St Scholastica's College

Strategic Improvement Plan 2017 – 2019

Strategic Domains

Mission
Teaching and Learning
Pastoral Care and Wellbeing
Leadership and Management
Partnership
Resourcing and Stewardship
Boarding

Mission Statement

St Scholastica's College is an Independent Catholic day and boarding secondary school for girls. Founded by the Sisters of the Good Samaritan in the Benedictine tradition, the College proudly continues their legacy to girls' education.

The College is a diverse, Christ-centred, inclusive community which respects the dignity and individuality of each member.

We respond to our motto, PAX (Peace) through the relationships we foster, the physical environment of our College grounds and our active commitment to social justice.

We promote a school culture which focuses on the academic and personal growth of each student. We celebrate our diversity, providing an environment that enables all to find a place.

Through our Religious Education and Mission, students develop an appreciation of our Catholic tradition and Benedictine heritage.

All are invited to share in the faith-life of the contemporary church.

Introduction

St Scholastica's College is in a strong educational and financial position. It is reasonably well resourced, but the physical infrastructure needs to be developed and updated. This is being addressed through the College Building Master Plan, to be launched in June 2017. Academic results are strong and have been relatively consistent over the past three years. Performance in the National Assessment Program, Literacy and Numeracy (NAPLAN) is well above the National mean performance and growth is at a greater rate in all fields than 'similar' schools (based on ICSEA) and schools whose students' performance starts at the same level in Year 7. However, numeracy results fall below those of 'similar schools' because of gender bias in this field. This is an area currently being addressed through a number of school-based initiatives, including significant resource allocation to STEM programs.

The development of Pastoral Care systems to improve support to girls and staff has been another key priority of the last two years and will continue in the 2017 – 2019 Strategic Plan. In particular, the development of Pastoral Plans and related policy, building partnerships with external agencies and systems for utilising these levels of support and better linking the work of the day and Boarding schools have received attention.

Formation of staff in the Good Samaritan charism and building of the prayer and liturgical life of the College is a priority over the next three years. Building greater collaboration and creating consistency in policy between the Day and Boarding Schools is another priority.

The major resourcing concern for the three years of this planning cycle is the development and implementation of the College Building Master Plan.

Strategic Priorities 2017 – 2019

Mission and Identity
- ❖ Living our Catholic faith, inspired by the love of Jesus Christ, through our Good Samaritan, Benedictine charism.

Teaching and Learning
- ❖ Developing people of wisdom who are critical thinkers, with a lifelong love of learning, who will make a positive difference.

Pastoral Care and Wellbeing
- ❖ Fostering health and wellbeing in a safe and supportive environment

Leadership and Management
- ❖ Providing effective leadership and management to direct, guide and enhance the mission of the College

Resourcing and Stewardship
- ❖ Managing and coordinating the financial, business administration and property management of the College to ensure current and future viability, sustainability and development.

Boarding
- ❖ Nurturing the development of members of the boarding community in a safe and supportive environment.

Mission	
Strategic Priority	Living our Catholic faith, inspired by the love of Jesus Christ, through our Good Samaritan, Benedictine charism.
Strategic Intent	**1. Mission** • Address the call to be Christ-like in an increasingly secular society • Provide the opportunity for involvement and engagement in the mission of the College and the Church **2. Charism and Identity** • To deepen our understanding of the Good Samaritan charism and Benedictine spirituality that are the foundation of the College • To celebrate our Catholic identity **3. Curriculum** • Provide a relevant and accessible religious education which develops an understanding of our Catholic tradition in the context of a multicultural, multifaith and secular world

