



**Diocese of Toowoomba  
Catholic Schools**









# 2018 Annual Action Plan St Stephen's School

*"Strive for Success, Celebrate our Spirit"*

# Annual Action Plan

Year: 2018

School: St Stephen's School Pittsworth

Teaching and Learning				
Exemplary teaching and learning leads to continuous improvement in student learning outcomes				
<p><b>Strategic Intent:</b> Integrate high yield strategies and learner-centred approaches in every classroom in all curriculum areas</p>	<p><b>Target</b> <i>(Built on base line data)</i> By the end of 2018 develop the capacity of all teachers in classroom practices of learning intentions, success criteria, feedback, walkthroughs and gradual release of responsibility.</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>• Reading Strategy P-4 as per TCSO implementation document</li> <li>• Reading Strategy 5-6 Professional Development</li> <li>• High yield strategies roll out to ensure there is common understanding of what is required by all teachers</li> <li>• Coaching and mentoring of teachers (use internal teacher capacity and external help as provided)</li> <li>• Lighthouse school Numeracy</li> </ul>	<p><b>Resources</b> <i>Human (School, System, Other)</i></p> <ul style="list-style-type: none"> <li>• Principal, APRE, Middle Leader, Teacher Leaders, TCSO personnel</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li>• Use of funding provided by the office (Resource \$65 000, SWD \$32 000, ATSI \$3000)</li> <li>• Relief budget to release teachers for classroom visits (4 a year x 6FTE = \$2000)</li> </ul> <p><i>Professional</i></p> <ul style="list-style-type: none"> <li>• Literacy Solutions</li> </ul>	<p><b>STATUS</b></p> <p> <input type="checkbox"/> Not Started</p> <p> <input type="checkbox"/> Started</p> <p> <input type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Build capacity of all staff to collect and use data to track student progress and inform pedagogy</p>	<p><b>Target</b> <i>(Built on base line data)</i> Ensuring that the strategies identified through data analysis are implemented in classroom practices.</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>• A formal approach to walkthroughs/classroom visits, timetabled into the year, the focus on reading.</li> <li>• Teacher goal setting (performance plan) to work on upskilling teachers in data analysis</li> <li>• Continue PROBE testing for diagnostic data</li> <li>• Continue data walls and review best practice</li> <li>• Continue analysis of NAPLAN data and identify what it means for our teaching and learning (CED3)</li> <li>• Focus on numeracy data to look at strategies for improvement</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>• Teacher Leader (Deanne, LST teacher), Principal, Dr Judy Smeed</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li>• Teacher release for meeting with Principal and ML to discuss data 4 per year = \$2000)</li> <li>• Teacher release for PROBE 5 days a year = \$2500</li> </ul> <p><i>Professional</i></p> <ul style="list-style-type: none"> <li>• TCSO Reading Assessment Requirement Standards p.3</li> </ul>	<p><b>STATUS</b></p> <p> <input type="checkbox"/> Not Started</p> <p> <input type="checkbox"/> Started</p> <p> <input type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Create and sustain communities of practice which facilitate collective efficacy</p>	<ul style="list-style-type: none"> <li>• <b>Target</b> <i>(Built on base line data)</i> Continue professional dialogue in PLT, with a target to ensure</li> </ul>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>• PLT time during assembly continues, once a fortnight, Junior and Senior, go for 1 hr (at least 4 meetings per term)</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>• Middle Leader, Principal to plan out the PLT agendas</li> </ul> <p><i>Financial</i></p>	<p><b>STATUS</b></p> <p> <input type="checkbox"/> Not Started</p> <p> <input type="checkbox"/> Started</p>

