

**ECUMENICAL  
PRIMARY SCHOOL**

**Review of the**

**STRATEGIC RENEWAL PLANNING FRAMEWORK**

*for*

*2008*

Priority 1

**The Religious and Evangelising Mission of Schools**

**Intentions**

In 2008, we at Jubilee intend to:

- I 1** strengthen staff, parent and parish community understanding and support for the school's Catholic identity and role within the mission of the Church.
- I 2** work collaboratively with pastors, parish communities, deans, bishops and other Archdiocesan agencies in strengthening partnerships within the context of the Archdiocesan Vision and emerging directions.
- I 3** provide ongoing formation opportunities in spirituality for mission, theology and religious education for staff including a focus upon justice, peace and ecological sustainability.

**Expectations**

In 2008, we at Jubilee expect that:

- E 1** dialogue is established amongst school communities, parishes, churches and other key stakeholders on issues relating to Ecumenism, Christian identity and the evangelising role of the school as an educational ministry of Church.
- E 2** programs are in place to support ongoing formation in spirituality for mission, theology and religious education, informed by the Spiritual Formation Framework.
- E 4** school leadership roles and expectations are clarified and strengthened in relation to the changing roles of pastors, pastoral leaders, pastoral associates, parish and deanery bodies.

**BROAD PICTURE GOAL (2008 - 2011) TO MEET PRIORITY AREA 1**

- To revisit the Jubilee school motto, mission & vision statements in light of the ecumenical identity of the Jubilee School community. These statements will be contextualised so that they remain living, breathing and active documents that enhance the teaching of religion and the faith development as expressed in the life, operation and ethos of everyday life at Jubilee School.

Not revisited in 2008; this is a broad picture goal. The Administration Team is currently in consultation with John McArdle so as to facilitate a process to construct a Jubilee 'values/covenant/charter' statement that will sit below the Vision and Mission statement. This is to be an evolving expression of the Vision and Mission Statement and will relate to each of the member parts of the Jubilee School community, eg. Students, parents, churches, staff.

The School title/logo was revisited so that the message of the Vision and Mission is clearly articulated to the public: *'Jubilee Primary School - A Living Vision of Local Churches'* and this will now be an integral part of all school stationery, signage, and documentation.

#### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 1**

- To seek from the various stakeholders of Jubilee School, through authentic and consultative methods, their perceptions, needs and dreams for the children of Jubilee School.

This is ongoing in the collaborative meetings of various school groups. It is quantified by the agenda and minutes of the School Board, the Jubilee Covenant Churches Working Group, the Parents and Friend Association, Parent Support People Staff Meetings and through the Strategic Schools Renewal Goals Review Parent Survey.

A more focussed and formal response to this will be undertaken in 2009 with these groups.

- To provide increasing opportunities for personal and communal spiritual growth of staff through opportunities such as 'The Catching Fire Program' within the BCEC Spiritual Formation Framework.

This was achieved in 2008 and is quantified as follows:

- Eight staff members enrolled and participated in the Catching Fire program.
- Two staff Masses were held.
- Monday morning staff prayer continues being lead by staff.

- To meet regularly with the religious leaders of the covenant churches to foster shared wisdom, expectations and practical expressions of the four faith traditions.

Monthly meetings with the renamed Jubilee Covenant Churches Working Group continued. The group was widened to encompass the broader leadership of some of the ecumenical partners. Regular communication with the local pastors occurred via email and phone. It is quantified by Agenda, minutes and cc emails.

- To develop, clarify and strengthen school leadership roles and expectations.

This occurred initially, at the beginning of the year, but has happened only incidentally since then. It needs to be formalised for 2009 and beyond, with staff feedback being essential in the process.

Priority 2

#### **Student Learning Outcomes**

## **Intentions**

In 2008, we at Jubilee intend to:

- I 4 improve student performance in literacy and numeracy.
- I 2 implement quality pedagogy that is underpinned by contemporary research.

## **Expectations**

In 2008, we at Jubilee expect that:

E 2 inclusive and comprehensive curriculum, assessment and reporting processes align with current Queensland syllabuses and guidelines, are informed by the Brisbane Catholic Education Learning Framework and Brisbane Catholic Education curriculum policy, regulations and directions.

E 4 teaching practices actively engage students in their learning.

E 6 effective processes to prepare students for transition to work, further education and training are in place.