Strategies/Actions	
1. Mission	Develop the prayer life of the College through introduction of a variety of prayer styles that will encourage personal and collective prayer.
	Continue to foster and support initiatives and programs developed by the College including the Social Justice program and group, participation in community services such as Matt Talbot and Night Patrol, support of Caritas, Catholic Mission, Marian Centre and St Vincent de Paul.
	Develop partnerships with other Colleges – continue to encourage co-operation and friendship between Good Samaritan Schools through attendance at gatherings, school events and immersion opportunities.
	Develop the liturgical life of the College by providing a wider variety of liturgical experiences for the college community including prayer in the College chapel, Eucharist, Lectio Divina, development and expansion of music and readers, and use of creative arts.
	Work with the boarding community to improve engagement in liturgy (Parish and school).
	Review Mission documentation in student diary, staff hand book, website and newsletters for consistency.
2. Charism and Identity	Provide an opportunity for students to gain an understanding of our tradition and identity through prayer, reflection days, and immersion experiences.
	Formation of staff through staff Induction days, retreats, spirituality days and GSMT conferences and immersion programs.
	Provide opportunities for parent formation through information and prayer at gatherings, in the newsletter and at information sessions and the opportunity for parents to immerse themselves in the Good Samaritan tradition and Benedictine spirituality.
	Support the Sisters of the Good Samaritan through support for Good Samaritan Foundation, awareness of their ministries nationally and globally, and engagement with the sisters.
	Continue the implementation of the GSE Mission framework within the College.
	Develop the Consider religious art around the College reflecting our identity.
	Establish connections between St. James' Parish, Glebe and the College community.
	Build connections with Catholic schools.
3. Curriculum	Continue the implementation of the GSE Teaching and Learning Framework: Year 7/8 and Year 9/10
	Align and update Junior RE programs to be consistent with the Archdiocesan SCS guidelines.
	Integrate Good Samaritan charism and Benedictine spirituality in the RE curriculum.
	Continue partnership with SCS – participate in and attend curriculum days and conferences.
	Provide opportunities for interfaith dialogue.

Teaching and Learning

Strategic Priority	Developing people of wisdom who are critical thinkers, with a lifelong love of learning, who will make a positive difference.
Strategic Intent	1. Support and promote a culture that strengthens the learning outcomes of students and the academic reputation of the College, with a commitment to the best of contemporary educational thinking. 2. Cater directly to the diverse learning needs of students. 3. Develop and support staff to enhance professional capacity and the application of effective contemporary pedagogy. 4. Encourage engagement in Science, Technology, Engineering and Mathematics (STEM) subjects and career choices. 5. Build the literacy, numeracy and study skills of all students as the cornerstone of academic improvement. 6. Support the academic care of students as well as offer a wide variety of extra and co-curricular options to build upon knowledge, skills, values and attitudes.

Strategies/Actions	
1	Implement a professional learning model, based on the best contemporary educational research that enables the whole school improvement agenda to be realised, fostering collaboration, peer support and KLA development, meeting staff needs for professional accreditation.
	Support staff in the changing educational agenda - ongoing implementation of the Australian Curriculum, online testing, HSC literacy benchmarks and new HSC syllabi.
	Integrate literacy, numeracy and the latest Information and Communication Technologies (ICT) across Years 7 to 12.
	Collate, track and analyse all forms of student data to allow teaching staff to modify, interpret and inform their practice.
	Evaluate and modify all teaching and learning programs and initiatives in terms of all student needs, to ensure the quality of academic performance.
	Enhance curriculum differentiation for all girls across the College.
	Provide contemporary learning spaces to maximise engagement and academic achievement.
	Implement effective online learning opportunities for students and staff, to facilitate continued life-long learning.
	Review timetabling structures to maximise learning opportunities in all KLAs.
	Review, develop and implement Assessment policy and procedures that capture a holistic approach to student learning.
2.	Develop and implement a Diverse Learning Support staffing structure.
	Develop and implement effective learning support programs in response to individual student needs.
	Develop and implement effective enrichment programs for gifted students.
	Enhance curriculum differentiation for students across the College.
	Clarify communication and monitoring systems for students with specific learning needs.
	Continue to professionally develop staff in providing for the diverse learning needs of students.
3.	Integrate Good Samaritan Learning Framework to underpin quality teaching.
	Link all staff professional development to the National Professional Teaching Standards.
	Link in-school professional development to the whole-school improvement agenda.
	Provide opportunities for staff to further develop academically through higher standards of accreditation and development of 'teacher-leadership'.
4.	Provide opportunities to engage students in STEM related activities.
	Foster partnerships with external agencies to develop programs that are relevant.
	Cater for gifted students in the STEM subjects.
5.	Implement a long-term whole-school Literacy and Numeracy strategy that addresses targeted development areas – Tactical Teaching and QuickSmart programs.

	Provide staffing allocations to support the Literacy and Numeracy strategies.
	Scope-and-sequence study skills 7 – 12 and provide parent-student sessions to develop home support for effective study habits.
6.	Ensure an holistic approach to academic learning is maintained through building and acknowledging the value of the co-curricular and wellbeing programs, and their role in motivating and developing self-esteem and self-worth for girls in their learning.

