



**WARWICK**  
SENIOR HIGH SCHOOL



# Business Plan

2021-2023

Warwick Senior High School is committed to providing a high standard of education for secondary students as part of the public education system of Western Australia. As a school community we will plan and work to achieve the three pillars of the public education system:

- Warwick Senior High School is a good public school;
- Every teacher at Warwick Senior High School is an effective teacher; and
- Every student at Warwick Senior High School is a successful student.

The teaching and learning program in place at Warwick Senior High School is designed to be meaningful and engaging, ultimately providing students with the opportunity to achieve success through appropriate pathways to employment and/or further studies with a State Training Provider or tertiary institution.

This business plan details our school's vision, together with the agreed values, priorities and targets for whole school improvement. Working together as a school community, focusing on shared goals and strategies for success, is the foundation for our school improvement.

## Our Vision

### Creating Positive Futures

**Warwick Senior High School aims to deliver a world class education through its programs and services, to facilitate positive futures for our students.**

With a focus on the whole child, we aim to develop students who are empowered to have strong self belief to achieve, have courage to take risks and to strive towards being the best person they can be.

They will strive to acquire new knowledge, skills and understandings and behaviours that will create endless possibilities for their own futures.

We will provide our students with opportunities for growth and development in all areas: academic, cultural and sporting with a focus on citizenship and personal responsibility.

Students will leave Warwick Senior High School and be equipped to engage confidently and successfully with a global community and be an active contributor to society.

## Our Beliefs

At Warwick Senior High School our staff:

- Believe that our students can do better and that teachers make a difference.
- Acknowledge that whoever dares to teach, must be prepared to learn.
- Have stated a commitment to: helping others, building character, providing opportunity for all, and learning for life.

Staff aim to foster positive relationships with students and colleagues to make the school community happier and more productive.

## Our Motto

### Aspire, Learn, Grow

**Aspire:** Believe to achieve  
Strive beyond our limits

**Learn:** Acquiring new knowledge, skills,  
understanding and behaviours  
Creating possibilities for your future

**Grow:** Have courage to take risks  
Treat our mistakes as learning experiences  
Build your personal portfolio  
Develop positive relationships  
Strive to be the best person we can be

## Our Values

Warwick Senior High School aims for commitment, integrity and excellence in every endeavour. Staff, students and parents can work together to make a difference and help to ensure that every young person achieves to their maximum potential.

Our core values underpin all aspects of our school:

- Respect
- Caring
- Responsibility
- Environmental sustainability

## School Priorities 2021 - 2023

- **Teaching Excellence:** promoting a culture of reflection and staff support through performance management, professional development, and shared teaching and learning strategies, ensuring preparedness to meet the requirements of curriculum change.
- **Learning for Success:** promoting a culture of developing young people to be confident in taking opportunities, being persistent in their endeavour and achieving success through a focus on continued improvement.
- **Enhancing Wellbeing:** endeavouring to provide targeted programs and learning opportunities to grow a mentally and physically healthy school community and environment.
- **Strengthening Partnerships:** providing distinctive learning experiences for students through the development, enrichment and extension of our community partnerships.

Our current school priorities align very well with 2020-2024 DOE Strategic Plan priorities.

## Teaching and Learning

At Warwick SHS we believe that our major focus should be on creating the optimum conditions at our school for our students to maximise their achievements, and to grow and develop socially and emotionally, while at school. From this we firmly believe that we are assisting our students to “create positive futures” for themselves after their school career has finished.

We recognise that our teachers’ actions make the MOST difference to students’ learning, so we focus on creating the highest quality teachers through on going professional learning, classroom observations and formal feedback from other teachers, training to improve classroom management, and mentoring by school leaders and expert teachers. Teacher development activities focus on use of IT in learning, questioning techniques, co-operative learning strategies (group work), and differentiation in lessons to cater for the range of learners’ abilities.

We have high expectations of both our students and our staff and we believe that every child can learn and progress in their education. Our expectations of students includes their behaviour, as an orderly school environment is essential for all students to feel safe and secure and feel able to take risks, and gain knowledge and try new skills, without fear of ridicule or bullying.

