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# Lesmurdie Community Library

2021

## OPERATIONAL PLAN

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### Lesmurdie Community Library

City of Kalamunda Library Services and Lesmurdie Senior High School  
A joint-use library partnership

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## EXECUTIVE SUMMARY

This Operational Plan is intended to provide a clear direction and purpose for the Lesmurdie Community Library, (provided by the City of Kalamunda and the Department of Education, through the Lesmurdie Senior High School) to ensure services are consistent with Councils *Kalamunda Advancing 2027 Strategic Community Plan* and the *Lesmurdie Senior High School Business Plan 2020-22*.

The Lesmurdie Community Library Operational Plan follows six key objectives, which include

- Services
- Teaching and Learning Support
- Communication
- Facilities
- Promotion
- Finance

Each objective includes an action, the responsible officer, due date and performance indicator.

The key areas of focus for 2021 will include:

- Presenting library facilities as attractively as possible
- Offering relevant services and programs
- Active engagement with the community
- Optimising promotional and collaborative opportunities with other educational and community service providers, and local businesses.
- Engaging staff and clients actively with E Resources
- Digital technology VR content creation and VR experiential sessions [dependant on SLWA Grant funding January 2021]

The actions will be reviewed on an annual basis to monitor and where necessary enhance practice to ensure the plan is implemented in the most effective and efficient manner possible.

The plan encompasses all aspects of the service and includes: staffing, technology and budgetary considerations.

## OBJECTIVES

### Services: Activities and Programs

To provide:

- Resources for lending to library members
- Virtual online services (including eBooks, eAudio, eMagazines, video streaming services and educational databases)
- Children's literacy and school holiday programs
- Adult workshops and programs
- Housebound Delivery service
- Future Planning for City Library Facilities and Services
- Relevant and engaging learning opportunities and support for the Lesmurdie Senior High School community.

**Teaching and Learning Support**

- Lesmurdie Senior High School students will thrive
- Lesmurdie Senior High School staff will thrive
- Lesmurdie Senior High School places a high priority on providing a nurturing environment
- Nurturing effective leaders is a priority at Lesmurdie Senior High School

**Communication**

- To ensure open and honest communication between Lesmurdie Community Library staff at all times.
- To maintain and further develop communication channels using traditional, current and leading edge technologies for all library users.
- To ensure all communications are in an accessible format.

**Facilities: Building, Equipment and Grounds**

- To provide and maintain modern, relevant and quality library facilities inclusive of buildings, plant and equipment and to regularly upgrade these facilities.
- To present all facilities and grounds in a clean, safe and attractive manner at all times.

**Promotion: Advertising, Promotion and Partnerships**

- To keep library members informed of activities and services offered by the library.
- To promote and advertise the library and its services to the wider community in a cost-effective manner.
- To ensure that staff and program contractors represent the library service, and promote all library services, activities and facilities in a positive, helpful and efficient manner.

**Finance: Income and Expenses**

- To achieve the planned budget without sacrificing or jeopardising services, access, quality or safety.
- To ensure that the City of Kalamunda and Lesmurdie Senior High School obtain optimum value and return for their investment and support of the library service.
- To identify and develop possible partnership opportunities with education and community service providers.

**BACKGROUND**

Lesmurdie Community Library offers an integrated library and information service in a partnership between the City of Kalamunda Library Services and Lesmurdie Senior High School. At 37 years old Lesmurdie Library is the oldest purpose-designed joint use library in Western Australia and one of the oldest of its size in Australia.

The library promotes and provides informational, literacy and recreational programs and services to meet the needs of Lesmurdie Senior High School and the wider community, with access to a network of resources at the local, state, national and international levels.

The greater Lesmurdie community population is currently more than 12,000. The growing number of retirees as well as younger families in the area will impact Lesmurdie Community Library's future provision of quality services.

ID Community population projections for 2036, supplied by the City of Kalamunda, for Lesmurdie and Rural East-Walliston residents support this:

0-17 years: 25% of population

50 + years: 40% of population.

These age groups are generally heavy library users. Lesmurdie Community Library currently caters for a school population of 1077 students, 77 teachers and a further 52 support staff. 70% percent of Lesmurdie Senior High School students come from the local intake area.



**FUTURE CHALLENGES**

Libraries have continually evolving roles from focusing on physical collections and lending to creative learning and digital service provision for the whole community. Meeting the public library, education and life-long learning needs of a distinctly diverse community forms a major part of this Plan.

