



PALMYRA PRIMARY SCHOOL

WHADJUK NOONGAR BOODJAR

2023 Annual Report



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PRINCIPAL'S REFLECTIONS

It is with great pleasure that I present to you Palmyra Primary School's annual report for the year 2023. As the newly appointed Principal, I am honoured to guide and shape the future of our school and build upon its successes. Together with our dedicated staff, engaged school council, and supportive community, in 2023 we have achieved significant milestones and laid the groundwork for continued success in the years ahead.

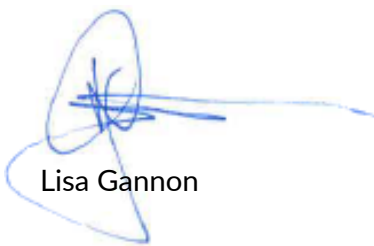
One of the key highlights of the year was the collaborative development of our new 2023-2026 business plan, crafted in consultation with staff and school council, led by our Chair, James Russell. This strategic roadmap will guide our efforts in providing the highest quality education and support for our students, ensuring their holistic development and academic success. Improving student achievement in literacy and numeracy through effective, quality teaching practices and evidence-based programs are instrumental in this plan, with the Department's 'Teaching for Impact' quality teaching strategy at the forefront.

We commenced the year with a visit from Education Minister Buti, and throughout the year, our students came together for a myriad of events, including sports, swimming, and athletics carnivals, and programs such as Edudance, Choir and Band. Students enjoyed visits from farm animals, made music on the Indonesian Angklung, and went on many excursions across the school, including the much-awaited camp for our Year 6s and the impressive Massed Choir performance. The biggest highlight of the year was Book week, with visits from authors, a parade with highly imaginative dress-ups and some delicious treats, all well-supported by our enthusiastic P&C. Look out for photos of these highlights in the following pages.

We are grateful to our P&C, led by Joel Thompson, for their ongoing support of the school and the community experiences they provided, including the Pally Patch, Roller Disco, Community night and the Quiz night, which provide invaluable opportunities for families and students to relax and connect. We thank our P&C for their very generous donations in 2023 of sports shirts, MiniLit resources, a sound system, STEM construction equipment, IPAD trolley and the big one - the senior monkey bars, the result of many years of P&C teamwork.

As we reflect on the past year, it is evident that our passionate and knowledgeable staff have created a nurturing environment where students thrive, exhibiting happiness, diligence, and a love for learning. I extend my heartfelt gratitude to my staff, as well as our school council and P&C members, supportive parents, and enthusiastic students for their unwavering dedication and contributions to our school community.

I hope you enjoy in the following pages, reading of the 2023 Palmyra Primary School reflections and successes.



Lisa Gannon



SCHOOL COUNCIL REPORT

The role of the School Council is to work collaboratively with the Principal and Leadership team on matters of strategy and governance. Strategy involves planning & goal setting to deliver educational outcomes. Governance relates to policies, decision-making processes, and communication.

The year commenced with welcoming Principal Lisa Gannon to Palmyra Primary School and participating in development of the 2023-2026 School Plan over the 1st Semester.

Key priorities and targets of the 2023-2026 School Plan focus on **Student Achievement, Learning Environment, Leadership & Quality Teaching and Relationship & Partnerships.**

Other Council activities during the year included:

- NAPLAN results and Attendance data review
- School Budgets & Financial planning
- Configuration of School Day realignment
- Behavioural Policy workshop participation
- Approval of 2024 Books fees & charges
- Scheduling of 2024 School Development Days
- Participation in Minister of Education School visit
- Review of school policy including homework, uniform & community facility use
- Community feedback via various parent, student, teacher & council surveys
- Open & transparent council, with community members attending approx. 50% of Council Meetings including the Annual Public Meeting.

Membership of the Council include 6 Parent Representatives, 2 Teacher Representatives, the Principal, and a Deputy Principal. The Council normally meets 6 times including an Annual Public meeting. The Council is governed by its Terms of Reference, Department of Education Policy, and the School Education Act. The Council does not manage the day to day running of the school or discuss individual items relating to teachers, staff, students, or parents. This is the responsibility of the principal.

As 2023 ends, we would like to thank Parent Representatives Nichola Middlemiss & Blair Saunders for their many years of service and contributions to Council as they complete their tenures and retire through rotation. We also welcome new Councillor, Lucy Clare who brings new representation and diversity to our School Council. Requests for School Council Representatives nominations are published on Connect when positions are available.

Importantly our School Council would also like to thank all the teachers, support staff, leadership, students, parents, P&C, volunteers, and wider community for making our Pally community so welcoming and supportive for our children to be their best.



James Russell
Chair, Palmyra Primary School Council

P&C REPORT

It was an honour to take on the role of P&C President in 2023. I have been part of the Palmyra community for over a decade, but I have never truly appreciated how special it is until I started working with the incredible staff, parents, and helpers we have at the school.

There were many P&C-supported events across the year that brought the community together to fundraise, celebrate the accomplishments of our children, get our hands dirty in the Pally Patch, or simply enjoy each other's company. Some of the highlights included:

- The Quiz Night
- The Great Pally Campout
- The Roller Disco
- The introduction of the Pally Patch Farmers Market Stall
- Book Week Celebrations
- The Democracy Sausage Sizzle
- The End-of-year Sundowner
- Year 6 Graduation



In keeping with the P&C's purpose of enriching the experience of the students, several purchases were endorsed through the year so we could disperse our hard-earned funds. These included:

- Kindy/Pre-Primary STEM resources
- Minilit reading resources for Year 1-4
- Alternative play option kits for Year 1 and 2
- Pally Patch learning materials and supplies
- iPad charging docks
- Outdoor speaker system
- New shelving and dishwasher for the canteen
- Additional funds required for the Funky Monkey Bars (completion February 2024)

All this activity takes a huge amount of effort from a wonderful group of people, so I would like to thank all our volunteers for giving up their time to support the P&C. In particular, I would like to thank Pip Brown (outgoing President) and Ayesha Smith (outgoing Executive Committee member) for their many years of dedication to the school and the P&C. Your energy and enthusiasm will be missed!

