

Strategic planning & implementation: A deliberate approach at Strathmore North

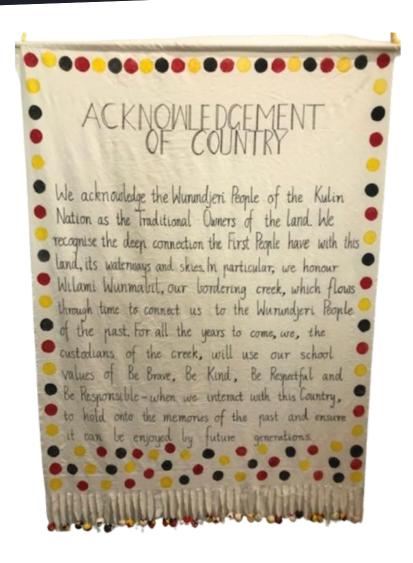
Primary School





Acknowledgement of Country







About us

- > Enrolments have doubled to 640 in 2025
- > English as an Additional Language or Dialect (EALD) is 37% in 2025
- > Core Curriculum areas are our focus
- > Our school motto: *Learning and Growing Together*
- > "Best school in the State" building collective efficacy and championing our school.

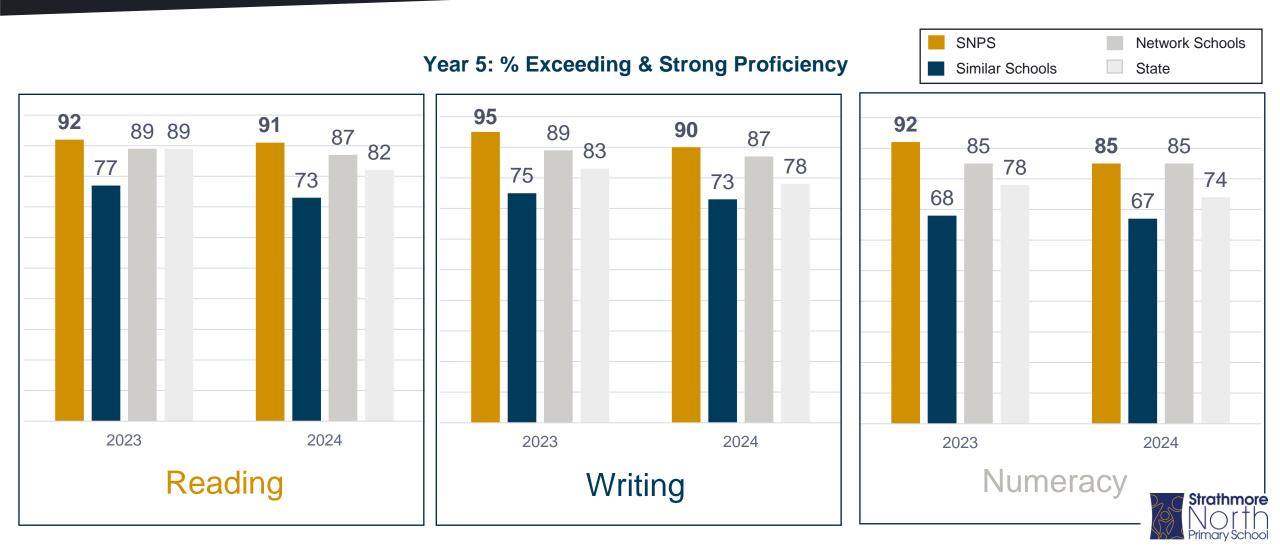
hool Performance Report - 2022			2024 School Pe	erformance Report		
RATHMORE NORTH PRIMARY S	CHOOL (4821)	Domains: 6 out of 6 Measures: 16 out of 16	Strathmore Nor	rth Primary School		
Overall Performance Group	Engagement, Participation and Se Domain Performance (up represents its combined performance on the Achievement, School Climate, Student Attitudes, nior Secondary (for secondary, Pil/Sec schools only) domains. Group	LEARNING perform	nance group	WELLBEING perform	ance group
	Achievement (Reading)	The Achievement (Reading) domain measures performance on NAPLAN assessments in Reading; which includes achievement in top two bands, lifting low performers and positive change in benchmark growth.	HIGH	Current Level: High Change Level: Maintained	HIGH	Current Level: High Change Level: Declined
	Achievement (Numeracy)	The Achievement (Numeracy) domain measures performance on NAPLAN assessments in Numeracy: which includes achievement in top two bands, lifting low performers and positive change in benchmark growth.	Your school: HIGH	The Learning domain measures performance on NAPLAN assessments in Reading and Numeracy, NAPLAN relative growth, and Teacher judgement growth for English and	Your school: HIGH	The Wellbeing domain measures performance on a set of Attitudes to School Survey factors related to emotional awareness, managing bullying, school
TRANSFORM STRETCH	School Climate INFLUENCE	The School Climate domain measures staff endorsements of Collective Efficacy and Academic Emphasis from the School Staff Survey.	DEVELOPING	Mothemotics.	DEVELOPING	connectedness, that by a grad booking, school student voice; and the school's attendance rate.
	Student Attitude	The Attitudes to School domain measures students engagements in Stimulating Learning, Learning Confidence and Student Safety from the Attitudes to School Survey.		ar schools group are High in the Learning domain.	categories, including 12 school	
Current Level: Very High	Engagement		Similar schools' LEARN	IING performance groups	Similar schools' WELLBE	ING performance groups
Change Level: Increased	INFLUENCE	The Engagement domain focuses on students attendance.		37 1 3	12 5	20 2 2
Performance is high or very high. This level of performance is maintained consistently over three years or is on a positive improvement	Participation RENEW	The Participation domain measures students participation in NAPLAN assessments, responses to School Staff Survey and responses to Attitudes to School Survey.				
rajectory with the school acting as an nfluencer and system leader.			OVERALL performe	ance group	SIMILAR schools	
As an overall performance group, this ndicates that the majority of domains and measures have positive results.			HIGH represen	l's overall performance group its its combined performance ing and Wellbeing Domains.		rmance with the performance of your ide information about how your school swith similar characteristics.
	For a more in-depth look at Similar Schools, see the <u>Par</u>	the data in this report, including five-year trends and comparisons with orama Dashboards.	As an overall performance gr student outcomes that are hi wellbeing measures.	roup, this indicates a range of igh across learning and	30	9 2

