

# School Strategic Plan 2022-2026

Kambrya College (8421)



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# School Strategic Plan - 2022-2026

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<b>School vision</b>	<p>The College engages with our learning community through the following vision statement:</p> <ul style="list-style-type: none"><li>• Purpose: 'To achieve excellence and to engage constructively in our global society'.</li><li>• Motto: 'Maximising the Potential of Each Student'.</li></ul> <p>Our purpose and motto have been used as the cornerstone principles of the College, where high expectations, support and accountability have been used to develop a performance and development culture.</p>
<b>School values</b>	<p>The values of Kambrya College are Achievement, Integrity, Respect and Compassion. These are partnered with the College's motto and vision to enhance our positive school culture.</p> <p>Students and the wider College community are aware of these values and the expectation that we all strive to exhibit them through our work and interactions.</p>
<b>Context challenges</b>	<p>The College's greatest challenge ahead lies in maintaining its culture of positivity, high expectations and achievement in the face of huge impending enrolments. In 2023, the College has 1900+ students, and anticipates further enrolment increase to 2100+ by 2026. Preparing our systems and ensuring the appropriate leadership at all levels are not only in place, but are adequately equipped, to manage this effectively, is a major ongoing priority. The fiscal, human and capital resource planning for this growth also requires significant consideration and is currently underway; there are significant projects either planned or commenced.</p> <p>At the time of this new strategic cycle commencing there is a significant teacher shortage across the system. Fortunately, our College has planned carefully and ensured that no teacher shortfalls have occurred, however it appears that the maintenance of a positive school climate and a focus on strategic workforce planning will be more important than ever in the years ahead.</p> <p>The College has achieved significant improvements in a wide range of student learning outcomes in recent years, however we are also confronting a recent decline in our Year 9 numeracy outcomes. This will be a major strategic focus.</p>

	<p>As our students continue to bounce back after the years impacted by COVID19, it has become more important than ever to enhance our focus on students health, wellbeing and pathways guidance. We will focusing on enhancing our curriculum and support systems to enable students to thrive, contribute and respond positively to the challenges and opportunities of life.</p> <p>Student voice and agency is an area that requires significant strategic thinking across the College. There are pockets of good practice, but this is a clearly identified priority for the future. Students need to have access to, and to be guided to understand, their own learning data at a much deeper and widespread level; ownership and goal setting for improvement is not engrained into our culture. Service learning opportunities for students, as well as more strategic and systemic community engagement opportunities, is also a future priority. Whilst the College has made many leaps in its student's sense of pride and connectedness across the College in the past few years, there is still many opportunities to review and improve our strategies in this area, and it will be of particular importance during the significant growth period ahead of us.</p> <p>Whilst there are many outstanding practitioners at the College, who provide stimulating learning opportunities for students and apply high impact teaching strategies in alignment with the College's Teaching and Learning cycle, there is still much work to do to achieve a greater level of teaching excellence across the college and to reduce teacher variance. We have made considerable leaps with our curriculum documentation and collaborative planning for teaching and assessment, however with the significant growth of the college and increased number of new teachers still to come on board, collective efficacy will be more important than ever.</p> <p>The College has great standing in the community, however strengthening relations between the college and parents and carers, as well as developing partnerships with local businesses, agencies and education providers is an important priority.</p> <p>The success of the school over years ahead will be determined by our maintained of strong and shared leadership, and therefore continuing to increase the capacity of the leadership team at the College will be an important strategic focus.</p>
<p><b>Intent, rationale and focus</b></p>	<p>Through this next strategic cycle we aim to continue our practice of celebrating achievements whilst also maintaining our relentless focus on evidence based school improvement. For the sake of both academic and wellbeing outcomes for our students, we will continue to action our moral imperative and deliver the best programs possible for our community.</p> <p>Preparing our systems and ensuring appropriate leadership at all levels is in place for significant student growth, is a major priority. The fiscal, human and capital resource planning for this growth also requires significant consideration and is currently underway; with significant projects either planned or commenced.</p> <p>Maintaining our strong staff performance culture and positive climate for work and learning will be essential to ensuring the current stability of the college into the future. We want the college to be a highly sought after professional setting for teachers and support staff in the region.</p>

Whilst Kambrya has made many leaps in its students; sense of pride and connectedness across the College in the past few years, there is still many opportunities to review and improve our strategies in this area, and it will be of particular importance during the significant student growth period ahead of us.

The strategic plan is not all encompassing of the important work that the staff across the College engage in, and it will be important to ensure that Annual Implementation Plans across the strategic plan cycle provide opportunities for all staff to connect with.

