



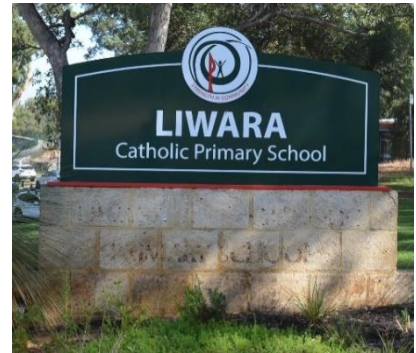
LIWARA CATHOLIC PRIMARY SCHOOL,
GREENWOOD

Strategic Plan 2019 - 2022



MESSAGE FROM THE PRINCIPAL

It is my pleasure to present to you our new *Strategic Plan 2019-2022*. It is the culmination of several months of review undertaken by the school's leadership team, School Board and staff. The reflection on our progress as a school, plus the feedback from our community, suggests we are making very good progress and that there is much to celebrate. We have also considered the emerging challenges and trends likely to be faced in the future. This reflection suggests there are things we can still improve upon and others where an 'eye to the future' will help us maintain our strong reputation.



This Strategic Plan is based on the Catholic Education Commission of Western Australia (CECWA) Strategic Directions for schools. It calls on schools to inspire Christ-centred leaders, be a Catholic school of excellence, be a Catholic pastoral community and to continue to be affordable, accessible and sustainable. A strategy that is grounded in the context of our Western Australian and local community and the challenges we face, is evident in our new Strategic Plan.

It should be noted that this plan does not outline everything that we do. There are a number of very successful programs and initiatives which are not referred to; these will continue. This plan only highlights the areas we are targeting for additional attention and focus. It is intended to:

- clearly articulate to all in our community the priorities to be pursued; and
- build on our strong foundations and the progress we have made over recent years.

I look forward to maintaining our strong partnership with parents as we embark on this plan.

Mrs Andrea Millar
Principal

Our Vision

To be a community with strong connections where every student has a sense of belonging, feels safe and is known by name and need. As our motto suggests, we strive to be a place of Strength in Community.

Our Mission

To empower children to be faith filled, confident and fully rounded, life-long learners.

Our core values

As a learning community centred on the example of Christ, the following core values underpin our approach:

*FAITH
TRUST
RESPECT*



OUR STRATEGIC CONTEXT

In taking up the CECWA challenge of being *Christ-centred, Student-focussed and Evidence-based*, we have sought feedback on our progress from:

- the School Board;
- the school staff;
- community surveys, including a sample of parents and students;
- performance data; and
- research identifying trends in education.

SCHOOL STRENGTHS TO BE MAINTAINED

- Student safety and happiness at school is high and an ongoing priority.
- Our school environment is welcoming and considered ‘family friendly’ with excellent pastoral care, reinforcing a commitment to living out our motto – ‘strength in community’.
- We are recognised as an inclusive community with strong connections to parents and the parish.
- Retention of enrolled students is good and we now have second generations of students enrolled.
- Our teaching standards are high and structures to support learning are well established.
- Collaborative classrooms and school design that is responsive to the needs of students and a modern-day curriculum, are evident and continue to be a focus.
- A diverse range of opportunities are available to students with specialist facilities provided for the teaching of Science, Music, Art and Italian.
- An outstanding commitment to sustainability and stewardship of the school environment is evident.
- Our Year 6 students are thoroughly prepared for the transition into secondary school – this is acknowledged by the destination colleges.
- Our Early Years learning program is strong and well respected.
- Our Out of School Hours Care (OSHC) Program is in-house, recognised as being an outstanding example of care and is in high demand.

EDUCATIONAL TRENDS OF WHICH WE ARE AWARE

- There is much research on the positive long-term effect of quality early learning on educational, social and health outcomes. Investing in early childhood intervention helps build human capital, reduce inequities and promote sustainable development.
- A Science Technology Engineering and Mathematics (STEM) School Education Strategy has been developed by the Commonwealth Government to guide schools with an increased focus.
- Learning Apps, Artificial Intelligence, Virtual Reality and Mobile Devices are becoming increasingly accessible – how do we plan for their incorporation in the curriculum?
- School design and facilities are increasingly recognised as a key complement to the teaching program - technology rich environments and flexible spaces for collaboration are essential.

