

# STRATEGIC INTENTS | 2024

Strategic intents should be drawn from and complementary to CECWA's Strategic Directions (2019-2023) with the necessary alignment and recognition to the context of the school. Strategic intents are developed through a school-wide consultative process. The strategic intents are broad goals and success factors that can be articulated in more detail and action through the iterative School Improvement Plan. Through the cycle of strategic planning, when CECWA's Strategic Directions are renewed, a school will factor this in when its next cycle of strategic consultation and generation of new intents over a three-year period occurs.



## CATHOLIC IDENTITY Inspiring Christ-centred Leaders

GOALS	SUCCESS INDICATORS	QCE LINKS
Shared commitment by Leadership, Staff and School Community to promote and develop St Mary's School Catholic Identity.	Evangelisation Plan integrates Catholic Faith in learning, school culture and leadership development.	1.1
	On-going professional learning and faith formation for all staff	4.1b



## EDUCATION Catholic Schools of Excellence

GOALS	SUCCESS INDICATORS	QCE LINKS
Develop a consistent and explicit approach to achieving positive educational outcomes for all students.	Implement a consistent school-wide approach to the teaching and learning of Literacy and Numeracy that is research-based. <ul style="list-style-type: none"> <li>Talk for Writing</li> <li>PLD Spelling</li> <li>Lexile/Reading Eggs</li> <li>Learning through Doing (Mathematics)</li> </ul>	2.3d
	Establish clear expectations and levels of accountability for quality and effective teaching practice. <ul style="list-style-type: none"> <li>Staff Performance Management/Goal Setting</li> <li>Programs due in Week 4</li> <li>Student Performance Data Analysis and Tracking to inform teaching and learning</li> </ul>	2.3c
	Establish a bench-mark of expected student performance based on data and effective practice. <ul style="list-style-type: none"> <li>PLD Spelling Data Wall</li> <li>PAT Testing</li> <li>Early Years Literacy and Numeracy Suite</li> <li>On-Entry Testing</li> <li>NAPLAN</li> <li>REA</li> </ul>	2.3e



## COMMUNITY Catholic Pastoral Communities

GOALS	SUCCESS INDICATORS	QCE LINKS
A school community founded on the values of St Mary's School.	School wide program that educates and promotes resilience and well-being. <ul style="list-style-type: none"> <li>Berry Street program staff training commenced 2024</li> </ul>	3.1a-c
	Maintain a focus on being inclusive and welcoming to all in our community.	3.1
	Promote and maintain an understanding of school values and faction attributes.	1.1e



## STEWARDSHIP Accessible, Affordable and Sustainable System of Schools

GOALS	SUCCESS INDICATORS	QCE LINKS
Clear, consistent communication between all internal and external stakeholders.	Develop and implement a marketing and supporting communication plan to promote the school to all and to increase enrolments.	4.3
	Clear roles and responsibilities of the Principal, School Advisory Council and P&F in achieving the school's goals.	4.3c



In considering the school’s Strategic Intents over the next three years in Catholic Identity, Education, Community and Stewardship, together with the iterative Improvement Goals (collectively the Catholic School Improvement Plan), priority also needs to be placed on identifying faith formation and mission objectives. These are the foundation to any school improvement goal setting and can permeate across all four pillars.

It is recommended schools focus on three goals across a three-year period. The template below has been provided to schools at Evangelisation Planning workshops over the past 4-5 years and may **be modified to suit the school’s context. It is primarily based on staff formation because staff cannot effectively evangelise students unless they themselves are suitably formed. The following link to the [Accreditation for CEWA SharePoint](#) may provide a valuable resource for schools. This plan should be reviewed annually and schools are encouraged to utilise support from CEWA’s Faith Formation Team. These goals are to be incorporated and infused through the Catholic School Improvement Plan.**