## Our Instructional Model

All classrooms at Warwick will be operating under a common framework, which is called an Instructional Model. All teachers will aim to operate under this structure.

The lesson features include:

- **Learning Intentions:** which are prominent to students, either written on the board or printed materials or verbally outlined. Research shows these are vital for students to succeed, as they know where the lesson will lead.
- **Success Criteria:** are also visible, based on the lesson goals and allow students to assess when they have been successful in their learning.
- **Learning:** when explicit teaching of new material occurs and/or students are involved in activities that develop new understandings and skills.
- **Reflect, Review, Feedback:** at the lesson end the teacher ties it all together, checks for understanding and concludes the lesson. Students can self-assess in terms of the success criteria. Timely, constructive and corrective feedback is given.

Research shows that a well-designed instructional model contributes to increased learning time in class, as all students understand the structure of any lesson in the school. Our focus is to maximise the effective learning time in all the classrooms. All of the actions are simple but have been proven to have great impact on improving learning in classes.

The model that we embrace at Warwick involves classroom practices that produce effective classroom management by using invisible discipline practices and visible learning instructional strategies.

**Invisible discipline** means that teachers should win the students over by building positive and productive relationships. Within everyday classroom practice, teachers should be aware of the activity in the classroom and aim to employ low-key responses and proximity, to encourage positive behaviours in students.

**Visible learning** is about using instructional strategies that are proven to improve student results. Teachers will express clear learning intentions and share with students what the successful attainment of the learning intention will look like.

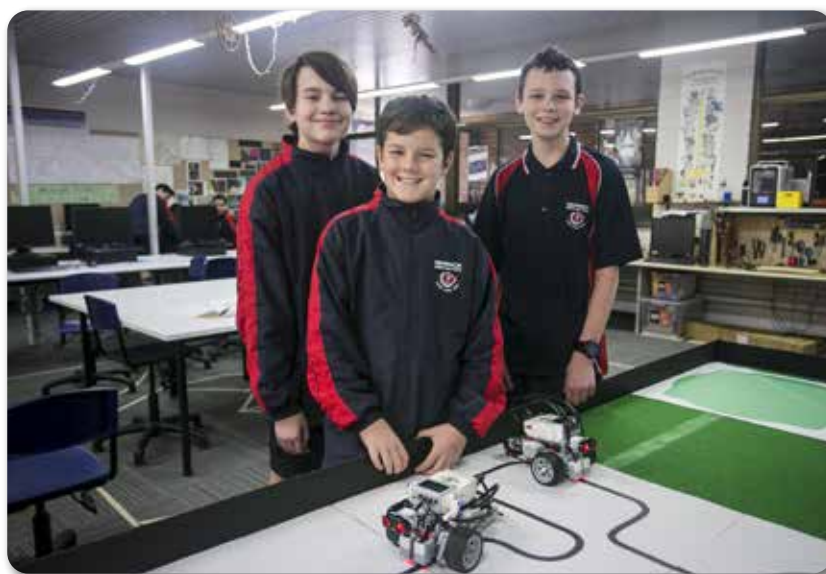
## How Our Business Plan Works

This School Business Plan is supported and/or underpinned by operational plans and other documents including:

- School Budget
- Learning Area Plans for Mathematics, English, Science, History and Social Sciences (HASS), Health and Physical Education, and the Technologies and Arts
- VET (Vocational Education and Training)
- Literacy
- Numeracy
- Attendance
- Student Services
- ICT
- Year 6 Student Transition
- Communication and Marketing
- Workforce Plan

## Student Improvement Targets

	Target Area	2021 Targets
Target 1	NAPLAN	Year 9 students to have better progress from Year 7 to 9, than LIKE schools.
Target 2	NAPLAN	Increase the percentage of Year 9 students in Bands 8 or higher. Decrease the percentage of Year 9 students at or below the NAPLAN National Minimum Standard.
Target 3	OLNA Attainment	Increase OLNA achievement to 95% of Year 12 for Reading, Writing and Numeracy.
Target 4	ATTENDANCE	In the Regular Attendance category increases to between 63-65%. In the Indicated Attendance category decreases to 20-22%. The overall attendance for Aboriginal students to be better than WA and LIKE schools.
Target 5	YEAR 12 Attainment	All Warwick SHS ATAR course means to increase to be better than LIKE schools, and working towards equalling the state mean.
Target 6	Year 12 Achievement	Increase the percentage of Year 12 students in General subjects achieving A or B grades, to improve students' post school options.
Target 7	Year 7 Intake	Increase the percentage of in-boundary student enrolments. Maintain the overall Year 7 enrolment between 150 to 160 students.





