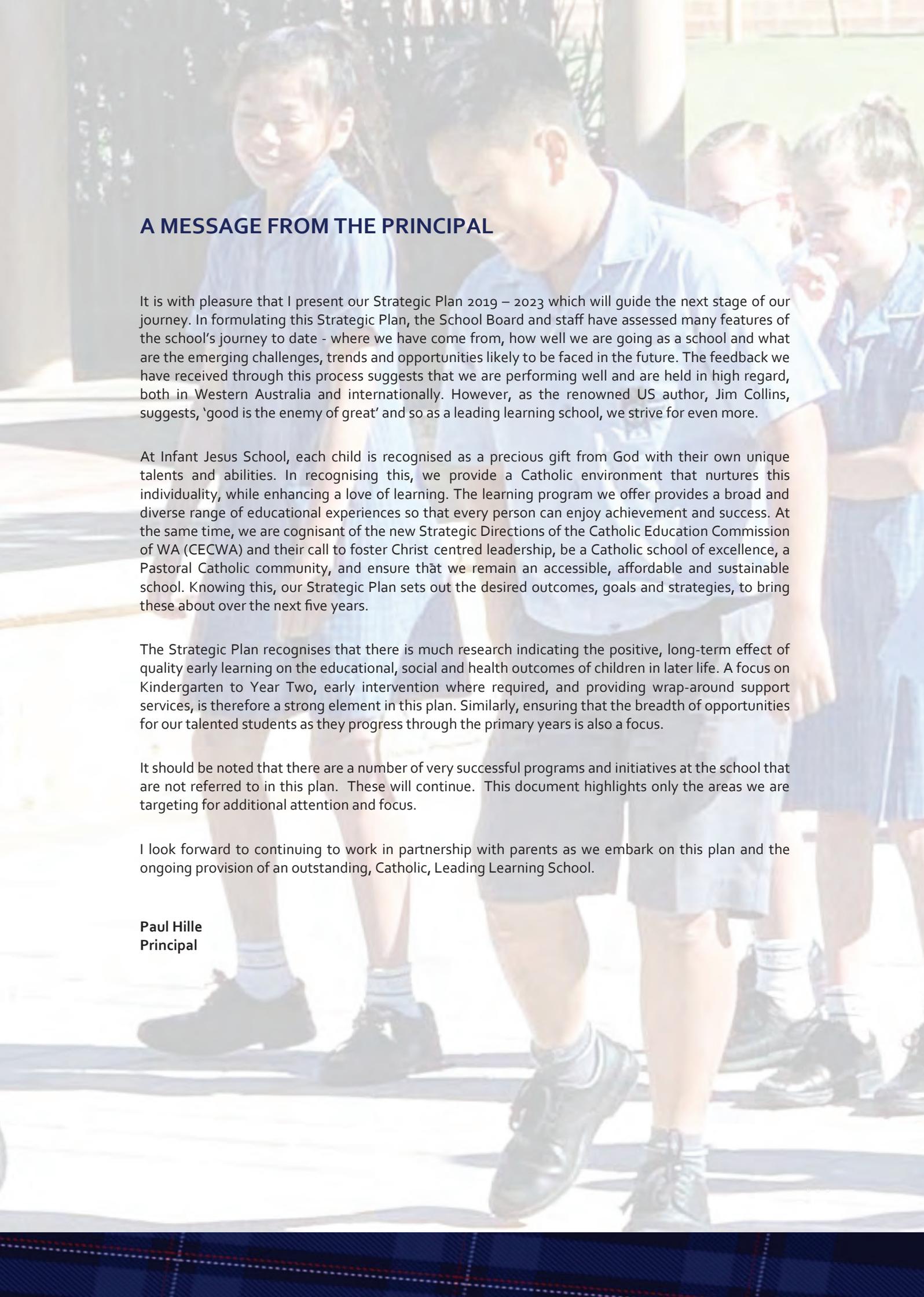




Infant Jesus School

A LEADing Learning School

Strategic Plan 2019 - 2023



A MESSAGE FROM THE PRINCIPAL

It is with pleasure that I present our Strategic Plan 2019 – 2023 which will guide the next stage of our journey. In formulating this Strategic Plan, the School Board and staff have assessed many features of the school's journey to date - where we have come from, how well we are going as a school and what are the emerging challenges, trends and opportunities likely to be faced in the future. The feedback we have received through this process suggests that we are performing well and are held in high regard, both in Western Australia and internationally. However, as the renowned US author, Jim Collins, suggests, 'good is the enemy of great' and so as a leading learning school, we strive for even more.