## Staff Formation Planning 2024 -

Focus Area	Improvement Goals	Relevant Actions	Timeframe	Resources	Success Indicators
<p><b>WITNESS</b></p> <ul style="list-style-type: none"> <li>• Examples of expressing the divine within</li> <li>• Raising awareness of the presence of Jesus</li> </ul>	<p>Provide staff with the opportunity to partake in a spiritual pilgrimage.</p>	<p>Plan pilgrimage for St Mary’s School staff based on the charism of the Sisters of St Joseph of the Sacred Heart (St Mary MacKillop of the Cross).</p>	2024	<p>Leadership Team at St Mary’s School</p> <p>RE Consultant at CEWA</p> <p>Sisters of St Joseph of the Sacred Heart</p>	<p>Staff have a deeper understanding of the charism of the Sisters of the Sacred Heart</p> <p>Staff feedback on how meaningful the retreat was for their faith formation.</p>
<p><b>CALL TO FAITH</b></p> <ul style="list-style-type: none"> <li>• Themes</li> <li>• Beliefs</li> </ul>	<p>St Mary’s School will offer staff and students different prayer opportunities and experiences. Eg Christian Meditation.</p> <p>Formal prayers will be explicitly taught across the school.</p> <p>Prayer times across the school to be regular. eg. Start of the Day, End of the Day, Before Lunch, etc. Formation of the Sign of the Cross to be slow and deliberate.</p>	<p>Exposure to different prayer opportunities at staff meetings and gatherings.</p> <p>Embedding Christian Meditation across the school.</p> <p>Explicit teaching of formal prayers - review prayer continuum.</p> <p>Review times for prayer across the day with staff.</p>	2024	<p>Leadership Team at St Mary’s School</p> <p>Classroom Teachers</p> <p>RE Consultant at CEWA</p>	<p>Students and staff are confident to participate in and present a variety of prayer opportunities/experiences.</p> <p>Students are able to recall the formal prayers according to the prayer continuum.</p> <p>Students pray regularly throughout the day.</p>
<p><b>CALL TO GROW IN DISCIPLESHIP</b></p> <ul style="list-style-type: none"> <li>• Apostle’s Creed</li> <li>• Sacraments</li> <li>• Life in Christ</li> <li>• Christian Prayer</li> </ul>	<p>Developing with staff and students an awareness and understanding of the rituals and routines of the Mass.</p> <p>Working on Mass Responses during Staff Meetings.</p> <ul style="list-style-type: none"> <li>• Genuflection</li> <li>• Prayers</li> <li>• Bowing</li> <li>• Kneeling</li> </ul> <p>Bringing a class each week to Parish Mass on a Friday.</p>	<p>Explicit teaching of Mass rituals and routines to students using St Mary’s Church and Parish Priest as a resource.</p> <p>Discussions on focus areas for classes during staff meetings.</p>	2024	<p>Leadership Team at St Mary’s School</p> <p>Classroom Teachers</p> <p>RE Consultant from CEWA</p> <p>St Mary’s Parish Priest</p>	<p>Staff and students are more active participants in the Mass.</p> <p>Increased familial attendance/participation at Mass (both school and on weekends)</p>



# Improvement Goals

School: St Mary's School Merredin

Year: 2024

The Improvement Goals are not intended to capture all the strategic activities of a school but rather prioritise the key areas of focus that will have the highest impact on realising sustained and relevant improvement. Schools are encouraged to limit the number of goals established to maximise depth and impact of strategy. Similarly, this is an iterative document that aligns with the ongoing nature of change that occurs in a school in order to embed processes and practices that lead to a quality Catholic education. Regular monitoring, review and updating of these goals is encouraged and schools may find the addition of notes and/or appendices to capture significant milestones and achievements useful in celebrating success and establishing the next iteration of improvement goals.

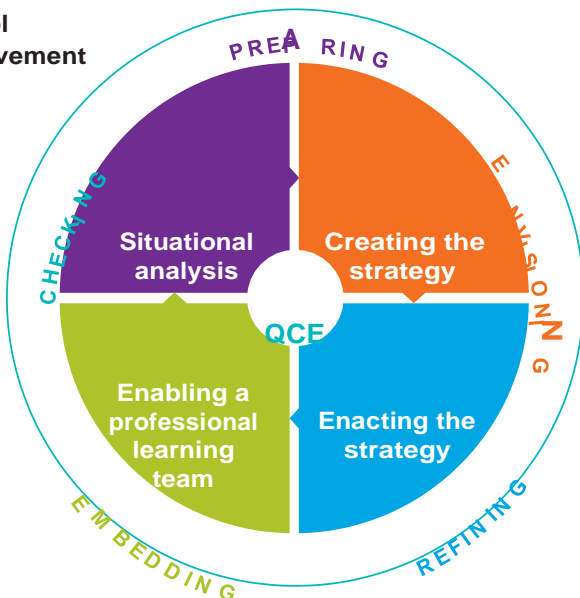
There is an expectation that at least one goal for Aboriginal education and Early Years education (if relevant) be included.

## INFORMED BY EVIDENCE FROM

- Staff Formation Planning
- Quality Catholic Education guiding principles, frameworks and processes
- CECWA Strategic Directions (2019-2023)
- School Strategic Plan
- National Quality Standard (NQS) Audit
- **Aboriginal Education / AEIM: Aboriginal Education Improvement Map**
- Curriculum requirements
- Student data analysis, e.g. Power BI & other achievement data, attendance, wellbeing etc.
- QCE School Review (QCESR)
- School Climate Survey
- **Technology Integration Matrix (TIMS) / Technology Uses and Perceptions Survey (TUPS)**
- School improvement processes