Maintained Influence/High for six years.

Our challenge is to continue to sustain and improve on our exceptional results!



Our context Student Achievement data



Our context Staff Opinion Survey

Staff Opinion Survey

Factor Group/Factor Y		Your school 0		Similar schools	Network	State	
School	Cultural Leadership	100%		100%	80%	81%	80%
Leadership	Flexibility	85%	13%	85%	68%	67%	69%
	Instructional Leadership	99%		99%	79%	77%	80%
	Intellectual Stimulation	91%	9%	91%	81%	80%	82%
	Leaders' Support for Change	92%	8%	92%	77%	77%	78%
	Leading Change	97%		97%	76%	77%	78%
	Parent and Community Involvement,	96%		96%	84%	88%	85%
	Visibility	96%		96%	73%	68%	74%



Our context Student Attitudes to School Survey

Domain/Fac	tor Your	School			Similar schools	Network	State
Effective teaching	Differentiated learning challenge	95%	4%	95%	83%	84%	85%
practice for cognitive engagement	Effective classroom behaviour	92%	6%	92%	78%	76%	77%
	Effective teaching time	93%	5%	93%	81%	82%	83%
	Stimulated learning	88%	8%	88%	77%	76%	77%
Social engagement	School stage transitions (Y7 and	100%		100%	76%	82%	79%
0.0	Sense of connectedness	92%	6%	92%	79%	77%	77%
	Sense of inclusion	94%	4%	94%	87%	87%	88%
	Student voice and agency	90%	6%	90%	66%	67%	67%
School safety	Advocate at school	96%		96%	85%	87%	87%
	Managing bullying	93%	5%	93%	75%	74%	75%
	Respect for diversity	93%		93%	77%	76%	77%



Our context Parent Opinion Survey

Factor Gro	oup/Factor	Your scho	ol	0	Similar schools	Network	State
	All	89%	5% 5%	89%	78%	72%	79%
and environment	General School Improvement	85%	6% 9%	85%	73%	66%	75%
	General School Satisfaction	93%		93%	82%	74%	82%
	Physical Environment	90%	7%	90%	82%	82%	84%
	School pride and confidence	e 94%	4%	94%	82%	73%	82%
Student	All	86%	7% 8%	86%	78%	74%	79%
cognitive engagement _E	Effective teaching	83%	8% 9%	83%	76%	74%	77%
	High expectations for success	91%	5%	91%	84%	82%	86%
	Stimulating learning environment	87%	6% 7%	87%	77%	71%	78%
	Student motivation and support	83%	7% 10%	83%	75%	69%	77%



By the end of this session

We will:

> Describe the **4 components** of a deliberate and structured approach to implementation.

> Hear SNPS's experience of taking a deliberate and structured approach to implementation.

> Consider how taking a deliberate and staged approach to implementation could benefit your school.



Review and Reflect...

Take a moment to reflect on a change or initiative you have implemented in your school.

What were the **key successes** and **challenges**?

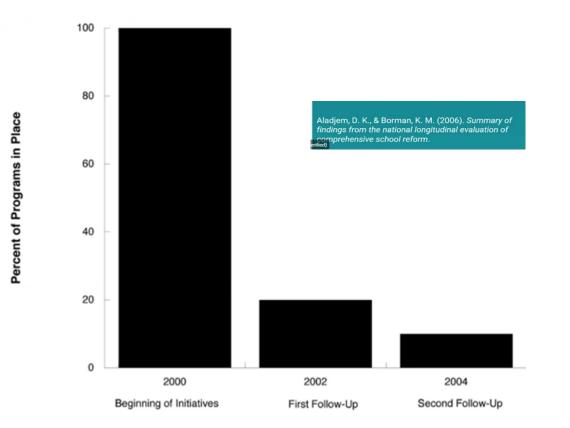
Has the implementation been **sustained over time**, and what factors contributed to its longevity or lack thereof?





The implementation challenge...

How Sustainable Are School Reform Initiatives?





Explicit instruction with intentionally selected complex, high-quality literature; empowers students to comprehend and write in complex sentence structures with formal, literate language.



Establishing our vision and leading change

What is the 'right work' for us?



