



# CATHOLIC SCHOOL IMPROVEMENT PLAN

2025

**St Mary's College  
Broome**

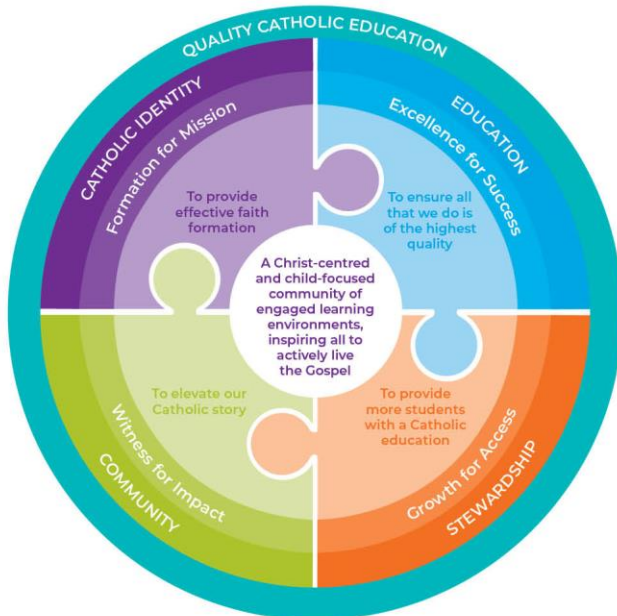


# CEWA Context

## Vision

Catholic Education Western Australia is a Christ-centred and child-focused community of engaged learning environments inspiring all to actively live the Gospel.

## CECWA Strategic Initiatives



## Formation for Mission

To provide effective faith formation

By 2030, Catholic Education Western Australia will implement formation practices and programs to empower all staff to further the vision and mission of Catholic education.

## Excellence for Success

To ensure all that we do is of the highest quality

By 2030, Catholic Education Western Australia's students and staff will thrive in their faith development, learning growth and wellbeing.

## Witness for Impact

To elevate our Catholic story

By 2030, Catholic Education Western Australia will achieve impactful partnerships with our communities, to enable all to recognise the value and contribution of Catholic education.

## Growth for Access

To provide more students with a Catholic education

By 2030, Catholic Education Western Australia will grow enrolments and prepare for future expansion, with parents recognising CEWA as the education provider of choice.

## Quality Catholic Education (QCE)

QCE is a whole of system approach to addressing the important governance and improvement processes and structures, and thus is an elaboration on CEWA's vision of a quality Catholic education which is Christ-centred and child-focused.



QUALITY CATHOLIC EDUCATION	
OUR VISION Catholic Education Western Australia is a Christ-centred and child-focused community of engaged learning environments, inspiring all to actively live the Gospel.	
<b>1. CATHOLIC IDENTITY</b> We ensure that: a. the Catholic Church's mission and vision are lived out in all that we do; b. our Catholic educational practices promote the living of the Gospel through the work, worship, prayer, service and community; c. our students are inspired to live the Gospel in their lives and in the world.	<b>2. EDUCATION</b> We ensure that: a. all students have access to a high quality Catholic education; b. our Catholic educational practices promote the living of the Gospel through the work, worship, prayer, service and community; c. our students are inspired to live the Gospel in their lives and in the world.
<b>3. COMMUNITY</b> We ensure that: a. our Catholic educational practices promote the living of the Gospel through the work, worship, prayer, service and community; b. our students are inspired to live the Gospel in their lives and in the world.	<b>4. STEWARDSHIP</b> We ensure that: a. our Catholic educational practices promote the living of the Gospel through the work, worship, prayer, service and community; b. our students are inspired to live the Gospel in their lives and in the world.
<b>REVIEW AND IMPROVEMENT</b> We ensure that: a. our Catholic educational practices promote the living of the Gospel through the work, worship, prayer, service and community; b. our students are inspired to live the Gospel in their lives and in the world.	





# Catholic School Improvement Plan Purpose

## Strategic Intent

Strategic intents should be drawn from and complementary to CECWA's Strategic Initiatives Towards 2030 with the necessary alignment and recognition to the context of the school. Strategic intents are developed through a school-wide consultative process. The strategic intents are broad goals and key improvement goals that can be articulated in more detail and actioned through the iterative School Improvement section of the CSIP.