I'm looking forward to another great year for the P&C in 2024!

Joel Thomson
P&C President



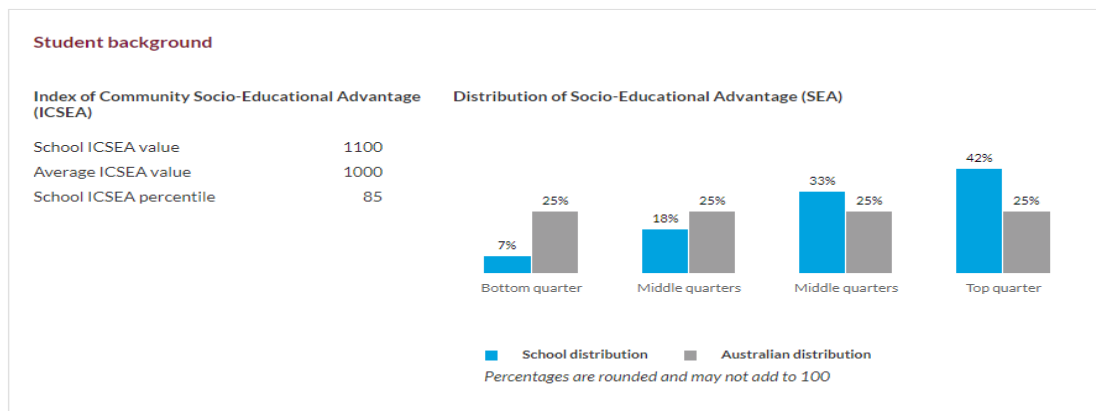
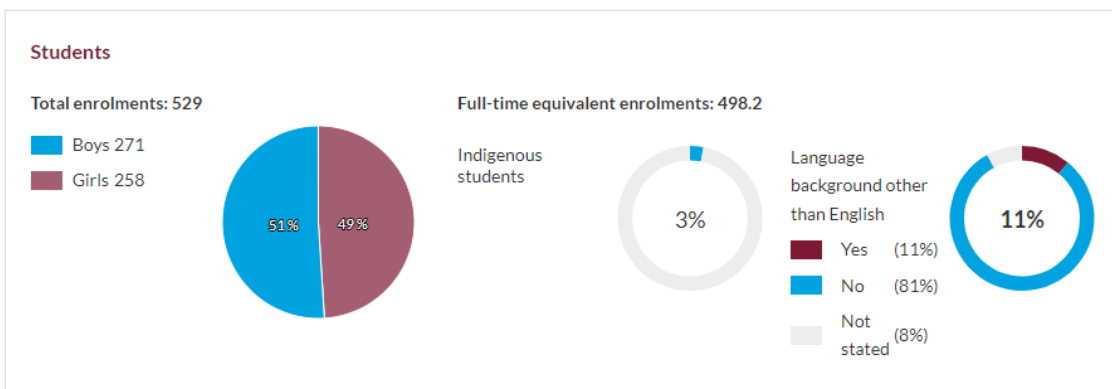
SCHOOL OVERVIEW

Palmyra Primary School is the heart of the Palmyra community, serving as a cornerstone of education and community engagement. For 110 years, we have evolved to meet the changing needs of our students and families while upholding the values of our community. We take pride in our role as a school that nurtures generations of learners, fosters community connections, and champions academic achievement.

Palmyra Primary School is dedicated to creating a safe, supportive, and inclusive learning environment in collaboration with our community. Our focus on reflection and improvement ensure we provide innovative, evidence-based programs that nurture students' academic, social, and emotional growth. We prioritise the teaching and learning of literacy and numeracy while offering the specialist subjects Art, Music and Physical Education and units in Sustainability. Our curriculum also emphasises cultural responsiveness, with a focus on Aboriginal and Torres Strait Islander history and language learning in Bahasa Indonesian.

Community is central to our ethos, exemplified by our active P&C who oversee the 'Pally Patch' and support the school with educational and fundraising initiatives. With our core values of respect, responsibility, and personal excellence - Be Your Best, we aim to inspire lifelong learners who embrace the future's challenges and opportunities.

Student Numbers and School Characteristics



Workforce Composition

Teaching staff	36
Full-time equivalent teaching staff	28.6
Non-teaching staff	28
Full-time equivalent non-teaching staff	18.2

Melville Senior High School	
Specialist Programs	# Students
Netball	1
Academic Extension	7
Aviation	5
Music in Focus	8
Graphic Design - Media	9
Gifted & Talented	3

Note: Some students were selected in multiple specialist programs.

AUDITS & SURVEYS

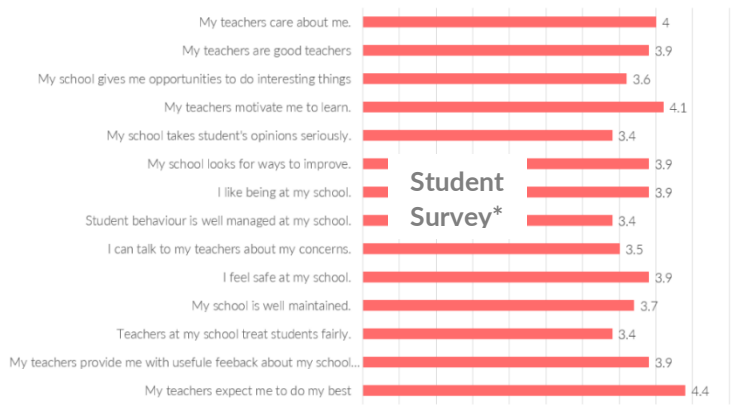
National Quality Standards Annual Audit

2023 National Quality Standards Audit		Working Towards	Meeting
Quality Area 1	Educational program and practice		
Quality Area 2	Children's health and safety		
Quality Area 3	Physical environment		
Quality Area 4	Staffing arrangements		
Quality Area 5	Relationships with children		
Quality Area 6	Collaborative partnerships with families and communities		
Quality Area 7	Governance and Leadership		

