

St Brigid's Collie Strategic Plan 2018-2020 (as at 22/3/18)

Purpose of our Strategic Plan:

- Address our identified needs
- Be responsive to our feedback and accountabilities
- Be aspirational and visionary
- Be realistic and manageable
- Unite our staff, board, parents and students with a clear intention of our vision and direction
- Outline our intended development for right now and the years ahead. It will be updated annually.

The purpose of strategic planning is to set overall goals and to develop strategies to achieve them. Strategic planning is an essential part of school planning and is a requirement of all schools. The Bishops' Mandate letter states that schools need to meet the requirements and standards set by external authorities (Reference: Mandate 1.12 p 51). The Strategic Plan is a whole school improvement plan which outlines the future direction of the school and should be endorsed by the School Board. (Reference: DES Registration Standards and Requirements 2014 1.7) The school Strategic Plan is a framework for decisions and progress toward whole school improvement. It sets broad benchmarks for the School Board, leadership team and staff to work towards. The Strategic Plan and subsequent Annual School Improvement Plan provide the school with the ability to gather data, monitor progress and assess the areas that require further attention, for example professional learning for staff. It also allows leadership teams to look at internal accountability and transparency. The guiding principles include collaboration, consultation and accountability. A school needs to be clear in advance about how they are going to proceed; everyone involved should know what is expected of them (and when). The Strategic Plan is the key planning document for the school and its community. Engaging staff, students, the Board, parents and the community ensures there is a shared sense of purpose and understanding of the goals that are set

School History: St Brigid's Primary School was opened in 1902 by the Presentation Sisters at the request of Bishop Gibney and the fledgling Catholic Community. From 1902 to 1955 St Brigid's catered for both boys and girls from infants [Year 1] to leaving [Year 12]. Prior to the establishment of a senior school in Collie the sisters taught students in Years 11 and 12. In addition to the day school a night school was established for adults of any age who wished to be trained for various trades and professions. In 1955 (after the completion of St Edmund's College), boys completed their early schooling at St Brigid's (Year 1- Year 3) and were enrolled at St Edmund's College from Year 4 onwards, while the girls remained at St Brigid's School. In 1994, St Brigid's School amalgamated with St Edmunds College to form Collie Catholic College on two campuses- St. Brigid's Campus (catering for primary girls and boys) and St Edmund's Campus (catering for high school girls and boys). At the end of the 2000 school year, due to low enrolments, the school was returned to a primary school (including Year 7 students). In January, 2003 the school was officially renamed St Brigid's School and was relocated to its current site in October of the same year.

Current Context: The town of Collie has a long history of coal mining and power generation. In recent years due to many factors, the once consistent and steady flow of jobs and employment stability has diminished significantly. In 2011, Collie became one of the State Government's 9 Super Towns. Funded under the Royalties For Regions Program, the program aimed to attract and stimulate growth, maximize opportunities and prepare for the future. Despite this there has been declining enrolments in Collie schools for the past 2-3 years (including St Brigid's School) and a greater percentage of our parents are having difficulty finding work or are working in temporary/ short term positions. The start of the 2018 school year, included our first positive enrolment growth in many years.

Mission: Our Mission is to provide the students of Collie and its surrounds with the very best educational program underpinned by a desire for a relationship with Jesus within the Catholic faith.

2018-2020 Strategic Plan Goals (LEAD)

| LEARNING | ENGAGEMENT | ACCOUNTABILITY | DISCIPLESHP |
|---|---|--|---|
| <p>Improve Literacy and Numeracy outcomes across our school</p> | <p>Increase parental engagement and partnership in education and the life of the school</p> | <p>Broadening our enrolment base aiming for Enrolment Growth of 5% per year</p> | <p>Work with our Parish to bring students, staff and families into a deep relationship with Jesus</p> |
| <p>Developing highly skilled and equipped teachers and assistant teachers</p> | <p>Develop and uphold a clear and strong school identity with our parents, students and staff</p> | <p>Effective financial management, systems and structuring to enhance school effectiveness and sustainability</p> | <p>Develop in our students a thirst for Social Justice</p> |
| <p>Provide a safe and engaging learning environment for our students</p> | <p>Engage with and invite participation with the broader community</p> | <p>Transform our classrooms and school into modern learning spaces, equipped for 21st century education</p> | <p>Increase awareness of and build relationships with Collie Indigenous Community</p> |