A key challenge for Lesmurdie Community Library is to meet the needs of its community within the constraints of its existing facilities and physical location.

Shared Library Management System and costs, processes and challenges involved in migrating to a new Library Management System in 2020. Working with the new LMS in 2020 has challenged staff and required many work processes to be reviewed. LMS System changes have been logged regularly and requested to be updated to better suit the library services needs. It is expected as well as opportunities with the new LMS the challenges will continue.

Further challenges and are Framework Agreement reforms being instigated and delivered through the State Library of Western Australia [SLWA] involving:

- Supplier select new system was introduced in 2019 – ALS – Australian Library services – requires keeping updated accurate community profiling, planned collection development and keeping up with current trends to support meeting patron demands

Development of the Library’s Operational Plan has been informed by:

- The changing role and profile of libraries, library staff, programs, collections and relationships
- Evolution of the community profile
- Community expectations of public libraries
- What technology makes possible

The broad themes from previous community consultation advise that:

- The advice and welcome by library staff is highly valued
- There is considerable demand for more services and greater diversity in service
- Collections must continue to be strengthened and diversified
- Technology holds great potential for service enhancement and delivery
- Aspects of our infrastructure must be improved
- The community needs ongoing information about services available to them.

Lesmurdie Community Library will consistently review industry trends and service provision to identify gaps and new target services. This will ensure all sectors of the community have access to a broad range of education and life-long learning programs and services, irrespective of age, gender, ethnicity, religion, or socio-economic circumstance.

**OBJECTIVE 1: SERVICES**

<p><b>Outcome</b></p> <p>To provide:</p> <ul style="list-style-type: none"> <li>• Resources for lending to library members</li> <li>• Virtual online services (including eBooks, eAudio, eMagazines, video streaming services and educational databases)</li> <li>• Children’s literacy and school holiday programs</li> <li>• Adult workshops and programs</li> <li>• Housebound Delivery service</li> <li>• Future Planning for City Library Facilities and Services</li> <li>• Relevant and engaging learning opportunities and support for the Lesmurdie Senior High School community</li> </ul>			
<b>Tasks</b>	<b>Who</b>	<b>When</b>	<b>Performance Indicator</b>
Provide the opening hours contained in Exhibit 2. subject to variations caused by changes in demand	Branch Librarian Teacher Librarian	Ongoing	Visitor statistics
Weekly Storytime sessions to be conducted during school terms	Branch Librarian	Ongoing	Story time attendance statistics
School holiday activities to be conducted during all school holidays and Christmas Celebration activity	Branch Librarian	April, July, October, January, December/Christmas	School holiday activities and Christmas Storytime attendance statistics
Participate in the <i>Western Australian Young Readers Book Award</i> program	Teacher Librarian Branch Librarian	May-September	WAYRBA voting statistics WAYRBA books purchased and promoted

Organise and participate in activities for <i>Children’s Book Week</i>	Branch Librarian Teacher Librarian	August	Statistics on school children attending events; and feedback from teachers/students
Participate in and promote Australian <i>Library and Information Week</i> through one display and one event or program	Branch Librarian	May	Visitor statistics during <i>Australian Library &amp; Information Week</i>  Photos of display posted on Libraries Facebook page or City Library services website
Participate in <i>National Simultaneous Story time</i> as an outreach event (LIW)	Branch Librarian	May	<i>NSST</i> school or learning centre visit
Participate in <i>Library Lovers Week</i> through one display	Branch Librarian  Teacher Librarian	February	Visitor statistics during <i>Library Lovers Week</i>  <i>Statistics for participation in quiz and Blind date with a book activity</i>
Continued participation in the <i>Better Beginnings</i> literacy program in collaboration with State Library of WA and Rio Tinto WA Future Fund.	Branch Librarian	Ongoing	Records of <i>Better Beginnings</i> kits distributed via Lesmurdie library to 7 local Primary schools - Kindergarten classes
Distribute <i>Knight Owl Quest</i> kits to Pre-primary and Year One students at local primary schools	Branch Librarian	Ongoing	Records of <i>KOQ</i> kits distributed
Two authors or presenters for adult audience	Branch Librarian	Annually	Attendance statistics  Anecdotal Feedback
Digital technology: Virtual Reality  360-degree camera – VR content creation and VR experiential sessions	Branch Librarian	Ongoing  [Dependant on SLWA Grant funding January 2021]	VR Content created  Attendance statistics/Anecdotal Feedback  Evaluation Forms