At Infant Jesus School, each child is recognised as a precious gift from God with their own unique talents and abilities. In recognising this, we provide a Catholic environment that nurtures this individuality, while enhancing a love of learning. The learning program we offer provides a broad and diverse range of educational experiences so that every person can enjoy achievement and success. At the same time, we are cognisant of the new Strategic Directions of the Catholic Education Commission of WA (CECWA) and their call to foster Christ centred leadership, be a Catholic school of excellence, a Pastoral Catholic community, and ensure that we remain an accessible, affordable and sustainable school. Knowing this, our Strategic Plan sets out the desired outcomes, goals and strategies, to bring these about over the next five years.

The Strategic Plan recognises that there is much research indicating the positive, long-term effect of quality early learning on the educational, social and health outcomes of children in later life. A focus on Kindergarten to Year Two, early intervention where required, and providing wrap-around support services, is therefore a strong element in this plan. Similarly, ensuring that the breadth of opportunities for our talented students as they progress through the primary years is also a focus.

It should be noted that there are a number of very successful programs and initiatives at the school that are not referred to in this plan. These will continue. This document highlights only the areas we are targeting for additional attention and focus.

I look forward to continuing to work in partnership with parents as we embark on this plan and the ongoing provision of an outstanding, Catholic, Leading Learning School.

Paul Hille
Principal



OUR VISION

At Infant Jesus School it is important that we are recognised as a Catholic school first and foremost, with Jesus as the model. As such, our Vision is to be a place that develops the whole child to seek the truth through the teachings of Christ.

Our aspiration is to provide a world-class Catholic school where students and staff flourish.

OUR CORE VALUES

Underpinning our vision is a commitment to the core values of:

- ✓ Truth
- ✓ Faith
- ✓ Hope
- ✓ Love

We aim to integrate these core values into the entire curriculum and life of the school and proudly state that at Infant Jesus School, every child is known and nurtured.

OUR STORY – BUILT ON STRONG FOUNDATIONS

Infant Jesus School was established in 1954 by the Dominican Sisters, to support the Catholic families in the Parish, to pass on the faith and to provide a quality Catholic Education. The first school opened on a site in Walter Road with an enrolment of 22 children and was called St Paul's School. In 1956, the Carmelite Fathers were assigned to the Parish and soon realised that the school in Walter Road was becoming too small to accommodate the growing Catholic community. By the end of 1960, a 4-acre block was purchased at the corner of Smith and Russell Streets in Morley, our existing location, and a new building was built. By 1965 there were 230 children enrolled in the school.

In years to follow, a number of religious and lay members joined the school in serving the educational and spiritual needs of this community, including in 1975 when the first lay Principal was appointed to the school. The vision and dedication of these people has contributed to the rich history of Infant Jesus School. The legacy left by people of the past, is grounded in the lives of many strong families who in turn have worked and supported the school.

These wonderful, unique and strong foundations have ensured that the families, students and staff of today have an opportunity to flourish, as previous generations have done. Having such strong foundations enables us to 'expect great things' from all in our community and in doing so, advance our aspiration to be a world-class Catholic school where students and staff flourish.



1

INSPIRING CHRIST-CENTRED LEADERS

Contemporary models of Gospel leadership that are inclusive, flexible and respond to the increasing requirements of Church, governments and society

Christ-centred leadership is a special calling to all those who attend or work in Catholic schools. At Infant Jesus School it is our calling to live out our core values and ensure that all in our community, especially those less fortunate, are cared for, supported and have the opportunity to participate in our endeavour.

Through this plan we will provide opportunities for participation and opportunities to develop the leadership of our students and staff.

