



Department of
Education

Westfield Park
Primary School



Operational Plan 2024

Endorsed by the School Board on: 29.04.2024

Strategic Direction

In the past decade, our school has significantly evolved, thanks to our committed staff's efforts to foster a culture of strong relationships and inclusivity. We've emphasised teamwork and open communication, creating an environment where every member of our school community - students, families, and staff - feels valued and held to high standards.

We prioritise continuous learning and development across all school activities. Our staff model lifelong learning, encouraging reflection and growth. Leadership supports a culture of innovation, allowing staff to explore and learn from new approaches.

Our behaviour management strategy focuses on understanding that all behaviour is a form of communication, rooted in attachment awareness and trauma responsiveness. Building positive relationships is central to our ethos, making our school a supportive space for all.

We've enhanced our physical environment with natural materials and artistic touches to make our school a welcoming, therapeutic space. Our commitment extends beyond education, aiming to transform the school into a community hub that addresses individual needs and promotes opportunity.

Our achievements include meeting National Quality Standards, being recognised as an exceptional school, and winning awards for our supportive environment. Looking forward, we aim to embed our newly opened Specialist Learning Program—Autism (SLP-A) and continue refining our practices and partnerships to further break down barriers to effective collaboration and learning.

The end of 2023 saw a high level of staff turnover with many securing employment closer to homes, branching out into new ventures, or taking maternity leave. As we welcome new replacement staff and SLP-A staff into the fold, 2024 will see several school development plans put on hold while we acclimatise new staff to school culture and iron out any teething issues while the SLP-A becomes operational.

Steve Soames
Principal
Westfield Park Primary School

“
The school's trauma informed practices and collaboratively developed behaviour management system provides the basis for a restorative, relational approach that maintains a safe and orderly learning environment. An air of harmonious calm is palpable.
”

Student Data Summary

NAPLAN Comparative Performance

1
2
3

Above Expected - more than one standard deviation above the predicted school
 Expected - within one standard deviation of the predicted school mean
 Below Expected - more than one standard deviation below the predicted school mean
 If blank, then no data available or number of students is less than 6

Numeracy	Performance	Students
	2023	2023
Year 3	0.2	26
Year 5	-1.3	25

Reading	Performance	Students
	2023	2023
Year 3	0.0	26
Year 5	1.0	25

Writing	Performance	Students
	2023	2023
Year 3	-0.2	26
Year 5	1.1	25

Spelling	Performance	Students
	2023	2023
Year 3	0.3	26
Year 5	0.7	25

Grammar & Punctuation	Performance	Students
	2023	2023
Year 3	-0.1	26
Year 5	-0.0	25

NAPLAN Comparative Performance - 2023

Explanatory Notes

[2021 Results >>](#) [2022](#)

Code	Name	ICSEA	Decile	Year 3					Year 5				
				N	R	W	S	P&G	N	R	W	S	P&G
				5613	Forrestdale Primary School	981	6	0.6	0.7	0.0	0.1	-0.6	0.2
5192	Gosnells Primary School	963	7	0.5	-0.1	0.2	0.8	0.9	-0.4	-0.3	0.2	0.9	-0.1
5623	Grovelands Primary School	891	9	-0.4	-0.1	0.6	-0.1	-0.6	-1.1	0.0	0.6	-0.4	0.2
5615	Gwynne Park Primary School	764	10	1.5	1.6	2.0	1.9	1.7	3.2	3.2	3.4	2.7	3.4
5220	Jarrahdale Primary School	983	6	-0.1	-0.1	0.3	-1.0	-0.9					
5243	Kelmscott Primary School	963	7	-1.0	-0.2	-0.6	0.1	-0.3	-1.2	-1.0	-0.1	-0.1	-0.3
5730	Marri Grove Primary School	969	7	-0.9	-0.9	0.0	0.1	-0.3	0.0	0.4	0.6	0.9	0.1
5336	Mundijong Primary School	952	8	-1.5	-0.7	0.1	-0.3	-0.4	-1.3	-1.6	-1.0	-1.0	-1.2
5364	Orange Grove Primary School	982	6	-0.2	0.4	-0.5	0.9	-0.2	0.4	-0.4	-0.2	-0.2	0.3
5554	Seaforth Primary School	894	9	0.7	0.1	0.3	0.4	0.1	0.5	-0.1	0.6	1.1	0.4
5530	Westfield Park Primary School	903	9	0.2	0.0	-0.2	0.3	-0.1	-1.3	1.0	1.1	0.7	0.0
5729	Willandra Primary School	920	9	-0.5	-0.6	0.2	0.3	-0.4	-1.7	-0.7	-0.3	-0.2	-0.7

NAPLAN Comparative Performance To 'like schools' 2023

	Performance > 1 standard deviation above expected
	Performance within 1 standard deviation of expected
	Performance > 1 standard deviation below expected

Key Focus Areas

Relationships and Partnerships

Establish a Family Engagement Committee.