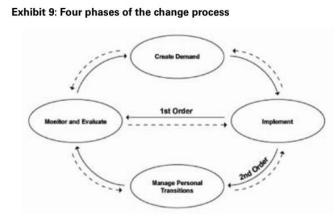
Our approach – Managing change

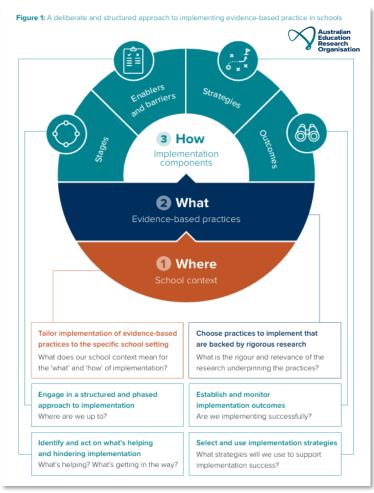
Evidence informed implementation

We are using a deliberate and structured approach, informed by AERO's implementation research.

> We use this model to guide all implementation of initiatives even right back to when we are preparing and writing our SP.

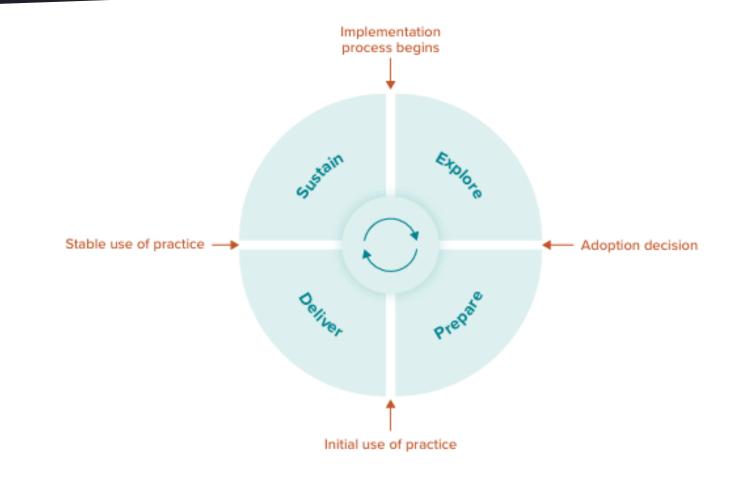








Planning for implementation





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Strategic plan creation

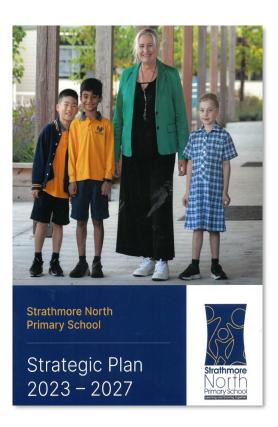
- > What is the data telling us?
- > What trends are we seeing?
- > What are our challenges?



Intentional and not left to chance!

Summary of our Thinking - identified future areas of work identified from the PRSE

FISO 2.0 Dimension	Areas of Work
Leadership	 Update our Values Sustain PLCs
Teaching and Learning	 Maths Curriculum Precision in Pedagogy - maths instruction The 'Big ideas' for teaching Number Evidence based Instruction & Checking for understanding Strategies Science of Learning – continue pedagogy refinement
Assessment	 Assessment updates to align with curriculum and pedagogy changes Evidence based Checking for understanding Strategies
Engagement	 School-wide behaviour framework e.g. School Wide Positive Behaviours Reconciliation Action Plan
Support and Resources	- Disability and Inclusion



Therefore... identifying the right evidence based 'work' for us and our context

From SP to AIP in 2025...

What do we want to explore, prepare, deliver and sustain?

Explore	Prepare	Deliver	Sustain
KIS 1A: Maths			
 Daily Review & V 	Vhole School Approach	to Fluency	
 Implement & Do 	cument Maths Curricul	um 2.0	
 Yearly Over the second s	verview updates, Report	ing updates	
 Maths Pedagogy 	with Dr Angela Rogers		
 Place Val 	lue		
o Additive	Thinking		
o Multiplic	ative Thinking		

KIS 2B: Wellbeing Tiered Systems of Support

School Values

- Positive School Wide Behaviours
- Mental Health Reform
- Disability & Inclusion Process
- High Impact Wellbeing Strategies

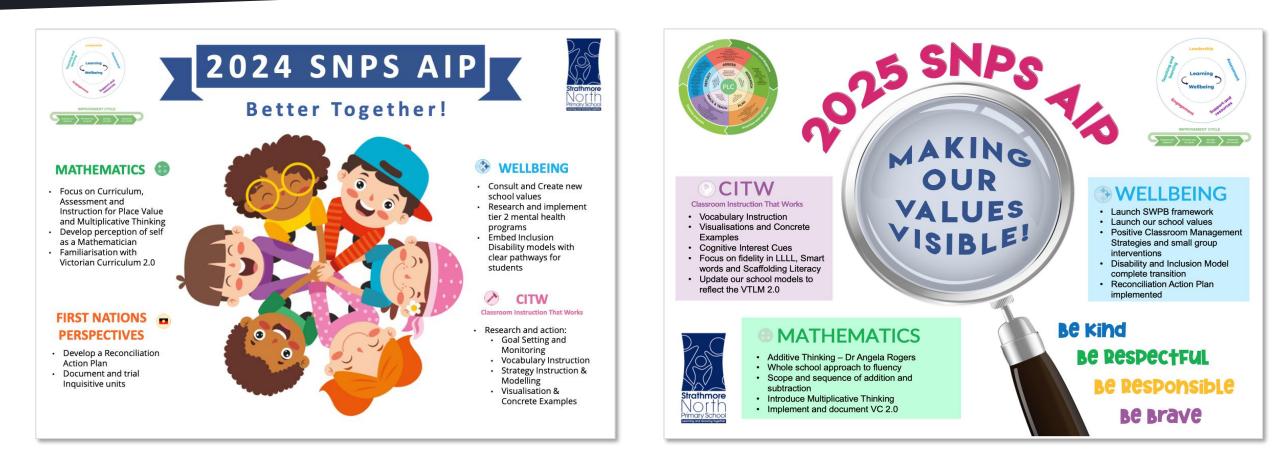
Our AIP summaries

An annual motto and matching visual

- > Used to refine and communicate the key work each year to our community
- > One year in a 4-year journey....



