



**ORANA
CATHOLIC
PRIMARY
SCHOOL**

STRATEGIC PLAN

2019 - 2021

**CHRISTINE
WALSH**

MESSAGE FROM THE PRINCIPAL

Orana Catholic Primary School commenced in 1980 and today is a double stream school with an enrolment of approximately 400 students. As the Parish school for Saints John and Paul, Willetton, we proudly maintain a community where the dignity and worth of every person is nurtured. Society has changed since our last Strategic Plan was prepared and whilst much of our good work continues, it is timely to consider where we would like to be in the future. This has occurred during 2018 culminating in a new Strategic Plan 2019 - 2021 which I am pleased to present to you.

In formulating a new Strategic Plan, we have undertaken to gain a good understanding of the context in which we operate including the challenges and opportunities faced now and those likely to be faced in the future. Emerging trends in education and the Western Australian community and the strategic intent of Catholic Education Western Australia (CEWA), have been considered. Feedback from the community, through face to face workshops and surveys, has also been sought and analysed. This has enabled us to hear first hand people's experience of the school. The feedback is positive, reassuring and suggests we have much to celebrate, but also that there are still things we can improve.

As one of a handful of Apple Distinguished schools in WA, we are proud of our innovative mindset and commitment to enriching learning experiences through technology. The staff at Orana continually demonstrate the five best practices of an Apple Distinguished School: visionary leadership, innovative learning and teaching, ongoing professional learning, compelling evidence of success, and a flexible learning environment. This will continue through the priorities in this Strategic Plan. In this way, we ensure that all students are well prepared for future success at secondary school and life in general and that they leave Orana as outstanding young Christian men and women, ready to contribute to their community.

On behalf of the School Board and staff, it is my pleasure to present to you our new Strategic Plan 2019-2021. I look forward to continuing to work in partnership with parents as we bring this plan to life and ensure that each new day is a new adventure!

Christine Walsh

Principal

OUR MISSION

To provide a total education within a just and harmonious environment.

The Orana CPS mission declares our core purpose as a school. As a primary school, operating in the Australian context, we are committed to equity and excellence. At the same time as a Catholic school, we are committed to ensuring that every day is a new adventure for our students, to being a safe and welcoming community and to being a place where all feel a sense of belonging. We work in partnership with parents to bring about this mission.

OUR CORE VALUES

As we strive to bring our mission to life, we are focussed on the Gospel values that underpin our work and relationships with others:

- GENEROSITY
- RESPECT
- EXCELLENCE



OUR APPROACH AND VISION FOR SUCCESS

This Plan has been informed by the Australian Government's *Melbourne Declaration on Educational Goals for Young Australians (2008)* which calls on 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 *Bishops' Mandate Letter* calls on Catholic schools to form young Christian men and women who will contribute to making their community a better place for all. The Focus Areas of the Catholic Education Commission of Western Australia (CECWA), articulated in *Strategic Directions 2019 - 2021*, tie the two documents together. A strategy therefore, that is grounded in the context of our Western Australian and local community and addresses the challenges that we and the broader Catholic System have identified, is essential.

THE OUTCOMES WE SEEK

- GOAL 1: Christ-centred leadership - faith-filled individuals who are active in their outreach
- GOAL 2: Successful learners - development of critical, creative and confident learners
- GOAL 3: A Pastoral Catholic community - a welcoming community that supports diverse learning needs
- GOAL 4: Sustainability - full enrolment with a demographic that reflects the broader Willetton community



DRIVERS OF AN ENGAGING LEARNING ENVIRONMENT WITH CHRIST-CENTRED LEADERSHIP

An expert teaching team is retained & developed

Analysis & discussion of student performance data is common

Staff actively promote student safety, well-being and the well-being of their colleagues

Innovative, contemporary & technology rich approaches to learning are common

Opportunities for personal and faith development complement mission inspired practice and outreach

DRIVERS OF STRONG ORGANISATIONAL SUSTAINABILITY

Shared leadership & governance practices

Specialist programs that respond to student need

Financial affordability & enrolment stability

Well-targeted resources & facilities



UNDERPINNING PRINCIPLES & VALUES

Christ centred | Student focussed | Evidence based

Generosity | Excellence | Respect



OUR CONTEXT – EVIDENCE BASE

A summary of our research into the challenges likely to be faced over the life of this Plan, is provided below.

TRENDS IN EDUCATION

- There is much research on the positive long-term effect of quality early learning on educational, social and health outcomes. A focus on Kindergarten to Year 2 and early intervention, is essential.
- Performance of Australian students in Science, Technology, Engineering and Mathematics (STEM) against international benchmarks has stalled. A *National STEM School Education Strategy: 2016 - 2026* has been developed by the Commonwealth Government to guide schools.
- School design and facilities are increasingly recognised as a key complement to the teaching program. A focus on flexibility, technology rich environments, spaces for collaboration and furniture is required.



TRENDS IN WESTERN AUSTRALIA

- Results of the most recent community survey of over 2000 Western Australian residents conducted by the Committee of Perth (2017) and again in 2018 indicate that,
 - 72% of respondents have no expectation that wages will increase
 - 40% of households reported being financially worse off than they were 5 years ago; and
 - 59% of all households would struggle financially if costs increased by 5%.
- Ensuring school fees remain affordable and do not present a barrier for the community, is critical.
- Projections by the Australian Bureau of Statistics (ABS) show continued growth in the population of primary school aged children.