OUR APPROACH

OUTCOMES	THIS WILL REQUIRE US TO ...
<p>The outcomes we seek are:</p> <ul style="list-style-type: none"> Lead people to develop a better understanding of their faith, strengthening who we are as a Catholic community and our role as Christian people Enhance our Christian Witness Program through i-Care 	<ul style="list-style-type: none"> Commit to our core values of truth, faith, hope and love Commit to shared leadership and governance practices Commit to collaboration and teamwork for the benefit of students Ensure parental and community involvement in the life of the school Maintain a strong service-learning culture Continue an effective induction program for new staff that emphasises our Faith, Story and Witness of our core values Maintain strong links with the parish <p>PLUS ...</p> <ul style="list-style-type: none"> Enhance our Professional Learning Program for staff to ensure that it supports the developmental needs and aspirations of all staff in their faith development Identify and implement additional leadership opportunities for staff and students through i-Lead Assist the Parent and Friends group to identify and lead specific development opportunities for parents Establish partnerships with organisations that assist children and families who continue to experience difficulties due to socio-economic disadvantage and language backgrounds other than English Review and update our school Evangelisation Plan

OUR MEASURES OF SUCCESS

Two key measures of success will be developed each year and entered below as a way of measuring our progress of this category over time. Progress will be reviewed regularly. Our initial targets are as follows:

INSPIRING CHRIST-CENTRED LEADERS	2023 target
INPUT: Increased opportunities for student and staff leadership and age appropriate Christian Service have been established	YES
OUTCOME: Feedback in biennial community surveys (% who agree or strongly agree) indicates: <ul style="list-style-type: none"> ✓ the opportunities developed are inclusive and flexible; and ✓ staff, parents and students believe they have appropriate input into decision making 	75% 75%

"United together through the gifts of faith, hope, truth and love."





2

A SCHOOL OF EXCELLENCE

Effective, contemporary pedagogy and mission-inspired practice and outreach

Being a school of excellence is an important part of our aspiration and is why we **#ExpectGreatThings** of all in our community. At Infant Jesus School, we see this as a call to continue to provide a learning environment for students that is contemporary, motivating, stimulating and technologically rich.

We recognise the importance of all learners having appropriate opportunities to strengthen foundational literacy and numeracy skills, but also to grow their unique talents.

Through this plan we will continue to focus on quality student learning and the teaching that enables it.

OUR APPROACH

OUTCOMES	THIS WILL REQUIRE US TO ...
<p>The outcomes we seek are:</p> <ul style="list-style-type: none"> • Provide stimulating and engaging learning environments that are underpinned by high expectations and quality teaching practices to accelerate learning • A relevant, flexible and innovative curriculum that is appropriately differentiated • Our designation as an Apple Distinguished School is maintained 	<ul style="list-style-type: none"> • Ensure there is regular parental and community involvement in the learning program of their children • Maintain ongoing focus on our nine key drivers that promote contemporary teaching and critical thinking • Continue to engage strongly with parents over their child’s academic progress • Continue to provide support and extension programs that respond to the diverse needs of students • Maintain a strong focus on integrating Information Technology into learning <p>PLUS ...</p> <ul style="list-style-type: none"> • Strengthen our Literacy and Numeracy performance at Year Three through greater consistency of approach across the early years • Embed new learning initiatives into our curriculum: i-Achieve, i-Read and i-Perform • Enhance our Professional Learning program to ensure that it supports the developmental needs of staff • Affirm diversity through activities within the school that support those non-Australian born and students with English as their Second Language

OUR MEASURES OF SUCCESS

Two key measures of success will be developed each year and entered below as a way of measuring our progress of this category over time. Progress will be reviewed regularly. Our initial targets are as follows:

A SCHOOL OF EXCELLENCE	2023 target
OUTCOME: Student NAPLAN performance at Year 3 and Year 5 exceeds that of like schools in all assessed areas	YES – in 5 areas
OUTCOME: Student academic performance from one year to the next, demonstrates all have gained at least one year of growth	YES

“We provide opportunities for our students to be creative and lateral thinkers who pursue their curiosities and problem solve.”





3

A CATHOLIC PASTORAL COMMUNITY

An inclusive community that is welcoming and supports students and families with diverse learning and social needs

Research indicates that the engagement of students, staff and families in the learning of children is a critical factor in the success of any school. As such we aspire to be a place focussed on student learning and achievement where families feel welcome and supported as the first educators of their children.

Through this plan we will continue to focus on quality student learning and provision of a curriculum and services to meet the needs of our students.