Our current SSP... the first two years



Stay the Course. Trust the Process.

Planning for implementation

High consistency, low variability curriculum and instruction.

2025 Plan:

Strathmore NOTTH Primary School	McREL – 11 Leader 2023
CHANGE MANAGEMENT	Culture Provide assurance of no casualities during learning phase. Monitor / Evaluate Provide pilot
PLAN 2025 "Making Our Values Visible"	Provide prices celect data Optimize Make evidence visite, provide examples Communication Establish multiple ways to share warks in dis not working 2025
	Straffirree N

Culture e assurance of no les during learning phase.	Change / Evaluate Use data to challenge reliability of current grading system.	Ideas / Beliefs State and Clarify belief on related topics, re: averaging	Order Establish procedures f piloting, evaluation an adoption.
Monitor / Ev Provide p opportunities	lot collect Change	Initiative Initiative	Flexibility e discussion on titve approaches.
data. Optimiz Make evidence provide exar	e visible.	Seci.	tual Stimulation ine and discuss that support the initiative
Communicati	Secure a	dge of CIA and discuss at support the	Input

Term 1:		
Essential: Feature 3: Claritying Expected Behaviour. Draft Martis by the ad of the term. "That is on the provision that we have 2-3 PL sessions. SWPES learn to meet in and around the PL session. Curriculum Day 1: Expected Behaviours Brainstorm and draft matrix as a whole staff PLC Leaders will continue the work. Exe term will finalise. Elolizing on: Release the draft to teachers. Teachers will trial and provide feedback. What are the 3 things you want to see? (Non-nego SAPNA can lead this as a PL in Term 1	Leaders	Data is at the hea SWPBS. How will data? Self-Assess Survey (SAS) If the behaviour is Caring words' Will does that actually like? These are th non negotiables a be used to develo lesson plans to explicitly teach the expected behavior
Term 2:		
Essential Feature 4: Teaching Expected Behaviours During this time, teachers will be implementing this classroom a language shift. Focus on a language shift. Exploit teaching of the behaviours, 10-20 minute ik beginning of the week, focusing on the 3 non-nego The rest of the week is focused on embedding that behaviour.	esson at the btiables.	*Consistent langu across all year lev *JSC/Captains co introduce the beh focus of the week Assembly talks? P are we demonstra that behaviour?
Term 3:		
Essential Feature 5: Aoknowledging Expected Behav Looking at our school wide positive system Researching different whole-school incentive a		
Term 4:		
Essential Feature 6: Discouraging Inappropriate Behr Clarifying minor and major behaviours	aviour	

Wide Positive Behaviour

Notes:

Discoursging Inappropriate Behaviour r and major behaviours Stratimore North Primary School

٢	School Wide Positive Behaviour
	Change Management Plan

Time	10 minute lessons once a week.
	 Informally structured to fit behaviour within 5 minutes. Tell, Show, Practice. Updating Teaching and Learning Handbook to outline exactly what lessons need to
	be taught in each year level.
	 Providing examples of weekly work programs to reflect SWPBS implementation.
Teacher Buy-In	 Developing a shared vision for SWPBS. Sharing SNPS current context, developing the 'why' rationale.
	 Shanng SNP's current context, developing the why rationale. PLC leaders/SWPBS team are our change agents. Revisiting vision and expected
	outcomes in PLC meetings.
	 Re-establishing the culture of 'collaboration', we are a school-wide team who has high expectations for student behaviour and we work together to get the results.
	Building consistency across the school and within the school community.
	 SWPBS will develop a culture of belonging for our students, reducing anxiety
	(Mental Health in Primary Schools Tier 1 Strategy - preventative promotion of Mental Health).
Resourcing	SWPBS team will plan the lessons either as a team or lead the planning through
	 whole staff professional learning. All and any resources necessary will be providing to teachers by the SWPBS team
	 Expected Behaviours Matrix will be provided to each classroom, each Yard Duty
	bag will have a Matrix and there will be professionally printed versions displayed
	around the school (facing out on windows for the whole community to see).
Knowledge	 SWPBS team have completed the Tier 1 Foundations Training.
	 SWPBS team will deliver whole staff Professional Learning to staff. Exec team and SWPBS team modelling consistent shift in language.
Practice	 Coaching will be provided to SWPBS team by SWPBS team leader. Time will be given to SWPBS team members to go and model Expected
	Behaviours lessons to PLC team members. Building our Middle Leaders for
	Leadership Pathways.
	 Guided Observations: building a library of explicit teaching of expected behaviours SWPBS team member or leader will run a guided observation with teacher/s to
	support practice.
Accountability	Consistent time: Student Leadership team will announce the expected
	behaviours/value focus for the week.
	 PLC Agenda item - SWPBS, 5 minute check in to ensure teachers are implementing in classrooms and identifying anyone who needs support with

Chunk the work - managing the cognitive load for staff.