Pastoral Care and Wellbeing	
Strategic Priority	Fostering health and wellbeing within a safe and supportive environment
Strategic Intent	1. Develop and support the mental health and wellbeing of students 2. Renew pastoral care structures to develop best practice support for learning and wellbeing 3. Review House Structure 4. Offer individualised approaches and support for learners 5. Develop and support partnerships within and between the College, families and students, external agencies and teams
Strategies/Actions	
1.	Education for students regarding mental health and mental illness including anxiety.
	Relationship support through structured intervention involving College counsellors and Guidance Coordinators in Years 7 and 8.
	Implement cyber safety strategies across Years 7 – 11.
	Provision of support and development of strategies around organisation in conjunction with study skills.
	Develop physical activity initiatives.
	Orientation and transition for new students including Big Sister program and "Welcome to Schols" transition program.
2.	Review and promote staff access to counselling services including targeted access for Guidance Coordinator team.
	Professional learning targeting mental health and mental illness in adolescents for College teaching and front office and library staff.
	Professional learning in support of strategies at the College
	Targeted strategies to support staff in relation to workplace related stress management.
3.	Review of House structure within the College and associated structures in relation to: i. staffing and staff development ii. student leadership iii. space allocation iv. College identity and Mission College activities
4.	Liaise closely with Assistant Principal Teaching and Learning, Curriculum Coordinator and Diverse Learning Coordinator to a develop structure that allows for more direct communication between the Academic and Pastoral Care teams to more fully and effectively support students
	Contribute to and collaboratively analyse student data including data from Social and Emotional Wellbeing Survey and College data to ensure full and effective response to student needs.
5.	Ensure ongoing connection to College Mission, Good Samaritan and Gospel values.

	Annually review of the viability of the design of Pastoral Plans with consultation with selection of participants in plans including students, families, external agencies and mental health professionals, Guidance Coordinators and teachers.
	Create annual diary of family evenings – both whole school and year group specific to provide information and conversation in relation to: • School strategies • Cyber safety • Student organisation and study skills Mental health and mental illness in adolescents

Leadership and Management

Strategic Priority	Providing and developing effective leadership and management to direct, guide and enhance the mission of the College
Strategic Intent	1. Cultivate and implement a plan for supporting the ongoing development of the College. 2. Develop a management system to ensure ongoing compliance in all areas of operation. 3. Develop a strategy to ensure the ongoing security of enrolments at the College. 4. Develop and ensure sustainability of leadership across the College.

Strategies/Actions	
1.	Prepare and implement a College Development Plan, incorporating: • Imaging, consistent style guide • Marketing • Communications • Compliance
	Develop and evaluate the College planning cycle, including 3-year Strategic Plan, Annual Plans and Term Plans, goal setting and evaluation.
2.	Review compliance across the College, using the CompliSpace program to systematise practice.
	Establish a policy and procedures review schedule.
	Establish a program of professional development in the areas of WHS and CP
	Establish a protocol for WHS reporting, meeting and follow –up.
3.	Establish an Enrolment Committee to review enrolment policy and procedures and to implement strategies for ongoing management of enrolments
4.	Develop and implement a system of regular staff reviews
	Develop a system for leadership identification and development, including regular professional reading and professional learning and opportunities to build upon skills.

Resourcing and Stewardship	
Strategic Priority	Managing and coordinating the financial, business administration and property management of the College to ensure current and future viability, sustainability and development
Strategic Intent	1. Implement and review practices to ensure the financial security of the College. 2. Fulfil requirements regarding statutory financial obligations and compliance: monitor and respond to changes in reporting structures and methods. 3. Develop and implement plans to ensure the continuing suitability of facilities and the quality of the physical environment. 4. Maintain and develop human resource management responses to the employer and employee requirements of the College.

Strategies/Actions	
1.	Provide comprehensive annual budgets and forecast cash flow statements that include financial consideration of emerging College projects.
	Prepare regular reports that analyse income and expenditure figures and cash flow statements, for both the Day and Boarding schools, in order to monitor and provide financial advice to the Principal, the Board and the Members of the Company.
	Prepare updated current and projected financial information to Somerset Education, for the production of the key indicators (SKI) report and annual benchmarking report, for comparative analysis and improvement of College performance.
	Examine and review the expected costs of the stages of the College Master Plan and recommend an achievable time frame for financing the implementation of each stage.
	Liaise with GSE and lending authorities with a view to optimising the College's financial commitment to the building refurbishment program.
	Manage College income by monitoring enrolments, establishing competitive fee structures and debt management procedures, and keeping abreast of political influences and changes to funding levels for non-government schools.
	Continue the tradition of the Good Samaritan commitment to provide access to education for students experiencing short or long-term disadvantage, through a sustainably financed bursary program.
	Develop a plan to encourage donations to the Building Fund, particularly during the first stages of construction.
2.	Provide full and well-documented disclosure of College accounts and procedures, for the external audit and preparation of annual financial statements, in accordance with the Constitution of the Company.
	Complete documents to comply with statutory reporting requirements of State (DOE) and Federal Government (DET) funding authorities, and the Australian Charities and Not-For-Profit Commission.
	Calculate and provide timely and accurate payments to the Australian Taxation Office for PAYE taxation, Fringe Benefits Tax, Goods and Services Tax, the Higher Education Loan Program and the Financial Supplement Program. Monitor and implement changes to the levels and structures of these payments that require amendments to calculation formulae.
	Provide enrolment characteristics and staffing information data to comply with the census requirements for funding of grants from State and Federal governments.
	Formulate a method of meeting the change to more extensive statistical information required by the College and external agencies.
	Continue to organise for the provision of relevant information to CompliSpace and negotiate timeframes for on-line modules to become active.
	Ensure all fire safety devices and equipment are checked and maintained, to comply with City of Sydney regulations, for the issue of the Annual Fire Safety Statement. Maintain College lifts and motor vehicles and arrange for their regular inspection and annual registration.
3.	Consult with project managers and architects to deliver a College Master Plan that will provide direction for the physical needs of the College for the next 10-15 years.
	Manage the consultation process for the implementation of the Plan.

		Manage, in conjunction with building and construction specialists, the completion of the initial stages of the program.
		Examine the requirements for the provision of spaces to meet learning needs during the demolition and refurbishment phases of the building program; prepare an appropriate plan to meet these needs.
		Balance the maintenance requirements of the College with the renewal of facilities.
		Protect the green space footprint of the College, and trees, designated by the City of Sydney to be of significance in the Glebe area, during the changes to building usage, and restore and enhance the planted areas of the gardens.
		Consider advice from Catholic Church Insurances, and reassess value and risk factors, to ensure all buildings and contents are adequately insured.
4.		Participate in the decision making process regarding the conditions of employment and salary scales for the new Enterprise Agreements for Teachers and Support and Operational staff. Advise the Catholic Commission for Employment Relations of the outcomes in order for them to negotiate and finalise the EA's on the College's behalf.
		Engage in further negotiations to achieve an Enterprise Agreement that will include the complex conditions associated with Boarding supervisory staff and a more appropriate structure for support and administrative staff.
		Ensure all staff obtain Working With Children (WWC) checks, and verify these on-line, to meet the 2017 Education sector requirements of the NSW Office of the Children's Guardian.
		Review and update employment conditions and contracts for temporary staff.
		Maintain records and provide an analysis of staff absences in order to assess the impact on the budget for casual staff: recommend strategies for the management of long service leave.
		Calculate expected staffing levels and salary expenditure for the financial year to renew workers' compensation insurance.

Boarding	
Strategic Priority	Nurturing members of the boarding community in a safe and supportive environment
Strategic Intent	1. Focus on the health and wellbeing of members of the boarding school 2. Develop partnerships, both internal and external, and communication between stakeholders 3. Establish and implement standards and expectations across the boarding school 4. Enrolments and marketing 5. Resources and facilities
Strategies/Actions	
1.	Define medications policy and implementation of this by the boarding staff.
	Establish and implement emergency policy and procedures.
	Explore options for management of unwell students.
2.	Foster working relationships with external agencies who can support the boarders, for example: AIME, BirchTree, AMS, local community support groups etc
	Work with day school staff to establish systems for utilising the internal services available to students to address issues of mental health and wellbeing. These include the counsellors, academic support and guidance counsellors
	Strengthen the partnerships between stakeholders, boarders, parents/carers/guardians, boarding staff, day staff, daygirls and parents.
3.	Work towards meeting the National Boarding Standards
	Ensure provisions for registration and accreditation are met
	Clearly define the expectations and role descriptions for boarding staff
	Establish systems for meeting Duty of Care obligations and promoting best practice.
4.	Work with the day school to devise an enrolments policy that allows for retaining a cultural balance in the boarding community
	Target marketing strategies to ensure renewal and occupancy retention each year.
	Establish a schedule for having a presence in the communities from where we draw the significant number of our boarders.
	Plan intake so that each year group grows in numbers appropriately to be accommodated by our physical layout.
5.	Work with Executive/Principal to develop a recruitment plan, ensuring the boarding house is adequately staffed by qualified personnel
	Maintain and expand the physical environment, to ensure it is safe and meets the basic needs of the occupants.
	Establish budgeting protocols to ensure needs of the boarding community are met.