| FOCUS AREA | GOALS | STRATEGIES | TIME | SUCCESS MEASURES | RESPONSIBILITY |
|--|---|--|--|--|---|
| LEARNING Learning is what we do. We are committed to learning at every level. | 1.1 Improve Literacy and Numeracy outcomes across our school | Embed 2017 developed Literacy Plan and associated Literacy Dedicated Time | Ongoing | Growth 3-5 NAPLAN Assessment schedule results | Teachers Literacy Coordinator Leadership Team |
| | | Implement Guided Writing and develop Writing practices within Literacy Plan | 2018 Semester 1 | Growth 3-5 NAPLAN Assessment schedule results | Teachers Literacy Coordinator Leadership Team |
| | | Develop and Implement Numeracy Plan incorporating Numeracy Dedicated Time and Talking Number | Develop 2018 Implement 2019 | Growth 3-5 NAPLAN Alignment between Plan and Practice | Teachers Numeracy Coordinator Leadership Team |
| | | Provide support for students not meeting targets in numeracy/literacy and students requiring extension | 2018 Implement In-Class support Model 2018 Develop Wave 3 Intervention | Monitored Intervention Program that tracks progress: GP levels for numeracy and RR Levels for reading | Assistant Teachers Teachers Num/Lit Coordinators Leadership Team |
| | 1.2 Developing highly skilled and equipped teachers and assistant teachers | Implement PLCs and Using Data to inform teaching- | 2018 Sem 1 Literacy 2018 Sem 2 Dig Tech 2019 Sem 1 Numeracy 2019 Sem 2 Dig Tech | Implementation of a structured PLC program. TUPS Survey | Leadership Team Lit Co & Num Co |
| | | Ongoing training in school approved assessment and teaching programs | 2017-2019 | Delivery of aligned training to school programs and strategy | Leadership Team Lit Co & Num Co |
| | | Implement AITSL Appraisal Mechanism for Professional Growth | 2018 | Appraisal System Implemented | Leadership Team |
| | | Develop Digital competencies of Staff to enhance Teaching and Learning | 2018 Semester 2 | TUPS Tool Tims Matrix | Digital Transformation Co & Leadership Team |
| | | Develop and implement Teacher Observation/Feedback Program | 2018 implement 2019 embed | Ob/Feedback Program operational | Leadership Team Teachers |
| | 1.3 Provide an engaging and safe learning environment for our students | Continue Implementing and promoting our Positive Behaviour Management System and School Values | 2018 Review and refine annually | Implement BMP Reduction in negative behaviours and concerns 3 way- Satisfaction Survey | Assistant Teachers Teachers Leadership Team |
| | | Develop, implement, promote and embed Bullying Management Plan and procedures | Bullying Policy Implement 2018 Embed/Review Yearly | Implement Bullying Policy Reduction in bullying and bullying concerns 3 way- Satisfaction Survey | Teachers Leadership Team |

| FOCUS AREA | GOALS | STRATEGIES | TIME | SUCCESS MEASURES | RESPONSIBILITY |
|--|---|--|--|---|---|
| ENGAGEMENT Engagement- is essential. We are committed to Catholic Educations mission through relationships with all | 2.1 Increase parental engagement and partnership in education and the life of the school | Further implement electronic and traditional channels of communication such as website, Facebook, newsletter, Apps to keep parents informed | 2018 embed 2019 review | Increase in FB followers Updated website Satisfaction Survey | ATs Teachers Leadership Team School Board |
| | | Promote, develop and support school parent bodies: P&F and School Board and enhance communication and participation in these groups | 2018 -2020 | AGM attendance P&F committee attendance Roles filled | ATs Teachers Leadership Team School Board |
| | | Provide greater opportunities for parental involvement in education through workshops, activities, meetings, events and projects such as Nature Playground | 2018 implement 2018 Nature Playground | Satisfaction Survey Increased Parent attendance at school events | ATs Teachers Leadership Team School Board |
| | 2.2 Uphold a clear and strong school identity with our parents, students and staff | Promote and reinforce our goals across our school and beyond our school | 2018-2020 | Goals known by our staff, students and parents Goals inform our decision making Satisfaction Survey | Staff Families P&F and Board Leadership Team |
| | | Align all our plans and strategies to our shared vision and goals | Ongoing | Alignment evident and clear Satisfaction Survey | Leadership Team School Board |
| | 2.3 Engage with and invite participation with the broader community | Increase our engagement with other schools in Collie and surrounding areas and local organisations. | 2018 Collie Network, Inter Swimming, Aligned PD days | Partnering on 4 or more occasions each year with local schools | Teachers Leadership Team |
| | | Commit to participating in and leading (as appropriate) community events ie Anzac Day, Harmony Day, Reconciliation Day, Partnering with Aged Care, etc | 2018+ planned | Participating in 4 or more community events | Teachers Leadership Team |

