged in productive learning activities.
O2 High levels of trust are apparent across the school community. Interactions are focused on the learning and wellbeing of students and on continually improving the school's ability to meet the needs of all students. Parents, school leaders and teachers work together in a mutually supportive way and there is a strong sense of belonging and pride in the school.	**H2** There is a strong focus on quality learning and on the creation of a culture in which all students are expected to learn successfully, in their own ways and at their own pace. Individual talents are valued. Class 'busy work' is kept to a minimum and an attempt is made to ensure that all students are engaged in challenging, meaningful learning.	**M2** The school effectively implements its policies, for example, by ensuring that disruptive behaviour, bullying and harassment are dealt with promptly. The school has clear expectations for how students should behave and interact with one another and, in the main, relationships are caring and respectful. Some staff time is taken up dealing with behaviour problems.	**L2** The school may have policies and agreed procedures relating to student behaviour but these appear to have had little impact in practice. Much of the time of school leaders and teachers is taken up dealing with inappropriate behaviour. Interactions between parents, staff and students are not always productive and respectful.
O3 A strong collegial culture has been established. Teachers have an overt and shared commitment to the improvement of teaching and an openness to being critiqued by colleagues. This is reflected in the fact that teachers regularly invite leaders and colleagues to visit their classrooms to observe their teaching.	**H3** Respectful and caring relationships are reflected in the ways in which staff, students and parents interact and in the language they use in both formal and informal settings.	**M3** Most parents take an obvious interest in their children's learning. Engagement is primarily through regularly scheduled parent-teacher interviews.	**L3** Some teachers appear to work in isolation from colleagues. Staff morale is low and staff turnover is high.
	H4 Parents are encouraged to take a genuine and close interest in the work of the school and are welcomed as partners in their children's learning. There are agreed guidelines on such matters as greeting visitors, taking messages and responding to queries promptly and respectfully.	**M4** Staff morale is satisfactory.	
	H5 Staff morale is generally high.		

5 Targeted Use of School Resources

Some of the ways in which this may be evident in the school are:

- school policies and procedures are in place to identify and respond to student needs through the allocation of staff and resources;

- staff are deployed in ways that best address the learning needs of all students in the school and that make best use of available staff expertise and interests;

- there are school-wide programs and approaches for students requiring additional or specialist support;

- discretionary school funds are applied to initiatives aimed at improving outcomes for students;

- flexible curriculum delivery arrangements have been established to enable staff to better address the needs of individual learners;

- the school effectively uses its physical environment and available facilities to maximise student learning;

- the broader community is used as a resource in the development and delivery of learning; and

- the school budget aligns local and system priorities.

Targeted use of School Resources

The school applies its resources (staff time, expertise, funds, facilities, materials) in a targeted manner to meet the learning needs of all students. It has school-wide policies, practices and programs in place to assist in identifying and addressing student needs. Flexible structures and processes enable the school to respond appropriately to the needs of individual learners.

Outstanding	High	Medium	Low
O1 The Principal and other school leaders have given a very high priority to understanding and addressing the learning needs of all students in the school. This is reflected in the implementation of systematic strategies for identifying student needs and the development of creative school-wide solutions for addressing those needs. **O2** A school-wide process has been established for identifying specific student learning needs. This process includes systematic testing to establish learning gaps and special needs. Records of individual student needs, achievements and progress are maintained centrally and shared across year levels. **O3** A range of initiatives (e.g. across-class and across-grade groupings for literacy and numeracy; the sharing of specialist teachers with neighbouring schools) is being implemented to make more effective use of available resources to enhance teaching and learning. The school deploys staff in ways that make best use of their expertise (e.g. specialist reading/science teachers).	**H1** The Principal and other school leaders have introduced programs and strategies to identify and address the needs of students in the school and are sourcing and applying available resources to meet those needs. **H2** The school has developed processes (e.g. systematic testing) for identifying student learning needs, although there may not always be good central records of student achievement and progress. **H3** Programs to meet individual learning needs (eg programs for gifted students, students with learning difficulties, students for whom English is a second language, Indigenous students, refugees) are prioritised, where possible, in the school budget. **H4** Physical spaces and technology are used effectively to maximise student learning. Learning spaces are organised for whole group work, small group work and individual work.	**M1** The school uses its human and physical resources to address the needs of students, although this may not be preceded by a systematic analysis of those needs. **M2** Specialist diagnostic testing is organised for a small number of students with special needs, but teachers do not routinely administer tests to better understand (eg problems in learning to read) or individual learning needs (eg LBOTE, gifted). **M3** There are very few school-wide programs or policies designed to address the learning needs of particular student groups (e.g. gifted students, students with disabilities, students for whom English is a second language). School leaders encourage teachers to address individual learning needs in classrooms, but there are very few agreed school-wide strategies for doing this. Physical learning spaces are used creatively and technology is accessible to the majority of staff and students.	**L1** The improvement of student outcomes does not appear to be the driving consideration in the allocation of school resources (e.g. the use of discretionary school funds). **L2** There is very little, if any, systematic testing of students to identify individual learning needs. The school does not always make best use of available staff expertise. **L3** School leaders have developed very few, if any, school-wide policies or programs to address individual needs, which are left to the classroom teachers. **L4** School learning spaces are used traditionally, with limited flexibility to support different kinds of learners and learning.