Promote library services through one local Pop-up Library event	Branch Librarian	Annually	Anecdotal Feedback
Develop and maintain diverse and relevant library collections according to the <i>Collection Development Guidelines</i> policy	Branch Librarian Teacher Librarian	Ongoing	Issues statistics Anecdotal feedback from staff and patrons
Manage the provision of inter-library loans within new SLWA guidelines	Branch Librarian	Ongoing	Inter-library loans statistics
Provide and maintain public use internet and word processing services	Branch Librarian	Ongoing	Booking statistics
Ensure the availability of relevant Council information to the community	Branch Librarian	Ongoing	Displays as required
Promote and develop services to housebound users.	Branch Librarian	Ongoing	Annual contact with local Aged Care facilities

**Exhibit 2: Opening hours for Lesmurdie Community Library:**

**School Terms**

Monday, Wednesday, Thursday, Friday	8.15am – 5.00pm
Tuesday	8.15am – 7.00pm*
Saturday	9.00am – 12.00pm
Sunday	Closed
Public Holidays	Closed

**School Holidays**

Monday, Tuesday, Wednesday, Thursday, Friday	9.00am - 1.00pm
Saturday	9.00am – 12.00pm
Sunday	Closed
Public Holidays	Closed

\* Anticipated return to late evening Tuesday opening hours in 2021

**OBJECTIVE 2: TEACHING AND LEARNING SUPPORT**

<p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• Lesmurdie Senior High School students will thrive</li> <li>• Lesmurdie Senior High School staff will thrive</li> <li>• Lesmurdie Senior High School places a high priority on making school safe, fun and an inspirational place to learn</li> <li>• Shaping future leaders is a priority at Lesmurdie Senior High School</li> </ul>			
<b>Task</b>	<b>Who</b>	<b>When</b>	<b>Performance Indicator</b>
<p><b>Priority 1 Thriving Students</b>                      Develop an explicit approach for embedding the seven general capabilities in the WA Curriculum to assist students to live and work successfully.</p>	Teacher Librarian	Ongoing	Year 7 & 8 Common Assessment tasks include elements of the seven general capabilities  Evidence of collaborations with teachers
Ensure explicit and sequenced teaching of study skills across all years and learning areas.	Teacher Librarian	Ongoing	Library skills program delivered to all Year Seven students  Study skills delivered to Years 8-12 as requested. Topics such as plagiarism, cyber safety, use of social media.
Develop and implement a targeted school wide literacy and numeracy plan.	Teacher Librarian	Ongoing	TL's to deliver Year Seven Literacy program  Guided reading approach to be delivered to Year Seven students  Promotion of new books and genres to students

			Encourage curiosity through the use of displays for genres, special events and UN recognised days and weeks
<b>Priority 2 Thriving Staff</b> Continue the implementation of LSHS Performance and Development model for improving professional practice for all staff.	Teacher Librarian	Ongoing	Cyclical review and feedback Meeting twice a year with Library staff to complete the process Documentation of all staff is up to date.
Provide Professional Learning opportunities focused on supporting successful students with distinct needs.	Teacher Librarian	Ongoing	Attendance at the National Reading Conference Participation in the CONNECT group for Secondary Literacy Co-ordinators Membership of WASLA
Develop a whole school Teaching and Learning Framework and provide staff with ongoing support during its implementation.	Teacher Librarian	Ongoing	Updating and monitoring the use of the Library Homepage Participation in internal PD offered in developing a T & L Framework
Develop and promote innovative and strategic applications of technology in the classroom.	Teacher Librarian	Ongoing	Presenting breakout sessions to staff on using TV4Education Implementing cloud based Symphony SirsiDynix into the Library Statistics for use of TV4Education, Lib Guides and Book-It