Review and reflect

What **strategic process** do you follow to **plan** for implementation and change at your school?





Evidence based practices

How are we implementing the change?





Enablers and barriers

Helping or hindering our success



Leveraging our enablers

- > Our Culture
- > Staff knowledge and predispositions to change
- > Strength in middle level leaders
- > PLCs
- > Instructional Leadership
- > Investment in staffing and resourcing our initiatives

Strategies and barriers and bar

What are your **current enablers** that you could leverage for whatever you're trying to implement?

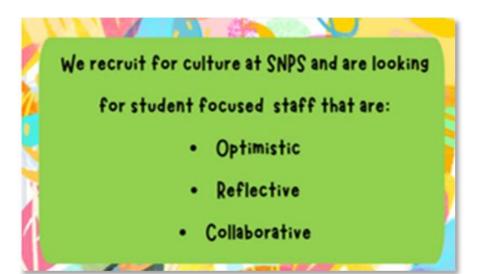




Staff culture

'Lessons of the Geese'









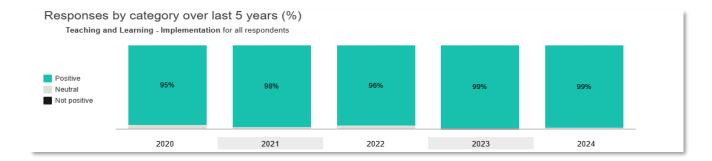
Key implementation strategies



Our key implementation strategies

- > Professional Learning structures
- > PLCs
- > Coaching
- > Middle Level Leaders / Change Champions
- > Opt-in committees
- > Documentation
- > Communication







Evidence Based Literacy

English Pedagogy

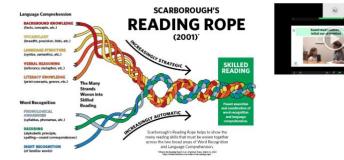
Scarborough's Reading Rope illustrates how skilled reading develops through the combination of word recognition and language comprehension. These two strands -like the fibers of a rope-are made up of smaller, intervoven skills.

The word recognition strand includes phonological awareness, decoding, and sight recognition of familiar words.

The language comprehension strand includes vocabulary, background knowledge, language structures, verbal reasoning, and literacy knowledge.

As these strands strengthen and weave together over time through effective instruction, students become fluent, accurate, and motivated readers. The rope highlights that reading is not a single skill, but a complex, integrated process that needs to be explicitly taught and practised.

The Professional Learning video below explains this in greater detail.







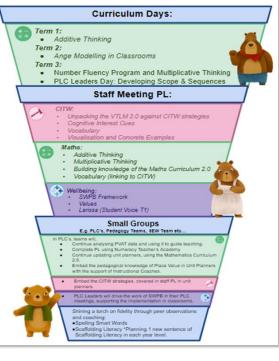


Professional learning structures

The key drivers of delivering the "right work" Our strength lies in our consistency