Use UWA research report to produce a booklet to share findings with community.

Embed SLP-A into school processes.

Establish a parent led playgroup in the CPC.

Engage with external NGO's over arts projects.

Learning environment

Bring Junior outdoor Nature Play area to completion.

Zone of Regulation mural on Undercover Area wall facing Oval.

Complete Staff Wellbeing Framework.

Align school behaviour policy with Department's Revised Student Behaviour in Public Schools Policy.

Develop a whole school mindfulness program (Schools Plus funding)

Leadership

Admin team to develop role statements to make explicit the role each plays within a distributed leadership structure.

Appoint two more teachers with leadership aspirations to Admin Team to ensure a higher level of teacher representation.

Provide guidance and coaching for staff in committee lead roles around 'influential leadership'.

Support teachers seeking Level 3 status and align to coaching role within Quality Teaching Strategy.

Revise school committee structure

Use of Resources

Establish a space for NDIS therapy providers to support students in school.

Review storage spaces in school to ensure more effective use of resources.

Identify further opportunities to enhance outdoor spaces.

Continue to use the flexibility of the one-line budget to ensure staff work-life balance is protected with work condition off-sets where they are engaging with school priorities and initiatives

Review workforce planning to establish feasibility of: Additional Deputy, Teacher FTE for extension groups Teacher FTE for 'Community Partnerships' role.

Teaching Quality

Develop a whole-school approach to numeracy.

Establish a pedagogy committee.

Whole school approach to phonemic awareness using Heggerty.

Develop a guidance statement on play-based learning in K-Y2.

Student Achievement & Progress

Establish a reference group of local Aboriginal elders to inform Student Services team over family engagement.

Use data from School Culture Survey to identify strengths and areas for professional growth of teaching staff.

Professional learning committee established. Maintain calendar of school-based professional learning for EBA and trade-of time, aligned to strategic and operational planning. Manage annual profession learning budget, aligning requests to school identified priorities and ensuring equity of access.

Identify staff needs in relation to data literacy. Provide opportunities for peer coaching in data literacy to provide support.

Relationships and Partnerships

	Activity	Milestones	Who	Funding
Planning & Implementation	Establish a Family Engagement Committee.	<p>Recruit and confirm committee members by Term 1.</p> <p>Conduct the inaugural meeting to set the committee's objectives, discuss roles, and outline the expected commitment.</p> <p>Develop a comprehensive engagement strategy that includes regular events, communication protocols, and feedback mechanisms within six months of the first meeting.</p> <p>Ensure the strategy incorporates culturally responsive practices and addresses the needs of all student groups.</p>	<p>Admin Team</p> <p>Engagement Committee Lead</p>	
	Use UWA research report to produce a booklet to share findings with community.	<p>Identify key findings relevant to the school community and plan the booklet's structure and content by a specific date.</p> <p>Draft the booklet, incorporating clear, accessible language and visuals to explain the research findings effectively.</p> <p>Include practical implications or suggestions for how families can support student achievement.</p> <p>Launch the booklet through a community event, possibly with a presentation from the research team or a guest speaker to discuss the findings.</p>	Principal	\$500
	Embed SLP-A into school processes.	<p>Define the scope of the SLP-A's responsibilities and the areas of the school program they will be involved with, ensuring alignment with educational goals and student needs.</p> <p>Establish protocols for collaboration between the SLP-A, teachers, and other relevant staff members by a specified deadline.</p> <p>Incorporate a SLP-A section within school website.</p>	<p>L3 SLP-A Coordinator</p> <p>Admin team</p>	
	Establish a parent led playgroup in the CPC.	<p>Develop a recruitment strategy to engage parents, particularly targeting those with children in the early childhood program, and complete recruitment by a specific date.</p> <p>Create a structured framework for the playgroup sessions, including activities, schedules, and roles, with input from early childhood educators and interested parents.</p> <p>Establish clear guidelines and training for parent volunteers to ensure a consistent and effective playgroup environment.</p>	<p>Student Services Coordinator</p> <p>Social Worker</p>	
	Engage with external NGO's over arts projects.	<p>Identify contact points within The Songroom and Barking Gecko and school to establish initial communication.</p> <p>Arrange meetings with representatives from these organisations to discuss potential arts projects, goals, and expectations by a specific date.</p> <p>Co-develop project proposals that align with both the school's curricular goals and the NGOs' mission statements.</p> <p>Organise a culminating event or showcase to present the outcomes of the arts projects to the wider school and local community.</p>	<p>Song Room: Artist in residence (EC5 & Room 16)</p> <p>Barking Gecko: Art DOTT provider</p>	\$500