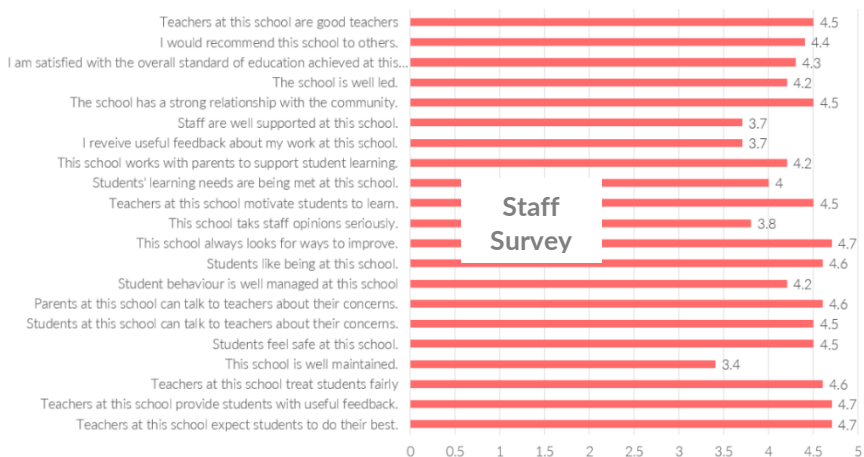
The National Quality Standards establish benchmarks for assessing and improving the quality of education and care services for children in Australia from birth to Year 2.

Our 2023 audit indicated that we are meeting the standard in all areas.

National School Improvement Biennial Survey 2023



*Year 5 & 6 students complete the survey



Upon review of the 2023 National School Opinion Survey, the board recommended or acknowledged:

- A requirement to support new parents using connect.
- Develop community understanding of what constitutes good feedback.
- While parents and students rated behaviour management lower, staff rated higher, perhaps aligning to the newly implemented guidelines and strategies filtering through. Build understanding with parents and students.
- Build relationships so that more students feel their opinions are heard and that they are treated fairly.
- Uniform policy was reinforced in 2023, with some senior students resistant to this.
- More parent responses would be useful.

SCHOOL HIGHLIGHTS





STUDENT ACHIEVEMENT & PROGRESS: LITERACY

In 2023, Palmyra Primary prioritized enhancing data literacy for analysing student performance effectively. Teachers underwent professional training to adeptly use Brightpath, refining skills in writing analysis and data calibration, yielding valuable insights into student literacy levels. Year level and wholes school writing moderation and the Dempster model facilitated data analysis for meaningful insights, ensuring informed decision-making. At the heart of this model lie three key questions that guide our data analysis efforts:

1. What is the data telling us?
2. Why is it telling us what it is?
3. What, if anything, should we do about it.

By rigorously addressing these questions, we are empowered to make informed decisions, drive targeted interventions, and ultimately, elevate student achievement and progress in literacy across our school community.

This year, as a part of our Response to Intervention, our **literacy intervention** efforts targeted struggling students in Years 1 and 2. Assessment data was used to identify students working in the bottom 25% for their age – the WARN and the WARL. The benchmarks from the assessments typically align with grade level expectations and provide a measure of a student's proficiency in word recognition, decoding and reading fluency. To assist struggling readers, we implement MiniLit Sage, a structured literacy intervention program targeting phonics, fluency, and comprehension. After conducting a placement test, students are grouped based on their abilities to personalize instruction and offer targeted support. Additionally, the WARN and WARL assessments track progress for students whose decoding skills surpass the program's level, providing valuable feedback to classroom teachers.

Intervention Statistics

Year 1 & 2 Students Identified by teachers	Bottom 25% on WARN/WARL	Placed in MiniLit-Sage	Progressed monitored on WARN/WARL
43 students	25 students	20 students	WARN - 28 students WARL - 16 students

Progress Monitoring Statistics

WARN progress monitoring	WARL Progress Monitoring	MiniLit-Sage Progress Monitoring
93% students made progress towards their goals	81% students made progress towards their goals	100% of students made progress towards their goals

In fostering a **culture of high expectations and celebrating excellence** in literacy, 21 students from Years 4 and 5 were selected to partake in an academic extension program, with a focus on spelling. Entry into the program was based on students' top performance in NAPLAN spelling assessments. The program focused on exploring etymology, morphemes, and root words derived from Latin and Greek. Culminating in a spelling bee, all 21 participants engaged actively, with winners receiving well-deserved recognition in the form of a medal presented during a school assembly.

NAPLAN

In 2023, NAPLAN Online underwent significant changes, marking a fresh starting point. The band system transitioned to four proficiency standards: Exceeding, Strong, Developing, and Needs additional support, which are not directly comparable to previous bands. The timing of the test shifted to the second half of term 1, altering the developmental period being assessed. Schools will receive data earlier, enhancing the impact on improvement timelines. Progress comparisons and previous proficiency levels will not be reported until 2025. Despite changes, NAPLAN's testing domains remain consistent: Numeracy, Reading, Writing, Spelling, and Grammar and Punctuation.

