



# Queen of Apostles School

## 2016 – 2020 Strategic Plan





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## Strategic Plan 2016-2020

### Our Mission:

Queen of Apostles School is a faith community committed to the development of each person's human potential. We act in a purposeful way to lead our community in the footsteps of Christ and His mother, Mary. At Queen of Apostles School we provide a happy, nurturing, inclusive and safe learning environment. We foster a culture of acceptance, continuous improvement and growth, encouraging and enabling our students to develop:

- a growing awareness of their spirituality and commitment to their Catholic faith
- an acceptance of cultural diversity
- a wide range of competencies
- a willingness to strive to fulfill their potential
- resiliency enabling them to cope with change
- a responsibility for the environment both locally and globally and
- a yearning to be 'learners for life'

## Our Vision:

Queen of Apostles School is a vibrant, Catholic community which follows in the footsteps of Christ and his Mother, Mary, who gave witness to the values of love, unity and peace.

We provide a nurturing, inclusive and safe environment which celebrates each individual's unique talents and qualities.

Our school encourages a passion for lifelong learning and prepares today's children for their place in tomorrow's society.

## Our Core Values:

We aim to provide an awareness of Social Justice

We will provide a respectful, safe and friendly environment

We will strive to provide a balanced and comprehensive curriculum

We will encourage a passion for life-long learning where everyone has the right to learn

We will join to form a faith-filled Catholic community

We will treat everyone with equality and fairness

We will prepare today's learners for their place in tomorrow's society

# Our Strategic Direction:

Our journey over the next five years will focus on:

## Learning

- Encouraging a passion for life-long learning
- Literacy and Numeracy
- Providing opportunities to maximize children's learning
- Integration of ICT across the curriculum
- Catering for the needs of all the children in our school
  - K - Year 2 in light of NQS (National Quality Standards) & ELYF (Early Learning Years Framework)
  - Year 3 - 6

## Engagement

- Building a culture of strong relationships within our school
  - between students,
  - between staff, students and parents
  - across the school, parish and wider community
- Developing leaders within our school
- Parents engaging with student learning

## Accountability

- Providing sound financial management of our school
- Providing physical resources which cater for present and future needs
- Shared responsibility for learning by all staff
- Providing a safe working environment for all

## Discipleship

- Developing a stronger Catholic identity and connections with our school story
- Engaging with the less advantaged to become more inclusive
- A shared responsibility for school expectations to be followed by the school community in light of our Gospel values

# Learning

- *Is what we do*
- *We are committed to learning at every level*

Focus Area	Strategies	Success Measures	Time	Responsibility
Encouraging a passion for life-long learning	<ul style="list-style-type: none"> <li>- Implementation of a positive classroom environment</li> <li>- Differentiation of the curriculum</li> <li>- Teaching programs</li> <li>- Extra-curricular activities</li> <li>- Up-skill teachers to target student needs and develop relationships</li> <li>-Improvement of student attendance</li> </ul>	<p>Whole school approach Behaviour Management Policy Reduction of time spent on classroom management</p> <p>NAPLAN data Data analysis Implementation of Program and DWP Differentiated Programs</p> <p>Teachers involved in regular Classroom Walk-throughs Professional Learning Community (PLC) Meetings- Engagement by teachers SEQTA Reduction of Pastoral Care notes on Playground and Unproductive Behaviours</p> <p>Analysis of Attendance Data Engagement of students taking up extra-curricular activities</p>	<p>Updated Annually</p> <p>Annually Quarterly Quarterly Weekly</p> <p>Quarterly</p> <p>Fortnightly</p> <p>Regularly throughout the year</p> <p>Quarterly Weekly</p>	Teaching staff Leadership Team