<p>Nurture a shared responsibility of staff wellness by providing opportunities for staff to connect, thrive and feel empowered to perform at their best.</p>	<p>Teacher Librarian</p>	<p>Ongoing</p>	<p>Providing opportunities for regular and consistent feedback between staff and manager Attend Learning Area Meetings. Link Library displays to curriculum, including student work. Invite staff to suggest display themes linked to their current curriculum</p>
<p><b>Priority 3 Nurturing Environment</b> Foster positive and respectful relationships within the School Community through targeted programs that consider the wellbeing of staff and students. (eg ACSF, PBS, Pos Ed and/or other).</p>	<p>Teacher Librarian</p>	<p>Ongoing</p>	<p>Reduce the number of students referred or recorded for inappropriate or disrespectful behaviour Decrease of student welfare events on Compass and emails to Student Services managers Record number and category of displays in fiction and non-fiction areas Increase in number of students using the Library before school, at lunchtime and after school extra-curricular clubs, events and activities, providing a safe environment</p>
<p>Continue to develop and implement the ethical and safe use of technology.</p>	<p>Teacher Librarian</p>	<p>Ongoing</p>	<p>Seating allocation of computers to students Presenting cyber safety lessons to year seven students</p>
<p><b>Priority 4 Nurturing Effective Leaders</b> Continue and enhance aspirant programs for staff.  Identify Professional Learning needs to provide opportunities for growth in leadership roles.  Embed a culture of inclusive decision making.</p>	<p>Teacher Librarian</p>	<p>Ongoing</p>	<p>Staff opportunity to engage with the aspirant program  Attend Professional Learning on Leadership in Libraries  Maintain open two way communication between manager and staff member</p>

**OBJECTIVE 3: COMMUNICATION**

<p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>To ensure open and honest communication between Lesmurdie Community Library staff at all times</li> <li>To maintain and further develop communication channel for all library users, utilising traditional, current and leading edge technologies</li> <li>To ensure all communications are in an accessible format</li> </ul>			
Tasks	Who	When	Performance Indicator
Maintain healthy regular communications that ensure all staff are updated with all current Library issues	Branch Librarian Teacher Librarian	As required  Semester Semester	Email records; circulate information Staff communications diary One formal Team meeting and one Team Training each year
Monitor and respond to Customer Suggestion forms, feedback and incoming mail	Branch Librarian Teacher Librarian	Ongoing	Customer forms filed with responses Suggestions, feedback actioned if possible and appropriate
Identify staff development opportunities during PES evaluation/ Performance and Development	Branch Librarian Teacher Librarian	Annually December-January	PES- Personnel Evaluation System Performance and Development records filed
Participate in monthly Library Leadership Team meetings with progress updates from each branch	Branch Librarian	Monthly	Minutes distributed
Participate in Leadership Meetings & General Staff meetings	Teacher Librarian	Weekly As required	Minutes distributed Attendance records
Maintain no less than two Joint Use Management Committee meetings each year	Management Committee	2-4 per year	

	Branch Librarian		Minutes distributed
	Branch Librarian/ Teacher Librarian		Half Yearly report Annual report Operational Plan

**OBJECTIVE 4: FACILITIES**

<b>Outcome</b>			
<ul style="list-style-type: none"> <li>To provide and maintain modern, relevant and quality library facilities inclusive of buildings, plant and equipment and to regularly upgrade these facilities</li> <li>To present all facilities and grounds in a clean, safe and attractive manner at all times</li> </ul>			
<b>Tasks</b>	<b>Who</b>	<b>When</b>	<b>Performance Indicator</b>
Maintain and improve attractiveness of Library via monitoring of cleaning	Branch Librarian Teacher Librarian	Ongoing	Anecdotal
Maintain a five-year plan to update and replace equipment and furnishings	Branch Librarian Teacher Librarian	Ongoing	Records of capital expenditure in Annual Report
Deliver dynamic, relevant services in a sustainable environment	Branch Librarian Teacher Librarian	Ongoing	Annually review use of library space and adjust as required Report changes in Quarterly & Annual reports

Implementation of new Library Management System in 2020 ongoing updates/ procedural reviews required in 2021	Branch Librarian Teacher Librarian E-Services Specialist		Ensure staff procedures are reviewed and continual improvement requests are logged
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**OBJECTIVE 5: PROMOTION AND PARTNERSHIPS**

<p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• To keep library members informed of activities and services offered by the library</li> <li>• To promote and advertise the library and its services to the wider community in a cost effective manner</li> <li>• To ensure that staff and program contractors represent the library service, and promote all library services, activities and facilities in a positive, helpful and efficient manner</li> </ul>			
<b>Tasks: Advertising &amp; Promotion</b>	<b>Who</b>	<b>When</b>	<b>Performance Indicator</b>
<p>Internal – provide relevant information of Library events to PR team for development of promotional material</p> <p>External – Liaise with Customer and Public Relations Department to promote library services and programs / City website, library services website</p>	Branch Librarian	As required	<p>Attendance statistics at library events</p> <p>Event feedback responses</p> <p>Anecdotal</p> <p>Email / flyers / FB posts</p>
<p><b>Library Web Page:</b></p> <p>Promote library activities, services and programs</p>	<p>Coordinator Culture, Arts, Libraries</p> <p>City PR department</p> <p>E-Services Specialist</p> <p>Branch Librarian</p>	Annually, and as required	<p>Attendance statistics at library events, programs</p> <p>Anecdotal</p> <p>Records of emails</p>