Reading

WA Public Schools	Year 3 Reading		Year 5 Reading	
	School	Like School	School	Like School
Top 20%	40%	35%	27%	34%
Middle 60%	50%	58%	67%	58%
Bottom 20%	10%	7%	6%	8%

Writing

WA Public Schools	Year 3 Writing		Year 5 Writing	
	School	Like School	School	Like School
Top 20%	36%	36%	25%	35%
Middle 60%	56%	58%	65%	56%
Bottom 20%	8%	6%	10%	8%

Spelling

WA Public Schools	Year 3 Spelling		Year 5 Spelling	
	School	Like School	School	Like School
Top 20%	20%	30%	14%	26%
Middle 60%	72%	62%	73%	62%
Bottom 20%	8%	7%	14%	12%

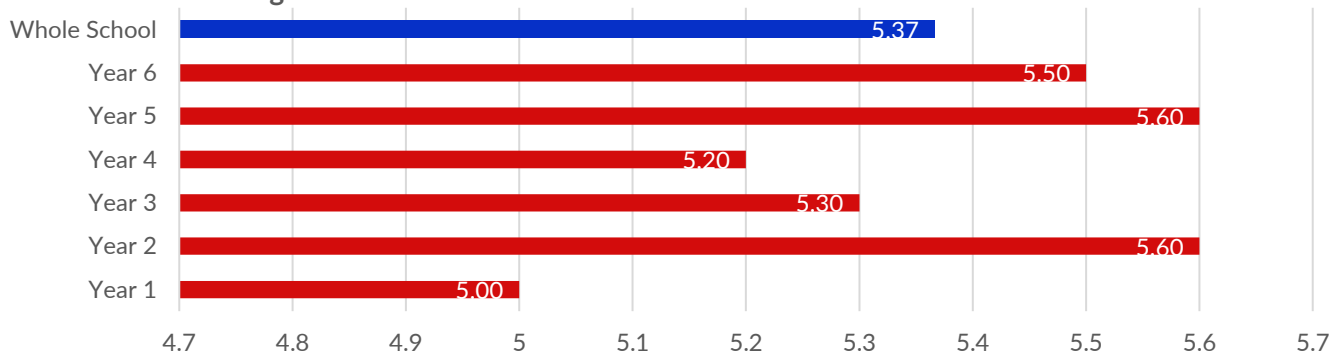
Grammar and Punctuation

WA Public Schools	Year 3 Grammar and Punctuation		Year 5 Grammar and Punctuation	
	School	Like School	School	Like School
Top 20%	30%	35	27%	35
Middle 60%	61%	57	63%	57
Bottom 20%	10%	8	10%	8

PAT Reading 4th Edition

The PAT Reading 4th Edition assessment is a standardized test designed to measure students' reading comprehension skills and progress over time. It provides valuable data to educators, enabling them to tailor instruction and interventions to meet individual students' needs effectively. Our aim is to move our whole school stanine from 5.35 (2022 base line data) to Stanine 6 by 2026.

2023 Stanine Averages



STUDENT ACHIEVEMENT & PROGRESS: NUMERACY

Numeracy plays a crucial role in the academic development of students at Palmyra Primary School. This report aims to provide an overview of the school's numeracy performance, highlighting NAPLAN data from 2023 and the results of the Progressive Achievement Test (PAT) for Numeracy in the same year. Additionally, it will discuss the strategies and initiatives implemented to prioritise numeracy within the school.

NAPLAN

In 2023, Palmyra Primary School participated in the National Assessment Program – Literacy and Numeracy (NAPLAN). The following table summarises the NAPLAN numeracy results for Year 3 and Year 5 students:

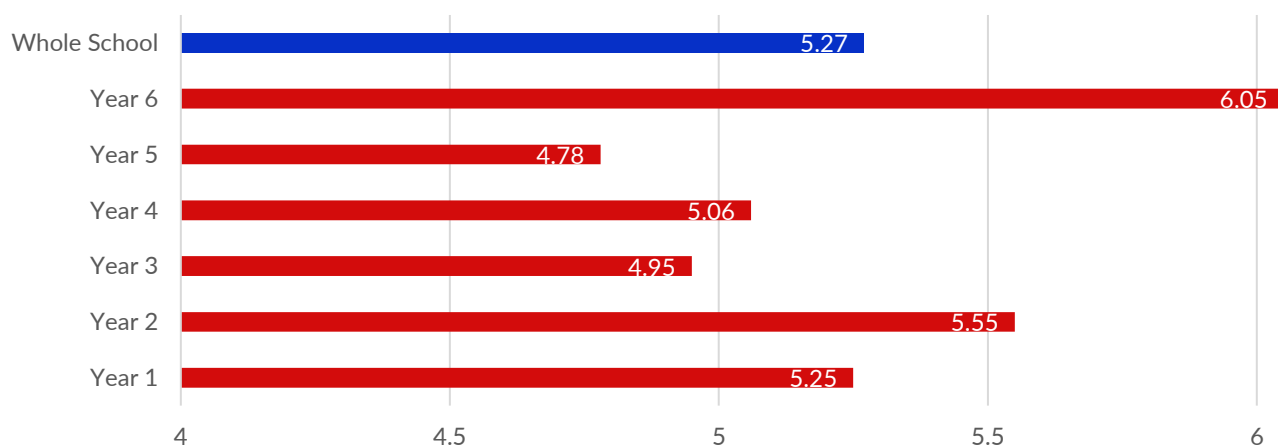
WA Public Schools	Year 3 Writing		Year 5 Writing	
	School	Like School	School	Like School
Top 20%	32%	36%	25%	33%
Middle 60%	65%	56%	61%	58%
Bottom 20%	3%	8%	14%	9%

The data indicates that the majority of students meet or exceed the national minimum standard in numeracy, reflecting a solid foundation in mathematical skills across these year levels.

PAT Numeracy Data

The Progressive Achievement Test (PAT) for Numeracy provides valuable insights into students' mathematical proficiency. The stanine averages for each year level in 2023 are as follows:

2023 Stanine Averages



Curriculum Changes and Professional Development:

In 2023, a number of our staff completed Professional Development related to the changes in the Mathematics sector of the Australian Curriculum. As a result of these changes, a Palmyra Primary School Maths Committee was established with the aim of comprehensively communicating these changes to the rest of our staffing body, ensuring all teaching and learning processes are carried out according to the most up to date curriculum requirements.