6   An Expert Teaching Team

Some of the ways in which this may be evident in the school are:

- the school gives very high priority to attracting, retaining and developing the best possible teachers and works hard to achieve this;

- the leadership team has strategies in place to assist teachers to continue to develop and to share deep understandings of how students learn subjects, including prerequisite skills and knowledge for progress, common student misunderstandings and errors, learning difficulties and appropriate interventions;

- teachers in the school are experts in the subjects they teach, have high levels of confidence in teaching these subjects and are eager to expand their subject knowledge and to learn how to improve on their current teaching practices;

- there is an expectation that all teachers will be highly committed to the continuous improvement of their own teaching and will be focused on the development of knowledge and skills required to improve student learning;

- the Principal and other school leaders lead and model professional learning in the school;

- the Principal and other school leaders build networked school relationships that support leadership development, including Principal to Principal mentoring relationships;

- school leaders ensure that opportunities are created for teachers to work together and to learn from each other's practices;

- the school uses agreed formal processes to manage unsatisfactory performance; and

- the school has in place a professional learning plan and associated budget to support local and systemic priorities

An Expert Teaching Team

The Principal has found ways to build a professional team of highly able teachers including teachers that take an active leadership role beyond the classroom. Strong procedures are in place to encourage a school-wide, shared responsibility for student learning and success, and to encourage the development of a culture of continuous professional improvement that includes classroom-based learning, mentoring and coaching arrangements.

Outstanding	High	Medium	Low
O1 The teaching staff at the school are experts in the subjects they teach and have very high levels of pedagogical knowledge and skill, including expert knowledge of evidence-based teaching strategies. **O2** Teachers and school leaders take personal and collective responsibility for improving student learning, working as a team and learning from each other's practices. In team meetings there is an emphasis on the joint analysis of student work and on teaching strategies for improving student learning. Teachers collaboratively plan, deliver and review the effectiveness of lessons. **O3** School leaders place a very high priority on the ongoing professional learning of all staff and on the development of a school-wide, self-reflective culture focused on improving classroom teaching. **O4** School leaders participate in professional learning activities, learning alongside teachers, and the school supports teachers to continue formal study and celebrates professional success.	**H1** There is evidence the Principal and other school leaders see the development of staff into an expert and coherent school-wide teaching team as central to improving outcomes for all students. **H2** There is a documented professional learning plan and the school has arrangements in place for mentoring and coaching. Teachers visit each other's classrooms and welcome opportunities to have the Principal and other school leaders observe and discuss their work with them. **H3** Attention is paid to strengths and weaknesses in the school-wide team, with strategies in place to recruit staff with particular expertise, to train staff to address particular needs and to support staff who find it difficult to commit to the school's improvement agenda. **H4** The school provides opportunities for teachers to take on leadership roles outside the classroom.	**M1** The school undertakes professional learning activities, although these may not always focus on the development of knowledge and skills required to improve student learning and there may not be a coherent, documented learning plan. **M2** The Principal and leadership team are seen as supportive of, but not generally involved in, the day-to-day practice and learning of teachers. **M3** Teachers are open to constructive feedback and provide feedback to colleagues, although there may not be formal mentoring or coaching arrangements in place. **M4** The school is implementing a formal process for conducting professional discussions with staff. **M5** The school's professional learning agenda is made explicit to staff at induction and in staff handbooks. **M6** Where it is necessary to manage unsatisfactory staff performance, this is done professionally and effectively and in accordance with agreed guidelines.	**L1** The development of a professional school-wide team does not appear to be a driving consideration of the Principal or other school leaders (e.g. no reference is made to professional standards for teachers; there are no mentoring arrangements in place; teachers work largely in isolation from one another 'behind closed doors'). **L2** There is little evidence that school leaders are proactive in the recruitment and retention of staff. **L3** There is little sense of a whole-school coordinated approach to professional learning and a low priority is given to enhancing staff performance.