## **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 2**

- To have a functioning and ever evolving connected curriculum framework embedded with consistent language and values (made up of BCEC Learning Framework, RM Curriculum Manager or equivalent, Jubilee outcomes/life performance roles tracking record, Jubilee Values Statement).

In 2008 the current CST has been reviewing the functioning operations relating to curriculum and building upon the current curriculum framework. In 2009 there will be ongoing consultations to take place with staff and a particular focus upon c-operative teaching and planning.

- To have a reporting to parents structure that is 'parent friendly', appropriate, accurate, consistent and accountable whilst meeting Government and BCEC requirements.

In 2008 the existing reporting process and structure was used and maintained, with appropriate revision of the report card. Valuable additions were made, including the insertion of a typicality framework and electronic check-boxes. The Parent-Teacher interview process has also been adjusted - the report was sent home prior to the interview, so that parents were able to come to the meeting informed and the portfolios were used as part of the interview process before being passed on to the parents. This ensured greater accountability and transparency.

## **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 2**

- To define the role of a Curriculum Support Teacher to assist classroom teachers in their planning, teaching and reporting.

This was a different role to that functioning in 2007. The joint APA-CST role is new this year, with the role holder ascertaining the context and needs of the school during 2008. In 2009, it will be timely for a detailed review and defining of the role.

- To promote the encouragement of a whole school Connected Curriculum Framework and collaborative planning approaches through appropriate professional development opportunities and leadership team support.

In 2008 a plethora of professional development opportunities was made available to staff. This is quantified by PD records and costing reports. Whole staff PD was undertaken in relation to the use of electronic whiteboards, as 13 were installed in rooms in 2008 and more will be installed in 2009. A number of needs were identified in the desire for collaborative planning by staff and initial collaborative partnerships were fostered. This was able to transpire due to the support of the Leadership Team and has set clear directions for 2009, especially in the area of collaborative planning.

- To encourage and support staff to begin to trial 'Essentials' in 2008.

Staff have been encouraged by the Principal to familiarise themselves with the Learning Essentials, WOW's and Standards, but no formal trials have occurred to date. The Leadership Team is awaiting further clarification on the National Curriculum to be introduced in 2011 and direction from BCEC. This is quantified by QSA emails passed onto staff.

Priority 3

### **Student Support**

#### **Intentions**

In 2008, we at Jubilee intend to:

- I 1** develop whole of school responses to student protection, personal and social development, and behaviour support requirements.
- I 5** explore the development of cooperative networks to more effectively address the needs of students.

#### **Expectations**

In 2008, we at Jubilee expect that:

- E 1** effective pastoral care programs and strategies that address student protection, personal and social development, and resiliency are established.
- E 2** behaviour support programs address the contemporary needs of students, the changing contexts of family and community life and Brisbane Catholic Education policy and guidelines.
- E 5** schools plan for improved access for financially disadvantaged families.

### **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 3**

- To further develop the role and structure of Student Support (e.g. Student Support Team Meetings, Pastoral Care Structures, and Behaviour Management Structures etc) as an identifying element of Jubilee's Christian mission.

A STIE review has been conducted. Regular Student Support meetings were held throughout the year. There was regular contact and interaction with BCE Student Support personnel and other support personnel.

Behaviour management support has been consistently provided by the APA and other Admin Team members. There has been pro-active promotion of Behaviour themes and Virtues for the week. This is quantified by the *Special Focus of the Week* on Assembly and in *Jubilation*, Assembly items and Virtue Tree.

The implementation of a *zero tolerance of violence* practice has taken place and is quantified by the 'Willful Violence' Register and formal letters to parents. 2009 will see a different delivery of student support: School officers will be the main delivery agents.

### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 3**

- To further develop the role of APRE which will reflect pastoral support for students and families who are in need (e.g. ECHO Group, Class-Parent Support People, and Seasons for Growth).

Parent Support People meetings have been occurring, with one specific church representative and parents of another church in the group (Two churches to yet supply a representative); This is quantified by the agenda and minutes.

Parent Support People are to function from the start of 2009 through their involvement in Welcoming activities for new families.

Three staff undertook *Seasons for Growth* companion training. Three *Seasons for Growth* groups are functioning (approx. 20 children involved). This is quantified by the enrolment list.

- To provide improved support services for students through clarifying and distinguishing roles, responsibilities and expectations of support staff at Jubilee.