Initiatives:

At Palmyra Primary School, numeracy is prioritised through various strategies and initiatives aimed at enhancing students' mathematical skills and understanding. Some of these initiatives include:

1. **Differentiated Instruction:** Teachers employ differentiated instruction techniques to cater to the diverse learning needs of students, ensuring that each child receives personalised support and challenge in numeracy.
2. **Mathematics Enrichment Programs:** Enrichment programs are offered to students demonstrating advanced mathematical abilities, providing them with opportunities to further develop their skills and pursue their interests in mathematics. The next program will be in Term 2 2024
3. **Integration of Technology:** The school utilises technology tools and educational software to enhance numeracy instruction, making learning more interactive and engaging for students.
4. **Professional Development:** Ongoing professional development sessions are conducted for teachers to equip them with the latest pedagogical strategies and approaches in teaching numeracy effectively.
5. **Numeracy Committee:** Led by the Deputy Principal with members of staff representing both the junior and senior classes.



Conclusion: Numeracy at Palmyra Primary School is approached with a commitment to providing quality mathematical education to all students. The NAPLAN and PAT data from 2023 demonstrate positive outcomes in terms of students' mathematical proficiency across various year levels. By implementing targeted strategies and initiatives, the school continues to prioritise numeracy and ensure that students are well-equipped with the essential mathematical skills for their academic and personal growth.

Teaching for Impact

In 2023, Palmyra Primary School remained dedicated to enhancing our teaching practices through the application of high-impact strategies, in line with the Department of Education's Teaching for Impact focus. Our focus areas for the year included Plan, Teach, Engage, Instruct, and Assess, as outlined in the Teaching for Impact framework. We are committed to continuously improving our teaching methods and providing our students with impactful learning experiences.

Recognising the importance of creating conducive conditions for positive learning, we conducted a Staff Development session that emphasised the importance of fostering a culture of high expectations through clear communication.



Furthermore, a team of six staff members attended a series of Shaping Minds workshops, which provided evidence-based professional learning and instructional coaching. One key area of development was the team's understanding of cognitive load theory, which has significant implications for classroom management and student engagement. Following this, a dedicated Teaching for Impact team was formed, and an Operational Plan was developed for the current Business Plan term. The team then provided several professional development sessions on cognitive load theory to the entire staff, enabling teachers to deepen their practical understanding of managing students' cognitive load and creating an effective and engaging learning environment.

Additionally, the Teaching for Impact team investigated Daily Reviews, trialling them in classrooms and receiving coaching and feedback from the Shaping Minds team to refine their knowledge and use of Daily Reviews. A comprehensive staff survey was conducted to assess the current understanding and use of Daily Reviews among our staff, informing operational planning in this area.

In the area of Assess, our teaching staff have engaged in a Planning for Improved Practice cycle, where teachers collaborate to analyse student data, reflect on student outcomes, monitor impact, and plan for improved teacher practice. This cycle ensures that our assessment practices are aligned with our goal of fostering impactful learning experiences for our students.

Recognising Excellence

In 2023, Palmyra Primary School implemented various strategic initiatives and actions aimed at fostering a culture of achievement and celebration. We embarked on a journey to acknowledge and support the outstanding talents and efforts of our students across all domains of schooling.

One of the key strategies implemented was the formation of a team to drive excellence initiatives within the school. The team drafted an operational plan that outlined clear objectives and pathways to recognise and nurture excellence among our students.



Staff discussed having high expectations of students, ensuring that every member of our staff was committed to supporting our business plan direction. Input from staff was sought to tailor our approaches in line with our collective vision for academic and personal excellence, with ideas such as Art exhibitions and entry into competitions (e.g. Maths), where talented students could work and compete with or against other such students.

In line with our commitment to supporting high achievers, an extension program was launched specifically catering to students excelling in NAPLAN. This initiative, which began in 2023, will provide targeted extension, support, and recognition to our top-performing students across literacy and numeracy. All students selected to this program were recognised, and those who excelled were further recognised in our newsletter and at assembly and presented with a medallion.

Our school took pride in celebrating the achievements of our talented art students, with their work showcased prominently in newsletters and front office displays. Similarly, our choir and talented musicians were applauded by the wider community during our Music assembly, highlighting their dedication and skill.

At our end-of-year awards, high-achieving academic students across all learning areas, and students displaying outstanding citizenship were celebrated. Further, students displaying citizenship were recognised at each assembly as an 'Aussie of the Month.'

As we reflect on 2023 and look forward to the opportunities that lie ahead, we remain dedicated to recognising and celebrating the achievements of our Palmyra Primary School students.



LEARNING ENVIRONMENT

Attendance

There is a clear focus on improving and maintaining pre-pandemic attendance levels in alignment with the goals set forth in the school's business plan. Despite facing ongoing attendance challenges stemming from the pandemic, our commitment to **achieving a regular attendance rate of 94%** was determined, in consultation with the School Council. While in 2023, we attained a 90% attendance rate, there is a collective effort towards reaching the target goal. Additionally, the **aim to have 86% of students attending 90% or more of the time** signifies our dedication to ensuring consistent engagement in learning activities. Although the 2023 figures revealed 68% of students meeting this benchmark, we acknowledge that many of our families are taking the opportunity to visit families abroad and provide their children travel opportunities that had not been possible in previous years. There is room for improvement, and we are actively implementing strategies as outlined in our Operational Plan to address attendance concerns.

Recognising the pivotal role of collaboration and community involvement, we have implemented several attendance initiatives. This includes the appointment of dedicated attendance officers who regularly visit households to foster a supportive environment for students and families, and the provision of information in school updates to educate families on the significance of consistent attendance, and the impact on their child's academic progress. Furthermore, a comprehensive review and update of the Attendance Policy have been undertaken in consultation with the school council and the wider community. This updated policy not only emphasises the importance of regular attendance but also highlights the long-term implications of missed school days throughout a student's K-12 journey. As part of our commitment to supporting family engagement and recognising the diverse needs of our school community, we've strategically selected School Development Days in 2024 to enable families to plan vacations together without disrupting student attendance, so the needs of both students and community are prioritised and accommodated.

Student attendance rate	Percent ¹
All students	90%
Indigenous students	74%
Non-Indigenous students	91%

Student attendance level (proportion of students attending 90% or more of the time) ²	Percent ¹
All students	68%
Indigenous students	32%
Non-Indigenous students	69%

Positive Behaviour Support

Success Indicator: Biennial School Survey indicates an improvement rating for 'behaviour is well managed at this school' from 3.8 to 4.2.