## Our Priorities

<b>PRIORITY 1</b>	<b>Teaching Excellence</b>
<b>Goal</b>	Warwick Senior High School promotes a culture of reflection and supports our staff through performance management and professional development, as well as shared teaching and learning strategies, ensuring preparedness to meet the requirements of curriculum change.

High Quality Teaching	
Operational Plan will expand on the following:	Milestones/Targets:
<p><b>Performance Management &amp; Development</b></p> <ul style="list-style-type: none"> <li>• Reflective practices including classroom observation by HOLAs, to provide professional feedback.</li> <li>• Provide staff with opportunities to reflect on and improve their teaching practices, to improve classroom performance by strengthening of PM&amp;D process.</li> <li>• Employ AITSL Standards as the basis for staff reflection and review. PM processes allow staff to make performance judgements and plan for self-improvement.</li> <li>• Linking professional learning to targeted areas for improvement in each teacher's performance.</li> <li>• Use of student feedback to staff on classroom practices and pedagogy (use PIVOT or other methods).</li> <li>• Building staff capacity and competency to use a variety of instructional strategies through CMS practice.</li> <li>• Incorporate the use of our Instructional Model, and a wide range of instructional strategies into classroom planning via the Instructional Model, and through CMS Instructional Strategies for Engagement program.</li> <li>• Build capacity to use technology for teaching and learning in the student BYOD program.</li> </ul>	<ul style="list-style-type: none"> <li>• By the middle of the year, all staff will have been observed by their HOLA and given targeted feedback in line with the industrial agreements.</li> <li>• Mentoring program for TFAs and Graduate teachers.</li> <li>• By the end of Term 3, all teachers will have surveyed their classes, received feedback and shared with their HOLA in PM&amp;D meetings or as a Learning Area or Curriculum team.</li> <li>• 95% of all staff trained in Foundation CMS, maintaining this level as staff change, and increasing training in ISE 20% for 2021, 35% for 2022 and 50% for 2023.</li> <li>• Classroom observations indicate that all staff using LI &amp; SC with classes by end of Term 1 2021 and all staff show appropriate use of technology in line with BYOD implementation.</li> </ul>
<p><b>Data Analysis</b></p> <ul style="list-style-type: none"> <li>• Use of data analysis (NAPLAN, students surveys, K-10 data) to underpin lesson planning.</li> </ul>	<ul style="list-style-type: none"> <li>• HOLAs indicate at the mid-year and end of year reviews that staff are using data to support planning in each class.</li> <li>• PM&amp;D process indicates staff demonstrating an understanding of class data to inform teaching.</li> </ul>

High Quality Teaching	
Operational Plan will expand on the following:	Milestones/Targets:
<p><b>Professional Learning</b> Provide professional learning to support targets and priorities in the business plan.</p> <ul style="list-style-type: none"> <li>Invest in targeted professional learning to support high quality and innovative teaching.</li> <li>Using IT and student BYOD.</li> <li>Differentiation</li> </ul> <p>Staff trained in use of data including:</p> <ul style="list-style-type: none"> <li>SAIS: a range of reports.</li> <li>NAPLAN: individual students results, NAPLAN Pathways, NAPLAN Progress, NAPLAN Achievement, ONLA, ESTs, Attendance.</li> <li>SAER data.</li> </ul>	<ul style="list-style-type: none"> <li>Professional learning program is well organised and allows for all school priorities to be addressed.</li> <li>Staff surveys indicate satisfaction with professional learning opportunities.</li> </ul>
Professional Development and Growth	
Operational Plan will expand on the following:	Milestones/Targets:
<p>Use workforce planning to attract and retain quality staff.</p> <ul style="list-style-type: none"> <li>Workforce planning that addresses: STEAM, ICT, and specialist teacher needs.</li> <li>Leadership Strategy for advancement and supporting staff professional and career development: Staff PL program, L3 Teacher aspirant program, Aspirant leader program.</li> </ul>	<ul style="list-style-type: none"> <li>At the end of Term 4 each year, the classes in the next year are staffed with the appropriately trained staff.</li> <li>Staff surveys indicate staff satisfaction with overall PL program and staff opt in to opportunities for growth and advancement.</li> </ul>