7 Systematic Curriculum Delivery

Some of the ways in which this may be evident in the school are:

- there is an explicit, coherent, sequenced plan for curriculum delivery across the years of school which makes clear what (and when) teachers should teach and students should learn;

- the plan for curriculum delivery is shared with the community;

- there is a shared understanding of curriculum expectations, which provides a basis for ongoing discussions about student achievement and the refinement of curriculum provision and supports teachers to construct learning experiences that are relevant, engaging and challenging for all students; and

- there is an alignment of curriculum, assessment and reporting processes and practices.

Systematic Curriculum Delivery

The school has a coherent, sequenced plan for curriculum delivery that ensures consistent teaching and learning expectations and a clear reference for monitoring learning across the year levels. The plan, within which evidence-based teaching practices are embedded, and to which assessment and reporting procedures are aligned, has been developed and refined collaboratively to provide a shared vision for curriculum practice. This plan is shared with parents and caregivers.

Outstanding	High	Medium	Low
O1 The school has a clearly documented whole-school plan for curriculum delivery. This plan is aligned with national and/or system curriculum frameworks and makes explicit what (and when) teachers should teach and students should learn. The curriculum delivery plan is being implemented throughout the school. **O2** A strong alignment has been achieved between the overall curriculum delivery plan, term and unit plans, classroom teaching and the regular assessment of student progress in relation to curriculum expectations. **O3** Considerable attention has been given to ensuring 'vertical' alignment of the curriculum so there is continuity and progression of learning across the years of school, with teaching in each year building on to, and extending, learning in previous years.	**H1** The school's curriculum delivery plan identifies curriculum, teaching and learning priorities and requirements. The curriculum delivery plan reflects a shared vision (Principal, school leadership team and teachers) for the school and provides a context for delivering the curriculum as detailed in national and/or system frameworks. **H2** The school curriculum plan and curriculum delivery (including the time allocated to particular learning) balances requirements to address all learning areas, to give priority to English, mathematics and science and to embed the fundamental skills of literacy, numeracy and higher order thinking in all school subjects. **H3** The school leadership team ensures the enacted curriculum remains a focus for discussion among, and collaboration between, teachers and that the curriculum plan is the reference against which flexible delivery (to meet the needs of the range of students within each year level) is designed, assessment tasks are developed and student learning is reported.	**M1** The school has a documented plan for curriculum delivery that includes year level and term plans, but the progression of learning from year to year is not always obvious and the relationship between the pieces of the plan (the year, term and unit plans) would benefit from further clarification. **M2** School leaders talk about embedding the fundamental skills of literacy, numeracy and higher order thinking within all subjects, but there is little evidence that school-wide strategies are in place to drive a consistent approach. Literacy tends to be seen as the responsibility of English teachers and numeracy the responsibility of mathematics teachers. **M3** Discussions about curriculum delivery tend to be sporadic and reactive with a year level focus rather than being driven by a leadership team with a whole-school approach.	**L1** School leaders and teachers do not appear to be familiar with national or system-wide curriculum documents. **L2** The school may have a documented plan for curriculum delivery but there is little evidence that the whole-school plan drives the lesson plans of individual teachers. The enacted school curriculum is not seen as a central concern of all teachers (e.g. it is not a regular topic of conversation, a focus for assessment design or a framework against which student learning is reported).