	that professional dialogue focuses on improving student outcomes through data analysis and the implementation of high yield strategies.	<ul style="list-style-type: none"> <li>Revisit the norms at the beginning of 2018, and re-establish the purpose of the group.</li> <li>Induct “new” staff on the model</li> </ul>	<ul style="list-style-type: none"> <li><i>Professional</i></li> <li>Follow the Dufour Dufour model</li> </ul>	<input type="checkbox"/> Completed <b>EVIDENCE</b>
<b>Strategic Intent:</b> Effectively engage with parents to support the delivery of quality teaching and learning	<b>Target</b> <i>(Built on base line data)</i> Address parent issues that surfaced in the RADII survey in 2017	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>School Board update in the newsletter</li> <li>Written feedback to students</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li><i>Financial</i></li> <li><i>Professional</i></li> </ul>	<b>STATUS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not Started</li> <li><input type="checkbox"/> Started</li> <li><input type="checkbox"/> Completed</li> </ul> <b>EVIDENCE</b>
<b>Mission and Identity</b>				
<b>All students encounter Jesus Christ through the exemplary teaching of Religious Education and the faith practices of the school</b>				
<b>Strategic Intent:</b> Develop a shared understanding of and consistent language for Catholic Identity through all schools participating in the Enhancing Catholic Schools Identity Program	<b>Target</b> <i>(Built on base line data)</i> As per TCSO direction, look at raising awareness as per the ECSIP.	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>To be identified as per the target.</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li><i>Financial</i></li> <li><i>Professional</i></li> </ul>	<b>STATUS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not Started</li> <li><input type="checkbox"/> Started</li> <li><input type="checkbox"/> Completed</li> </ul> <b>EVIDENCE</b>
<b>Strategic Intent:</b> Integrate high yield leadership strategies and practices which nurture a distinctive and contemporary Catholic Identity	<b>Target</b> <i>(Built on base line data)</i> As per TCSO direction, implement high yield leadership strategies to nurture Catholic Identity in the school	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>Continue to grow the culture of the school through the charisma of Mary MacKillop</li> <li>Continue to promote the Catholic Identity of the school through word and action.</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li>Principal, APRE, TCSO Personnel</li> <li><i>Financial</i> <ul style="list-style-type: none"> <li>Possible retreat expenses (\$3000)</li> </ul> </li> <li><i>Professional</i> <ul style="list-style-type: none"> <li>Sisters of St Joseph</li> </ul> </li> </ul>	<b>STATUS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not Started</li> <li><input type="checkbox"/> Started</li> <li><input type="checkbox"/> Completed</li> </ul> <b>EVIDENCE</b>
<b>Strategic Intent:</b> Provide faith formation for students and staff which enhances the teaching of RE and the religious life of the school	<b>Target</b> <i>(Built on base line data)</i> Continue current practices, with a view to auditing what we do for 2018 implementation.	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>Continue developing the faith formation of all student through regular prayer, liturgy, Masses, celebrations etc.</li> <li>Audit the faith formation opportunities we give students and staff and look at 2018 activities/development from this audit.</li> <li>Audit the teaching of RE in the school and look at what needs to be done to develop teacher capacity in this area.</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li>APRE, Principal, Teachers , TCSO Personnel</li> <li><i>Financial</i> <ul style="list-style-type: none"> <li>Catering (pa \$500)</li> </ul> </li> <li><i>Professional</i> <ul style="list-style-type: none"> <li>Parish Priest</li> </ul> </li> </ul>	<b>STATUS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not Started</li> <li><input type="checkbox"/> Started</li> <li><input type="checkbox"/> Completed</li> </ul> <b>EVIDENCE</b>
<b>Continual Renewal</b>				
<b>Effective review and improvement strategies and practices inform planning and decision making</b>				
<b>Strategic Intent:</b> Embed in school practices, system-wide frameworks in the areas of Leadership; Performance	<b>Target</b> <i>(Built on base line data)</i> Work with staff to ensure there is a good understanding of the listed frameworks, and focus on ensuring there is a strong	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>Performance and Development to be addressed through teacher goal setting.</li> <li>Goal setting. Everyone to have 3 goals. Organisational (TCSO – reading),</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li>Principal, staff</li> <li><i>Financial</i></li> </ul>	<b>STATUS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not Started</li> <li><input type="checkbox"/> Started</li> </ul>