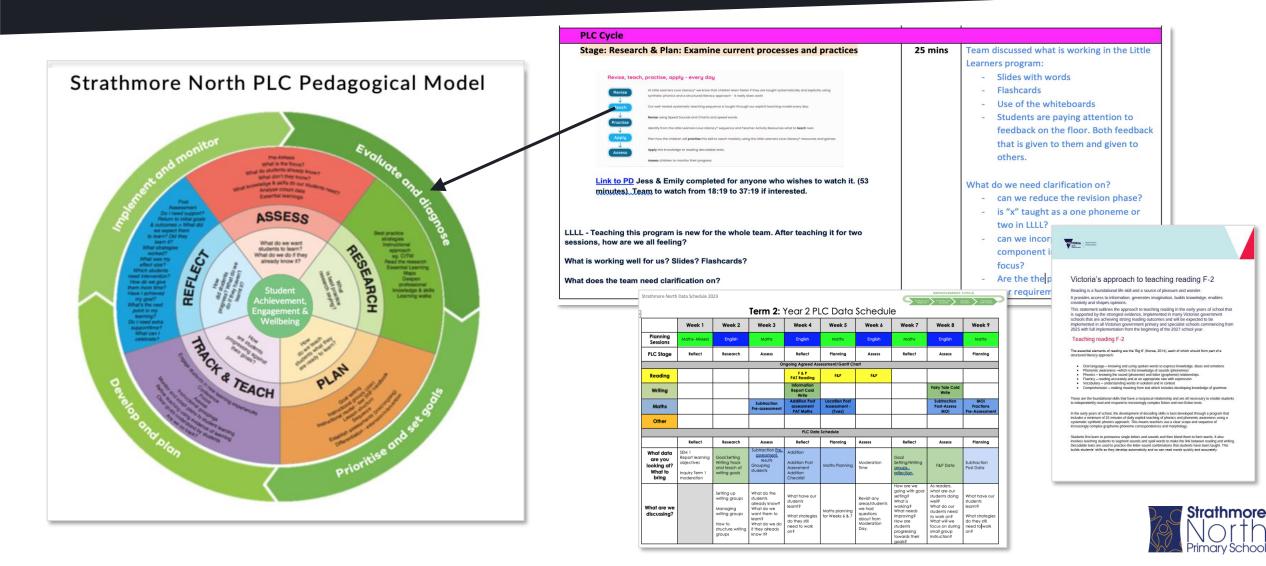
AND A SINPS	Strathr	nore North Primary	School Meeting Sch	edule Term 1 2025 v	.1
ATTICATION AND AND AND AND AND AND AND AND AND AN	Monday Atma 3:45pm - 4:45pm	Tuesday 3:45pm - 4:45pm Tuesdays are the agreed third day for 4:45pm finish	Wednesday 3:45pm - 4:45pm	Voluntary Teams . See the compass calendar for most up to date information. " In the first meeting of the year, the team members will nominate a preferred time and day of the week for regular meetings.	Events Check the Compass Calendar for updates
1 Week Beginning 29 th January		Curriculum Day 1 Culture and Making Our Values Visible	Curriculum Day 2 Additive Thinking Dr Angela Rogers	Consultative Committee	Year 1-6 Students start Thursday 30 th January Specialists Planning Day
2 Week Beginning 3 rd February	0 PLC		0 PLC	Student Engagement and Wellbeing	Foundation Students start Monday 3 rd Februar Planning Week Years 1-6
3 Week Beginning 10 th February	Staff PL: Child Safe Standards and Anaphylaxis Briefing		0 PLC	Pedagogy Team	SSGs – Wednesday – Friday Optional Compass PD - Thursday
4 Week Beginning 17 th February	Staff PL: Classroom Environment Learning Walk/ PDP Statement of Expectation		0 PLC		Whole School Open Afternoon – Monday School Photo Day – Tuesday School Council – Tuesday Foundation Team Planning Day - Wednesday
5 Week Beginning 24 ^m February	Staff PL: Maths Vic Curriculum 2.0		0 PLC		District Swimming – Wednesday Year 6 Gala Day - Friday
6 Week Beginning 3 rd March	Staff PL: Additive Thinking		0 PLC		
7 Week Beginning 10 th March	Labour Day Public Holiday		0 PLC		NAPLAN testing Flying Bookworm – Tuesday and Wednesday
8 Week Beginning 17 th March	Staff PL: SWPS Coach Sapna	Parent Teacher Interview –1 hour payback 7 hour work day (3.45pm finish)	0 PLC		NAPLAN testing catch up window Year 3/4 Athletics Day – Wednesday
9 Week Beginning 24 th March	Parent Teacher Interview –1 hour payback 7 hour work day (3.45pm finish)	Parent Teacher Interview –1 hour payback 7 hour work day (3.45pm finish)	Parent Teacher Interview –1 hour payback 7 hour work day (3.45pm finish)		Planning Week
10 Week Beginning 31 st March	Parent Teacher Interviews	Parent Teacher Interviews	Parent Teacher Interview -1 hour payback 7 hour work day (3.45pm finish)		



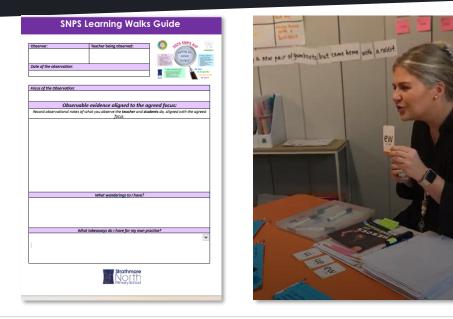


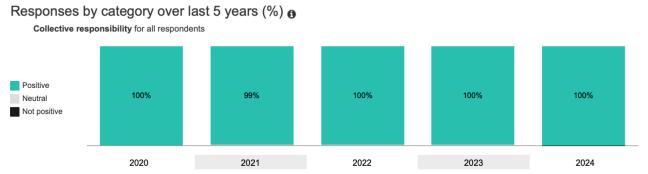


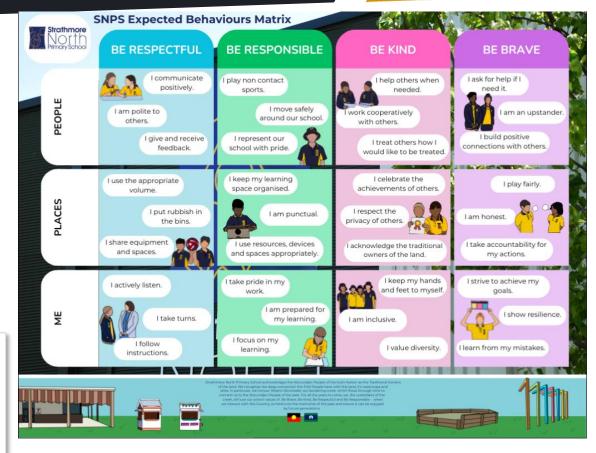
PLCs



PLC leaders – Our change champions









Coaching and feedback

Planning Level

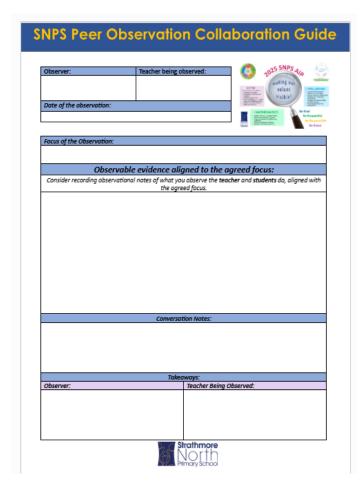
- > Every classroom teacher.
- > English and Maths planning every week.

