

St Mary's Catholic School, Merredin
IMPROVEMENT PLAN

2026

ST MARY'S SCHOOL

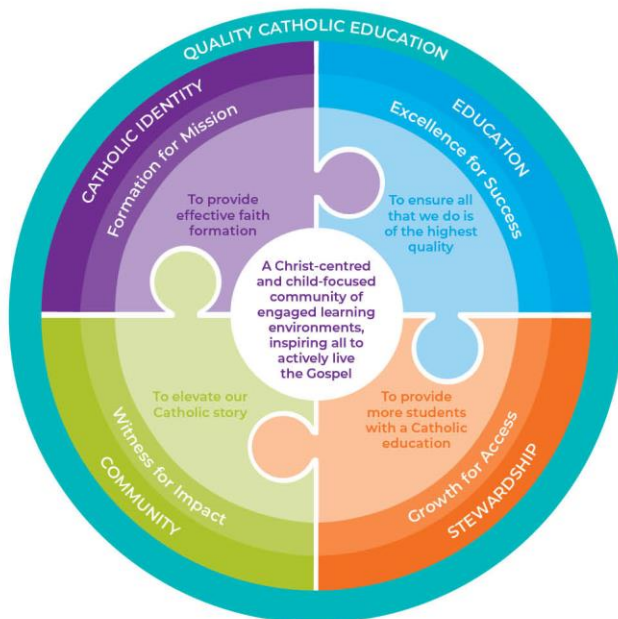


CEWA Context

Vision

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

CECWA Strategic Initiatives



Growth for Access

To provide more students with a Catholic education

By 2030, Catholic Education Western Australia will grow enrolments and prepare for future expansion, with parents recognising CEWA as the education provider of choice.

Quality Catholic Education (QCE)

QCE is a whole of system approach to addressing the important governance and improvement processes and structures, and thus is an elaboration on CEWA's vision of a quality Catholic education which is Christ-centred and child-focused.

Formation for Mission

To provide effective faith formation

By 2030, Catholic Education Western Australia will implement formation practices and programs to empower all staff to further the vision and mission of Catholic education.

Excellence for Success

To ensure all that we do is of the highest quality

By 2030, Catholic Education Western Australia's students and staff will thrive in their faith development, learning growth and wellbeing.

Witness for Impact

To elevate our Catholic story

By 2030, Catholic Education Western Australia will achieve impactful partnerships with our communities, to enable all to recognise the value and contribution of Catholic education.



QUALITY CATHOLIC EDUCATION

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

OUR VISION

1. CATHOLIC IDENTITY

2. EDUCATION

3. COMMUNITY

4. STEWARDSHIP

OUR VISION

REVIEW AND IMPROVEMENT

OUR VISION

CATHOLIC EDUCATION WESTERN AUSTRALIA



Catholic School Improvement Plan Purpose

Strategic Intentions

Strategic intentions should be drawn from and complementary to CECWA's Strategic Initiatives Towards 2030 with the necessary alignment and recognition to the context of the school. Strategic intentions are developed through a school-wide consultative process. The strategic intentions are broad goals and key improvement goals that can be articulated in more detail and actioned through the iterative School Improvement section of the CSIP.

Through the cycle of strategic planning, when CECWA's Strategic Initiatives are renewed, a school will factor this in when its next cycle of strategic consultation and generation of new intentions over a three-year period occurs.

Staff Formation for Mission Planning

In considering the school's Strategic Intentions 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 broad goals across a three-year period. The Staff Formation template is covered in more detail in Formation for Mission (Evangelisation) workshops facilitated by the Religious Education Directorate. It is primarily based on staff formation, as it relates to the school context, 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 alongside the Strategic Intentions section within a school's strategic planning cycle. However, it can be updated more regularly should this be required. 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, particularly setting more specific goals within the Improvement Goals section.

Improvement Goals Planning (current school priorities)

Identified Strategic Intentions and Staff Formation for Mission priorities are realised through Improvement Goals. 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

- Compliance review and governance requirements
- Staff Formation for Mission planning
- Quality Catholic Education guiding principles, frameworks and processes
- CECWA Strategic Initiatives towards 2030
- School Strategic Planning processes and data
- National Quality Standard (NQS) audit
- Aboriginal education / AEIM: Aboriginal Education Improvement Map
- Curriculum planning and requirements
- Student data analysis e.g. Learning Insights and other achievement data, attendance, wellbeing etc.
- QCE School Review (QCESR)
- School Climate Survey
- School improvement processes



School Mission, Vision and Values

School Mission

Faith: We believe strongly in God and each other

Responsibility: We have a duty to be accountable to ourselves and others

Leadership: We set a positive example in the classroom, playground and community.