Year	Students	Parents	Staff
2021	3.8	3.8	3.8
2023	3.4	3.6	4.2

In 2023, Palmyra Primary School maintained its ongoing commitment to promoting a culture of positive behaviour, fostering an environment where respect, responsibility, and personal excellence are celebrated and upheld. Through extensive consultation on the review of school guidelines, we ensured that families and staff were actively involved in shaping and reinforcing behavioural expectations. The Guidelines saw the

introduction of Tiers of Support, including proactive and preventative strategies, Good Standing, Restorative Practices, and outlined clear procedures, providing a framework for consistent approaches across the school.

Staff underwent significant Professional Learning, with a School Development Day linked to 'Engage' from the Teaching for Impact Quality teaching strategy as a precondition for positive learning. Additionally, Mark Reynolds from the Behaviour and Engagement Team facilitated Professional Learning on the implementation of effective Tier 1 strategies, and staff development across the year focused on the implementation of our Positive Behaviour Support Guidelines. A commitment to send staff to Classroom Management Strategies (CMS) training continued, with 3 staff attending.

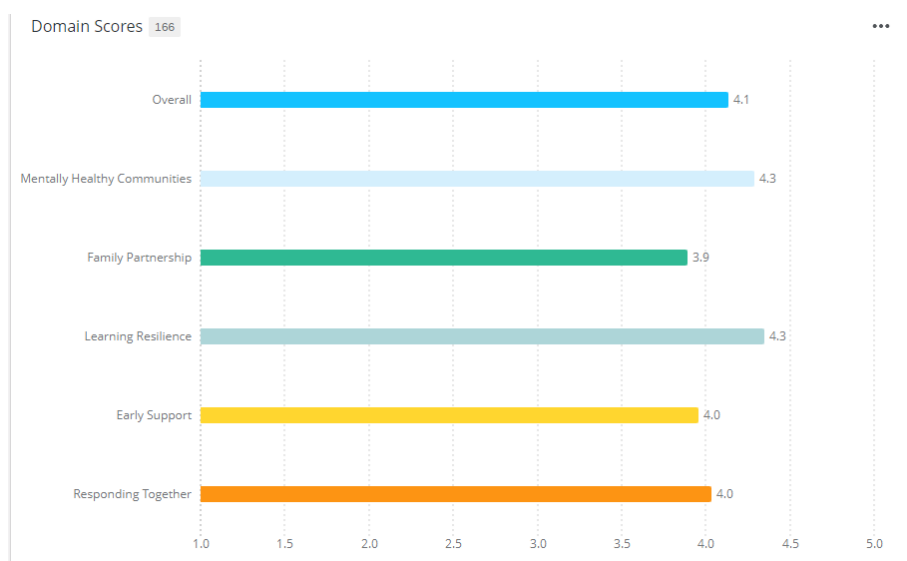
Regular whole-school meetings with students were centred on supporting them to meet behaviour expectations, aligned to our school values. These were backed by extensive and regular classroom conversations, resulting in a significant decline of students 'suspended' or 'on the bench' (detention) from the beginning to the end of the year.

Targeted supports were provided for students requiring additional assistance, with documented planning and access to external services provided as needed. Importantly, measures were implemented to address instances of violent behaviour in accordance with Department Policy and the 'Minister's Statement, 'Standing Together Against Violence', ensuring a safe and conducive environment for learning and working. Feedback from students, parents, and staff reflects our ongoing commitment to behavioural management, with ratings indicating sustained confidence in our efforts to maintain a positive school culture.

Student Mental Health & Well-being

Palmyra Primary School is part of Be You, which is the national mental health and wellbeing initiative for learning communities in Australia. In 2023 we conducted the Be You Children's Survey for students in Years 4-6. The survey results provided baseline data about students' mental health and wellbeing. Overall responses showed students self-rating at 4.1 out of a possible 5. The highest domain scores were 4.3 for both Learning Resilience and Mentally Healthy Communities. The lowest domain score was 3.9 for Family Partnerships. Palmyra Primary School has aligned with the Riverside Network of local schools to focus on the Family Partnerships domain for 2024 as an area for improvement.

In 2023 the Student Mental Health and Wellbeing leadership team attended the Positive Schools 2-day conference to learn new strategies to support students and their families. Staff have also attended additional Professional Learning through Emerging Minds and completing Be You Modules. A draft 4-year plan to support student mental health and wellbeing has been developed and will be introduced in 2024.



LEADERSHIP & QUALITY TEACHING

Organisational Systems

In 2023, Palmyra Primary School made significant strides in cultivating a professional teaching community through strategic leadership and organisational development initiatives. Collaborative efforts were central to our success, beginning with the development of the business plan in consultation with staff and school council.

Embracing the principles of distributed leadership, opportunities were created for staff members to take on leadership roles within various portfolios aligned to the business plan as well as Professional Learning Teams (PLTs), and the National Quality Standards. Through training and support, leaders were equipped to effectively lead their portfolios and develop operational plans that aligned with the broader goals outlined in the business plan. Additionally, a structured school improvement schedule was shared with the School Council; its implementation over the next years ensuring a systematic approach to regular review, assessment, and continuous improvement across all aspects of school operations.

The review and enhancement of the many school guidelines and policies commenced, to provide shared, clear, and consistent organisational understandings, processes, and procedures, with the Behaviour and Attendance Guidelines prioritised. This comprehensive review process involved consultation with staff, families, and the School Council, ensuring that perspectives of all stakeholders were considered in shaping these documents.

As a result of our concerted efforts, the school successfully met the success indicators for 2023 and proactively began laying the groundwork for achieving the indicators set for 2024.

Staff Development

The introduction of connected practice in 2023, was the core of our professional development journey. Connecting Professional Learning (PL), performance management conversations, and the analysis of student data within the framework of PLTs enabled continuous improvement, maximising effect on student outcomes.