Learning environment

	Activity	Milestones	Who	Funding
Planning & Implementation	Bring Junior outdoor Nature Play area to completion.	<p>Review and finalise the design plans for the Nature Play area, ensuring all safety standards and educational goals are met.</p> <p>Begin construction of the Nature Play area, setting clear timelines for each phase of the project.</p> <p>Monitor the construction process regularly to ensure adherence to the timeline and quality standards.</p>	MCS	\$55,000
	Zone of Regulation mural on Undercover Area wall facing Oval.	<p>Collaborate with stakeholders including educators, students, and professional muralist to design the mural, ensuring it accurately represents the Zones of Regulation in a visually engaging way.</p> <p>Finalise contracts and schedules of professional artist.</p> <p>Schedule sessions, which could be done over a week or several weekends, depending on volunteer availability and weather conditions.</p>	Art DOTT specialist	\$10,000
	Complete Staff Wellbeing Framework.	<p>Conduct a comprehensive review of the draft Staff Wellbeing Framework with Be You committee.</p> <p>Gather feedback through whole staff PL sessions to ensure the framework meets the diverse needs of the staff.</p> <p>Finalise the framework document, incorporating feedback and best practices, aiming for completion by end of Term 2.</p> <p>Organise training sessions for all staff to introduce the new wellbeing framework, focusing on understanding its components and how to actively participate.</p>	Principal Be You committee	
	Align school behaviour policy with Department's Revised Student Behaviour in Public Schools Policy.	<p>Organise consultation sessions with stakeholders including staff, students, and parents to gather input on necessary changes and to ensure the revised policy addresses community needs and concerns.</p> <p>Draft the revised school behaviour policy incorporating the Department's guidelines and stakeholder feedback.</p> <p>Revised school policy is consulted on with all stakeholders and finalised by end of Term 4.</p> <p>Revise faction token awards so that students can save them to 'spend' in a store twice each term.</p>	Behaviour Committee	\$1,000
	Develop a whole school mindfulness program (Schools Plus funding)	<p>Organise professional development sessions for teachers and staff, led by expert in mindfulness education, to ensure they are well-equipped to facilitate the program.</p> <p>Develop a timetable for four classes each term to undertake the program with expert in mindfulness education.</p> <p>Create a schedule that includes regular mindfulness sessions, ensuring they are integrated seamlessly into daily routines without disrupting academic activities.</p>	Be You Committee & MCS	\$30,000 (Schools Plus funded)