Sportsmanship: We play fairly and encourage others to do their best.

Respect: We value others, their property, the environment and ourselves.

Trust: We rely on each other to do the right thing.

Honesty: We tell the truth and act truthfully.

Forgiveness: We accept apologies and give others the chance to do the right thing.

School Vision and Values

To be a flourishing Catholic community where all strive to be compassionate, resilient, confident and independent learners.

Principal Statement

Principal's Statement

At St Mary's School, our strategic focus for the coming years is centred on strengthening our Catholic identity, elevating educational excellence, deepening community engagement, and ensuring sustainable stewardship. Guided by our mission and values, we remain committed to nurturing a faith-filled environment where Jesus is at the heart of all we do.

In Catholic Identity, we aim to foster a vibrant and visible expression of our faith through ongoing staff formation and shared mission. Our goal is for every member of our community to grow in faith, service, and understanding.

In Education, we are committed to cultivating high expectations and evidence-informed practice in line with national improvement priorities. This includes strengthening our use of subject-specific vocabulary and embedding a consistent learning, assessment, and planning cycle to ensure that every learner experiences meaningful growth.

In Community, we continue to build a strong, inclusive, and welcoming environment where the values of St Mary's are visible and lived. We are dedicated to promoting belonging for students, staff, families, and the wider Merredin community, while embedding Aboriginal culture, perspectives, and histories as an integral part of school life.

In Stewardship, we strive to ensure St Mary's remains an accessible, affordable, and sustainable learning environment through transparent governance and responsible resource management. Collaboration between leadership, staff, and the community is central to maintaining high-quality facilities and systems that support student wellbeing and learning.

Together, these priorities reflect our commitment to continuous improvement and our shared responsibility to provide a flourishing Catholic education for every child entrusted to our care.



CATHOLIC IDENTITY. Formation for Mission					
Strategic Intentions	Key Improvement Goals	QCE Links	Year 1	Year 2	Year 3
Foster a vibrant and visible Catholic Identity with Jesus at the center of all we do, where our community grows in faith, mission and service.	Ensure all staff participate in ongoing professional learning		● Not Started	● Not Started	● Not Started
			● Not Started	● Not Started	● Not Started
			● Not Started	● Not Started	● Not Started

EDUCATION Excellence for Success					
Strategic Intentions	Key Improvement Goals	QCE Links	Year 1	Year 2	Year 3
In line with the 'Better and Fairer Schools initiative, create a culture of high expectations and evidence-informed practice that systematically stretches student achievement, ensuring every learner makes growth and more students achieve at and beyond benchmark standards.	Using a topic specific vocabulary list in Literacy, Numeracy and Religious Education from Pre-Primary to Year 6.		● Not Started	● Not Started	● Not Started
To ensure the learning, assessment, and planning cycle is consistently evident in the classroom by embedding intentional documentation and reflection practices that demonstrate how observations inform planning and support each child's learning outcomes	Reflect on student learning and assessment cycle to inform practice.	Standard 1.1 – Learning and Teaching: <i>Learning experiences are planned, implemented, and evaluated to meet the diverse needs of all students and improve learning outcomes.</i>	● Not Started	● Not Started	● Not Started

COMMUNITY Witness for Impact					
Strategic Intentions	Key Improvement Goals	QCE Links	Year 1	Year 2	Year 3
Foster a strong, inclusive, and welcoming school community that is deeply rooted in the values of St Mary's School.	Promote belonging and connectedness by ensuring these values and attributes are visible, understood and actively lived by students, staff, families, and the wider community.		● Not Started	● Not Started	● Not Started
	Embed Aboriginal culture, perspectives, and histories into the life of St Mary's School to foster respect, understanding, and reconciliation within our inclusive Catholic community.		● Not Started	● Not Started	● Not Started

STEWARDSHIP Growth for Access

Strategic Intent	Key Improvement Goals	QCE Links			
<p>Ensure St Mary's School operates as an accessible, affordable, and sustainable learning environment through transparent governance, responsible resource management, and future-focused planning.</p>	<p>Promote collaboration between leadership, staff, and community to maintain high-quality facilities and systems that support student learning and wellbeing.</p>		<ul style="list-style-type: none"> ● Schedule regular joint meetings between leadership and staff to review facility needs and system performance. 	<ul style="list-style-type: none"> ● Not Started 	<ul style="list-style-type: none"> ● Not Started
			<ul style="list-style-type: none"> ● Not Started 	<ul style="list-style-type: none"> ● Not Started 	<ul style="list-style-type: none"> ● Not Started