In 2023, Palmyra PS was guided by the Department's quality teaching strategy, 'Teaching for Impact'. Professional development initiatives were aligned with its core elements, with a specific focus on 'Plan' where we looked at cognitive load and memory; and 'Engage' with the positive behaviour focus aligned to business plan and policy review.

Collaboratively, in PLTs teachers delved into data, identifying trends and areas for improvement. PLTs planned goals and strategies to enhance teaching practices and elevate student achievement. The teacher Practice Improvement Plan (PIP) was introduced as a tool to support the focus.

The Department's new performance development template was introduced, with a school focus on writing. Our teaching team participated in PL sessions focused on assessing writing using Brightpath, using their learning, and ongoing discussions within PLTs to enhance their teaching of writing, to better support student literacy development. Teachers then met with line managers to reflect upon and discuss personal progress. These processes will be reviewed in 2024.

Recognising the contributions of Education Assistants (EAs), we prioritised their professional growth through in-school PL opportunities. Aligned with their Performance Development objectives, these sessions equipped EAs with the tools and strategies necessary to effectively support diverse student needs. Again, EA performance management processes and discussions were connected to their learning.

An online induction package for new staff to ensure that our newest team members are integrated into our school community, equipped with the knowledge and resources needed to thrive in their roles was developed for our new 2024 staff, and will be refined in 2024.

Drawing from Hattie's research, we recognise that focusing on teacher impact can significantly influence student outcomes, as evidenced by the effect sizes associated with effective teaching strategies. It is our intent to ensure Palmyra staff have access to the professional development opportunities to achieve this.

RELATIONSHIPS & PARTNERSHIPS

School Community

In line with our strategic focus on enhancing partnerships with parents and families, our community has begun fostering collaboration and engagement within our community.

In response to the evolving needs of our school community, several classes were opened to parent volunteers, allowing for increased involvement and support within the classroom environment. We facilitated parent information sessions and actively sought parent input through policy review consultations, ensuring that their voices were heard in shaping the direction of our school. Busy bee events further strengthened community ties, with parent support reinforcing the sense of shared responsibility for our school.

Our School Council played a pivotal role in determining our strategic direction, actively contributing to the development of our business plan. By reviewing NAPLAN data and aligning proposed 2024 school development days with community priorities, the School Council ensured that our initiatives were data informed and responsive to community needs.

The principal's active participation in P&C meetings underscored our commitment to collaborative decision-making and partnership. Together with the P&C, the school embarked on various projects, including Book Week celebrations, playground development initiatives, and addressing concerns such as the maintenance of the school oval. This collaborative approach not only enriched the school environment but also fostered a sense of collective pride.

The visit from the Minister early in the year provided an opportunity for members of the School Council, P&C, and student leaders to engage with external stakeholders, showcasing the collaborative spirit and achievements of our school community. This interaction not only highlighted our successes but also reinforced the importance of partnerships in driving positive outcomes for our students.

Collective efforts to strengthen partnerships between families and the school have been instrumental in enriching our school's strategic direction and fostering a vibrant, inclusive school community. As we continue to build upon these partnerships, we remain committed to ensuring that parents and families are valued collaborators in our vision for nurturing student success and well-being.



Culturally Responsive

At Palmyra PS we strive to develop culturally responsive practices and nurture community.

Since 2018 Palmyra PS has had been a part of *Narragunnawali: Reconciliation in Education*, with an active and progressive Reconciliation Action Plan (RAP). RAPs provide practical ways to introduce meaningful reconciliation initiatives in the classroom, around the school and with the community. In 2023, we reviewed our RAP and continued to implement the strategies and initiatives outlined, as well as introducing some new ideas in response to our current community.



Palmyra has been proactive in recognising the First Nations peoples of our area the Whadjuk Noongar Peoples on whose Boodja (land) we teach and learn, and education plays a significant part in sharing and understanding stories. Being culturally responsive requires two-way learning (*Be You Cultural Actions*), and is evident across the school in the signage, artwork, assemblies and in Phase 2 of our Yarning Circle. In 2023, the addition of seating for yarning was provided, and a 'Cultural Crew' of students took on the daily care of this special place.

Being culturally responsive was expanded, leading on from the development of our 2023-2-26 Business Plan, to not only include the work in the RAP, but to include further cultural identities and incorporate culturally responsive pedagogies. An Operational Plan was then developed to lead the delivery of this areas over the next three years, including scheduled self-reflection against the Aboriginal Cultural Standards Framework.

Moving Forward

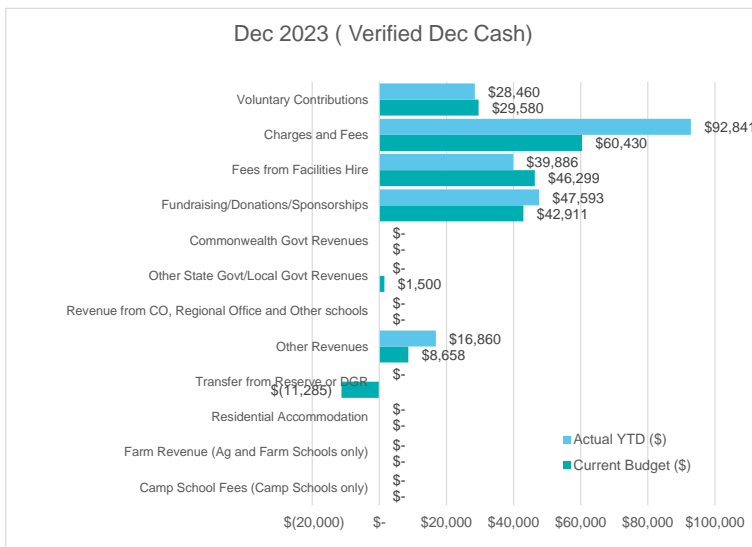
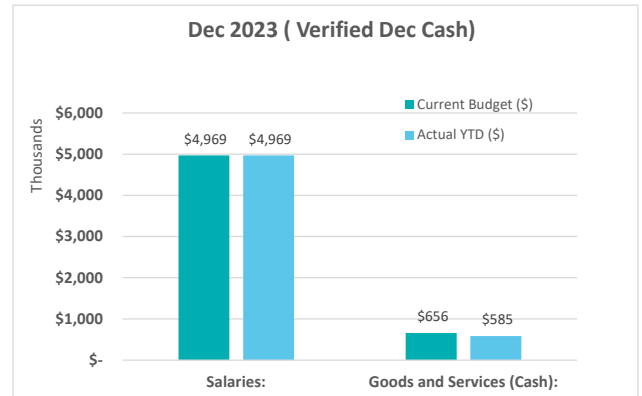
A robust and progressive operational plan enables community, students, and teachers to feel supported and safe within their culture at school. *'To better understand and meaningfully connect with students and their caregivers, it is important educators are prepared to learn and be open to delivering lessons in a manner that resonates with children and young people. For some educators, this can mean finding peace in their discomfort and reward within in a challenging environment.'* (*Be You Cultural Actions*)