8 Differentiated Classroom Learning

Some of the ways in which this may be evident in the school are:

- teaching practices reflect the belief that, although students are at different stages in their learning and may be progressing at different rates, all students are capable of learning successfully if motivated and given appropriate learning opportunities;

- teachers work at understanding where students are up to in their learning – including their current knowledge, skills, learning difficulties and misunderstandings – to identify starting points for teaching;

- teachers work to ensure that all students – including high-achieving students – are appropriately engaged, challenged and extended by designing classroom activities to meet students' learning needs, levels of readiness, interests and motivations;

- teachers closely monitor the progress of individual students and continually adjust their teaching in response to the progress that individuals are making;

- teachers assist students to monitor their own learning and to set goals for future learning;

- communication with parents provides information about where students are up to in their learning, what progress they have made over time and what they might do to support their children's further learning;

- schools access and use resources beyond the school, including through partnerships with other schools and organisations (e.g. universities, TAFE colleges) to ensure that the learning needs of individual students are being met; and

- tailored, early and sustained interventions are in place for students identified as requiring additional support.

Differentiated Classroom Learning

In their day-to-day teaching, classroom teachers place a high priority on identifying and addressing the learning needs of individual students. Teachers closely monitor the progress of individuals, identify learning difficulties and tailor classroom activities to levels of readiness and need.

Outstanding	High	Medium	Low
O1 The Principal and other school leaders actively promote the use of differentiated teaching as a strategy for ensuring that every student is engaged and learning successfully. It is recognised throughout the school that some students require significant adjustments to their learning programs (e.g. accelerated programs, special support) if they are to be optimally engaged and challenged and individual learning plans have been developed for at least some students. Differentiation is a priority of the school and a feature of every teacher's practice. **O2** Regular data on the achievements, progress, strengths and weaknesses of individual students are used in all classrooms to make judgements about individual needs, to identify appropriate starting points for teaching and to personalise teaching and learning activities.	**H1** School leaders explicitly encourage teachers to tailor their teaching to student needs and readiness. This includes the systematic use of assessment instruments (standardised assessment tasks and teacher developed assessment tools) to establish where individuals are up to in their learning and to identify skill gaps and misunderstandings. **H2** Teachers also are encouraged to respond to differences in cultural knowledge and experiences and to cater for individual differences by offering multiple means of representation, engagement and expression. **H3** Planning shows how the different needs of students are addressed and how multiple opportunities to learn are provided, including multiple pathways for transition to external studies (e.g. apprenticeships) for students in Years 10–12. Students' workbooks also illustrate differentiated tasks and feedback. **H4** Reports to parents show progress over time and include suggestions for ways in which parents can support their children's learning.	**M1** School leaders are committed to success for all, but do not drive a strong classroom agenda to assess and identify individual learning needs or to differentiate teaching according to students' needs. **M2** Some use is made of assessment instruments to identify individual strengths and weaknesses and starting points for teaching, but this appears to be at the initiative of individual teachers rather than a school-wide expectation. **M3** Some use is made of differentiated teaching (e.g. differentiated reading groups in the early primary years), but in most classes teachers teach the same curriculum to all students with similar levels of individual support. **M4** Regular assessments of student learning are undertaken, but these often are summative and disconnected (e.g. relating to different topics) rather than exploring progress in skill development and understanding over time. **M5** Reports to parents generally do not show progress over time or provide guidance to parents on actions they might take.	**L1** School leaders do not place a high priority on teachers identifying and addressing individual learning needs, but are more focused on ensuring that all teachers are teaching the core year level curriculum. **L2** Little or no classroom use is made of assessment instruments to establish starting points for teaching. Assessments tend to be used only to establish summatively how much of the taught content students have learnt. **L3** Teachers tend to teach to the middle of the class, with the expectation that some students will not master the content, and find ways to occupy more able students who finish work early. **L4** Reports to parents tend to be summative reports of how students have performed, with little guidance on what parents might do to assist in their children's learning.