<p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• Provide promotional information to eServices Specialist to ensure events are promoted on:</li> <li>• Libraries Facebook</li> <li>• Libraries web page</li> </ul>	<p>Branch Librarian E-Services Specialist</p>	<p>Ongoing</p>	<p>Attendance statistics at library events Event Feedback form Anecdotal FB posts</p>
<p><b>School Promotion</b></p> <p>Promote library events, services and programs on:</p> <ul style="list-style-type: none"> <li>• School website</li> <li>• School Facebook</li> <li>• Daily Notices</li> </ul>	<p>Teacher Librarian</p>	<p>Ongoing</p>	<p>Record attendance statistics at library events Collect written and verbal feedback at events</p>
<p><b>General</b></p> <p>Library staff are positive, helpful and efficient in their dealings with the community</p>	<p>City and School staff</p>	<p>Ongoing</p>	<p>Feedback from surveys and event attendance statistics Event Feedback form Anecdotal</p>
<p><b>Pop-Up Library</b></p> <p>Promote and advertise the library and its services to the wider community through a pop-up library event</p>	<p>Branch Librarian</p>	<p>Annually</p>	<p>Records of kits, brochures, better beginnings packs and giveaways</p>

**OBJECTIVE 6: FINANCE**

<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• To achieve the planned budget without sacrificing or jeopardising services, access, quality or safety</li> <li>• To ensure that the City of Kalamunda and Lesmurdie Senior High School obtain optimum value and return for their investment and support of the library service.</li> </ul>
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<ul style="list-style-type: none"> <li>To identify and develop possible partnership opportunities with education and community service providers.</li> </ul>			
<b>Task</b>	<b>Who</b>	<b>When</b>	<b>Performance Indicator</b>
To achieve the planned budget as per 2020-2021 budget for City of Kalamunda	Branch Librarian	April budget submission	Budget performance consistent with budget targets in June 2021 Records of expenditure
To achieve the planned budget as per 2021 budget for School	Teacher Librarian	September budget submission	Budget performance consistent with budget targets for 2021 Records of expenditure
Implement the capital works budget	Coordinator Culture, Arts, Libraries Business Administrator Branch Librarian Teacher Librarian	April budget submission. [Pending decision from LSHS Finance Committee].	Approved capital expenditure items are implemented Records kept with school business administration

**Proposed Capital Expenditure Items - for future consideration by the Lesmurdie Senior High School Finance Committee**

1. Roofing maintenance
2. Upgrade library verandah and entrance, garden at front of Library needs planting out
3. Re-Paint library

**ANNEXURE A:**

**PMI CHART**

	<b>Pluses</b>	<b>Minuses</b>
<b>Library Service</b>		
<b>Lesmurdie Community Library</b>	Huge benefits of two budgets : Developed greater collection Welcoming, cheerful, well maintained, spacious Captive audience / students and parents Intimate spaces Desks	No street frontage/isolated Parking/ Public transport Recognition as a public library Many users are still unaware of the library services Signage on Welshpool Rd is minimal, requires larger sign
	<b>Interesting</b>	<b>Issues/Threats</b>
<b>Library Service</b>	Floating collection – refreshes each library collection Web presence has possibility to engage non-users LSHS contributes to the City of Kalamunda infrastructure for technology – new library management system	Fragile IT structure – no WIFI for patrons at Lesmurdie Lack of Public transport Public utilities (e.g. power failures, telecommunications) Inflexible roles/qualifications - wider skill sets required

**ANNEXURE B:**

**KALAMUNDA ADVANCING 2027 STRATEGIC COMMUNITY PLAN**

As a service that Council has identified as important for its community, Library Services must demonstrate in measurable terms, its contribution towards the achievement of Council’s Strategic Intent.

As such, it is necessary to incorporate within this Operational Plan Council’s Mission and Vision Statements, and Corporate Values to ensure they are reflected within the development of business unit objectives.

**Corporate Vision**

Connected Communities, Valuing Nature and Creating our future together.

**Core Values**

**Service**

- We deliver excellent service by actively engaging and listening to each other.