## ONGOING EVALUATION

School improvement cycle



Sower inquiry method



## CATHOLIC IDENTITY

Improvement Goals <i>Performance &amp; development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Resources <i>Support/resources that will be required to achieve the goal. Key school-based personnel who will be engaged.</i>	Success Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Monitoring Process and Progress <i>Who is the staff member who will ensure we are on track and have not taken our eyes off the goals? When/how regularly will this be done? How will this be done?</i>
Continue to collaborate with the Parish Priest to enhance the delivery of the Religious Education Teaching and Learning Program at St Mary's School leading to a better understanding by students.	Brainstorm and review ways that teachers have engaged the Parish Priest to support the teaching and learning program in 2024.  Review process for engaging with the Parish Priest to support the teaching and learning program.  All classroom teachers to allocate a time each term whereby the Parish Priest will support the teaching and learning program.	Term One 2024  Term One 2024  Term One – Term Four 2024	Parish Priest  Leadership Team	Increased understanding by students as evidenced by growth in the Religious Education Literacy Assessment	Leadership Team – Term One – Term Four 2024
Providing Catechesis opportunities of service and community for staff by being involved in and supportive of Parish based events.	Liaise with the Parish to plan events that bring the community together and determine actions that the school (and staff) are encouraged to support that event, i.e. Parish Quiz Night, etc.  Encourage staff representation on Parish Ministries.	2024 onwards  2024 onwards	Staff  Leadership Team  Parish sub-groups	Heightened synergy between the school and parish through an increase in participation in Parish events.	Leadership Team  Parish Priest  Feedback from Parish sub-groups

## EDUCATION

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Provide more opportunities for parent/student/teacher communication in regards to student learning and achievement.	Training staff to use Seesaw from K – Year 6  Developing student competency with uploading documents to Seesaw	2024 and ongoing	Leadership Team  School Support Consultant – Rebecca from IT	Professional Development Term One 2024  Use of Seesaw throughout the school	Leadership Team
Ensuring that the Numeracy Curriculum at St Mary's School practices effective, contemporary pedagogy.	Analyse 2023/2024 NAPLAN Numeracy Data and standardised testing data (PAT Maths)  Review Mental Maths  Review pedagogical structures used in the teaching of Numeracy ie what makes an effective numeracy block?  12 month trial of Learning through Doing	Term One 2024  Term One 2024  Term One 2024  Term One 2024	CEWA Numeracy Consultant  Leadership Team  Numeracy Coordinator	Consistent practice and pedagogy in relation to Numeracy across the school  Professional Development	Leadership Team  Numeracy Coordinator  Term One – Term Four 2024

## COMMUNITY

Improvement Goals <i>Performance &amp; development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Resources <i>Support/resources that will be required to achieve the goal. Key school-based personnel who will be engaged.</i>	Success Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Monitoring Process and Progress <i>Who is the staff member who will ensure we are on track and have not taken our eyes off the goals? When/how regularly will this be done? How will this be done?</i>
Continue to increase St Mary's visibility within the Merredin Community through partnering with a range of community groups ie Senior Centre, Merredin Show, etc	Classes to visit Senior Centre School Choir present in community Merredin Show displays Positive Police interactions Excursions into the community The Phoenix contributions	2024 onwards	St Mary's Staff Leadership Team	St Mary's School is positively visible within the community.	Leadership Team
St Mary's School will commit to making NAIDOC Week and Harmony Day celebrations a focus as part of their Transforming Lives Strategy	Establish a NAIDOC Week Committee of staff to plan NAIDOC Week 2024 school-based activities/celebrations  Cultural/Orange Dress Day to celebrate Harmony Day	2024 onwards	St Mary's Staff Leadership Team  Aboriginal Elders/Community Members	Feedback and review of NAIDOC Week 2024	Leadership Team  NAIDOC Week Committee

## STEWARDSHIP

Improvement Goals <i>Performance &amp; development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Resources <i>Support/resources that will be required to achieve the goal. Key school-based personnel who will be engaged.</i>	Success Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Monitoring Process and Progress <i>Who is the staff member who will ensure we are on track and have not taken our eyes off the goals? When/how regularly will this be done? How will this be done?</i>
Collaborate with the School Advisory Council and P&F to ensure that the St Mary's School Early Years Outside Play Area is upgraded	Upgrading Early Years Outside Play Area	2024	Resurfacing companies	Safe playing surfaces for students with a limited number of injuries.	Leadership Team School Advisory Council P&F
Clear roles and responsibilities of the Principal, School Advisory Council and P and F in achieving the school's goals	Review Terms of Reference with P&F at the commencement of new school year  Support the P&F in operating under the new Terms of Reference	2024 and ongoing	SCPWA Leadership Team Terms of Reference	Feedback regarding the new processes for the P&F under the Terms of Reference by both school staff and P&F	P&F Leadership Team – esp Principal