2008 saw the STIE role formally reviewed and this has provided distinct duties and responsibilities for the role holder for 2009 and beyond. It is quantified by the data and documentation from the review process, facilitated by the BCEC Inclusive Education site coordinator for our area.

- To provide improved access for financially disadvantaged families (beyond the Jubilee fees and concession policy) which offers pastoral support for those in genuine need.

In late 2008 Jubilee Primary School implemented a fee discount for those parents who would be otherwise financially disadvantaged through enrolment of children at both Jubilee and Assisi Catholic College. This is quantified by notification through *Jubilation* and also by future records of such concessions being applied.

The local St Vincent de Paul Society has provided financial assistance for financially disadvantaged families identified by the school. This is quantified by the school's financial records.

- To develop a specific behaviour management policy and procedures.

Existing behaviour management policies and structures have been supported, reinforced and supplemented, but further developments are to take place in 2009. This is quantified by the Willful Violence register and staff anecdotal records.

- To develop a personal and social development program.

A Personal and Social Development Education Committee has been functioning throughout 2008. They have undertaken a review of current practices and are continuing to work toward the development of a whole school program. This is quantified by meeting minutes/records and communication to staff via email etc.

Priority 4

*Staff Support*

### **Intentions**

In 2008, we at Jubilee intend to:

**I 3** utilise contemporary employment arrangements that are occupationally healthy, safe and productive for staff.

**I 4** promote and enhance workplace environments that are pastorally supportive

### **Expectations**

In 2008, we at Jubilee expect that:

**E 2** staff professional learning is strongly linked to the improvement of student learning outcomes.

**E 4** safe, productive and healthy workplace environments are in place.

### **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 4**

- To promote the individuality and initiative of teachers in relation to professional development and educational experience through the provision of opportunity and generation of a supportive and safe environment.

In 2008 a plethora of professional development opportunities were made available to staff and staff have been able to select those they considered professionally relevant to participate in. This can be quantified by PD and costing reports. A number of needs were identified in the desire for collaborative planning and initial collaborative partnerships were fostered. This was able to transpire due to the support of the Leadership Team. This has set clear directions for 2009 especially in the area of collaborative planning.

### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 4**

- To interview staff as a school leadership team in order to identify personal, professional and spiritual needs so as to provide and co-ordinate professional and personal development opportunities.

The Principal dialogued with all teachers and provided an opportunity for them to discuss their personal, professional and spiritual needs; Quantified by pre-interview and interview sheets collected by the Principal.

The APRE met with all staff to discuss, plan and identify staff needs in relation to prayer and worship.

- To support and initiate 'fun' activities for staff as a way of generating a harmonious working environment and in-turn reducing work-place stress.

Staff have organised or been provided with staff social dinners, staff teams at Trivia Night and Staff breakfasts. The School Officers have been provided with lunches on Secretary's Day and School Officers' Day.

- To provide regular opportunities and forums for school officers to meet with the Principal to discuss pertinent school officer issues.

There have been opportunities for this over staffing, timetable issues, and through the Principal's 'open door' approach.

- To articulate administration roles to staff to enhance the pastorally supportive working environment at Jubilee.

This occurred initially at the beginning of the year, but only incidentally since then. Staff feedback is essential. Identified needs are to be formalised for 2009 and formally communicated to the School community.

## **Priority 5**

Partnerships and Relationships

### **Intentions**

In 2008, we at Jubilee intend to:

**I 1** build strong partnerships among staff, students, parents and churches that are underpinned by the religious and evangelising mission of each school.

**I 3** further develop collaborative partnerships and links with Catholic and Christian schools within the local area.

### **Expectations**

In 2008, we at Jubilee expect that:

**E 1** school pastoral boards, or other approved models for engaging parents in policy development and school renewal processes, are well established.

**E 2** effective arrangements for induction, engagement, communication and education of our parent community are in place.

**E 3** strategic links with relevant primary and secondary schools are evident.

**E 5** effective procedures for resolving issues of concern are in place.

### **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 5**

- To promote Jubilee within the wider Gold Coast Community as a place of faith, learning and unity.

The Administration has engaged in planning with BCE Communications and Marketing to formulate a Marketing plan for Jubilee Primary School, including a new Suite of stationary, signage and Ute advertising.

The Administrative Office staff are now using a new data gathering process relating to enrolment enquiries and applications. This new data collection will

inform the future directions of communications and marketing at Jubilee Primary; Quantified by the Enquiry Record Book.