**Respect**

- We trust and respect each other by valuing our difference, communicating openly and showing integrity in all that we do.

**Diversity**

- We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.

**Ethics**

- We provide honest, open, equitable and responsive leadership by demonstrating high standards of ethical behaviour.

**Aspirational Values**

**Creativity**

- We create and innovate to improve all that we do.

**Courage**

- We take risks that are calculated to lead us to a bold new future.

**Prosperity**

- We will ensure our City has a robust economy through a mixture of industrial and commercial development.

**Harmony**

- We will strive to retain our natural asset in balance with our built environment.

**STRATEGIC PRIORITIES, SERVICES, OBJECTIVES, STRATEGIES AND OUTCOMES**

**Priority 1** - Kalamunda Cares and Interacts Looking after our people and providing our people with social and cultural enjoyment.

In alignment with Kalamunda Advancing: Strategic Community Plan to 2027 Lesmurdie Community Library aims to be a community library that values lifelong learning and will:

- Provide modern, relevant and quality library facilities and services to support the pursuit of lifelong learning, encourage early literacy development and enjoyment of reading for the community
- Undertake active engagement with library users and non-library users to identify, promote and deliver a range of programs and contemporary services to increase use of our libraries
- Interact with other education service providers to identify synergies and partnership opportunities

**ANNEXURE C:****LESMURDIE SENIOR HIGH SCHOOL****OUR VISION****THRIVING IN A NURTURING ENVIRONMENT**

**THRIVING** - We thrive when we have a sense of accomplishment, belonging, wellbeing and joy. We challenge ourselves and support others on our journey to reach our full potential as learners, teachers, leaders and valuable members of the community. We aim to flourish and discover our talents to fulfil our purpose.

**NURTURING** - We build quality relationships between students, staff, parents and community, promoting stability, trust and a sense of belonging. Together we sustain and support each other. We all take responsibility for nurturing each other, developing our talents, and respecting difference. We champion our own successes.

**ENVIRONMENT** - We strive to create and embrace a positive, personal and physical environment both within our school and beyond. This includes our own wellness as well as our class spaces, our school grounds and our wider bush setting. We seek to protect, respect and enhance our unique environment through awareness, education and considered action.

We are a learning community committed to realising our vision in an ever-changing global village to thrive and nurture in our supported environment.

**BUSINESS PLAN FOCUS AREAS**

The *Lesmurdie Senior High School Business Plan: 2020-2022* encompasses the following priorities:

**Priority 1: Thriving Students**

- Develop an explicit approach for embedding the seven general capabilities in the WA Curriculum to assist students to live and work successfully.
- Ensure explicit and sequenced teaching of study skills across all years and learning areas.
- Utilise a data driven approach to student monitoring and feedback through use of our Good Standing policy.
- Develop and implement a positive education model to ensure student wellbeing.
- Develop and implement a targeted school wide literacy and numeracy plan.

**Priority 2: Thriving Staff**

- Continue the implementation of LSHS Performance and Development model for improving professional practice for all staff.
- Provide Professional Learning opportunities focused on supporting successful students with distinct needs.
- Develop a whole school Teaching and Learning Framework and provide staff with ongoing support during its implementation.
- Develop and promote innovative and strategic applications of technology in the classroom.
- Nurture a shared responsibility of staff wellness by providing opportunities for staff to connect, thrive and feel empowered to perform at their best.

**Priority 3: Nurturing Environment**

- Foster positive and respectful relationships within the School Community through targeted programs that consider the wellbeing of staff and students.
- Continue to develop and implement the ethical and safe use of technology.
- Expand community and industry partnerships.
- Develop an explicit framework for teaching a Behaviour Curriculum, ensuring a safe and supportive learning environment.
- Collaboratively review learning and recreational spaces to ensure a flexible plan relevant to school needs.
- Form a student action group to investigate and implement sustainable environmental practices within the School Community.

**Priority 4: Nurturing Effective Leaders**

- Provide opportunities for student leadership and explicitly define their roles within the school.
- Continue and enhance aspirant programs for staff.
- Identify Professional Learning needs to provide opportunities for growth in leadership roles.
- Embed a culture of inclusive decision making.
- Develop authentic connections between the Board and the school.
- Utilise student leadership to respond to student voice and promote feedback and involvement from all students.

**Systemic Links**

- Strategic Plan for Public Schools 2016-2019 – Priority 3 & 4
- IPS Independent Review [2016] – Area for Improvement 4