Through the cycle of strategic planning, when CECWA's Strategic Initiatives are renewed, a school will factor this in when its next cycle of strategic consultation and generation of new intents over a three-year period occurs.

## Staff Formation for Mission Planning

In considering the school's Strategic Intent over the next three years in Catholic Identity, Education, Community and Stewardship, together with the iterative Improvement Goals (collectively the Catholic School Improvement Plan), priority also needs to be placed on identifying faith formation and mission objectives. These are the foundation to any school improvement goal setting and can permeate across all four pillars.

It is recommended schools focus on broad goals across a three-year period. The Staff Formation template is covered in more detail in Formation for Mission (Evangelisation) workshops facilitated by the Religious Education Directorate. It is primarily based on staff formation, as it relates to the school context, because staff cannot effectively evangelise students unless they themselves are suitably formed. The following link to the [Accreditation for CEWA SharePoint](#) may provide a valuable resource for schools. This plan should be reviewed alongside the Strategic Intent section within a school's strategic planning cycle. However, it can be updated more regularly should this be required. Schools are encouraged to utilise support from CEWA's Faith Formation Team. These goals are to be incorporated and infused through the Catholic School Improvement Plan, particularly setting more specific goals within the Improvement Goals section.

## Improvement Goals Planning (current school priorities)

Identified Strategic Intent and Staff Formation for Mission priorities are realised through Improvement Goals. The Improvement Goals are not intended to capture all the strategic activities of a school but rather prioritise the key areas of focus that will have the highest impact on realising sustained and relevant improvement. **Schools are encouraged to limit the number of goals established to maximise depth and impact of strategy.** Similarly, this is an iterative document that aligns with the ongoing nature of change that occurs in a school in order to embed processes and practices that lead to a quality Catholic education. Regular monitoring, review and updating of these goals is encouraged and schools may find the addition of notes and/or appendices to capture significant milestones and achievements useful in celebrating success and establishing the next iteration of improvement goals.

**There is an expectation that at least one goal for Aboriginal education and Early Years education (if relevant) be included.**

## Informed by evidence from

- Compliance review and governance requirements
- Staff Formation for Mission planning
- Quality Catholic Education guiding principles, frameworks and processes
- CECWA Strategic Initiatives towards 2030
- School Strategic Planning processes and data
- National Quality Standard (NQS) audit
- Aboriginal education / AEIM: Aboriginal Education Improvement Map
- Curriculum planning and requirements
- Student data analysis e.g. Learning Insights and other achievement data, attendance, wellbeing etc.
- QCE School Review (QCESR)
- School Climate Survey
- School improvement processes



# School Mission, Vision and Values

## School Mission

In partnership with families, we inspire all to learn, be creative and to have a listening heart.

## School Vision and Values

### Our Vision

We are recognised as a place of reconciliation in the way we live & promote social justice.

### Our Motto

We have empathy for each person's circumstances, hopes & dreams, & listen with our hearts to students, families & staff.

### Our Core Values

Courage - Upholding the Faith & all Christian values & being true to ourselves.

Love - Understanding differences with compassion & humility: accepting what has happened, & being able to move on with unconditional forgiveness.

Empathy - Listening, understanding & communicating with others in the spirit of our College Motto - Listening Hearts.

Acceptance - Appreciating each person & their story, valuing cultural differences, creating a safe, caring College & being inclusive of all.

Resilience - Being self-motivated, understanding our strengths & challenges, always giving our best & persevering in the face of adversity.

**ST MARY'S COLLEGE - BRODIE**  
LISTENING HEARTS

## Vision Mission Motto Values

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	<b>Resilience</b> Being self-motivated, understanding our strengths & challenges, always giving our best & persevering in the face of adversity.

Kindergarten - Year 12 Catholic College  
Continuing Catholic Education since 1908

## Principal Statement

As we embark on this pivotal journey together, we are excited as a College Leadership Team in collaboration with staff feedback from 2024 review and community engagement through our School Advisory Council and Parents and Friends, to present our Catholic School Improvement Plan for 2025.