In classroom

> Not just for graduates – for all staff needing or seeking additional support.

Other Feedback Opportunities

- > New staff conversations happen early.
- > Peer Observations.
- > Challenging Conversations finding the 'in'.
- > Visible in classrooms.





Ongoing monitoring





Monitoring implementation- Staff

How is it going?How do we know?

>What are staff feeling, saying and doing?

Staff Pulse Check - We	eek 4, Term 1
Please complete the survey below and ask us any or how we can help. We ask all staff to complete this voluntarily on a issues that arise and so we can support you. Thanks, Exec Team	
* Indicates required question	
What is your name? *	
Your answer	



Identify and address enablers and barriers

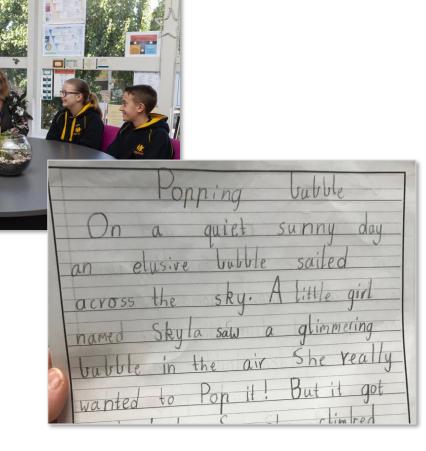


Monitoring implementation - Students

How is it going?How do we know?

>What are our students feeling, saying and doing?

Keeping our Finger on the Pulse





Monitoring implementation- Community

How is it going?How do we know?





Accessible and Visible



SNPS Community Involvement in Student Learning

RESEARCH FINDINGS



One aspect of the 2020-2023 Strathmore North Primary School (SNPS) strategic plan involves building

parent engagement in student learning; and
effective partnerships between the school and home

n November and December 2019, the School Council Community Engagement Subcommittee coordinated some research with the school community to seek feedback regarding their involvement with student learning. The key research questions were designed to increase understanding of The profile of the school community.

- The perceived importance of community involvement in student learning:
 Satisfaction and participation levels in community involvement in student learning
- Ideas for new or improved activities regarding community involvement in student learning, and
 Expressions of interest for people to contribute and support community involvement in student





Monitoring implementation – Formal data

> How is it going?> How do we know?> How much?

School Name Strathmore North Primary Sc •	At or above age expected level students in 2024 (%) For students in Prep - 6, 2024 Semester 2, English							
Year Level Group Prep - 6		Your school	Similar schools	Network	State			
Semester Semester 1 Semester 2	Reading and Viewing	95%	94%	91%	86%			
Year level (All) • Curriculum area	Speaking and Listening	96%	97%	95%	92%			
 English Mathematics 1.0 Mathematics 2.0 	Writing	91%	91%	85%	81%			

Statimore north	Data Schedule 20							nt > Proventiese and > D and growth > 0 ar	rna 🔪 arr
			Term 2:	Year 2 Pl	.C Data	Schedul	е	_	
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week
Planning Sessions	Maths- Missed	English	Maths	English	Maths	English	Maths	English	Maths
PLC Stage	Reflect	Research	Assess	Reflect	Planning	Assess	Reflect	Assess	Plannin
			Or	ngoing Agreed Ass	essment/Gantt Ch	art			
Reading				F & P PAT Reading	F&P	F&P			
Writing				Information Report Cold Write				Fairy Tale Cold Write	
Maths			Subtraction Pre-assessment	Addition Post assessment PAT Maths	Location Post Assessment - (Tues)			Subtraction Post-Assess MOI	MOI Fraction Pre-Assess
Other									
				PLC Data	Schedule				
	Reflect	Research	Assess	Reflect	Planning	Assess	Reflect	Assess	Plannin
What data are you looking at? What to bring	SEM 1 Report learning objectives Inquiry Term 1 moderation	Goal Setting Writing Track and teach of writing goals	Subtraction Pre- gssessment results Grouping students	Addition Addition Post Assessment Addition Checklist	Maths Planning	Moderation Time	Goal Setting/Writing groups, reflection,	F&P Data	Subtraction Post Data
What are we discussing?		Setting up writing groups Managing writing groups How to structure writing groups	What do the students already know? What do we want them to leam? What do we do if they already know il?	What have our students learnt? What strategies do they still need to work on?	Maths planning for Weeks 6 & 7	Revisit any areas/students we had questions about from Moderation Day.	How are we going with goal setting? What is working? What needs improving? How are students progressing towards their goals?	As readers, what are our students doing well? What do our students need to work on? What will we focus on during small group instruction?	What have students learnt? What strate do they still need to wo on?

