



PANNAWONICA
SCHOOL

2026-2028 BUSINESS PLAN

Here we build the future



ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge the past and present traditional custodians of this land on which we are working, playing, and learning, the Robe River Kuruma People. It is a privilege to be learning and living on Kuruma Country. We also acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians to the education of all children and people in this country, we all live in and share together – Australia.

The Robe River Kuruma People are the traditional custodians of the land surrounding Pannawonica, with deep cultural, spiritual, and historical ties to the area, particularly the Robe River, known traditionally as Jajiwurra. For thousands of years, the Kuruma People have cared for this land, with strong connections to Country that continue through their stories, songlines, and cultural practices. Today, they remain active custodians, working to preserve their heritage and care for the land for future generations, and we feel honoured to be living and learning on Kuruma Country.

OUR PURPOSE

At Pannawonica School, our purpose is to make sure that our students, our staff, our parents and caregivers, and our community members do not get left behind or forgotten academically, socially, emotionally, physically, or culturally.



OUR ASPIRATION FOR THIS BUSINESS PLAN

To have a school that operates effectively and supports students' academic and social needs.



OUR MOTTO

Here we build the future



OUR VISION

Ohana means family, and family means that nobody is left behind or forgotten.



MESSAGE FROM THE PRINCIPAL

Wanthiwa – WELCOME

At Pannawonica School, our 2026–2028 Business Plan represents a shared commitment to continuous improvement, deep reflection, and collaborative leadership. Shaped over a 12-month consultation with staff, this plan is the product of rigorous dialogue, thoughtful analysis of core challenges, and a united resolve to address root causes—not just symptoms.

This plan outlines our strategic direction for the next three years and is grounded in our School Improvement Plan. It reflects the voices of our students, staff, families, and community, and is aligned with the Department of Education's strategic documents and the School Accountability Framework. It clearly reflects the system's three pillars: Quality Teaching Strategy, Student Care and Wellbeing, and Aboriginal Students Succeeding as Aboriginal People.

Through alignment with evidence-based practices, including the Multi-Tiered System of Support (MTSS), we are strengthening our Tier 1 foundation to ensure every student has access to high-quality teaching, targeted support, and inclusive approaches. Our Business Plan is underpinned by a rigorous self-assessment process, built on the Department's six improvement domains. Throughout development and implementation, we continuously reflect on the key questions: What are we seeking to achieve? How well are we doing? How can we improve? This iterative process, supported by evidence and wide community input, ensures our actions remain purposeful, proactive, and grounded in real impact for students.

We are proud to serve a unique and vibrant community - enriched by diversity, our regional context, deep cultural heritage, and a strong connection to industry. Our school lives the spirit of One School, One Community, grounded in the values of family and belonging. We regularly share our progress with the School Board and wider community and deeply value their insight and involvement.

At the heart of our work is a commitment to empowering every student with the skills, knowledge, and values they need to thrive in a complex and changing world. Our goal is for each student to leave Pannawonica School confident, capable, and connected to their identity and community.

We are dedicated to nurturing well-rounded learners within a school culture shaped by our Positive Behaviour Support (PBS) values:

 Be Responsible

 Be Resilient

 Be Respectful

 Be Your Best

Together as one team, we strive for excellence, move forward with purpose, and remain united - embodying our School Vision of 'Ohana'.

Pannawonica School Self-Assessment and Planning Process

The 2026–2028 Business Plan was shaped through an evidence-informed and inclusive review of school performance, guided by the Department of Education's six improvement domains. Our planning process was strengthened by research-based practices focused on sustainable improvement rather than short-term change.

We drew on:

- Collaborative input from students, staff, parents, and community members.
- A comprehensive audit of school performance: Where are we now?
- Analysis of underlying factors impacting current challenges and successes.
- Development of long-term, proactive solutions designed to build capacity and drive continuous improvement.

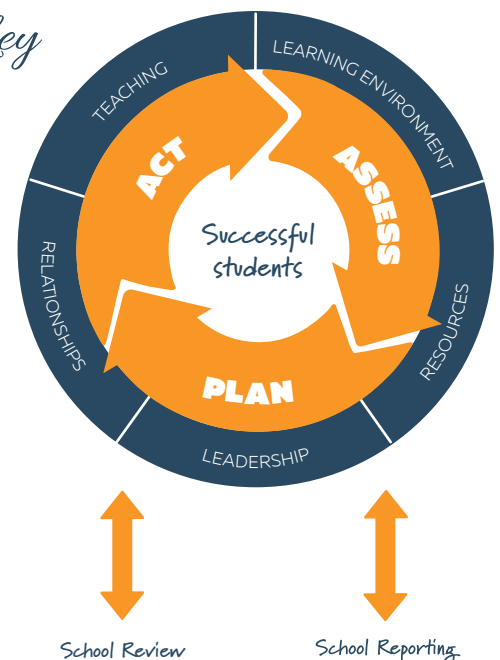
We will continue to use this plan as a living document, periodically reviewing our progress through three key questions:

1. What are we seeking to achieve?
2. How well are we doing?
3. How can we improve?

Our School Board remains a key partner in monitoring outcomes and ensuring accountability to our shared goals.