<p>Catering for the needs of all the children in our school</p> <p>-K - Year 2 in light of NQS &amp; ELYF</p> <p>-Year 3 - 6</p>	<ul style="list-style-type: none"> <li>- Screening procedures- Early intervention and support</li> <li>- Incorporation of explicit teaching and the WA Curriculum into a play-based learning environment for Kindy/PrePrimary classes</li> <li>- Differentiated Curriculum</li> <li>- Pastoral Care</li> <li>- Support programs</li> <li>- Gifted and Talented program</li> <li>-Extra-curricular activities</li> </ul>	<p>Number of students requiring intervention and utilizing the parent paid therapy services</p> <p>Teaching programs reflect an appropriate emphasis on both play-based learning and explicit teaching</p> <p>Students offered the opportunity to explore through play</p> <p>Improved reading levels</p> <p>Behaviour Management Policy</p> <p>Range and number of programs offered</p> <p>Improvements in testing results</p>	<p>Term One and onwards</p> <p>Monthly</p> <p>Daily</p> <p>Quarterly</p> <p>Daily</p> <p>Weekly</p> <p>Weekly</p>	<p>Outside agencies</p> <p>Learning Support Coordinator</p> <p>Teachers</p> <p>Classroom Teachers</p> <p>Leadership Team</p> <p>Literacy Support Teacher</p> <p>Support Teachers</p> <p>Teaching staff</p>
<p>Providing opportunities to maximize children's learning</p>	<ul style="list-style-type: none"> <li>- Continue to extend and enhance programs offered</li> <li>- Encourage academic excellence</li> </ul>	<p>NAPLAN Data</p> <p>Data Analysis</p> <p>Meritorious Certificates</p> <p>Improvement in test results (annual targets met or exceeded)</p>	<p>Annually</p> <p>Quarterly</p> <p>As needed</p> <p>Quarterly</p>	<p>Leadership Team</p> <p>Teaching Staff</p>
<p>Literacy and Numeracy</p>	<ul style="list-style-type: none"> <li>-Continue to provide and enhance Literacy and Numeracy programs</li> <li>- Develop skills and knowledge of staff in regards to current best practice</li> </ul>	<p>Implementation of Literacy Policy</p> <p>NAPLAN Data</p> <p>Movement of students across the Data Wall and Analysis of data</p> <p>PLC Meetings - staff contribution and implementation of discussed initiatives</p> <p>Incorporation and implementation of best practice in programs and DWP</p> <p>Number of staff attending Professional development</p> <p>Classroom Walk-throughs and discussion</p>	<p>Annually</p> <p>Annually</p> <p>Quarterly</p> <p>Fortnightly</p> <p>Quarterly</p> <p>Always</p> <p>Quarterly</p>	<p>Leadership Team</p> <p>PLC Teacher Leaders</p> <p>Teaching staff</p>

	<ul style="list-style-type: none"> <li>- Provide up to date teaching and student resources</li> <li>- School structures and expectations that children will continue to improve</li> </ul>	<p>School Climate Survey Survey Monkey Cost centre budgets being utilised effectively Student improvement in Targeted learning support programs Moderation activities used to gauge improvement Improvement in Reading levels Improvement in Test results</p>	<p>Biennially Biennially Annually</p> <p>Weekly</p> <p>Quarterly</p> <p>Quarterly Quarterly</p>	
<p>Integration of ICT across the curriculum</p>	<ul style="list-style-type: none"> <li>-Implementation of a 1:1 device</li> <li>-Programs offered</li> <li>-Provision of technologies</li> <li>-Teacher development</li> </ul>	<p>Uptake of 1:1 program Parents involvement in student's education through ICT ICT Policy</p> <p>Integration of technology Programs which target technology</p> <p>Uptake of new technology Engagement by the students Purchase of technologies to be used Success of a 1:1 program Implementation and integration of technology into their programs Daily use of technology</p>	<p>Annually As needed</p> <p>As required</p> <p>Quarterly</p> <p>As required</p> <p>As required</p>	<p>Leadership Team Network Manager Teachers</p>

# Engagement

- *Is essential*
- *We are committed to Queen of Apostles' mission through relationships with all*