Leadership

Planning & Implementation	Activity	Milestones	Who	Funding
	Admin team to develop role statements to make explicit the role each plays within a distributed leadership structure.	<p>Each team member drafts a preliminary role statement that outlines their responsibilities, areas of accountability, and how they contribute to the school's overall leadership and goals.</p> <p>Collaboratively review these drafts in a series of meetings, allowing team members to provide feedback and suggestions for each other's roles.</p> <p>Communicate the new role statements to the entire school staff to ensure transparency and understanding of the admin team's functions and responsibilities.</p>	Admin team	N/A
	Appoint two more teachers with leadership aspirations to Admin Team to ensure a higher level of teacher representation.	<p>Select two candidates based on their demonstrated leadership skills, alignment with school goals, and the potential to contribute effectively to the Admin Team.</p> <p>Provide orientation and training for the newly appointed teachers to ensure they understand their responsibilities, the decision-making processes, and how to effectively represent their colleagues.</p> <p>Regularly solicit feedback from both the appointed teachers and their colleagues to gauge satisfaction and identify areas for improvement.</p>	Admin Team	
	Provide guidance and coaching for staff in committee lead roles around 'influential leadership'.	<p>Develop a coaching program focusing on influential leadership techniques such as communication, negotiation, and change management.</p> <p>Focus coaching on real-life challenges faced by the leaders in their roles, providing practical strategies and feedback.</p>	Principal	
	Support teachers seeking Level 3 status and align to coaching role within Quality Teaching Strategy.	<p>Invite interested teachers to apply for progression to Level 3 status, ensuring candidates understand the commitment involved, particularly in terms of adopting coaching roles.</p> <p>Enable applicants to attend targeted professional development workshops focusing on specific areas needed for Level 3 certification.</p>	Admin team	Release time
	Revise school committee structure	<p>Review the school's strategic goals and determine how the committee structure can be aligned to better support these objectives.</p> <p>Identify necessary committees that are missing, those that can be merged for efficiency, or any that should be dissolved.</p> <p>Communicate the new committee structure to the entire school staff and explain the rationale behind the changes and expected benefits.</p>	Admin team	

Use of resources

Planning & Implementation	Activity	Milestones	Who	Funding
	Establish a space for NDIS therapy providers to support students in school.	<p>Identify and allocate an appropriate space within the school premises that can be dedicated to these services, considering factors like privacy, accessibility, and proximity to classrooms.</p> <p>Design the space to meet the requirements of various therapies, including physical, occupational, and speech therapies, ensuring that it is equipped with the necessary furniture and resources.</p> <p>Develop and implement policies and procedures for the use of the space, including booking systems, privacy measures, and safety protocols.</p>	L3 SLP-A Coordinator, Student Services Coordinator & MCS	\$1,000
	Review storage spaces in school to ensure more effective use of resources.	<p>identifying areas that are underutilised, overcrowded, or inefficiently organised.</p> <p>Provide a dedicated Mini & Multi-Lit space in the junior wet area.</p> <p>Establish storage space for a resource hub in the junior wet area for play-based and consumable resources.</p> <p>Create a maths store room in the Senior Block.</p>	MCS	\$25,000
	Identify further opportunities to enhance outdoor spaces.	<p>Evaluation of the current outdoor spaces, including playgrounds, gardens, and unused areas.</p> <p>Assess these areas for their current usage, condition, and potential for enhancement.</p> <p>Prioritise projects based on impact, feasibility, and available resources.</p>	MCS Teaching staff	\$1,000
	Continue to use the flexibility of the one-line budget to ensure staff work-life balance is protected with work condition off-sets where they are engaging with school priorities and initiatives	<p>Identify school's priorities for the year against which work condition off-sets will be applied.</p> <p>Review budget to see how it can be adjusted to support these initiatives.</p> <p>Consider different forms of compensation for staff who take on extra responsibilities linked to these priorities. E.g. flexible working hours, additional leave days etc.</p>	Admin team	\$41,020 (64 days from salaries)
	Review workforce planning to establish feasibility of: Additional Deputy, Teacher FTE for extension groups Teacher FTE for 'Community Partnerships' role.	<p>Review budget to determine if it can support the additional salaries and any other associated costs (e.g., training, resources). If budget constraints exist, consider phased hiring or reallocating resources from less critical areas.</p> <ul style="list-style-type: none"> • Additional Deputy: To focus on Student Services. • Teacher for Extension Groups: Targeted support and enrichment activities for high-achieving students. • Teacher for 'Community Partnerships' Role: Manage and expand relationships with community organisations, parents, and local businesses. 	Admin team during Term 3	