We are excited to introduce our Strategic Intents and Formation for Mission Goals, which will guide our college improvement agenda over the next three years and beyond working from our (2022-2025). This agenda reflects our commitment to fostering an inclusive, faith-driven educational environment that empowers our K-12 community to thrive both academically and personally.

We are committed to honouring CEWA Bold goals for 2030, and recognise that St Mary's College will play a lead role in the future of the Kimberley, by creating a learning community where people of different cultures work together to enable all students to achieve their full potential.

Together, as a whole school community, we can achieve great things. We will continue to be distinguished by the way we live and promote social justice, reconciliation and all Christian values; our culture of achievement; and our safe, caring community.

Our students will be recognised as faith filled, optimistic, resilient people who are creative and respectful, who confidently take their place in the world with "Listening Hearts".

Our college is proud of our Strategic Intents 2022-2025; a document that is a result of extensive consultation with our staff, students, families, School Advisory Council and College community. The Strategic Intents 2022-2025 sets out the key goals of the College and the associated drivers of change. We look forward to seeing the positive impact the 2025 Catholic School Improvement Plan will have on the lives of our students, staff and College community, and look forward to collaborating with our community to develop the Strategic Intents 2026 and beyond.





Year 1			Year 2			Year 3		
N	P	A	N	P	A	N	P	A
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Year 1			Year 2			Year 3		
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Year 1			Year 2			Year 3		
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# Staff Formation Planning



FOCUS AREA ONE								
What you want to improve								
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A			
						Year 1	Year 2	Year 3
<b>Improvement Goal:</b> Develop and implement a Christian Service and Learning program that engages our K-12 community. Incorporating service projects, educational workshops, and reflection activities to ensure an increased understanding of Christian values in service.	Revising documents for each campus on refining Christian Service Learning and Mission in Faith Life.	Semester One 2025	Faith Life and Mission Pillar Leader and working Party on Primary Campus.	Publish charter and communication to staff and families.	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Determining Christian Service Learning across each year level – services and focuses.	Semester Two 2025	Deputy Principals & ML teams on Secondary Campus and RE T&L Team	Measure visits and actions each term for each year level.	P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Formation	Increase numbers and development of emerging leaders in working parties.	Semester One 2025	College Leadership Team to identify key personnel for opportunities.	Presence and leading at staff and community masses, celebrations and facilitating professional learning.	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Improvement Goal:</b> To develop leaders across all areas of the College; both in varied roles and responsibilities.	Increased opportunity to attend professional learning events, coaching and development through leadership roles.				P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Faith Group to enhance opportunities for staff to lead.  Cultural Action Group to enhance opportunities for staff to lead.				A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FOCUS AREA TWO								
What you want to improve								
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A			
						Year 1	Year 2	Year 3
<b>Improvement Goal:</b> Continue to implement and document the Laudato Si On-country learning program that brings together community in an immersive, Gospel-centered environmental education aligned with Liyarn Ngari. `Coming Together in Spirit`	Establishment of a Cultural Action Team K-12 encompassing language, culture, reconciliation and special events.	Term One 2025	CLT, Pillar Leader, Cultural Pillar Leaders K-12, Language & Culture Teachers K-12.	Increased College involvement in specific events and opportunities to encourage language, culture and reconciliation.	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Continuation of Laudato Si Action Plan – further professional learning opportunities for staff.	Term Two 2025	CLT, Pillar Leaders	Plan checklist and PL feedback	P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Develop a Staff Wellbeing Plan.	Semester Two 2025	Director of Wellbeing	Launch of Wellbeing plan	A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Formation	Connection to wellbeing framework through K-12 Cultural Action Team and K-12 Faith Group.	Semester Two 2025	Cultural Action Team & Director of Wellbeing	Review and feedback of Wellbeing Framework	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Improvement Goal:</b> Leaders to be empowered to lead their teams and areas of expertise	Contextualising curriculum across K-12 to ensure witness and connection to Aboriginal Spirituality, rituals and connection to country.	Throughout 2025	Cultural Action Team	Increased connection with Aboriginal Spirituality & country through curriculum opportunities for students	P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staff Formation Planning (continued)