Focus Area	Strategies	Success Measures	Time	Responsibility
<b>Building a culture of strong relationships within our school</b> <ul style="list-style-type: none"> <li>○ between students,</li> <li>○ between staff, students and parents</li> <li>○ across the school, parish and wider community</li> </ul>	-Open communication with the community	Number of methods of communication offered to staff, parents and wider community members (seqta, newsletter, Facebook, SMS, assemblies, parent meetings, emails)	Weekly	Leadership Team Admin Officer Teachers
	- Implementation of programs such as: Social Justice; Peer Support; Learning Programs; Religious Education Units of Work; Sport	The continuation of such programs within the school	Annually Term by term	Leadership Team Teachers Students
	-School policies and procedures	Policies and procedures reviewed, updated and implemented	As required by review dates	Leadership Team (to write) Teachers (to implement)
	-Improve feedback rate from parents (ie. through School Climate Survey; school based surveys)	Improved number of parent respondents Improvement in response data	Biennially	Leadership Team Parents Students Staff



<p>Developing leaders within our school</p>	<p>- Provision of Leadership opportunities such as: Peer Support Leaders; School Representative Council (SRC); Social Justice Committee; Faction Captains/Vice Captains; Kindy -Year 2 and Year 3- Year 6 Cluster Leaders;</p> <p>- Support Professional Learning opportunities</p>	<p>The continuation of leadership opportunities Level of engagement of students within these programs ie number of nominations</p> <p>School Climate Survey Self Reflection</p> <p>The provision and support of personal professional development in the area of Leadership Staff applying for and completing Catholic Education Leadership programs Staff Appraisal</p>	<p>Annually (Peer Support Leaders, SRC Executive, Social Justice committee, Cluster Leaders) Biannually (Faction captains, SRC class representatives) Biennially Beginning of Term 4</p> <p>Annually, as needed</p> <p>As required Annually</p> <p>Annually</p>	<p>Leadership Team Teachers Kindy -Year 2 and Year 3- Year 6 Cluster Leaders Students</p> <p>Individual staff members Leadership Team</p>
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# Accountability

- *Is not optional*
- *We have personal and collective responsibility for our school's success*

Focus Area	Strategies	Success Measures	Time	Responsibility
Shared responsibility for learning by all staff	- Data wall	Teacher discussion about students' progress on the data wall	Ongoing	All teachers and Teacher Assistants
	- Data analysis	Learning improvement by every child	Ongoing	All teachers and Teacher Assistants
	- Professional Learning Community (PLC)	High attendance rate Staff discussion/engagement	Fortnightly	All teachers
	- Professional Learning (PL)	Staff engage in personal PL Staff engage in whole school planned PL Staff willingness to share learning from PL	Ongoing Six days set throughout the year Fortnightly	All teachers, Teacher Assistants, Admin and student support staff
Provide a safe working environment for all	-Occupational Safety and Health policy (OS&H)	Policy is promulgated to all staff Policy is cyclically reviewed OS&H Officer elected and trained	Induction and staff meetings as required Cyclical review	Leadership Team, staff Leadership Team, staff
	- OS&H Audit	OS&H Officer conducts regular audits and compiles report	Each semester	Leadership Team, OS&H Officer
	-Maintenance	Address safety issues, cross referenced with OS&H audit	Each semester	Leadership Team, OS&H Officer, groundsperson
	-Staff Professional Learning (PL)	Staff completion of PL in OS&H practices	As required	Leadership Team All staff