| FOCUS AREA | GOALS | STRATEGIES | TIME | SUCCESS MEASURES | RESPONSIBILITY |
|---|--|--|--|--|---|
| ACCOUNTABILITY Accountability is not optional. We have personal and collective responsibility for our systems success. | 3.1 Broadening our enrolment base in Collie aiming for Enrolment Growth of 5% per year | Develop Marketing committee to implement rolling plan over the 2018-2012 period prioritizing high impact actions firstly. | Complete Website 2018 Ongoing 2018-2019 | Upward trend in enrolments Key actions taken as per plan | Marketing Committee (Board) Leadership Team |
| | | Developing promotional material and marketing, outlining the features of St Brigid's Education and the common questions form future parents and Parent Handbook. | Direct Marketing | Upward trend in enrolments Marketing material developed | Marketing Committee (Board) Leadership Team |
| | 3.2 Effective financial management, structuring to enhance effectiveness and sustainability | Develop staffing/classroom structures within annual budget allocations that allows sufficient surplus to implement Strategic Plan Goals and school improvement | 2018-2020 | Operating within budget each year. Funds available to implement Strat Plan. | Finance Committee (Board) Leadership Team |
| | | Develop and implement a Capital Expenditure Plan (5year) incorporating IT, maintenance, improvements and all other planned and foreseeable costs. | 2018-2020 | Development of Plan Implementation of plan | Grounds Committee (Board) Finance Committee Leadership |
| | 3.3 Transform our classrooms and school into modern learning spaces, equipped for 21 st century education. | Equip Learning Spaces across the school with Screens, Apple TV/Chrome Cast and teacher input technology (laptop and iPad), NBN Phone system and Wireless Network | 2018 6x Screens, 15 iPads Yr 3 2019 15 iPads Yr 2 2020 15 iPads Yr 1 | Provision of IT as per yearly plan | IT Committee (Board) Leadership Team |
| | | Develop a suitable and sustainable model of Technology Provision for K-3 and 4-6 year groups. | 2018-2020 Possible implementation 2019 | Sustainable and Functioning IT system operating across school. | |
| | | Modernization of learning space seating, workspaces and storage to support 21 st Century Learning. | 2018 Yr 1-3, Library 2019 K/PP and Library | Classroom transformation | |

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|---|---|--|---|---|---|
| <p style="text-align: center;">DISCIPLESHIP</p> <p style="text-align: center;">Discipleship is our calling. We are committed to deepening our relationship with Jesus.</p> | <p>4.1 Work with our Parish to bring students, staff and families into a deep relationship with Jesus</p> | Look for opportunities to share our Catholic Faith and invite our community into our Catholic faith. | 2018-2020 | 3 way- Satisfaction Survey Family attendance at school faith events. | Parish Priest and Parish Pastoral Com Leadership Team |
| | | Good Friday Stations of the Cross in the cemetery | 2019 | Event commenced | Parish Priest Parish Pastoral Com Leadership Team |
| | | Enhance knowledge and training and faith formation of staff. | 2018 | 3 way- Satisfaction Survey | Parish Priest Leadership Team |
| | | School working as part of the Parish Pastoral Council undertaking the role of Family Ministry Leader | Ongoing 2018-2020 | 3 way- Satisfaction Survey Parish/School activities | Parish Priest Parish Pastoral Com Leadership Team |
| | | Increasing signage and visible links between school and parish | Commencing 2018 | 3 way- Satisfaction Survey Parish/School activities | Parish Priest Leadership Team |
| | | Priest meeting families as part of the Enrolment process (Priest's Reference) | Commence 2018 | Process Implemented | Parish Priest Principal |
| | <p>4.2 Develop in our students a thirst for Social Justice</p> | Termly led Social Justice activities organized by Leadership Ministries | 2018-2020 Reviewed Annually | Termly Social Justice Event Student Participation 3 way- Sat Survey | Student Leaders Leadership Team |
| | <p>4.3 Increase awareness of and build relationships with Collie Indigenous Community and Indigenous people</p> | Development and implementation of Indigenous Action Plan with Sharon Cooke/ | Semester 1 2018 Ongoing | Progression on CEWA Ab Ed Improvement Map Indigenous Enrolments | Indigenous Education Officer- Sharon Cooke Leadership |
| | School signs, symbols and practices external and within classrooms supporting Reconciliation and connection with Nyoongar | Semester 1 2018 Ongoing | Progression on CEWA Ab Ed Improvement Map Indigenous Enrolments | Indigenous Education Officer- Sharon Cooke Leadership | |