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<b>Goal 1</b>	To improve student learning outcomes.
<b>Target 1.1</b>	<p>By 2026, the percentage of students who, from Year 7 to Year 9 NAPLAN, have growth above the benchmark growth will increase:</p> <ul style="list-style-type: none"><li>• From 18% (2021) to 25% for Writing;</li><li>• From 32% (2021) to 37% for Reading;</li><li>• From 11% (2021) to 25% for Numeracy.</li></ul>
<b>Target 1.2</b>	<ul style="list-style-type: none"><li>• The VCE median all studies score will increase from 31 (2021) to 32 (2026).</li><li>• The VCE median study score for English/EAL/English Language will increase from 32 (2021) to 33 (2026).</li><li>• The percentage of study scores greater than or equal to 40 will increase from 6.5% (2021) to 9% (2026).</li><li>• <b>A target related to the Vocational Major will be written in 2023.</b></li></ul>
<b>Target 1.3</b>	<p>By 2026, the percentage positive response on the AtoSS will increase:</p> <ul style="list-style-type: none"><li>• From 67% (2022) to 75% for Differentiated learning challenge;</li><li>• From 49% (2022) to 57% for Student voice and agency;</li><li>• From 61% (2022) to 70% for Self-regulation and goal setting;</li><li>• From 73% (2022) to 80% for Effective teaching time.</li></ul>

<b>Target 1.4</b>	<p>By 2026, the percentage positive response on the SSS will increase:</p> <ul style="list-style-type: none"> <li>• From 54% (2021) to 62% (2026) for Academic emphasis;</li> <li>• From 54% (2021) to 62% (2026) for Understand how to analyse data.</li> </ul>
<b>Key Improvement Strategy 1.a</b> Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	Develop and implement a whole-school, evidence-based approach to improving Literacy and Numeracy outcomes.
<b>Key Improvement Strategy 1.b</b> The strategic direction and deployment of resources to create and reflect shared goals and values; high expectations; and a positive, safe and orderly learning environment	Consistently embed all elements of the college's Teaching and Learning Cycle into classroom practice across the college.
<b>Key Improvement Strategy 1.c</b> Activation of student voice and agency, including in leadership and learning, to strengthen students' participation and engagement in school	Embed student voice and agency and student leadership within the classroom, to strengthen student participation and engagement with their learning.
<b>Key Improvement Strategy 1.d</b> Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	Strengthen staff capability to use data and to differentiate student learning.
<b>Goal 2</b>	To improve student wellbeing and engagement.

<b>Target 2.1</b>	<p>By 2026, the percentage positive response on the SSS will increase from:</p> <ul style="list-style-type: none"> <li>• 68% (2021) to 76% for Parent and community involvement;</li> <li>• 61% (2021) to 70% for Staff trust in students and parents.</li> </ul>
<b>Target 2.2</b>	<p>By 2026, the percentage positive response on the AtoSS will increase from:</p> <ul style="list-style-type: none"> <li>• 58% (2022) to 66% for Sense of confidence;</li> <li>• 61% (2022) to 70% for Resilience;</li> <li>• 58% (2022) to 66% for Motivation and interest;</li> <li>• 42% (2022) to 50% for Teacher concern;</li> <li>• 56% (2022) to 64% for Sense of connectedness;</li> <li>• 69% (2022) to 77% for Effective classroom behaviour.</li> </ul>
<b>Target 2.3</b>	<p>By 2026, the percentage positive response on the POS will increase from:</p> <ul style="list-style-type: none"> <li>• 62% (2022) to 70% for Parent participation and involvement;</li> <li>• 60% (2022) to 68% for Student motivation and support.</li> </ul>
<b>Key Improvement Strategy 2.a</b> Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion	Develop and implement a comprehensive health, wellbeing and careers curriculum that enables students to develop the capabilities necessary to thrive, contribute and respond positively to the challenges and opportunities of life.
<b>Key Improvement Strategy 2.b</b>	Develop, implement and embed multi-tiered systems of support that enhance student wellbeing, engagement and inclusion.

<p>Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion</p>	
<p><b>Key Improvement Strategy 2.c</b> The strategic direction and deployment of resources to create and reflect shared goals and values; high expectations; and a positive, safe and orderly learning environment</p>	<p>Maintain and enhance systems and strategies that support a safe, orderly and positive learning environment.</p>
<p><b>Key Improvement Strategy 2.d</b> Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion</p>	<p>Further expand and strengthen partnerships with parents/carers, specialist services, education providers and community organisations, to support student learning and wellbeing.</p>