Emailed Weekly Prayer and News and Jubilation is sent to our four Local Covenant Churches and their leadership teams.

A letter box promotion of Jubilee Primary School was organised for Term Four in conjunction with St Mary's Catholic Community.

The Animal Welfare League student group has continued as an important community involvement group.

The school has encouraged students to participate significant community events, including the Gold Coast Eisteddfod, AB Paterson Speaking Competition, the Broadbeach Blues Festival and Pairs Cricket at the Australia-New Zealand Test Match.

#### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 5**

- To develop a written policy for monitoring and responding to grievances that may be raised.

Not achieved in 2008; transferred to 2009.

- To encourage parental participation in school events and classroom activities, especially those that are curriculum based.

There have been a number of quantifiers to support this goal being achieved, they include, Parent Information Evenings, Parent-Teacher Interviews, Middle Schooling Launch, Grandparents and Special Friends Day, classroom reading program and Prep helpers and class celebrations of learning.

- To review the School Board Constitution with the Jubilee School Board – discuss and implement alterations to existing procedures where required.

The School Board membership was reviewed and new memberships were obtained that represent the various parts of school community.

The Jubilee School Board Constitution was issued to new and current board members and is currently being visited at each meeting, while informing the procedures and formats of each meeting.

From 2009, the School Board will be constructing and developing a policy tree for Jubilee Primary which will house all the policies and procedures of the school.

- To review and improve communication lines at Jubilee

This is evident in:

- A greater usage of email communication has been utilised, most effectively in the Y-was bulletin.
- The use of the daily white board notices.
- A renaming and reformatting of the newsletter as Jubilation.
- Staff agenda and minutes for all meetings.
- Redesigning the School web address.
- Open door policy for students, parents and staff alike.
- Regular Administration reports to Parents and Friends, School Board, Jubilee Covenant Churches Working Group.

- Class teacher bulletins and newsletters.
- Detailed parent notes and permission forms relating to all school activities.
- Parent – teacher interviews – both formal and informal.
- Use of the opportunities at the time of phone or visitor enquiries to respond in a welcoming and informative manner.
- All parents and friends are invited to attend weekly Friday assemblies.

Priority 6

## **Information, Communication and Learning Technologies**

### **Intentions**

In 2008, we at Jubilee intend to:

**I 2** improve access and ongoing provision of hardware, software, training and support arrangements.

**I 3** enhance the IC and LT competence of staff.

**I 4** develop online processes, inclusive of interactive school websites, to more effectively communicate within, and across, our schools.

### **Expectations**

In 2008, we at Jubilee expect that:

**E 1** online tools to access information and services are enhancing learning and teaching.

**E 2** websites are promoting and communicating our mission and work, and engaging students, parents and staff.

**E 4** school technology plans that include access to hardware, software, training and support for staff and students are implemented.

### **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 6**

- Develop an ever evolving school ICT Plan.

In 2008, a Jubilee ICLT committee was commissioned to work with NPCCS and Julien Cotter BCEC - ICLT to begin the process of formulating a whole-school ICLT plan. Consultation, workshopping, feedback all happened during the course of the year and a draft proposal will be ready for consideration and implementation in 2009.

### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 6**

- To have an interactive and ever evolving school website.

BCEC Communication & Marketing were engaged in 2008 to design a new web interface to house the new Jubilee Primary School website. It was our expectation that this new website would be up and running by Term 4, 2008. It is now envisaged that it will be operative in early 2009.

- To continue to enhance and expand the opportunities for students and staff to have access to technology hardware and software and improve their competency levels.

In 2008, a Jubilee ICLT committee (Michael Ball & Tina Vingas) was commissioned and they have consulted staff and offered in-service and support. A major project for them was the installation of interactive whiteboard systems (boards, data projectors, laptops wireless keyboards and associated training) in 13 classrooms. The committee have been allocated additional release time to carry out these tasks. Planned for 2009, is the provision of at least one (possibly two) classroom computers lab(s). All existing classroom computers and the two sets of laptops for classroom use have been checked and maintained in operable condition.

- Engage an effective ICT support provider to ensure that ICT hardware is up and functioning consistently and constantly.