Staff Formation Planning



FOCUS AREA ONE						
What you want to improve		To build a shared understanding across the school community of the purpose, significance, and beliefs behind the Church's celebrations.				
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A	
Improvement Goal: <i>(what do you hope to achieve?)</i> To deepen staff understanding of the liturgical celebrations within the Church by unpacking their purpose, significance, and underlying beliefs, so that they can confidently explain the meaning and reasoning behind these celebrations to students.	Have Father speak to the staff to unpack the central concepts behind the Sacraments and significant celebrations within the Church that we will be partaking in.	2026 onwards	All staff Father Phillip	Notes of key learning	1	● Not Started
					2	■ Progressing
					3	♥ Achieved
Leadership Formation	Providing opportunities throughout the year for staff members to be informed of the symbols/experiences involved with each sacrament or Church celebration during staff meetings before a sacrament or celebration throughout the year.	2026	Father Phillip Leadership team: David, Pauline, Jillian	Staff response	1	● Not Started
Improvement Goal: <i>(what do you hope to achieve?)</i> To boost staff confidence in teaching the sacraments and all Church celebrations.					2	● Not Started
					3	● Not Started
FOCUS AREA TWO						
What you want to improve		Reflect on Personal Relationship with God				
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A	
Improvement Goal: <i>(what do you hope to achieve?)</i> To intentionally nurture and reflect on our personal relationship with God by setting aside time for prayer, spiritual reflection, and faith-sharing, so that our work and interactions are grounded in Gospel values and a deep sense of purpose.	Thursday morning staff prayer Personal reflection during staff meetings on day and things to be thankful for in the day.	2026 onwards	All staff	Reflection journals/pages kept by teachers.	1	● Not Started
					2	● Not Started
					3	● Not Started

Leadership Formation	Schedule annual staff retreats or reflection days focused on prayer, Scripture, and Catholic identity.	2026 onwards	Father Phillip Leadership team: David, Pauline, Jillian	Staff response	1	● Not Started
Improvement Goal: <i>(what do you hope to achieve?)</i> Build capacity in Staff, providing staff with opportunities to develop their relationship with God					2	● Not Started
					3	● Not Started

Staff Formation Planning (continued)



FOCUS AREA THREE						
What you want to improve		Foster a Spirit of Service				
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A	
Improvement Goal: <i>(what do you hope to achieve?)</i> To actively foster a spirit of service by seeking opportunities to support others within the school and wider community, demonstrating Gospel values through acts of kindness, generosity, and outreach.	Volunteer work within the community including donations towards support services such as St Vincent's.	2026	All staff	Community outreach	1	● Not Started
					2	● Not Started
					3	● Not Started
Leadership Formation Improvement Goal: <i>(what do you hope to achieve?)</i> Consider opportunities for staff outreach	Promote opportunities for school staff to participate in support services e.g. Donation collection and Volunteering at 'Daisy Lane'	2026	Leadership team: David, Pauline, Jillian	Staff response	1	● Not Started
					2	● Not Started
					3	● Not Started

Improvement Goals (current and targeted school priorities drawn from the Strategic Intent)



CATHOLIC IDENTITY					
Key Improvement Goals - drawn from Strategic Intent <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Success Indicators <i>How will we know we have been successful? What process and outcome data will we measure?</i>	Responsibility <i>Who is the staff member who will lead the strategy?</i>	Timeline <i>Timeframe within which the key improvement goal will be achieved</i>	Progress <i>How are you tracking? Not commenced, Progressing, Achieved</i>
Laudato Si Continue to enrich knowledge of Laudato Si – respect for the environment, integrated with a variety of subject areas and role modelling of attitudes and values	Staff and children (with support from Environmental Ministry) to cultivate and maintain Early Childhood to Year 6 garden beds, to produce various plants throughout the year on seasonal rotation.	Harvesting of grown vegetation – vegetables and seasonal flowers Greenery/colour in the garden bed	Environmental Leaders (Mrs McDonald/Miss Downsborough) Mrs Herbert	2025 onwards	● Not Started
Increase staff participation in parish and school sacramental Masses.	Continue to make staff aware and encourage attendance	Staff attendance at mass	All school staff	2025 onwards	● Not Started