This is a new space for Palmyra PS and one in which we look forward to exploring and celebrating, whilst treading softly and respectfully. We welcome collaborative input.



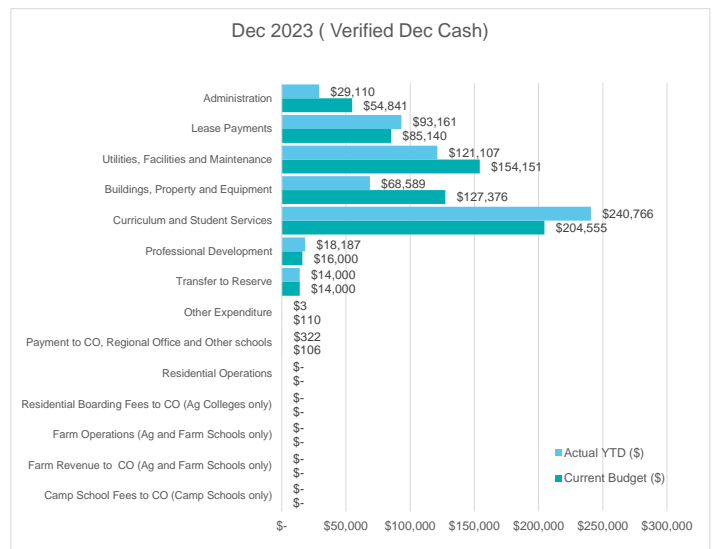
FINANCIAL SUMMARY

ONE LINE BUDGET - Dec 2023 (Verified Dec Cash)		
	Current Budget (\$)	Actual YTD (\$)
Carry Forward (Cash):	150,573	150,573
Carry Forward (Salary):	5,900	5,900
INCOME		
Student-Centred Funding (including Transfers & Adjustments):	5,420,985	5,420,985
Locally Raised Funds:	178,093	225,640
Total Funds:	5,755,551	5,803,098
EXPENDITURE		
Salaries:	4,969,086	4,969,086
Goods and Services (Cash):	656,279	585,244
Total Expenditure:	5,625,365	5,554,330
VARIANCE:	130,186	248,768



INCOME - Dec 2023 (Verified Dec Cash)		
	Current Budget (\$)	Actual YTD (\$)
Carry Forward (Cash)	150,573	150,573
Carry Forward (Salary)	5,900	5,900
STUDENT-CENTRED FUNDING		
Per Student	4,266,783	4,266,783
School and Student Characteristics	855,527	855,527
Disability Adjustments	66,276	66,276
Targeted Initiatives	225,730	225,730
Operational Response Allocation	5,698	5,698
Total Funds:	5,420,014	5,420,014
TRANSFERS AND ADJUSTMENTS		
Regional Allocation	0	0
Transition Adjustment	0	0
School Transfers – Salary	(355,331)	(355,331)
School Transfers - Cash	356,302	356,302
Department Adjustments	0	0
Total Funds:	971	971
LOCALLY RAISED FUNDS (REVENUE)		
Voluntary Contributions	29,580	28,460
Charges and Fees	60,430	92,841
Fees from Facilities Hire	46,299	39,886
Fundraising/Donations/Sponsorships	42,911	47,593
Commonwealth Govt Revenues	0	0
Other State Govt/Local Govt Revenues	1,500	0
Revenue from CO, Regional Office and Other scho	0	0
Other Revenues	8,658	16,860
Transfer from Reserve or DGR	(11,285)	0
Residential Accommodation	0	0
Farm Revenue (Ag and Farm Schools only)	0	0
Camp School Fees (Camp Schools only)	0	0
Total Funds:	178,093	225,640
TOTAL	5,755,551	5,803,098

EXPENDITURE - Dec 2023 (Verified Dec Cash)		
	Current Budget (\$)	Actual YTD (\$)
SALARIES		
Appointed Staff	4,407,493	4,407,493
New Appointments	0	0
Casual Payments	560,756	560,756
Other Salary Expenditure	837	837
Total Funds:	4,969,086	4,969,086
GOODS AND SERVICES (CASH EXPENDITURE)		
Administration	54,841	29,110
Lease Payments	85,140	93,161
Utilities, Facilities and Maintenance	154,151	121,107
Buildings, Property and Equipment	127,376	68,589
Curriculum and Student Services	204,555	240,766
Professional Development	16,000	18,187
Transfer to Reserve	14,000	14,000
Other Expenditure	110	3
Payment to CO, Regional Office and Other schools	106	322
Residential Operations	0	0
Residential Boarding Fees to CO (Ag Colleges only)	0	0
Farm Operations (Ag and Farm Schools only)	0	0
Farm Revenue to CO (Ag and Farm Schools only)	0	0
Camp School Fees to CO (Camp Schools only)	0	0
Total Funds:	656,279	585,245
TOTAL	5,625,365	5,554,331





PALMYRA

PRIMARY SCHOOL

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