School Strategic Plan 2026-2030

Blackburn Lake Primary School (4860)



Submitted for review by David Dowson (School Principal) on 22 June, 2026 at 02:55 PM
Endorsed by Richard Lambert (Senior Education Improvement Leader) on 25 June, 2026 at 08:57 AM
Awaiting endorsement by School Council President

School Strategic Plan - 2026-2030

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School vision	To create a safe and engaged learning community that inspires, challenges, and supports all students to achieve their best to thrive and contribute to a 21st-century world.
School values	Blackburn Lake Primary School provides a respectful and caring environment where students are encouraged to adopt a positive attitude and take responsibility for their learning and actions. Our supportive learning environment encourages students to 'think well' and strive for their personal best. Our school's TRRAC values: Thinking, Respect, Responsibility, Attitude and Caring are embedded in daily practise across the school and inform the way our community collaborates and 'learns together'. At Blackburn Lake Primary School, we believe that: Everyone in our school has the right to learn Everyone in our school has the right to be treated with respect Everyone in our school has the right to be part of a responsible community Everyone in our school has the right to have a go Everyone in our school has the right to feel safe and be cared for by others
Context challenges	Blackburn Lake Primary School is a high-performing government primary school. The school's socio-educational profile is classified as Low disadvantage according to the Student Family Occupation and Education (SFOE) index. The school enjoys a strong reputation for academic achievement, student wellbeing, community engagement and financial stewardship. Student achievement outcomes remain significantly above state benchmarks, with particularly strong performance in Numeracy. In 2025, Year 3 students achieved 92% Strong or Excellent in Reading and 93% in Numeracy, while Year 5 students achieved 96% in Numeracy and 92% in both Reading and Writing. Student engagement remains strong, with high attendance rates, improving student voice and agency, and increasingly positive parent perceptions regarding communication, confidence and resilience. The school continues to provide a rich range of academic, sporting, artistic and leadership opportunities that support the development of the whole child. Financially, the school remains in a strong and sustainable position, enabling continued investment in teaching, learning, wellbeing and future capital works projects. Significant targeted funding supports wellbeing initiatives, intervention programs, EAL learners and vulnerable students. Despite these strengths, the school recognises that maintaining high performance alone is not sufficient. Blackburn Lake Primary School's vision is to move from great to greater and establish itself as one of Victoria's leading primary schools

	in student achievement, wellbeing, school climate and community confidence.
Intent, rationale and focus	What is the school trying to achieve? (Intent) Over the next four years, Blackburn Lake Primary School seeks to become one of Victoria's leading primary schools by achieving excellence in student learning growth, wellbeing, instructional practice and community confidence. The school aims to: Increase student achievement and growth in literacy and numeracy. Establish a guaranteed and viable curriculum across all learning areas. Deliver highly consistent, evidence-based teaching practices in every classroom. Build a culture of collective efficacy and collaborative professionalism. Strengthen student wellbeing, engagement and agency. Why is this important? (Rationale) While Blackburn Lake Primary School achieves strong outcomes across many measures, the review identified opportunities to move from high performance to excellence with a particular emphasis on improving student growth. Improving consistency of practice, strengthening literacy outcomes and refining assessment systems will ensure every student experiences high-quality learning regardless of classroom or year level. What are we prioritising? How will the Strategic Plan unfold over four years? (Focus) Years 1–2: Building Strong Foundations The initial phase of the Strategic Plan will focus on establishing the conditions for sustained improvement through: Strengthening the Blackburn Lake Primary School Instructional Model. Embedding a guaranteed and viable curriculum aligned to Victorian Curriculum 2.0. Completing curriculum mapping in English and Mathematics. Refining assessment schedules and data collection practices. Establishing consistent collaborative planning structures. Implementing the revised literacy model. Strengthening teacher capability in evidence-based instruction. Undertaking professional learning in responsive teaching methodologies, inclusive of checks for understanding.

	Years 2–3: Embedding Consistency and Precision The second phase will focus on improving consistency and instructional precision through: Strengthening data literacy and assessment practices. Embedding formative assessment routines. Enhancing moderation and collaborative inquiry processes. Developing stronger intervention and extension systems through MTSS. Increasing consistency of classroom practice across year levels. Refining curriculum delivery based on student outcome data. Years 3–4: Extending Excellence and Innovation The final phase will focus on achieving excellence and sustaining improvement through: Maximising student growth in literacy and numeracy. Further developing enrichment opportunities for high-ability learners. Strengthening student agency and learner ownership. Embedding a culture of continuous improvement and innovation. Consolidating wellbeing practices that support engagement and achievement. Positioning Blackburn Lake Primary School as a leading school recognised for outstanding student outcomes, wellbeing and community confidence. Through this strategic approach, Blackburn Lake Primary School will continue its journey from great to greater, ensuring every student experiences exceptional learning, wellbeing and success.