EDUCATION					
Key Improvement Goals - drawn from Strategic Intent <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Success Indicators <i>How will we know we have been successful? What process and outcome data will we measure?</i>	Responsibility <i>Who is the staff member who will lead the strategy?</i>	Timeline <i>Timeframe within which the key improvement goal will be achieved</i>	Progress <i>How are you tracking? Not commenced, Progressing, Achieved</i>
Using a topic specific vocabulary list in Literacy, Numeracy and Religious Education from Pre-Primary to Year 6.	Worded problems being incorporated in weekly lessons using correct topic specific vocabulary. Using vocabulary lists from Religious Education Vocabulary folder within classroom discussions and teaching. Using Vocabulary lists for Literacy lessons with grammar specific vocabulary.	Visible RE, numeracy and Literacy word wall or vocabulary chart in the classroom.	Classroom teachers K-6	2026 onwards	● Not Started
Reflect on student learning and assessment cycle to inform practice. ECE - NQS 1.3.1	Annotate DWP to show assessment cycle Show links between EA support and assessment cycle Weekly plan shows assessment-informed adjustments with tagged outcomes. Leadership walkthroughs find the cycle displayed and used consistently.	Each child has at least two documented cycles per term Weekly plan shows at least one assessment-informed change (e.g., "shifted to small-group number talks based on exit slip results"). Reflections are present in planning docs every week and are actioned in the next plan. Moderation samples/	Classroom teachers K-2	2026	● Not Started

anecdotal exist twice per term
with notes on consistency of
judgements.

Family communications link
classroom learning to home at
least once per
fortnight.(seesaw)

COMMUNITY

<p>Key Improvement Goals - drawn from Strategic Intent</p> <p><i>Performance & development goal to be achieved (stated simply).</i></p>	<p>Relevant Actions</p> <p><i>What actions will we take to achieve the goal?</i></p>	<p>Success Indicators</p> <p><i>How will we know we have been successful? What process and outcome data will we measure?</i></p>	<p>Responsibility</p> <p><i>Who is the staff member who will lead the strategy?</i></p>	<p>Timeline</p> <p><i>Timeframe within which the key improvement goal will be achieved</i></p>	<p>Progress</p> <p><i>How are you tracking? Not commenced, Progressing, Achieved</i></p>
<p>Strengthen St Mary's presence and partnerships within the Merredin community by actively engaging in local events and initiatives, ensuring students and staff participate in meaningful, visible opportunities that reflect our school values.</p>	<p>Classes to visit Senior Centre</p> <p>Catholic Performing Arts Festival – biannually</p> <p>School Concert presented in community</p> <p>Merredin Show displays</p> <p>Family Friday/Grandparents Day</p> <p>Positive Police interactions</p> <p>Excursions into the community</p> <p>The Phoenix contributions</p> <p>School Fete</p> <p>Weekly newsletter additions from classes</p>	<p>Positive feedback from the community</p> <p>Attendance and promotion of local events</p> <p>Involve members of the school community with students learning journeys</p>	<p>All school staff</p>	<p>2026 ongoing</p>	<p>● Not Started</p>
<p>Embed Aboriginal culture, perspectives, and histories into the life of St Mary's School to foster respect, understanding, and reconciliation within our inclusive Catholic community.</p>	<p>Begin the First Nations improvement process and complete the Staff AITSL survey.</p> <p>Make NAIDOC Week and Harmony Day significant whole-school celebrations with authentic activities and community involvement.</p> <p>Plan NAIDOC Week 2026 school-based activities/celebrations</p> <p>Cultural/Orange Dress Day to celebrate Harmony Day and have Year 6 Ministry to go around and provide information sessions to each class along with enriching activities.</p>	<p>School wide events planned and input into calendar for cultural celebrations.</p>	<p>All school staff</p>	<p>2026 ongoing</p>	<p>● Not Started</p>



STEWARDSHIP

<p>Key Improvement Goals - drawn from Strategic Intent</p> <p><i>Performance & development goal to be achieved (stated simply).</i></p>	<p>Relevant Actions</p> <p><i>What actions will we take to achieve the goal?</i></p>	<p>Success Indicators</p> <p><i>How will we know we have been successful? What process and outcome data will we measure?</i></p>	<p>Responsibility</p> <p><i>Who is the staff member who will lead the strategy?</i></p>	<p>Timeline</p> <p><i>Timeframe within which the key improvement goal will be achieved</i></p>	<p>Progress</p> <p><i>How are you tracking? Not commenced, Progressing, Achieved</i></p>
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<p>Promote collaboration between leadership, staff, and community to maintain high-quality facilities and systems that support student learning and wellbeing.</p>	<p>Schedule regular joint meetings between leadership and staff to review facility needs and system performance.</p>	<p>Regular meetings occur as scheduled (e.g., monthly) with documented agendas and minutes.</p>	<p>Leadership Team – agenda Staff Roster for minutes</p>	<p>2026</p>	<p>● Not Started</p>
	<p>Share progress updates through newsletters, social media, and school events to keep the community informed and involved.</p>	<p>Positive sentiment in community feedback</p>	<p>Leadership Team</p>	<p>2026</p>	