In 2008, NPCS were contracted as our school ICLT support provider and they conducted a whole-school review of existing hardware and system components. Their recommendations were carried out and significant upgrading and redevelopment has taken place in this regard to establish a fully functional network and system. Support is ongoing, remote and immediate.

Priority 7

### **Resourcing Catholic Schooling**

#### **Intentions**

In 2008, we at Jubilee intend to:

- I 1 enhance our capacity to be good stewards of financial assets and resources.
- I 2 ensure resource planning is aligned with school strategic renewal plans inclusive of changing school demographics.
- I 3 refine resource arrangements to support learning and teaching in the context of varying socio-economic, cultural and educational support needs.
- I 4 ensure that school fee and levy policies and processes are consistent with principles of justice, equity and accessibility.

#### **Expectations**

In 2008, we at Jubilee expect that:

- E 2 a communication and marketing plan is developed that increases the awareness of the purposes, benefits and value of Ecumenical education.
- E 3 asset management and resourcing provides for appropriately equipped school buildings and well maintained facilities.
- E 5 budgeting processes align resources effectively to the mission and strategic renewal plan of the school and report transparently on their use to the school community.

## **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 7**

- Establish effective financial practice within school budgets whilst resourcing Jubilee to capacity.

In 2008, a complete review of existing budgeting structures and financial practices was undertaken, resulting in a major redevelopment of same. Two significant decisions were made regarding school fees – a freeze on school fees for 2009 (no increase) and a decision to absorb any fees differential for families who keep a child at Jubilee when older siblings attend Assisi Catholic College. The Principal and Finance Secretary have attended workshops about the BCEC budgetary workshop process and have used this to develop the 2009 Jubilee Primary School budget, resulting in a school budgetary process that is more transparent, accountable, effective and accurate.

## **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 7**

- Where needed implement tracking devices to monitor income and expenditure.

This is being done in accordance with (and is quantified by) the BCEC budgetary workshop process and its associated guidelines.

- In consultation with BCEC's Communications & Marketing Team to strategically plan an advertising strategy to promote Jubilee School to the wider South East Queensland community.

The Administration has engaged in planning with BCE Communications and Marketing Team to formulate a Marketing plan, including a new Suite of stationary, signage, Ute advertising for Jubilee Primary School.

The Administrative Office staff, are now using a new data gathering process relating to enrolment enquiries and applications. This new data collection will inform the future directions of communications and marketing at Jubilee Primary; Quantified by the Enquiry Record Book.

- Fast-track the delivery of the 2009 School Budget to early to mid Term 4, 2008.

Achieved in 2008 and quantified by the Budget document itself and the minutes from meetings at which it has been presented.

- Resource the building projects so that they cater for current and future needs, ensuring alignment with architectural plans and the Master School Plan.

This is currently in action in the form of the new Middle Schooling centre under construction in readiness for occupation in Jan 2009; Quantified by building plans and approvals.

- Trial the BCEC online maintenance program.

Not achieved 2008.

Priority 8

## **Renewal and Quality Assurance**

### **Intentions**

In 2008, we at Jubilee intend to:

**I 2** effectively implement school renewal, validation and compliance processes.

**I 5** refine and integrate reporting mechanisms on school performance to communities, the Archdiocese and government.

### **Expectations**

In 2008, we at Jubilee expect that:

**E 1** the quality, capacity, and scope of Jubilee's community engagement with school renewal has increased.

**E 2** collaboratively developed strategic renewal plans for Jubilee is in operation.

**E 4** school renewal, compliance and school performance reporting address government regulations.

**E 5** we will increase our capacity to review, reflect and improve the performance of the school.

### **BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 8**

- To review all policies and procedures and amend or construct where needed.

From 2009, the School Board will be constructing and developing a policy tree for Jubilee Primary which will house all the policies and procedures of the school.

### **JUBILEE SCHOOL GOALS 2008 TO MEET PRIORITY AREA 8**

- To collaboratively plan goals and construct Strategic Renewal Planning Framework (SRPF) at a whole school, year and individual level to ensure that all staff are aware of, and have the opportunity to contribute to, the Jubilee SRPF Plan.

Achieved in 2008; Quantified by attendance & participation in South Coast Administration clusters and minutes from staff meetings.

- To monitor the school renewal plan to ensure that the requirements of Brisbane Catholic Education Strategic Renewal Framework are met by the end of 2011.

Achieved in 2008; Quantified by attendance & participation in South Coast Administration clusters and minutes from staff meetings.