Teaching quality

	Activity	Milestones	Who	Funding
Planning & Implementation	Develop a whole-school approach to numeracy.	<p>Conduct a comprehensive assessment of current numeracy levels across the school using recent test scores and teacher assessments.</p> <p>Identify specific areas of need and strength within the current numeracy curriculum and teaching methods.</p> <p>Plan and implement ongoing professional development sessions for teachers focused on effective numeracy teaching strategies, including differentiated instruction and the use of technology in math teaching.</p> <p>Roll out the new numeracy curriculum and teaching methods, starting with pilot programs if necessary to refine approaches before a full-scale launch.</p>	Numeracy Committee	
	Establish a pedagogy committee.	<p>Define the role and objectives of the pedagogy committee, such as enhancing teaching effectiveness, integrating innovative teaching strategies, and fostering professional development.</p> <p>Prioritise key areas where the committee can have the most immediate and significant impact, such as curriculum development, assessment methods, or technology integration.</p> <p>Develop detailed action plans for each identified priority area, specifying objectives, strategies, responsibilities, timelines, and required resources.</p>	Admin Team Pedagogy Committee	
	Whole school approach to phonemic awareness using Heggerty.	<p>All teaching staff to receive comprehensive training on the Heggerty phonemic awareness program with a certified trainer. Include understanding the curriculum's structure, techniques for effective delivery, and methods for assessing student progress.</p> <p>Ensure that each classroom is equipped with the necessary Heggerty materials, including teacher manuals, student workbooks (if applicable), and any supporting multimedia resources.</p> <p>Monitor the implementation process through regular classroom observations and teacher feedback sessions to ensure that the program is being delivered effectively.</p>	Literacy Committee	\$2,000
	Develop a guidance statement on play-based learning in K-Y2.	<p>Engage ECE Phase of Learning in discussing what they envision for effective play-based learning environments and how these can support the curriculum.</p> <p>Develop a draft guidance statement that outlines the philosophy, objectives, and expected outcomes of play-based learning for K-Y2. Ensure that the guidance addresses different types of play (structured, unstructured, individual, and group play), and how these can be integrated into daily learning activities.</p> <p>Establish mechanisms to monitor the implementation and impact of play-based learning in K-Y2 classrooms. This could include classroom observations, teacher interviews, and feedback from parents.</p>	ECE Phase of Learning	

Student achievement and progress

	Activity	Milestones	Who	Funding
Planning & Implementation	Establish a reference group of local Aboriginal elders to inform Student Services team over family engagement.	<p>Initiate contact with local Aboriginal communities to explain the purpose and benefits of the reference group, seeking their input and collaboration.</p> <p>Build relationships with elders and community leaders, ensuring they understand the role they will play and the value their insights will bring to the school.</p> <p>Collaborate with the reference group to develop culturally appropriate family engagement strategies that respect and incorporate Aboriginal perspectives.</p> <p>Ensure that these strategies are implemented in a way that is respectful and effective, with ongoing input from the reference group.</p>	Student Services Coordinator	\$500
	Use data from School Culture Survey to identify strengths and areas for professional growth of teaching staff.	<p>Collect the survey data and perform a detailed analysis to identify clear patterns and trends that indicate areas of strength and potential growth.</p> <p>Compile the findings into a report that highlights key strengths and areas for improvement. Ensure the report is clear and accessible to all stakeholders.</p> <p>Based on the survey results and subsequent discussions, develop a targeted professional development plan that addresses the identified areas for growth. This plan to include specific goals, preferred training methods, and timelines.</p>	Principal Professional Development Committee	
	Professional learning committee established. Maintain calendar of school-based professional learning for EBA and trade-of time, aligned to strategic and operational planning. Manage annual profession learning budget, aligning requests to school identified priorities and ensuring equity of access.	<p>Form a Professional Learning Committee comprising representatives from various teaching areas, administration, and possibly a board member.</p> <p>Clearly define the roles and responsibilities of the committee, including managing the professional learning calendar, budget, and alignment with the school's strategic and operational plans.</p> <p>Create a comprehensive calendar for school-based professional learning activities, including dates for EBA and trade-off time. Ensure the calendar aligns with the school's operational planning and the strategic educational goals, focusing on areas such as curriculum development, instructional strategies, and student & staff wellbeing.</p>	Professional Learning Committee	PL budget: \$13,000
	Identify staff needs in relation to data literacy. Provide opportunities for peer coaching in data literacy to provide support.	<p>Conduct a comprehensive survey to determine the current level of data literacy among staff members, identifying specific areas where improvement is needed.</p> <p>Analyse the assessment results to pinpoint common gaps in knowledge and skills related to data collection, analysis, and application in school.</p> <p>Create a supportive environment where staff can openly discuss challenges and successes in using data, fostering a culture of continuous learning and improvement.</p> <p>Develop resources and PL that support data literacy, such as case studies, and best practice guides. Resources to be easily accessible and tailored to the needs identified through the initial assessment.</p>	Deputy Principal	\$500