TRENDS IN OUR SCHOOL AND LOCAL COMMUNITY

The school's own research and data suggests a number of identifiable strengths that we will seek to maintain, as well as some challenges:

- The school community continues to be welcoming and inclusive;
- The designation as an Apple Distinguished School reflects our contemporary approach to learning;
- The Music and Out of School Hours Care programs are well regarded and recognised for their excellence;
- Two high performing secondary schools (Rossmoyne SHS & Willetton SHS) nearby makes for a competitive primary schooling environment that includes high parental expectations for academic performance;
- The surrounding suburbs continue to be a preferred living destination for young families seeking to access government secondary education - this demand lifts house prices and subsequently family mortgages;
- The school is not currently the leading school in the area in terms of student Literacy and Numeracy performance, but aspires to be so;
- The strengths of the school and its achievements are not well known;
- Public perceptions of historical issues in the Catholic Church impact the school, even though Pastoral Care and student safety is a strength of the school; and
- Enrolments have become more difficult to attract and retain.



THE ACTIONS WE WILL TAKE TO ACHIEVE OUR GOALS

Goal 1

Christ-centred leadership - faith-filled individuals who are active in their outreach

- A. Expand Year 4 to 6 Ministry and Christian Service opportunities through student leadership and development programs.
- B. Increase opportunities for the personal faith development of staff, through external organisations.

Goal 2

Successful learners - development of critical, creative and confident learners

- A. Maintain a consistent school wide approach to the teaching of Literacy and Numeracy.
- B. Establish explicit expectations and accountability for the quality of practice and the level of student performance.
- C. Continue to collect and analyse student data and establish regular times for school leaders to work with their teams to review data and refine improvement strategies.
- D. Undertake whole-school approach to inquiry-based learning.
- E. Further strengthen enrichment programs in The Arts Learning Area and in Science Technology Engineering and Mathematics (STEM).
- F. Continue to promote and expand the school's award-winning Arts program.

Goal 3

A Pastoral Catholic community - a welcoming community that supports diverse learning needs

- A. Review and update the school Evangelisation Plan.
- B. Implement a social and emotional learning program that promotes resilience, healthy relationships and positive well-being. The program is to be guided by the Orana Values document.
- C. Foster formal and informal opportunities to engage parents as partners in the education of their children.
- D. Facilitate workshops through the Parents & Friends Association to enable parents to better understand the teaching and learning programs of the school, integration of technology in learning and student health and well-being.
- E. Maintain a focus on being inclusive and welcoming of Catholic and non-Catholic families as well as for those with diverse learning and social needs.
- F. Continue to review and optimise internal and external communication channels.





Goal 4

Sustainability - full enrolment with a demographic that reflects the broader Willetton Community

- A. Develop a targeted marketing program that raises awareness of the strengths of the school and partnership opportunities available.
- B. Develop brand awareness around the Apple Distinguished School designation and the achievements of the school band - Innovation and excellence in learning.
- C. Identify groups within the community that are under represented in their enrolment and provide targeted opportunities to raise their awareness of the school and involvement in functions.
- D. Review school fees to ensure affordability as well as the introduction of targeted bursaries/scholarships in consultation with the Parish priest and Catholic Education WA.
- E. Develop plans and implement them for the consistent upgrade of classrooms, playground and staff facilities, including:
 - Ensuring spaces are contemporary, attractive and conducive to learning;
 - Ensuring Early Childhood Education (ECE) facilities and play spaces are contemporary and meet the requirements of the National Quality Standards; and
 - Continuing to upgrade classroom furniture and resources.
- F. Ensure the School Board prioritise resourcing of the goals in this plan in annual budgets including the provision of classroom resources.
- G. Review the existing Information Technology (IT) Plan ensuring a sustainable and affordable approach and enable student access to up-to-date equipment.
- H. Continue to invest in targeted Professional Learning for each staff member, recognising their individual needs and aspirations and a school-wide focus on quality classroom instruction.
- I. Prioritise OSHC development to ensure ongoing accessibility and resourcing for the growing demand on this service.

OUR TARGETS AND MEASURES OF SUCCESS

CHRIST-CENTRED LEADERS	2021 TARGET
Opportunities for personal and faith development are provided.	YES
Opportunities for mission inspired practice and outreach are provided.	YES
SUCCESSFUL LEARNERS	
Staff observations and parent feedback indicates students: <ul style="list-style-type: none"> • lead their own learning; • collaborate using critical and creative thinking to solve complex problems; • are aware and understand the wider world; and • do their part to make the world a more equal, fair and sustainable place. 	YES TO ALL
NAPLAN – the rate of student growth from Year 3-5 in all (5) measures exceeds that in ‘like’ schools starting from the same point.	YES
Apple Distinguished School designation is maintained.	YES
Professional Learning and the priorities and activities identified in this Strategic Plan are a resourcing priority in annual budgets.	YES
Parent/staff/student surveys (% whom agree or higher) indicates: <ul style="list-style-type: none"> • information on academic progress is timely and appropriate to support parents as the first educators of their children; • the academic programs provide sufficient challenge and extension; and • facilities at the school are contemporary and support critical and creative learning opportunities; 	Greater than 80% for all
PASTORAL CATHOLIC COMMUNITY	2021 TARGET
Parent/staff/student surveys (% whom agree or higher) indicates: <ul style="list-style-type: none"> • staff provide safe and supportive learning environments; • a strong and authentic Catholic culture is evident; • opportunities to understand the Catholic faith, for prayer and liturgy are appropriate; • community members demonstrate the core Gospel values of Generosity, Excellence and Respect; • community members actively support and demonstrate Catholic outreach; and • the school leadership communicate well with the community; 	Greater than 80% for all
SUSTAINABILITY	2021 TARGET
Sustainability and diversity: <ul style="list-style-type: none"> • total enrolments exceed 400 students (PP-6); • school demographic mix reflects the community demographic; • an appropriate Capital Development Plan is developed including an accompanying financial plan to implement; and • operating surpluses are maintained in the future to ensure recurrent financial sustainability. 	YES YES YES YES

CONTACT DETAILS



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