

# School Strategic Plan 2024-2028

Montague Continuing Education Centre (2784)



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# School Strategic Plan - 2024-2028

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<b>School vision</b>	At Montague School, we envision a future where every student, regardless of ability, is equipped with the knowledge, skills, and opportunities to thrive academically, socially, and professionally. We aim to be a leader in special education, providing a dynamic and inclusive learning environment that supports the growth of independence and success in both further education and employment. Through collaboration, innovation, and dedication to high academic standards, we prepare our students to lead fulfilling, purposeful lives and contribute positively to society.
<b>School values</b>	At Montague School, we are committed to fostering a community grounded in Strength, Knowledge, Balance, and Persistence. These values guide our decisions, shape our actions, and ensure we support one another to overcome challenges, embrace learning, maintain well-being, and persevere in all endeavours. Together, we create an environment where every individual thrives and remains focused on what truly matters.
<b>Context challenges</b>	Our school is focused on enhancing organisational and leadership structures to ensure a clear sense of purpose, consistency in practice, and accountability across all levels. We are committed to delivering a guaranteed and viable curriculum underpinned by evidence-based pedagogy and assessment, ensuring every student has access to a curriculum that is both rigorous and adaptable, while fostering a culture of continuous growth and accountability for all staff.
<b>Intent, rationale and focus</b>	Our school is focused on prioritising teaching and learning, with the aim of enhancing organisational and leadership structures to promote clarity of purpose, consistency of practice, and accountability. By focusing on the development and delivery of high-quality, evidence-based teaching practices, we can support the academic, social, and emotional growth of our students. The Strategic Plan will unfold in phases, with the first year dedicated to building a shared understanding of evidence-based teaching strategies and aligning our curriculum. The next two years will focus on embedding these practices across the school, with an emphasis on consistent implementation and professional development. In the fourth year, we will refine these strategies, ensuring sustainable and long-term improvements in teaching and learning outcomes.

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<b>Goal 1</b>	Improve the learning growth of each student.
<b>Target 1.1</b>	<p>*Placeholder target:</p> <p>By 2028, increase the percentage of IEP goal achievement from (baseline to be determined) in 2025 to (numerical target to be determined when baseline data available).</p>
<b>Target 1.2</b>	<p>By 2028, increase the 3-year average percentage positive endorsement on the student Attitudes to School Survey (AtoSS):</p> <ul style="list-style-type: none"><li>• Differentiated learning challenge from 61% (2024) to 65% (2026-2028)</li><li>• Stimulated learning from 36% (2024) to 50% (2026-2028)</li><li>• Effective teaching time from 41% (2024) to 50% (2026-2028).</li></ul>
<b>Target 1.3</b>	<p>By 2028, increase the 3-year average percentage positive endorsement on the School Staff Survey (SSS):</p> <ul style="list-style-type: none"><li>• Academic emphasis from 50% (2024) to 60% (2026-2028)</li><li>• Guaranteed and viable curriculum from 58% (2024) to 75% (2026-2028)</li><li>• Teacher collaboration from 54% (2024) to 65% (2026-2028)</li><li>• Understand how to analyse data from 50% (2024) to 60% (2026-2028)</li><li>• Understand curriculum from 50% (2024) to 75% (2026-2028)</li><li>• Professional learning through peer observation from 50% (2024) to 75% (2026-2028).</li></ul>

<b>Key Improvement Strategy 1.a</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	Enhance organisational and leadership structures to promote clarity of purpose, consistency of practice and accountability.
<b>Key Improvement Strategy 1.b</b> Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	Deliver a guaranteed and viable curriculum through evidence-based pedagogy and assessment.
<b>Key Improvement Strategy 1.b</b> Systematic use of assessment strategies and measurement practices to obtain and provide feedback on student learning growth, attainment and wellbeing capabilities	
<b>Goal 2</b>	Maximise the wellbeing and engagement of all students.
<b>Target 2.1</b>	By 2028, reduce the percentage of students absent for 20 or more days from 71% (2023) to 50%.
<b>Target 2.2</b>	By 2028, increase the 3-year average percentage positive endorsement on the student Attitudes to School Survey (AtoSS): <ul style="list-style-type: none"> <li>• Student voice and agency from 83% (2024) to 85% (2026-2028)</li> <li>• Sense of confidence from 71% (2024) to 75% (2026-2028)</li> <li>• Perseverance from 61% (2024) to 65% (2026-2028)</li> </ul>

	<ul style="list-style-type: none"> <li>• Self-regulation and goal setting from 79% (2024) to 80% (2026-2028).</li> </ul>
<b>Target 2.3</b>	<p>By 2028, increase the 3-year average percentage positive endorsement on the School Staff Survey (SSS):</p> <ul style="list-style-type: none"> <li>• Parent and community involvement from 65% (2024) to 70%</li> <li>• Staff trust in colleagues from 71% (2024) to 76%.</li> </ul>
<b>Target 2.4</b>	<p>By 2028, increase the number of respondents to the Parent Opinion Survey (POS) from 0 (2024) to 20.</p>
<b>Key Improvement Strategy 2.a</b> Activation of student voice and agency, including in leadership and learning, to strengthen students' participation and engagement in school	<p>Strengthen student ownership of their learning and wellbeing, opportunities and pathways.</p>
<b>Key Improvement Strategy 2.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	<p>Leverage community connections and engagement to create a culture of excellence and to raise the profile of the school.</p>
<b>Key Improvement Strategy 2.b</b> Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion	