

School Improvement Plan 2020

CECWA Strategic Directions

Catholic Education Western Australia is a Christ-centred community of engaged learning environments, inspiring all to actively live the Gospel.

1	Catholic Identity	2	Education	3	Community	4	Stewardship
	Inspiring Christ-centred Leaders		Catholic Schools of Excellence		Catholic Pastoral Communities		Accessible, Afforda and Sustainabl System of Schoo

College Strategic Plan: Strategies to be addressed in 2020 are Bolded.

Education

QCS REF 303 Learning Culture

- L1 Foster a culture of high expectations & academic excellence across the College
- L2 Develop a culture where student data drives learning.
- L3 Create an environment which fosters passion in teachers to engage all students in their own love of learning
- QCS REF 306 Systematic curriculum delivery
- L4 Establish and implement a coherent, sequenced plan for Curriculum delivery across Kindergarten Year 12, responsive to the key points of transition and the needs of learners
- 15 Maintain a Charter for Early Childhood Education that complies with the National Quality Standards and gives life to the aspiration to be the provider of choice in the Busselton region
- L6 Maintain a consistent team based approach to the teaching of Literacy and Numeracy in the early primary years and lift student performance
- L7 Review and refine processes to prioritise earliest possible intervention for students identified by data in Years K-2 Literacy and Numeracy

Community

- QCS REF 402 Pastoral care of students
- E1 Develop a sequential Pastoral Care Program from Kindergarten 12 that meets the specific developmental needs of students as they grow from young children to young adults
- E2 Review and refine pastoral support structures in the primary years to better accommodate the pastoral needs of students and establish consistency of approach across the College
- Review and refine the Behaviour Management Policy (BMP) and its implementation to ensure a consistent approach across Kindergarten Year 12 which upholds the E3 dignity of every individual

QCS REF 201 Engagement with the school community

E4 Continue to develop and refine avenues of communication with parents, both physical and virtual, to enable families to know about their child's development and progress



- E5 Conduct parent workshops at each stage of transition in order to engage parents in building the resilience of their children and understanding the teaching and learning programs of the College
- E6 Maintain a strong "Regional College" focus by strengthening relationships with feeder schools
- E7 Develop a comprehensive approach to supporting teaching and learning through the Leadership, Professional Learning and Development opportunities provided for staff
- E8 Develop a systematic Marketing Plan to consistently position the College as the school of choice in the Busselton and surrounding region
- E9 Develop and articulate a set of key messages that succinctly describe the benefits and capabilities of the new and unified College

Stewardship

QCS REF 304 Targeted use of resources

- A1 Establish a new College Board, with representation across K -12 appropriately reflecting the make-up of the new College, to undertake the governance of the College for the next five years
- A2 Resource the Marketing Plan to enable the consistent reinforcement of key messages beyond historical associations
- A3 Resource media relations and digital communications focused on developing an understanding of the unified College and thereby increase brand recognition
 A4 Plan for consistent upgrades of College infrastructure such as classrooms, playgrounds, ICT and staff facilities ensuring spaces are contemporary, attractive and conducive to learning
- A5 Prioritise resourcing of the strategies in this plan through annual budgets

Catholic Identity

QCS REF 102 Integrating faith and life

- D1 Review the school Evangelisation Plan and enact the new plan
- D2 Review and refine the Christian Service Learning program to include progression of commitment from primary through to secondary as a means of teaching students how to integrate faith and life
- D3 Strengthen community alignment to the new College Mission and Core Values and use these to motivate a broadening of Christian service in the community
- D4 Develop a program to identify Scholarships/Bursaries opportunities

Focus Area	Focus	Specific Performance & development goal to be achieved (stated simply)	Achievable What actions will I take to achieve the goal?	Relevant How does the goal connect to the school's strategic plan (and/ or other plans)?	Time Line	Resources/Monitor ing Process & Progress .	Success Criteria How will you know you ha successful (quantitative a measurable)?
EDUCATION	Curriculum Plan	Develop the College's Vision for Learning. Underpin the Vision for Learning through five teacher practices: Quality Relationships, Learning Design, Instructional Range, Engagement and Place, Space and Technology Continue to incorporate key digital technology in the teaching and learning platform to embed High Impact Strategies into Classrooms. Learning Intensions Success Criteria Descriptve Feedback Peer and Self Evaluation Individual Goal Setting Learning Walks and Talks: HIgn Impact Strategies of Gradual Release Learning Goals, success criteria, descriptive feedback Making thinking visible, accountable talk, Rich performance tasks Teaching intentional literacy skills Co-planning, co-teaching, co-reflecting, codebriefing	Proactively institute these strategies into classrooms.	Implimentation of learning and teaching strategies K - 12 L2 Develop a culture where student data drives learning. QCS 302 Analysis and Create discussion of Data, 304 Targeted Use of School Resources	2020-2022	PD sessions, Provision of Digital Platforms and use of computer hardware by both staff and students Lead by the Leadership Team, all staff will be responsible for the implementation	Informed by Hattie and Sh research on effect size imp quality learning Improved student engage Will see. Use of OneNote evidence of High Impact S in Classrooms

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Note: Independent & Reality Behaviour management Rates yn bruchtout the profession with a start well behaviour, behaviour start well at start well behaviour s	Focus Area	Focus	Specific Performance & development goal to be achieved (stated simply)	Achievable What actions will I take to achieve the goal?	Relevant How does the goal connect to the school's strategic plan (and/ or other plans)?	Time Line	Resources/Monitor ing Process & Progress .	Success Criteria How will you know you have been successful (quantitative and measurable)?	
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Signed and the sections in Literacy and Numeracy which includes stratagies such as: I do, We do, you do through Gradual Release, Gesturing, High Order Questioning White Boards, Random Questioning teacher Knowledge S01 An Explicit Improvement Agenda QCS S01 An Explicit Improvement Agenda Assistant Heads of Primary Curriculum Leaders testing results Classroom Observations Primary Curriculum Leaders Vell see Implement Academic and Pastoral Tracking based on teacher evaluation of student performance in regards attitude and effort. Priore the student, parent and staff understandings of common judgement standards. Assessment of staff results using the rubric. K - 12 Ll Foster a culture of high expectations & academic excellence across the College QCS 303 A Culture that Promotes Learning Z018-2021 Principal, CLT, Teaching Staff Informed by Qualitative Feedback from the impact of students and staff on the impact of performance Indicators <td>EDUCATION</td> <td>rimary</td> <td>Writing Focus in PC Continued implementation of the pedagogy of sound maths teaching – with focus on the Gradual Release of Responsibility Model in dedicated time.</td> <td>specific numeracy strategies Appointment of Curriculum Leaders- K-2, 3-6 Accessing specialised</td> <td>consistent team based approach to the teaching of Literacy in the primary years and lift student performance QCS 301 An Explicit</td> <td>2020-2021</td> <td>Assistant Heads of Primary</td> <td>NAPLAN Data, PatM Testing Will see Evidence of improved Literacy outcomes for students based on PatM testing 2020-2021 Effect Size of at least 0.4 for students (those NOT testing at top of range at initial test) based on Westwood 1 minute test Class walk throughs Sharing of ideas between teachers – common DOTT, peer observations, PLC</td> <td></td>	EDUCATION	rimary	Writing Focus in PC Continued implementation of the pedagogy of sound maths teaching – with focus on the Gradual Release of Responsibility Model in dedicated time.	specific numeracy strategies Appointment of Curriculum Leaders- K-2, 3-6 Accessing specialised	consistent team based approach to the teaching of Literacy in the primary years and lift student performance QCS 301 An Explicit	2020-2021	Assistant Heads of Primary	NAPLAN Data, PatM Testing Will see Evidence of improved Literacy outcomes for students based on PatM testing 2020-2021 Effect Size of at least 0.4 for students (those NOT testing at top of range at initial test) based on Westwood 1 minute test Class walk throughs Sharing of ideas between teachers – common DOTT, peer observations, PLC	
Note Implement Academic and Pastoral Tracking based on teacher evaluation of student, parent and staff understandings of common judgement standards. Assessment of staff results using the results using the rubric. Values 100 eValues 100 eValue	EDUCATION	Explicit Direct Instruction	sessions in Literacy and Numeracy which includes stratagies such as: I do, We do, you do through Gradual Release, Gesturing, High Order Questioning White Boards,		301 An Explicit	2019-2021	Assistant Heads of Primary	Informed by NAPLAN and PatM testing results Classroom Observations PLC discussions Well see Impimentation of Explicit Direct Instruction into classrooms for key	
	EDUCATION	ademic and Pastoral Tra	 evaluation of student performance in regards attitude and effort. Promote the student, parent and staff understandings of common judgement standards. Place student performance in relation to attitude and effort in reports Track student results. From Pastoral Tracking look at student award structures based on 	results using the rubric. Presentation of the rubric and calculation of Personal Performance Indicators to staff,, students and parents Begin tracking and formulating award	L1 Foster a culture of high expectations & academic excellence across the College QCS 303 A Culture that	2018-2021		 Informed by <i>Qualitative</i> Feedback from students, parents and staff on the impact of students understanding their Personal Performance Indicators Will see Use of a rubric, assessment of report results, creation of percentages. Understanding by students and parents of personal Performance Indicators. Improved performance in positive performance indicators and decrease in 	

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EDUCATION	K - 12 Seamless Educational Flow (5 - 8 Project)	 Develop a seamless educational flow from Year 5 to Year 8 covering all aspects of College life. Continue to develop the Collaborative Learning Space in the Lower Primary Courtyard Reinstitute the Working Party to assess the changes implemented to date and look at forward planning. Areas to examine include: Examine allocation of resources, Pedogoy, Curriculum, Procedures and Routines, Teacher Student Language Explore the possibility of creating: HOLA Arts K - 12 HOLA Science K - 12 Continue sharing facilities across both primary and Secondary campuses in Visual Arts, Music and Science Allign reporting processes in Academic and pastoral areas of both 	Examine budget opportunities to begin enclosing this space Undertake the recommendatrions of the working party. Discuss creation of these positions with current HOLAs of Arts and Science Commence shared Visual Arts and Music facilities	K - 12 L4 Establish and implement a coherent, sequenced plan for Curriculum delivery across Kindergarten – Year 12, responsive to the key points of transition and the needs of learners. The intial focus will be on the Years 5 – 8 QCS 306 Systematic Curriculum Delivery	2018 - 2020	Principal, CLT, HOLA< All Staff Plan use of undercroft for learning spaces and shade the paved area. CLT, Year 5 and 6 Teachers, Heads of Learning Area and Head of Primary, Assistant Heads of Primary Purchase site licence for supporting personal development student packages. Allocate funding to additional HOLA responsibilities in Arts and Science	 Informed by <i>Qualitative</i> Survey students and parents to determine how the transition from Yr 6 to 7 has gone. <i>Quantitiative</i> Monitor student perfommace in Yr 6 and 7 .comparing current students to new students. Will see Development of a flow chart that clearly articulates the educational flow from Year 5 to Year 8. Development of Campus structures that compliment each other ie bell times Student academic and pastoral performance HOLAS & LS coordinators to support teachers in modifying programs, materials and tasks to suit individual needs More PD on differentiation required. Build on and extend 2019 reporting system on SEQTA
COMMUNITY EDUCATION	Gifted and Talented Keeping Safe Curriculum	 Review placement of the Keeping Safe Curriculum across the Curriculum with particular reference to the Pastoral Care Program. Aligning KSC with COC and how we deliver Protective Behaviours for SWD. Review initial work done by staff on the Safe Schools Framework. Continue to develop and implement a Gifted and Talented Program for Years 4 to 9 	Audit and Departmental understanding of required elements to be embedded into the College Curriculum Continue to develop opportunities for students to explore wider interest topics in G & T Allow reports to reflect impact of IEPs and CAPs	 K - 12 Determine the process to implement a Protective Behaviours Curriculum into Years K - 12 QCS 301 An Explicit Improvement Agenda K - 12 L1 Foster a culture of high expectations & academic excellence across the College QCS 201 Engagement with the community 304 Targeted use of School Resources 307 Differentiated Teaching and Learning 	2020	Principal, Heads of School and HOLAS Head of LS, Primary & Secondary coordinators PD with TA's, CLT, Heads of School, Heads of Learning Areas	 Evidenced By Qualitative Response from student questionnaires Will see Implementation of the full Keeping Safe Curriculum into the College Curriculum. Will see Student, Staff and Teacher feedback on levels of engagement and extension. Number of students in the program Appointment of G & T Teachers

Success Criteria ow will you know you have been
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COMMUNITY Student Leadership	 Continued develop of the Year 5 - 12 Leadership program based around an educational and developmental program for Student leadership. Focus on the portfolio structures for the Student Representative Council. 	Coordinator position, Student Leadership, budget and subcontracting For the Team Leadership services	K - 12 L1 Foster a culture of high expectations & academic excellence across the College QCS 303 A Culture that Promotes Learning 306 Systematic Curriculum	2019 - 2020	Principal, Coordinator of Student Leadership	 Evidenced by Qualitative Feedback on the current popularity voting system and input of the current Student Council. Will see Degree to which students begin to apply for Leadership positions. Work completed by each leadership portfolio
COMMUNITY Learning Support	 Streamline K-12 SEN & SWD reporting procedures (CAPS & IEPS) Map the trends in relation number of students needing support and service delivery. Complete the primary and secondary Learning Support Centres. Appoint a secondary Learning Support Centre Teacher. Establish the capacities of the secondary centre and build appropriate facilities such as the disable toilet and hoist etc Build capacity of classroom teachers to write, implement, review and report on education plans. HOLAs to oversee curriculum adaptions Improve report comments for students with SEN & SWD to ensure that comments reflect objectives. 	Allow reports to reflect impact of IEPs and CAPs Appointment of K – 6, 7 – 9, 10 – 12 Learning Support Teachers. Appoint a Learning Support teacher to manage the Secondary Learning Support Centre.	Delivery K – 12 Explore the possibility of establishing a Learning Support Centre within the College QCS 201 Engagement with the community 304 Targeted use of School Resources 307 Differentiated Teaching and Learning	2019 - 2020	CLT, Heads of School, Heads of Learning Areas, Head of Learning Support and Learning Support staff. CLT, Head of Learning Support K – 12, HOLAs	Evidenced by <i>Quantitative</i> Granting of Learning Support Centre Comprehensive set of IEPs and CAPs Will see Reports capture impact of CAPS and IEPs Staff and Parent feedback on the implementation of CAPS and IEPs Number of CAPs and IEPs. Appointment of K – 6 and 7 – 9, 10 – 12 Teacher Learning Support and Secondary LS Manager
COMMUNITY House and Awards System	 Develop a House Structure that focuses on all aspects of student development: Academic Service Sport Arts Examine the role of House Coordinators with a notion of extending involvement across the K - 12 College Change the Secondary Locker allocation to a House format. Move from the House Assemblies to House days. Look at effective ways to promote House Point progress 	 Through Marketing develop a House Values, and themes that promote the hero of the House. Develop strategies to promote House amongst students ie Badges, assemblies House Points System 	E2 Review and refine pastoral support structures to better accommodate the pastoral needs of students and establish consistency of approach across the College QCS 201 Engagement with the community	2019 - 2020	Principal, Coordinator of Student Leadership, House Coordinators	 Evidenced by Qualitiative Anacdotale evidence on student involvement. Will see Anecdotal evidence on participation rates of students into House activities. Formation of a House points system. Effective Locker structures.

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Reporting	 Place St Mary MacKillop Community commitments on Student Reports ie MacKillop Day, Service, Leadership, Arts and Sporting Involvements, Sports carnival Participation 	Through HOY determine the SMMC Commitments tht are to be reported on, how they will be measured and a process to place them on Reports.	E2 Review and refine pastoral support structures to better accommodate the pastoral needs of students and establish consistency of approach across the College QCS 201 Engagement with the community	2020	Cost to Adjust the College Report Principal, Head of Senior School. Heads of Year, Assist Head of Primary	 Evidenced by Quantitative Data on the increased attendance at whole College events Will see presence on reports of SMMC Community involvements by students. Student attendance rates at SMMC Community events.
Marketing	 Develop inbound marketing campaigns to capture and nurture prospective families. Establish regular communication channels with prospects with the aim of increasing retention rates between enquiry and commencement. 	Meet with Marketing to determine a list of strategies to promote enrolments and retainment.	E8 Develop a systematic Marketing Plan to consistently position the College as the school of choice in the Busselton and surrounding region	2020	Possible formation of a Marketing Budget Principal, Marketing Team	Evidenced by <i>QuantitativeI</i> Feedback from the student enrolment process from parents. Will see changes in student enrolment and retention rates.
Marketing	 Undertake the CEWA Climate Survey Add further layers to the website, including dedicated landing pages and blog rolls for early learning years, primary, middle school ATAR and VET prospects Undertake a parent survey to review 2016 marketing outcomes. 	Undertake the survey. Meet with Marketing to review the website structure.	E4 Continue to develop and refine avenues of communication with parents,both physical and virtual, to enable families to know about their child's development and progress QCS 201 Community with the community	2020	Principal, Marketing TeamKey Information Sources	Evidenced by Qualitative Staff, student and parent assessment of the usability and information availability on the College website. Will see Assessment of the website to contain the focus elements outlined in the goals.
Capital Development Plan	Submit an application for Stage 15 inlight of growing enrolments and 2015 costings. Timeline – 2020 Submit Stage 15 2021 Panel Visit and Approval 2022 Build Refurbish Room 3 to establish a Secondary Learning Support Room	Work with the finance Manager, Architech and CEWA to develop the CDP.	A4 Plan for consistent upgrades of College infrastructure such as classrooms, playgrounds, ICT and staff facilities ensuring spaces are contemporary, attractive and conducive to learning	2020 - 2022	Principal, Finance Manager, Board, CEWA, Architech	 Evidenced by Quantitative The progress achieved in realising the Stage 14b build in 2019. Reassessment of the costs of Stage 15 and 16. Will see Completion of the Stage 14B and Secondary Learning Support Room Resubmission of Stage 15

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STEWARDSHIP	Budget	Examine all avenues to continue to achive a surplus budget in order to reduce the College Overdraft. In the last three years the overdraft has reduced from \$1.5million to \$400 000. 2020 has significant additional cost due to the build completion. 2020 needs to hold the overdraft at \$400 000 and then in the following 2 years completely pay out the overdraft a balanced budget for 2019 if not a surplus.	Discuss and finalise a 2020 College Budget to achieve a balanced position with the Finance Manager.	A5 Prioritise resourcing of the strategies in this plan through annual budgets	2020 - 2022	Principal, Finance Manager, Board	Evidenced by Quantitative College financial position at the end of the 2020 Calendar Year. Will see Maintain the College debt of approximately \$400 000 for the 2020 Calendar year
STEWARDSHIP	Leading Lights	Implement Leading Lights structures into the College including: • Adopt the Administration for Schools package	Through the direction of the CEWA Leading ights Team and the College ICT Team and Heads of School, formulate an implimentation plan.	A4 Plan for consistent upgrades of College infrastructure such as classrooms, playgrounds, ICT and staff facilities ensuring spaces are contemporary, attractive and conducive to learning	2020	Principal, CEWA Leading ights Team, College ICT Team, CLT, Heads of School,	Evidenced by <i>Quantitative</i> Implimentation of Administration for Schools. <i>Qualitiative</i> Survey of student, patents and staff on the quality of the applications available. Will see The implementation of the Schools Adminstration package.
STEWARDSHIP	Risk Assessment	Complete and audit of the Risk Elements for the running of the College and address any concerns.	With the CLT and Grounds, assess the Colleges position in relation to risk in its operations. Address any areas of high risk.	A4 Plan for consistent upgrades of College infrastructure such as classrooms, playgrounds, ICT and staff facilities ensuring spaces are contemporary, attractive and conducive to learning	2020	CLT, Ground Staff, HOLA H&PE re excursions, Science Tech	Evidenced by Quantitative The complete audit of the College Risk Assessment. Will see Implimentation of the College's Risk Management Plan and response to any concerns.
CATHOLIC IDENTITY	Staff Welfare	Finance a Staff Wellness Program that consists of counselling support and the provision of a proactive Staff Wellness Program.	Commitment of staff time and funding	D3 Strengthen community alignment to the new College Mission and Core Values and use these to motivate a broadening of Christian service in the community QCS 102 Integrating Catholic Faith, Life and Culture	2020	Allocation of funding Appointment of a Staff Wefare Officer Principal	Evidenced by Quantitative Staff assessment of the value of the Welfare Program Will see Allocation of staff resourcing to a Wellness Position Creation of a Proactive Wellness Program

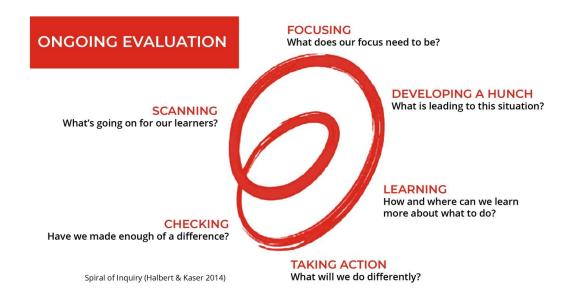
Area	S	Specific Performance & development goal to be achieved (stated simply)	Achievable What actions will I take to achieve the	Relevant How does the goal connect to	Time Line	Resources/Monitor ing Process &	Success Criteria
Focus A	Focus	•	goal?	the school's strategic plan (and/ or other plans)?		Progress .	How will you know you ha successful (quantitative a measurable)?
CATHOLIC IDENTITY	Evangelisation Plan	 Impliment the Evangelisation Plan that embeds within it aspects of a Josephite Heart Strength links with the Josephite Order 2020 priority is further embedding the College Motto "Choose ife with Courage" 	With the guidance of the HOM, CLT to impliment a 4 year Evangelisation plan.	D1Review theschoolEvangelisation Planand enact the newplanQCS101 SystemmaticEvangelisation Plan102 IntegratingCatholic Faith, Lifeand Culture102 IntegratingCatholic Faith, Lifeand Culture	2020-2021	Head of Ministry, CLT	Will see Implimentation of t Evangelisation Plan
CATHOLIC IDENTITY	Parish Links	 Institute a set of College masses where all aspects of the service are undertaken by students and staff in cojunction with the Parish priest Promote the College Masses Create a Parish student council from the school to begin to introduce PowerPoint screens and Music into the Sunday youth mass 	Principal to wok with the Parish Priests to plan masses. Music and HOM to contribute. Principal to work with Marketing and House Teachers to promote Masses.	and Culture QCS 102 Integrating Catholic Faith, Life and Culture	2020	Principal, Head of Ministry, Music staff	Evidenced by Quantitative Measure of the number of Masses that have occurred level of student attendance Will see Number of Masse by the College and the de student attendance.
CATHOLIC IDENTITY	Service Learning	HOM and S/L Coordinator will develop K-12 Plan in conjunction with Primary Leaders and inservice ALL staff early in Sem 1	HOM to conduct an audit of current Service Learning opportunities for students.	D2 Review and refine the Christian Service Learning program to include progression of commitment from primary through to secondary as a means of teaching students how to integrate faith and life QCS 102 Integrating Catholic Faith, Life and Culture	2020	Head of Ministry	Evidenced by Quantitative Initial audit of the College Learning Program Will see Completion of the a Student Service learning.

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LIC IDENTITY	Education Plan	 Undertake an audit via the Aboriginal education Plan endorced by CEWA Continue to work through the Aboriginal Teacher Assistant to defining areas of responsibility and explore possibilities to link with College and other aboriginal families Undertake appropriate development in the enrolment capacity of the college to support additional places for aboriginal students Continue to offer financial support for Aboriginal Students Promote inclusivity, use of positive language dignity and respect for SWD & SEN Building broader understanding of disability and differentiation according to student need. 	Aboriginal Liason Officer to move within the community and be a key contact for interested families. Paper advertisements	D6 : Strengthen support for students with additional needs K – 12 Audit the Colleges position in relations to Aboriginal Education	2020	Aboriginal Liasion Officer Head of Ministry K - 12	Evidenced by <i>Qualitative</i> E Aboriginal students as com the demographics of the co Measure opportunities whe of the Aboriginal culture is into the curriculum Review the College's position Aboriginal education. Comple assessment through the CEW Education Improvement Map
САТНОЦ	Aboriginal			QCS 201 Engagement with the community 304 Targeted use of School Resources 307 Differentiated Teaching and Learning			Will see Number of enrolm Aboriginal Students

Informed by evidence from:

- CECWA Strategic Directions (2019-2021)
- School Strategic Plan
- Evangelisation Plan
- Aboriginal Education Plan / AEIM: Aboriginal Education Improvement Map
- Curriculum Plan
- Student data analysis, e.g. Appraise & other achievement data, attendance, wellbeing etc.
- National Quality Standard (NQS) Audit
- Quality Catholic Schooling Component Reviews
- School Cyclic Review
- School Climate Survey
- Technology Integration Matrix (TIMS) / Technology Uses and Perceptions Survey (TUPS)



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