<p>Providing sound financial management of our school</p>	<ul style="list-style-type: none"> <li>-Balanced budget and allocation for future provisions</li> <li>-Gradual increase of cash reserves to allow for future capital development needs</li> <li>-Transparent and timely communication between Administration, Leadership Team and the School Board</li> </ul>	<p>Submission of a balanced budget or small surplus in Annual Budget submitted to Catholic Education</p> <p>Successful external auditor's report on financial operation of the school</p> <p>Satisfactory submission of Annual Financial Statement (AFS) and Financial Questionnaire (FQ) to Catholic Education. Board to sign off on School budget and financial Board reports</p>	<p>Annually (November)</p> <p>Annually</p> <p>AFS- annually, (March) FQ - annually, (April) Monthly</p>	<p>Principal, School Board and Finance Officer</p> <p>Principal and Finance Officer</p> <p>Principal and Finance Officer School Board</p>
<p>Providing physical resources which cater for present and future needs</p>	<ul style="list-style-type: none"> <li>- Capital Development Plan</li> <li>- Development and implementation of a Maintenance Program</li> <li>- Fair distribution of resources</li> </ul>	<p>Capital Development Plan to be approved by CECWA</p> <p>Completion of Priority 1 &amp; 2 category items in Maintenance Plan</p> <p>School Board to balance the present and future allocation of finances to cater for the physical needs of students and staff, via budget and provisions</p>	<p>As required</p> <p>Over the 5 year period of the Maintenance Program</p> <p>Annually</p>	<p>Leadership Team, School Board, Finance Officer, CECWA.</p> <p>Principal, Finance Officer, School Board, external contractors, external building inspectors</p> <p>Leadership Team, School Board, Finance Officer</p>

# Discipleship

- *Is our calling*
- *We are committed to deepening our relationship with Jesus*

Focus Area	Strategies	Success Measures	Time	Responsibility
Maintaining and developing a stronger Catholic identity and connections with our school story.	-Develop a stronger Catholic culture through the school	Number of Catholic children receiving the Sacraments School Climate Survey	Offered Annually Part of annual RE teaching and learning program Offered bi-annually	Leadership team teachers  Parents & Teachers
	-Maintain and develop social justice initiatives	RE Bishops' Literacy Test Fundraising for a variety of Catholic charities Children continue to organise events held to support and maintain <i>kids for kids</i>	Annually in Yr 3 & Yr 5  Annually at least one charity per term	Yr 3 & 5 Teachers Assistant Principals Social Justice Committee Teacher leaders Leadership team Children/Parents
	-Staff given opportunities for personal faith development	Provision of minimum one day Professional Development in Faith and/or Knowledge per year All teachers, teacher assistants and administration staff meet the requirements for Accreditation renewal	Term 3 Five year period to work towards renewal but dates will vary according to each individual	Leadership team to offer whole school Religion PD Individuals to monitor their own Accreditation requirements

<p>Engaging with the less advantaged to become more inclusive</p>	<ul style="list-style-type: none"> <li>- Introduce a scholarship program to encourage new Catholic families to our school</li> <li>-Social Justice program</li> <li>-Provision of financial relief to families in need</li> </ul>	<p>Number of scholarship applications Awarding of scholarships to families</p> <p>Level of support for fundraising events Survey students to gauge purpose of event. 80% involvement by the school community</p> <p>Number of Health Care card discount recipients Number of families retained due to Principal negotiated discount</p>	<p>Annually</p> <p>Each term</p> <p>Annually</p>	<p>School Board, Parish Priest, Principal</p> <p>Classroom teachers Social Justice Committee</p> <p>Principal &amp; Finance Officer</p>
<p>A shared responsibility for expectations to be followed by the school community in light of our Gospel values</p>	<ul style="list-style-type: none"> <li>- Incorporation of Religious Education values throughout the school day</li> <li>- Develop the school culture so that all members model the gospel values</li> <li>-Pastoral Care programs offered</li> <li>- Implementation of a parent charter</li> </ul>	<p>Behaviour Management Policy Parent Handbook Staff Handbook School Climate Survey Bullying and Harassment Policy School programs</p> <p>School Climate Survey Queenies Hero Award</p> <p>Peer Support Program Student Representative Committee Gathering Assembly</p> <p>Parent Charter</p>	<p>Daily</p> <p>Biennially Quarterly</p> <p>Term 2 and 3</p> <p>Annually</p>	<p>Parents School staff Student</p> <p>School community Parents</p> <p>School Staff Peer Support Leaders</p> <p>School Board Leadership Team</p>