FOCUS AREA THREE								
What you want to improve								
Staff Formation	Relevant Actions (How?)	Timeline (When?)	Responsibility (Who?)	Effectiveness Indicators	Progress N/P/A			
						Year 1	Year 2	Year 3
<b>Improvement Goal:</b> Implement a comprehensive orientation and PL program for all staff that focuses on the K-12 College's mission, vision, history, and values. Program will include workshops and interactive sessions to enhance a deeper understanding and connection to our College.	Staff PL facilitated by Br Damien 'Encountering the Spirit' for all staff K-12.	Semester One 2025	College Leadership Team	Review of PL opportunity with staff	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Creation of College Vision for Learning.	2025	All staff, led by College Leadership Team	Vision for Learning finalized ready for launch in 2026	P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Review of Wellbeing Connect.	2025	Director of Wellbeing & College Leadership Team	Programs and structures reviewed for most cost efficient and effective result for students	A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Formation	Leading and providing opportunities for staff formation through onboarding and induction.	Throughout 2025	College Leadership Team	All new staff to participate in full induction regardless of time of year of appointment	N	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Improvement Goal:</b> (what do you hope to achieve?)	Reviewing the modules & format for FSW.	Semester One 2025	College Leadership Team	Opportunities to complete Faith Story Witness are readily available to staff, increasing staff ability to achieve Accreditation sooner	P	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Improvement Goals (current and targeted school priorities drawn from the Strategic Intent)



Key Improvement Goals - drawn from Strategic Intent <i>Performance &amp; development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Success Indicators <i>How will we know we have been successful? What process and outcome data will we measure?</i>	Responsibility <i>Who is the staff member who will lead the strategy?</i>	Timeline <i>Timeframe within which the key improvement goal will be achieved</i>	Progress <i>How are you tracking? Not commenced, Progressing, Achieved</i>	
Establish a data-driven review and implementation for a data framework for K-12 education, with regular data analysis sessions and targeted PL workshops/plan for staff. Aim to achieve improvement in identified key performance metrics, foster regular professional dialogue.	Scheduled sessions for Data analysis	Meaningful data for decision making	All staff, lead by staff participating in 'Empowered by Data program'	Throughout 2025	Not Commenced	<input type="checkbox"/>
	Produce Data Plan for College	Launch of College Data Plan in 2026	College Leadership Team through staff participating in 'Empowered by Data program'	End 2025	Progressing	<input type="checkbox"/>
					Achieved	<input type="checkbox"/>
Collaboratively develop and formally adopt a K-12 Vision for Learning that integrates our College's vision, mission, and commitment to academic excellence. Ensure the vision is reflected in curriculum goals and includes measurable benchmarks for student success.	Create opportunities for consultation, collaboration and feedback relating to Vision for Learning	Targeted small group and whole College/Campus group opportunities to collaborate and feed back	College Leadership Team, with all staff participating	Throughout 2025	Not Commenced	<input type="checkbox"/>
	Creation of Learning Charters across K-12	Shared narrative and language that supports learning at St Mary's College – final documentation to be published for wider audience	Middle Leaders	Throughout 2025	Progressing	<input type="checkbox"/>
					Achieved	<input type="checkbox"/>
Implement coaching model for K-12 staff that empowers staff PL programs & PGP for staff priorities.	Refine PGP process and individualized approach	Greater ownership by staff in developing their own individualized pathways	College Leadership Team and Middle Leaders	Throughout 2025	Not Commenced	<input type="checkbox"/>
	Launch of PL programs for TA's, ATA's, Early Career Teachers, New Kimberley staff and middle and senior leaders.	Greater ownership by staff in developing their own individualized pathways	College Leadership Team and Middle Leaders	Throughout 2025	Progressing	<input type="checkbox"/>
					Achieved	<input type="checkbox"/>
Collaboratively develop a strategic intent for the 2026-2029 period that reflects the values and aspirations of the K-12 college community.	Engage stakeholders through workshops and surveys to gather input, establishing clear objectives and priorities, and finalising the strategic plan for implementation.	Creation of Strategic Intent to guide the College 2026-2029	College Leadership, with consultation from various stakeholders	Throughout 2025	Not Commenced	<input type="checkbox"/>
					Progressing	<input type="checkbox"/>
					Achieved	<input type="checkbox"/>