<b>PRIORITY 2</b>	<b>Learning for Success</b>
<b>Goal</b>	Warwick Senior High School promotes a culture of developing young people to be confident in taking opportunities, being persistent in their endeavour and achieving success through a focus on continued improvement. Staff, students and parents can work together to make a difference and help ensure that every student achieves to their maximum potential.

### Successful Learning

Operational Plan will expand on the following:	Milestones/Targets:
<p>We will develop students' academic abilities to be able to engage fully into their learning program and be successful. School wide focus on school priorities of:</p> <ul style="list-style-type: none"> <li>Literacy.</li> <li>Numeracy.</li> <li>ICT: Office 365 Application.</li> <li>Implementation of BYOD.</li> </ul> <p>We will aim to develop fundamental knowledge and skills for students to progress in all subjects while at school.</p> <p>Student skill development through:</p> <ul style="list-style-type: none"> <li>Literacy and Numeracy support classes in Years 7 and 8.</li> <li>Revision and study skills program for all students.</li> <li>Development of digital literacy skills for students in Year 7 and 8.</li> </ul>	<ul style="list-style-type: none"> <li>Students in the Literacy/Numeracy classes improve their achievement and confidence in classes across the school.</li> <li>Successful implementation of BYOD program for 2022.</li> <li>Year 9 Students to have higher progress from Year 7 to 9 than LIKE schools.</li> <li>Increase the percentage of Year 9 students in Band 8 or higher.</li> <li>Decrease the percentage of Year 9 students at or below the NAPLAN National Minimum Standard.</li> <li>Increase OLNA achievement to 95% of Year 12 students.</li> <li>Student feedback about Elevate program feedback is positive and students increase achievement and confidence in assessments and examinations.</li> <li>Longitudinal survey over 2 years to gauge improvement.</li> </ul>

### Pathways For Success

Operational Plan will expand on the following:	Milestones/Targets:
<p>We will maintain a range and variety of programs and pathways to develop talent and student aspirations and ensure future employment. Timetable development will enable the school's key programs to operate and be sustainable:</p> <ul style="list-style-type: none"> <li>Specialist and Elite programs.</li> <li>ATAR, General and VET courses.</li> <li>STEM/STEAM skills and abilities.</li> </ul> <p>Schools focus on planning opportunities for innovation, creativity and entrepreneurial skills, building on STEAM capabilities and providing opportunities to demonstrate these skills.</p> <p>We will ensure successful transitions occur at all key stages of a students' schooling. Policy, procedures and planned activities will ensure that students feel they belong and are comfortable with every transition while at high school including:</p> <ul style="list-style-type: none"> <li>Year 6 to 7.</li> <li>Year 10 to 11.</li> <li>Year 12 to post school.</li> </ul>	<ul style="list-style-type: none"> <li>Growth of programs in Year 11/12 as student numbers increase.</li> <li>STEAM/high order thinking skills embedded in all classes through whole school pedagogy implementations.</li> <li>Warwick SHS continues to be recognised by the wider educational community as a leader in STEAM. This will include awards, invitations and professional learning opportunities.</li> <li>Consistently experience high demand for places in Year 7 including Specialist and Elite programs. Increased advertising of AEP program.</li> <li>Increase the percentage of in boundary student enrolments each year.</li> <li>All Warwick SHS ATAR course means to increase to be better than LIKE schools and constant improvement towards equalling that state mean.</li> <li>Counselling provides students with appropriate pathways into Year 11.</li> <li>Support provided for Year 12 students and those who transition early through Individual Pathway Plans as they exit the school.</li> <li>Increase the percentage of Year 12 students in General Subjects achieving A or B grades, to improve students' post school options.</li> </ul>



## Engagement and Retention

### Operational Plan will expand on the following:

We will aim for our students to attend school regularly and be ready to learn and engage in school work, for successful learning to occur.