OUR APPROACH

OUTCOMES	THIS WILL REQUIRE US TO ...
<p>The outcomes we seek are:</p> <ul style="list-style-type: none"> • Support parents in the education of their child as they progress through the school, by providing timely and appropriate feedback • Establish a range of allied health services that potentially include: <ul style="list-style-type: none"> ✓ Speech Therapy ✓ Occupational Therapy and ✓ Physiotherapy • Provide parent workshops, in conjunction with the Parent Education sub-committee, that are in line with the priorities of the school 	<ul style="list-style-type: none"> • Ensure there is regular parental and community involvement in the learning program of their children • Provide a relevant, flexible and innovative curriculum that is appropriately differentiated • Continue to provide support and extension programs that respond to the diverse needs of students • Continue to maintain a strong relationship with each family based upon ongoing communication, openness and trust <p>PLUS ...</p> <ul style="list-style-type: none"> • Establish a range of allied health services to support community needs • Provide services to enhance the safety and well-being of students and staff with particular reference to embedding into practice: <ul style="list-style-type: none"> ✓ The Catholic Education WA Child Safe Framework ✓ The Catholic Education WA Code of Conduct • Provide parent workshops in line with the School Improvement Plan

OUR MEASURES OF SUCCESS

Two key measures of success will be developed each year and entered below as a way of measuring our progress of this category over time. Progress will be reviewed regularly. Our initial targets are as follows:

A CATHOLIC PASTORAL COMMUNITY	2023 target
INPUT: A range of allied health services have been established on campus	YES
<p>OUTCOME: Feedback in biennial community surveys (% who agree or strongly agree) indicates:</p> <ul style="list-style-type: none"> ✓ The school is welcoming and inclusive ✓ The school leadership communicates well with the community ✓ A strong and authentic Catholic culture is evident ✓ Opportunities to understand the Catholic faith, for prayer and liturgy are appropriate ✓ Strong community relationships enhance the learning opportunities of students 	> 75% for all

"We ask Him to support us to create a loving, caring and respectful bond, within our Infant Jesus Family."





4

ACCESSIBLE, AFFORDABLE AND SUSTAINABLE

Responsiveness to the
diverse needs of students
and the surrounding
community

Infant Jesus School prides itself on being a safe, welcoming and diverse community and will continue to ensure that this aspect of the school stays strong. Ensuring consistent student enrolments and the infrastructure to support contemporary learning is essential to sustainability.

Through this plan we will continue to strengthen our awareness of the diverse needs of students in the surrounding community, the demographic changes in the community over time, and what this might mean for resourcing decisions of the School Board.

OUR APPROACH

OUTCOMES	THIS WILL REQUIRE US TO
<p>The outcomes we seek are:</p> <ul style="list-style-type: none"> • Identification and implementation of ways to ensure that the school remains accessible for a changing community demographic • The ongoing provision of contemporary learning spaces 	<ul style="list-style-type: none"> • Maintain a relevant, flexible and innovative curriculum that is appropriately differentiated • Maintain support and extension programs that respond to the diverse needs of students • Continue to review staffing and organisational foci to ensure that resource allocation supports the goals within this plan, whilst maintaining a strong financial base in the long term <p>PLUS ...</p> <ul style="list-style-type: none"> • Identify and implement ways to ensure that the school remains accessible for a changing community demographic including: <ul style="list-style-type: none"> ✓ Identifying underrepresented groups from the community within the school demographic ✓ Considering ways of engaging with new arrivals and families with a non-English speaking background ✓ Targeted promotion of the school via word of mouth and through community groups • Ensure that the School Board adequately resources the priorities in this plan through annual budgets • Undertake regular reviews of our Early Childhood facilities to ensure compliance with National Quality Standards requirements • Undertake regular reviews of our internal classroom spaces and equipment to identify contemporary development opportunities

OUR MEASURES OF SUCCESS

Two key measures of success will be developed each year and entered below as a way of measuring our progress of this category over time. Progress will be reviewed regularly. Our initial targets are as follows:

AN ACCESSIBLE, AFFORDABLE AND SUSTAINABLE SCHOOL	2023 target
<p>OUTCOME: School census data indicates:</p> <ul style="list-style-type: none"> ✓ A strong double stream enrolment pattern has been maintained ✓ The enrolment mix broadly reflects the surrounding community demographic – SES, ethnicity & language background 	<p>> 450 students from K- 6 YES</p>
<p>OUTCOME: Feedback in biennial community surveys (% who agree or strongly agree) indicates:</p> <ul style="list-style-type: none"> ✓ Resourcing priorities are appropriate ✓ Facilities are contemporary and support learning 	<p>> 75% for each</p>

*"The power of the collective capacity is that it enables ordinary people to accomplish extraordinary things ... as working together requires commitment."
(Professor Michael Fullan)*





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