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Goal 1	Further strengthen student learning growth.
Key Improvement Strategy 1.a Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	Embed a whole school teaching and learning approach that aligns with VTLM 2.0 to improve consistency of teaching practice in all classrooms and increase student learning.
Key Improvement Strategy 1.a 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	
Key Improvement Strategy 1.a Systematic use of assessment strategies and measurement practices to obtain and provide feedback on student learning growth, attainment and wellbeing capabilities	
Key Improvement Strategy 1.b Documented teaching and learning program based on the Victorian Curriculum and senior secondary	Strengthen whole school systems, processes and collaboration to support ongoing teacher capacity and collective efficacy.

pathways, incorporating extra-curricula programs	
Key Improvement Strategy 1.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	
Key Improvement Strategy 1.c Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	Enhance assessment and data informed collaborative planning processes to ensure consistency and accuracy in supporting students at their point of need.
Key Improvement Strategy 1.c Systematic use of assessment strategies and measurement practices to obtain and provide feedback on student learning growth, attainment and wellbeing capabilities	
Target 1.1	**By 2030, increase the percentage of students achieving the Exceeding NAPLAN proficiency level:**

Cohort	Focus	Baseline	Year	Target
Year 3	Reading	50%	2025	60%
Year 5	Reading	52%	2025	62%
Year 3	Writing	17%	2025	50%

	Year 5	Writing	23%	2025	50%
	Year 3	Numeracy	44%	2025	53%
	Year 5	Numeracy	49%	2025	59%
Target 1.2	**By 2030, increase the percentage of positive endorsement for School Staff Survey factors:**				
	Cohort	**Factor**	**Baseline**	**Year**	**Target**
	Teachers	Teacher collaboration	57%	2025	70%
	Teachers	Guaranteed and viable curriculum	73%	2025	82%
	Teachers	Time to share pedagogical content knowledge	74%	2025	85%
	Teachers	Monitor effectiveness using data	79%	2025	82%
	Teachers	Psychological Safety	64%	2025	70%
Target 1.3	**By 2030, maintain or improve the percentage of students achieving at or above expected teacher judgement growth (Semester 2 to Semester 2):**				
	Cohort	**Focus**	**Baseline**	**Year**	**Target**
	F – 6	Reading and viewing	87%	2025	87%
	F - 6	Writing	87%	2025	89%
	F - 6	Mathematics 2.0*	XX%	2026	YY%
	*Placeholder target to be determined when data becomes available.				

Goal 2	Further strengthen student wellbeing outcomes.
Key Improvement Strategy 2.a 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	Continue to prioritise opportunities to enable student voice and agency to develop independent, self-motivated and resilient learners.
Key Improvement Strategy 2.a Documented teaching and learning program based on the Victorian Curriculum and senior secondary pathways, incorporating extra-curricula programs	
Key Improvement Strategy 2.a Activation of student voice and agency, including in leadership and learning, to strengthen students' participation and engagement in school	
Key Improvement Strategy 2.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	Refine and document the school wide approach to multi-tiered systems of support to effectively respond to student health and wellbeing needs.
Key Improvement Strategy 2.b Activation of student voice and agency, including in leadership and learning, to	

strengthen students' participation and engagement in school	
Key Improvement Strategy 2.b Responsive, tiered and contextualised approaches and strong relationships to support student learning, wellbeing and inclusion	
Key Improvement Strategy 2.c Activation of student voice and agency, including in leadership and learning, to strengthen students' participation and engagement in school	Strengthen communication and partnership with families to ensure ongoing and high levels of student enagement and connection to school.
Target 2.1	**By 2030, increase the percentage of positive endorsement for selected Attitudes to School Survey factors:** **Cohort** / **Factor** / **Baseline** / **Year** / **Target** Students / Student voice and agency / 70% / 2025 / 75% Students / Emotional awareness and regulation / 80% / 2025 / 85% Students / Help seeking / 71% / 2025 / 85%
Target 2.2	**By 2030, increase the percentage of positive endorsement for selected items in the Parent/Caregiver/Guardian Opinion Survey for the factors:** **Cohort** / **Factor** / **Baseline** / **Year** / **Target**

	Parents	Teacher communication	76%	2025	82%
	Parents	Student motivation and support	81%	2025	87%
	Parents	Student voice and agency	82%	2025	86%
Target 2.3	**By 2030, increase the overall student attendance rate:**				
	Cohort	**Factor**	**Baseline**	**Year**	**Target**
	Students	95% or higher	21%	2025	32%