9 Effective Teaching Practices

Some of the ways in which this may be evident in the school are:

- the school leadership team keeps abreast of research that can inform teaching practice;

- the school leadership team establishes and communicates clear expectations concerning the use of highly effective teaching strategies throughout the school;

- school leaders focus attention and energy on priority areas (e.g. literacy, numeracy and science) and on ensuring that all students are proficient in the basics, as well as on the appropriate key learning areas in Years 10–12;

- school leaders, including the principal, spend time working with teachers, providing feedback on teaching and, where appropriate, modelling effective teaching strategies;

- school leaders provide teachers with ongoing detailed feedback on their classroom practices;

- teachers set high expectations for every student's progress and ambitious targets for improving classroom performances;

- all teachers implement teaching methods that have been shown to be effective in promoting successful learning for all;

- teachers create classroom learning environments in which all students are engaged, challenged, feel safe to take risks and are supported to learn;

- teachers work to build students' beliefs in their own capacities to learn successfully and their understandings of the relationship between effort and success; and

- teachers provide regular and timely feedback to students in forms that make clear what actions individuals can take to make further learning progress.

Effective Teaching Practices

The school Principal and other school leaders recognise that highly effective teaching practices are the key to improving student learning throughout the school. They take a strong leadership role, encouraging the use of research-based teaching practices in all classrooms to ensure that every student is engaged, challenged and learning successfully. All teachers understand and use effective teaching methods, including explicit instruction, to maximise student learning.

Outstanding	High	Medium	Low
O1 The Principal and other school leaders have accepted personal responsibility for driving improvements in teaching throughout the school. They demonstrate a strong conviction that improved teaching is the key to improved student learning and have clear and well-known positions on the kinds of teaching they wish to see occurring. **O2** All teachers and leaders are committed to identifying and implementing better teaching methods, and a high priority is given to evidence-based teaching strategies (strategies that have been demonstrated through research and practice to be highly effective). **O3** School leaders spend time working with teachers to improve their teaching practices, including modelling, evaluating and providing feedback on classroom teaching.	**H1** School leaders are committed to continuous improvement in teaching practices throughout the school and expect team leaders and teachers to identify ways of doing this, although the Principal and other senior leaders may not themselves have clear positions on the kinds of teaching they wish to see occurring across the school or be 'hands on' in driving improved teaching practices. **H2** There is a particular focus on improved teaching methods in reading, writing, mathematics and science, and professional learning activities are focused on building teachers' understandings of highly effective teaching strategies in these areas. **H3** Clarity about what students are expected to learn and be able to do, high expectations of every student's learning, explicit teaching of skills and content, individualised attention as required, and timely feedback to guide student action are key elements of the school's push for improved teaching and learning.	**M1** School leaders are explicit about their desire to see effective teaching occurring throughout the school, but are less clear about what this might look like. They do not appear to be driving a strong agenda to improve and/or enhance teaching practices across the school, except perhaps indirectly through a focus on school results and targets. School leaders take a close interest in the school's literacy and numeracy results, but generally do not engage in discussions with staff about effective literacy and numeracy teaching strategies. **M2** Discussions of specific teaching practices are rare and generally occur only in the context of concerns about a teacher's performance. **M3** There is some clarity about what students are expected to learn, but a lack of balance in teaching methods (eg, over-reliance on whole-group teaching or very little explicit teaching).	**L1** School leaders do not appear to have strong views on the characteristics of highly effective teaching. There is little evidence that they are driving an agenda to change or enhance teaching practices across the school. **L2** The Principal and other school leaders spend very little time on issues related to teaching. Questions of pedagogy appear to be viewed solely as the responsibility of teachers. There is little obvious school-wide discussion or consideration of highly effective teaching methods. **L3** There may be a lack of explicitness about what students are expected to know and be able to do as a result of classroom activities, very little explicit teaching, limited attention to individual learning needs, or low expectations on the part of teachers that all students in the room will master the content of lessons. Classroom activities frequently have the appearance of 'busy work'.

10 School/Community Partnerships Building and Maintaining Positive and Caring Relationships with Families, Carers, Students and all those associated with the School's Broader Community

Some of the ways in which this may be evident in the school are:

- Develop strategies to counter discrimination and the impact of disadvantage in order to secure equity and entitlement.

- Seek opportunities to engage with families and carers, and partner, where appropriate, with community groups, agencies and individuals, businesses or other organisations to enhance and enrich the school and its value to the wider community.

- Develop and maintain structures for effective liaison and consultation.