LOCAL CHALLENGES THAT ARE PART OF OUR CONSIDERATION

- Today’s social problems are complex and invariably impact some of our students.
- Sharing our good news stories and attracting new school enrolments, requires ongoing focus.
- The location of the school, being hidden at the end of a cul-de-sac, contributes to a safe school environment but also to being less visible to the public.
- The underpinning Catholic philosophy and the strengths of the school are not well known beyond the immediate school community, with a lack of understanding of the name ‘Liwara’, a perceived contributor to this lack of clarity.

ACTIONS WE WILL TAKE TO ACHIEVE OUR GOALS INCLUDE ...

<p>GOAL 1 Christ-centred leaders – faith-filled individuals who are good role models and active in their outreach.</p>	<ol style="list-style-type: none"> 1.1. Provide leadership and Professional Learning opportunities that respect individual dignity and support the aspirations and needs of staff. 1.2. Review and update the Evangelisation Plan. 1.3. Make the Evangelisation Plan goals of Christian Witness and Primary Proclamation alive in the school through: <ul style="list-style-type: none"> ✓ Developing resources for staff prayer; ✓ A focus on classroom displays and prayer; ✓ More overt references in the school newsletter; and ✓ Discussion on goals and progress to be part of the Professional Learning agenda each term. 1.4. Embed the <i>Making Jesus Real</i> program into classroom and school yard 'living out our values', with an initial focus on how we meet, greet and speak to each other. 1.5. Expand Year 6 Ministry and social justice opportunities. 1.6. Explore options for the addition of a fourth school core value, as well as stronger alignment of the school's core values with the school name, the faction system and Catholic role models.
<p>GOAL 2 A Catholic school of excellence – development of confident life-long learners.</p>	<ol style="list-style-type: none"> 2.1. Establish consistent approaches to raising the performance of 'students in the middle cohort' in all areas of foundational Literacy and Numeracy performance. 2.2. Use data at regular meetings of staff sub-groups to continually update and inform teaching focus and individual student attention. 2.3. Ensure professional conversations are focussed on maintaining consistency in approach across the year levels. 2.4. Focus on improving the quality of handwriting and grammar in the school, across all year groups. 2.5. Continue to review and update the current Digital Technology Plan to enhance the incorporation of 21st Century skills and new technologies, into the teaching program. 2.6. Maintain an extended leadership team to focus on progress of the learning priorities in this plan. 2.7. Empower the School Improvement Team (SIT) to consider areas of improvement for the school - educational, pastoral and environmental. 2.8. Incorporate monitoring of progress of the other elements of this plan onto School Board meeting agendas.



ACTIONS WE WILL TAKE TO ACHIEVE OUR GOALS INCLUDE ...

<p>GOAL 3 A Pastoral Catholic community – a welcoming community that supports diverse learning needs.</p>	<p>3.1 Parents & Friends to ascertain the needs of parents and then lead learning opportunities for parents.</p> <p>3.2 Implement the goals and activities identified in the school’s Aboriginal Education Plan (AEP) including:</p> <ul style="list-style-type: none"> ✓ Increase cultural understanding and in particular knowledge and respect for the Noongar traditions; ✓ Raise awareness of cultural sensitivity; ✓ Develop the school Bush Tucker garden; ✓ Upskill teachers to incorporate Aboriginal Studies into appropriate curriculum areas; and ✓ Seek grant funding to further the goals of the AEP. <p>3.3 Connect regularly with the Transforming Lives Education Officer to work with the outside community to increase Aboriginal Enrolments.</p> <p>3.4 Implement the <i>Keeping Safe</i> child protection Curriculum and programs targeting student well-being – Aussie Optimism, Rock and Water, Friendology and Fun Friends.</p> <p>3.5 Establish the Growing Enriched Cultural Knowledge in Our Schools Team</p> <p>3.6 Further develop ‘children’s voice’ as valued feedback.</p>
<p>GOAL 4 An accessible, affordable and sustainable school - full enrolment with a demographic that reflects the broader Greenwood community.</p>	<p>4.1 Continue to show our respect for the Creator through a continuing focus on our stewardship of our school environment.</p> <p>4.2 Identify within the school, under-represented groups from the community.</p> <p>4.3 Develop a plan for targeted promotion of the school to ensure enrolments are maintained at sustainable levels and that they reflect the surrounding community.</p> <p>4.4 Review school fees at least annually at School Board meetings, including provision of subsidies, to maintain accessibility to a broad demographic.</p> <p>4.5 Develop plans and implement them for the consistent upgrade of classrooms, playground and staff facilities, ensuring:</p> <ul style="list-style-type: none"> ✓ learning spaces that are contemporary, attractive and conducive to learning; ✓ furniture is regularly updated to promote inviting and flexible learning environments; and ✓ Early Childhood Education (ECE) facilities and play spaces are contemporary and meet the National Quality Standards. <p>4.6 Options for improving clarity of the location, name and foundational philosophies of the school are explored.</p>