Maintain and improve student attendance through:

- Regular monitoring and follow up.
- Promotion of importance of regular attendance.
- Rewarding excellent attendance.
- Use of student engagement strategies.
- Highlighting of staff responsibilities at all levels.

Strengthening communication to parents through regular messages of attendance requirements and its importance to student's educational success. Success or failure to engage in learning programs and complete assessments will also be communicated to parents.

A focus on student engagement through consistent implementation of the Good Standing policy for Behaviour, Attendance and Academic Progress.

A focus on organisational skills and implementation of consistent strategies across year groups to ensure students are organised with study, assessments and other school requirements/responsibilities.

### Milestones/Targets:

- Warwick SHS achieves attendance rates higher than Like schools.
- Parents receive regular communications via CONNECT and SEQTA/Compass.
- High percentages of students retain their Good Standing throughout the year. Students who lose their Good Standing apply for reinstatement when able to.
- More school events linked to Good Standing Policy.
- Use of a hard copy school Diary for Year 7 and electronic CONNECT calendar for Years 8 to 12 as a trial in 2021.

<b>PRIORITY 3</b>	<b>Enhancing Wellbeing</b>
<b>Goal</b>	Warwick Senior High School endeavours to provide targeted programs and learning opportunities to grow a mentally and physically healthy school community and environment.

**Positive and Safe Learning Environment**

<b>Operational Plan will expand on the following:</b>	<b>Milestones/Targets:</b>
<p>We will create a positive and safe learning environment that is conducive for all students to learn and achieve to their potential. We will aim to enhance the learning spaces and the external environment, to enhance student engagement, wellbeing and learning while at school.</p> <ul style="list-style-type: none"> <li>• Development of a whole school approach to wellbeing through the BeYOU program.</li> <li>• Focus on development of the Positive Behaviour School (PBS) approach.</li> <li>• Use of effective classroom management techniques in all classrooms (CMS).</li> <li>• Continued improvements to the school environment.</li> <li>• Fostering positive relationships between students, staff and parents through increased parental engagement with Warwick SHS.</li> <li>• Identifying students at risk and providing appropriate staff support and programs through Student Services e.g. Youth Mental Health First Aid.</li> <li>• Building student resilience by providing challenges and opportunities to all students including: Relay for Life, GreenBatch, Pedal Prix etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Whole school approach to managing student behaviour through PBS and CMS and implementation of the BEES (Believe, Engage, Equip and Show Respect) in every classroom every day.</li> <li>• Improvements to gardens, facilities and seating in the yard areas.</li> <li>• Upgrading of furniture and airconditioning within the school.</li> <li>• Increase parent/carer attendance at school assemblies and events.</li> <li>• Students participate in a variety of opportunities to experience success for academic achievement, athletic prowess, excellent attendance, maintaining Good Standing and participation in extracurricular excursions, rewards and events. Acknowledgement of achievements is regularly made at assemblies.</li> </ul>

**School Pride and a Sense of Belonging**

<b>Operational Plan will expand on the following:</b>	<b>Milestones/Targets:</b>
<p>Our students will develop a sense of belonging to our school community and pride in being a Warwick student, through a range of school activities which promote inclusion.</p> <p>We will aim to enhance the learning spaces and the external environment, to enhance student engagement and learning while at school.</p> <ul style="list-style-type: none"> <li>• Recognition and reward of positive behaviours.</li> <li>• Conducting whole school events that encourage participation and being part of a team.</li> <li>• Explicit displays of school expectations via PBS approach.</li> <li>• House competition to improve the physical and mental health of students and encourage a sense of belonging.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reward excursions/activities occurring in all year groups.</li> <li>• Participation in whole school events such as school and interschool swimming, athletics, lightning carnivals, house competitions and other sporting activities.</li> <li>• BEES prominently displayed in all classrooms and around the school.</li> <li>• Students represent Warwick through participation in competitions and events e.g. Robocup, Pedal Prix, Mathematics competitions, Contemporary Dance Competition, interschool carnivals etc.</li> </ul>

## Positive Health and Wellbeing

### Operational Plan will expand on the following:

We will aim to develop initiatives in our school that support positive wellbeing for students by planning student activities that acknowledge students, promote personal health and wellbeing and develop positive relationships between students.