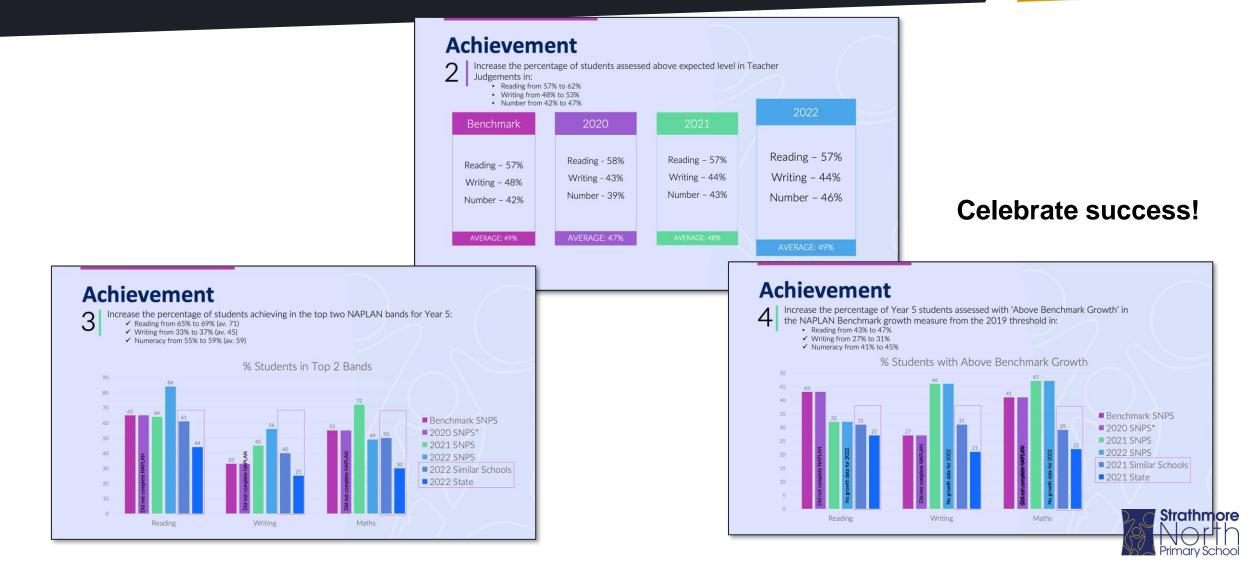


YEAR		READING		SPEAKING AND LISTENING		WRI		
2023	2024	Ave. Growth	% who made required growth	Ave. Growth	% who made required growth	Ave. Growth	% who made required growth	TOTAL
Foundation	Year 1	1.08	97%	1.01	100%	1.01	91%	
Year 1	Year 2	1.25	97%	1.05	97%	1.01	88%	Average growt for English
Year 2	Year 3	1.08	96%	1.04	96%	0.99	87%	=1.04
Year 3	Year 4	1.03	92%	0.99	94%	1.01	90%	94 % made
Year 4	Year 5	1.03	95%	1.01	96%	1.01	90%	required growt
Year 5	Year 6	1.06	96%	1.04	96%	1.07	94%	
	AVE.	1.09	96%	1.02	97%	1.01	90%	

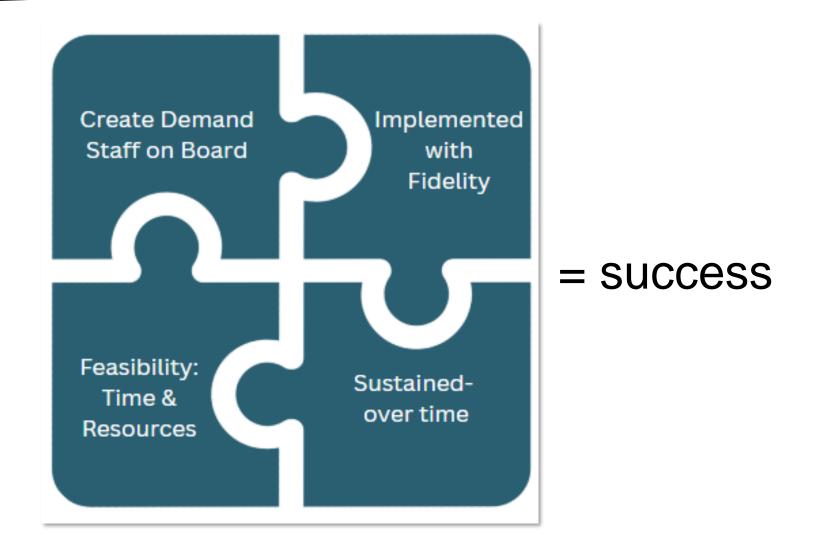
Year		MEASUREMENT & GEOM		NUMBER		STAT & PROB		TOTAL	
2023	2024	Ave. Growth	% who made required growth	Ave. Growth	% who made required growth	Ave. Growth	% who made required growth		
Foundation	Year 1	1.02	99%	1.05	91%				
Year 1	Year 2	1.02	98%	0.98	91%	0.98	94%	Average growth for Maths =1.05	
Year 2	Year 3	1.05	88%	1.03	90%	1.11	91%	Jor Wattis -1.05	
Year 3	Year 4	1.06	94%	1.05	94%	1.01	92%	92 % made	
Year 4	Year 5	1.03	90%	1.05	88%	1.08	96%	required growth	
Year 5	Year 6	1.04	91%	1.11	91%	1.08	92%		
	AVE.	1.04	93%	1.05	90%	1.05	93%		



Tracking our SSP targets over time



Implementation complexity...





Our reflections

> Plan with intent

> How are we as leaders, being supportive, being demanding and being intentional?

> Be brave and stay the course – it will take time for the data to reflect improvement

> Culture is key but it is fragile



Girl's First Ski Jump



Take away – Teacher mentor texts

"What truly matters most is teacher's expertise." – John Hattie



Seen something you like? Get in touch – we are happy to share.





Sustaining excellence while pursuing growth

Thinking back to your implementation initiative, where is the opportunity for being more staged or deliberate in your process?







Questions?