OUR APPROACH AND VISION OF SUCCESS

This Plan has been informed by the Australian Government's *Melbourne Declaration on Educational Goals for Young Australians (2008)* which calls all schools, "to promote equity and excellence and enable all young Australians to become successful learners; confident and creative individuals and active and informed citizens." Likewise, the Focus Areas of the Catholic Education Commission of Western Australia (CECWA), articulated in *Strategic Directions 2019 – 2021*. Our strategy is grounded in this context and addresses the challenges that we and the broader Catholic System have identified.

THE OUTCOMES WE SEEK

GOAL 1: Christ-centred leaders – faith-filled individuals who are good role models and active in their outreach

GOAL 2: A Catholic school of excellence – development of confident, life-long learners

GOAL 3: A Pastoral Catholic community – a welcoming community that supports diverse learning needs

GOAL 4: An accessible, affordable and sustainable school - full enrolment with a demographic that reflects the broader community



DRIVERS OF AN ENGAGING LEARNING ENVIRONMENT WITH CHRIST-CENTRED LEADERSHIP

- An expert teaching team is retained and developed
- Analysis and open discussion of student performance data is common
- Contemporary and technology rich approaches to learning are common
- Staff actively promote student safety, well-being and the well-being of their colleagues
- Opportunities for personal and faith development complement mission inspired outreach

DRIVERS OF STRONG ORGANISATIONAL SUSTAINABILITY

- Shared leadership and governance practices
- Priority programs to respond to student need
- Financial affordability and enrolment stability
- Well-targeted resources and facilities

DRIVERS OF A CONNECTED PASTORAL COMMUNITY

- A culture of welcome and inclusivity
- Shared responsibility for student learning
- Regular feedback on performance and recognition
- Services to enhance safety and well-being



OUR UNDERPINNING PRINCIPLES & VALUES

Christ centred | Student focussed | Evidence based
Faith | Trust | Respect

OUR TARGETS AND MEASURES OF SUCCESS

The measures for our strategic goals are summarised below. As we implement our plan in a constantly changing world, the targets indicate our aspiration. Progress will be reviewed annually.

A PASTORAL CATHOLIC COMMUNITY WITH CHRIST-CENTRED LEADERS	2021 TARGET
<p>Feedback in parent/staff/student surveys indicates (% whom agree or higher):</p> <ul style="list-style-type: none"> • staff provide safe and supportive learning environments; • a strong and authentic Catholic culture is evident; • opportunities are provided for prayer and liturgy and to understand the Catholic faith; • students demonstrate the core values of Faith, Trust and Respect; • strong community relationships enhance the learning opportunities of students; • the school leadership team communicate well with the community; and • the academic programs respond to individual need; 	Greater than 80% for all
A SCHOOL OF EXCELLENCE	2021 TARGET
NAPLAN – Year 3 and 5 average performance of the ‘middle cohort of students’ in all (5) measures, is above that in ‘like’ schools and shifts to the right (improves) over time.	YES
NAPLAN – the rate of student growth from Year 3-5 in all (5) measures exceeds that in ‘like’ schools with students starting from the same point.	YES
Standardised tests indicate appropriate student growth across the early years of schooling	YES
Qualitative measures and teacher observation indicate the progressive acquisition of 21 st Century skills – ICT capability, problem solving, self-confidence and creative thinking.	YES
ACCESSIBLE, AFFORDABLE AND SUSTAINABLE	2021 TARGET
<p>Sustainability and diversity:</p> <ul style="list-style-type: none"> • Pre-primary to Year 6 enrolments exceed 400 students; • school demographic mix matches the community demographic; and • operating surpluses are maintained to ensure recurrent financial sustainability. 	YES YES YES
<p>Resourcing priority in annual budgets is given to:</p> <ul style="list-style-type: none"> • Professional Learning • the activities identified in the Strategic Plan and School Improvement Plan 	YES YES





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