Kristy Lackey

Principal



3 Key Focuses

FOCUS 1: SYSTEM WIDE PROCESSES

To improve the effective operations and orderly environment throughout the school



How Will We Achieve This

- A whole school Data Policy will be developed and implemented to ensure consistent storage, access, and use of data through staff consultation, alignment with best practice, and a structured rollout process.
- All school teams will develop operational plans using a common template that reflects the Business Plan priorities, incorporates staff feedback, and follows a consistent implementation and review cycle.
- A school-wide Roles and Responsibilities document will be developed using a standardised format, incorporating consultation and clarity to ensure accountability and role alignment.
- A transparent Finance Policy and planning process will be developed to guide school budgeting, supported by clear documentation, School Board feedback, and alignment with long-term strategic goals.
- Our structured induction program will be strengthened to support all new staff, providing clarity on school expectations, roles, programs, and initiatives through documented procedures and timely feedback loops.
- A consistent approach to policy development and review will be established, focusing on aligning school practices with Departmental guidelines and ensuring policies are accessible, well understood, and regularly reviewed and updated.

Key Performance Targets

- By 2028, 85% of staff will rate the orderliness of Pannawonica School at 6 or above in our Annual Staff Survey.



3 Key Focuses

FOCUS 2: TEACHING AND LEARNING

To improve student academic achievement with an initial focus on Literacy



How Will We Achieve This

- A whole-school Literacy Plan will be developed to ensure a consistent, evidence-based approach to literacy instruction and intervention, supported by documented scope and sequences, a structured operational plan, and ongoing monitoring to measure impact.
- A whole-school instructional framework will be developed to provide clarity and consistency in teaching practices, grounded in research and tailored to our context, with clear implementation guidelines and a schedule for review and refinement.
- An evidence-informed observation and feedback model will be implemented to build a shared understanding of high-impact teaching practices, support professional growth, and ensure consistency across classrooms, with ongoing review and staff input.
- A coaching model will be explored to build capacity and drive targeted improvement in instructional practices, complementing the observation and feedback cycle and aligning with our school's teaching and learning priorities.
- A whole-school Numeracy Plan will be developed to ensure a consistent, evidence-based approach to numeracy instruction and intervention, supported by documented scope and sequences, a structured operational plan, and ongoing monitoring to measure impact.

Key Performance Targets

- By 2028, 85% of students in Years 1-10 will increase their PAT Reading adaptive scale score by 2 or more, year to year, based on the assessment completed in Term 4 each year.
- By 2028, 85% of students in Years 1-10 will increase their PAT Maths adaptive scale score by 2 or more, year to year, based on the assessment completed in Term 4 each year.
- By the end of each school year, at least 85% of Kindergarten students will increase their raw score on the Cracking the Code assessment by 10 points or more from Term 1 to Term 4.
- By 2028, 85% of teachers will consistently implement Pannawonica School's instructional framework, as measured through annual observations and feedback cycle.



3 Key Focuses

FOCUS 3: ENGAGEMENT AND WELLBEING

To increase student and staff engagement and wellbeing

How Will We Achieve This

- A Student Engagement and Wellbeing Plan will be developed based on audits of the current programs and student data, with input from staff, students, and families. The plan will include key focus areas, measurable goals, and staff responsibilities, supported by targeted training and ongoing review.
- Positive Behaviour Support (PBS) will be reinvigorated and embedded throughout the school. This process will include reviewing current practices, updating behaviour policies, and developing a comprehensive staff training schedule. Implementation will be supported by ongoing data-informed review and adjustments.
- A School Culture & Care Blueprint will be developed collaboratively with staff, informed by Department guidelines and training, to foster a positive, inclusive, and connected school environment.
- A Culturally Responsive Action Plan will be developed collaboratively with staff, informed by Department guidelines, to enhance culturally responsive practices and ensure that Aboriginal students succeed as Aboriginal people.
- A review of the high school model will be undertaken to develop a sustainable and engaging structure that meets the needs of students and the wider school community.

Key Performance Targets

- By 2028, Pannawonica School will achieve an average of 85% or higher across all areas of the annual PBS SET, completed in Term 4 each year.
- By 2028, 80% of students from Pre-primary to Year 10 will rate themselves (Pre-primary rated by the classroom teacher) at 3.5 or higher on all questions within the Aussie Optimism skill checklist in the post unit assessment, completed in Term 4 each year.
- By 2028, Pannawonica School will demonstrate measurable progress toward cultural competence by achieving a rating of Capable or higher in the Learning Environment and Resources standards of the Aboriginal Cultural Standards Framework (ACSF). Progress will be monitored annually through an audit conducted by the Cultural Committee against the ACSF.
- By 2028, 85% of students from Kindergarten to Year 12 will achieve a rating of 'Developed' or higher in their overall social-emotional wellbeing score within the ACER Social-Emotional Wellbeing Survey, completed annually.







PANNAWONICA
SCHOOL

1 Sports Way, Pannawonica WA 6716
Pannawonica.ps@education.wa.edu.au
www.pannawonicaps.wa.edu.au
(08) 9134 9100