- Make sure learning experiences for students are linked to the wider community and invite and
facilitate the community's participation in student learning.

- Actively seek feedback from families and carers and the wider community about the quality of learning and their ambition for education.

- Create and maintain an effective partnership with families and carers to support and improve
- students' achievement and personal development.

- Contribute to the development of the education system by sharing effective practice, working in partnership with schools and others to develop integrated provision.

- Co-operate and work with relevant agencies to protect and support children and young people

School and Community Partnerships

The school enhances learning experiences, outcomes and student wellbeing by partnering with families, caregivers, business industry and others. Partnerships are developed and maintained in response to student needs and maximises the impact of available school and community resources.

Outstanding	High	Medium	Low
O1 Explicit processes are in place for effective liaison, consultation and feedback with partnering groups. Partnerships are resourced, monitored, reviewed and sustained. There is clear evidence that the needs of students are being met. **O2** Partnerships have been established in response to identified student needs. These are deliberate and strategic taking into account the intellectual, spiritual, cultural, moral, social, health and wellbeing of students. There is integrated provision of services focusing on student achievement and wellbeing. **O3** There is strong commitment by all staff to foster understanding and reconciliation with Indigenous cultures. Teachers take responsibility for practices which are inclusive of the multicultural nature of Australian people.	**H1** The Principal and other school leaders have developed a whole school agenda to ensure educational opportunity and inclusive practices for all students. There is clear evidence of a school community partnership agreement being actioned. There is a culture of high expectations. **H2** There are some established partnerships in response to the identified needs of students. These focus on student health, wellbeing and achievement. Partnerships are usually initiated by the leadership team. **H3** Explicit processes are in place for teachers to liaise, consult and receive feedback from families and carers. This is focused on student achievement. **H4** Student learning is linked to the broader community and the community participates in student learning. School facilities are used by community out of school hours. The school works in partnership with other schools and the Department to share good practice and to improve system effectiveness.	**M1** The leadership team is engaging the community in discussions about developing stronger partnerships with the school community. There is an ethos of respect within the school. **M2** The school has some partnerships but they are mutually convenient rather than strategically planned. There is limited evidence of a whole-school approach but staff articulate the importance of partnering with others. **M3** Individual staff members engage with families on an as needs basis. Student achievement is mostly shared with families and carers during the usual school reporting cycle. There is some evidence that parents and carers participate in student learning but this is initiated by individuals.	**L1** There is limited evidence of planned, deliberate partnerships with others. Student learning is not linked to the community. There is little evidence that parents and carers are engaged in positive partnerships.

11 Highly Functioning School Board

The School Board is actively engaged in the development of the school's strategic direction and the ongoing monitoring and review of school and student performance. The school leadership team is actively engaged in providing relevant and regular data to inform the decision making processes of the Board.

School Board	🟩🟧🟥
11.1 The Board clearly understands the roles and responsibilities of the Board (as defined in the Constitution) and the school leadership	🟩
11.2 The Board understands and respects the boundaries between governance and management	🟩
11.3 The School Board monitors and acts upon feedback on its performance	🟩
11.4 The Board and the school's leadership team collaborate to achieve high quality decision making	🟩
11.5 The Board engages with and represents the aspirations and views of the community	🟧
11.6 The school provides clear and relevant evidence to support the Board in its strategic planning and self-review	🟧
11.7 The school meets its achievement and progress targets of key IPS initiatives/projects	🟩
11.8 Student achievements are reasonable compared with students in like schools / national standards	🟩
11.9 Ongoing training has been provided to Board members to assist them to fulfil their responsibilities	🟩

Sign off

Date of Review   5th-7th August 2016

Review conducted by   John Glasby
                              Aderyn Chatterton
                              Paul Nyhuis

Principal Signature   _____

Lead Reviewer Signature   _____
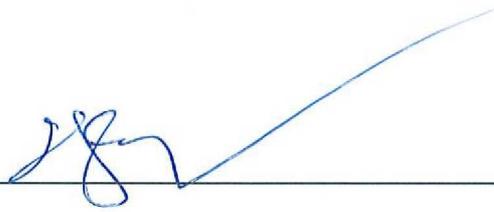
Chief Executive Signature _____