### Milestones/Targets:

- Staff activities take place on a regular basis incorporating a wide range of interests and activities.
- Programs offered to staff and students to improve student health and wellbeing, including Teen Mental Health First Aid, Gatekeeper, Respectful Relationships, Team Teach, BeYOU.
- Whole school involvement in R U OK? Day and annual Health Expo.

<b>PRIORITY 4</b>	<b>Strengthening Partnerships</b>
<b>Goal</b>	Warwick Senior High School will provide distinctive learning opportunities for students through the development, enrichment and extension of our community partnerships.

**PR and Marketing**

<b>Operational Plan will expand on the following:</b>	<b>Milestones/Targets:</b>
<ul style="list-style-type: none"> <li>• Increase parent knowledge of the school, and engagement and commitment to the school and its activities.</li> <li>• An improved digital presence through Facebook directing users to the Warwick SHS website.</li> <li>• Coordinated approach to PR and Marketing strategies.</li> <li>• Raise the profile of Warwick SHS in our partner primary schools and their communities, and the wider community.</li> <li>• Increased events to widely promote the school in the local community.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook provides interactive content for parents. Develop advertising through Facebook.</li> <li>• Website contains up to date articles and supports the vision of the school.</li> <li>• Displays of student work at local shopping centres.</li> <li>• Dedicated school officer time to coordinate PR and Marketing activities and create engaging content.</li> <li>• Warwick SHS brochures available in all local primary schools.</li> </ul>

**Collaboration and Partnerships**

<b>Operational Plan will expand on the following:</b>	<b>Milestones/Targets:</b>
<p>We will build and consolidate community partnerships that support student achievement and opportunity.</p> <ul style="list-style-type: none"> <li>• School Networks links <ul style="list-style-type: none"> <li>- Local partner primary schools: East Hamersley, Glendale, Hawker Park, and Greenwood.</li> <li>- Balcatta, Greenwood, Warwick (BGW) network of schools.</li> <li>- Instrumental Music School (IMS).</li> </ul> </li> <li>• Other educational institutions <ul style="list-style-type: none"> <li>- Universities, TAFEs, RTOs, SMYL.</li> <li>- Local members of parliament.</li> <li>- Workplace Learning employers.</li> <li>- Curtin AHEAD.</li> </ul> </li> <li>• Service organisations: <ul style="list-style-type: none"> <li>- Karrinyup Rotary, Duncraig Lions.</li> </ul> </li> <li>• Follow the Dream/Creating the Dream programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Each Learning Area provides opportunities for primary school engagement particularly in Year 4 and 5.</li> <li>• Music and Dance performance in local primary schools.</li> <li>• Specialist programs (Netball, Football) provide coaching and umpiring opportunities.</li> <li>• Links with ECU.</li> <li>• Workplace Learning employers publically thanked and promoted.</li> <li>• Service organisations are recognised and promoted.</li> <li>• Strengthen and develop links with Follow the Dream schools and continue to create and expand opportunities for Aboriginal students.</li> </ul>

### West Coast Secondary Education Support Centre Partnership

#### Operational Plan will expand on the following:

We will aim to develop a strong partnership with the West Coast SESC that focuses on the success of students from both schools.

- MOU established and regularly reviewed.
- Regular collaborative meetings between Executive teams.
- Facilitation of integrated classes and shared learning spaces.
- Planning joint school activities when appropriate.
- Integrated class teachers to participate in professional learning with West Coast SESC as required.
- Resource management.

#### Milestones/Targets:

- Students participating in integrated classes have a positive learning experience and achieve satisfactory results.
- Positive relationships are formed between Warwick SHS and West Coast SESC students and staff.
- Warwick SHS and West Coast SESC students and staff participate in shared events when possible.

**WARWICK**  
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