and Development; Teaching and Learning; Spiritual Formation; and Professional Learning	approach to Performance and Development as per AITSL standards.	<p>Team – Numeracy – lighthouse, and Individual.</p> <ul style="list-style-type: none"> <li>Meet with teachers Term 1, 2 and 3 to discuss progress on goal setting.</li> <li>Term 4, teachers to present the progress of their goals at a staff meeting, sharing data, strategies and successes around what was done.</li> <li>PD for staff as per goals</li> </ul>	<ul style="list-style-type: none"> <li>Teacher release for goal setting discussions with principal. 1 a term, 4 days a year (\$2000)</li> <li>Staff PD budget \$5000</li> </ul> <p><i>Professional</i></p> <ul style="list-style-type: none"> <li>Outside consultant to take staff through process</li> </ul>	<p><input checked="" type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Participate in the system-wide approach to building leadership and teaching capacity based on national professional standards</p>	<p><b>Target</b> <i>(Built on base line data)</i> Make succession planning a priority in the school</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>Work with new APRE</li> <li>Make developing teacher leadership a priority ie. Classroom, middle leaders</li> <li>Build teacher efficacy through common classroom and whole-school practices e.g. walkthroughs, coaching, mentoring etc</li> <li>Coaching for reading strategy implementation</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>Principal, APRE, teachers, TCSO personnel as required</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li>ML extra time (2hrs week for Sem 1 = \$6500)</li> </ul> <p><i>Professional</i> Coaching course for Denis (\$2000)</p>	<p><b>STATUS</b></p> <p><input checked="" type="checkbox"/> Not Started</p> <p><input checked="" type="checkbox"/> Started</p> <p><input checked="" type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Effectively apply the cyclical renewal processes to inform strategic planning <i>Term 2 Students and their learning</i> <i>Term 3 Religious Life of the school</i></p>	<p><b>Target</b> <i>(Built on base line data)</i> Implement the "new" EICE approach</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>Formulate a 4 year EICE plan once TCSO have finalised the document (possibly do 1.2 and 2.1 in 2018)</li> <li>Align EICE with school priorities as much as possible</li> <li>Complete chosen component reviews</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>All staff, outside personnel as required</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li></li> </ul> <p><i>Professional</i></p>	<p><b>STATUS</b></p> <p><input checked="" type="checkbox"/> Not Started</p> <p><input checked="" type="checkbox"/> Started</p> <p><input checked="" type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<b>Sustainable Resourcing and Stewardship</b>				
<b>Prudent stewardship of physical, human and financial resources maximise student learning outcomes</b>				
<p><b>Strategic Intent:</b> Strategically plan for the provision and sustainability of Catholic schooling</p>	<p><b>Target</b> <i>(Built on base line data)</i> Continue to implement marketing strategies.</p>	<p><b>Key Improvement Strategies</b> Continue</p> <ul style="list-style-type: none"> <li>Early Years Network</li> <li>Marketing through local media</li> <li>Involvement in local activities</li> <li>Being a presence in the local community</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>All staff</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li>Advertising (\$1000)</li> </ul> <p><i>Professional</i></p>	<p><b>STATUS</b></p> <p><input checked="" type="checkbox"/> Not Started</p> <p><input checked="" type="checkbox"/> Started</p> <p><input checked="" type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Ensure consistent application of system-wide recruitment, retention and succession planning processes</p>	<p><b>Target</b> <i>(Built on base line data)</i> Student outcomes in the focus – staffing as per TCSO schedule and direction.</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>Continue current practices ie. Induction etc</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>Staff, TCSO personnel if required</li> </ul> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li></li> </ul> <p><i>Professional</i></p>	<p><b>STATUS</b></p> <p><input checked="" type="checkbox"/> Not Started</p> <p><input checked="" type="checkbox"/> Started</p> <p><input checked="" type="checkbox"/> Completed</p> <p><b>EVIDENCE</b></p>
<p><b>Strategic Intent:</b> Ensure policies and procedures support high standards of evidence-</p>	<p><b>Target</b> <i>(Built on base line data)</i> Audit current school based polices to align with strategic intent.</p>	<p><b>Key Improvement Strategies</b></p> <ul style="list-style-type: none"> <li>School to operate under TCSO polices as directed.</li> </ul>	<p><b>Resources</b> <i>Human(School, System, Other)</i></p> <ul style="list-style-type: none"> <li>TCSO personnel, School Board, staff</li> </ul>	<p><b>STATUS</b></p> <p><input checked="" type="checkbox"/> Not Started</p>

based decision-making, transparency, accountability and governance.		<ul style="list-style-type: none"> <li>Ensure Board is kept abreast of developments.</li> <li>Check through policies to ensure procedures support high standards of decision-making, transparency, accountability and governance.</li> </ul>	<i>Financial</i> <ul style="list-style-type: none"> <li><i>Professional</i></li> </ul>	<input type="checkbox"/> Started <input type="checkbox"/> Completed <b>EVIDENCE</b>
<b>Strategic Intent:</b> Implement the system-wide plan of resource allocation to schools	<b>Target</b> ( <i>Built on base line data</i> ) Implement TCSO requirements.	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>As per TCSO direction.</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li><i>Financial</i></li> <li><i>Professional</i></li> </ul>	<b>STATUS</b> <input type="checkbox"/> Not Started <input type="checkbox"/> Started <input type="checkbox"/> Completed <b>EVIDENCE</b>
<b>School Priorities</b>				
<b>Set from School Strategic Plans, EICE renewal processes and RADII satisfaction surveys</b>				
<b>Strategic Intent:</b> <b>RADII 2017 Satisfaction Surveys (Parents, Students, Teachers)</b>	<b>Target</b> ( <i>Built on base line data</i> ) <i>AS ABOVE IN TEACHING AND LEARNING</i>	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li></li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li><i>Financial</i></li> <li><i>Professional</i></li> </ul>	<b>STATUS</b> <input type="checkbox"/> Not Started <input type="checkbox"/> Started <input type="checkbox"/> Completed <b>EVIDENCE</b>
<b>Strategic Intent:</b> <b>EiCE 2017 reviews</b>  <b>1.1 Vision &amp; Mission</b>  <b>2.9 Cultural Diversity</b>  <b>4.4 Stewardship</b>	<b>Target</b> ( <i>Built on base line data</i> ) Address EiCE review challenges in this AAP.	<b>Key Improvement Strategies</b> <ul style="list-style-type: none"> <li>Look at embedding the Vision, Mission and Values of the school – look at PD to promote this.</li> <li>Continue environmental sustainability practices e.g. recycling etc</li> <li>Guest speakers to come to assembly to raise student's awareness of cultural diversity – Harmony day activities.</li> </ul>	<b>Resources</b> <i>Human(School, System, Other)</i> <ul style="list-style-type: none"> <li>All staff</li> <li>\$500 for V&amp;M</li> <li><i>Professional</i></li> </ul>	<b>STATUS</b> <input type="checkbox"/> Not Started <input type="checkbox"/> Started <input type="checkbox"/> Completed <b>EVIDENCE</b>
<b>Carry forward from 2017 Strategic Plan</b>		<ul style="list-style-type: none"> <li>Faith formation of teachers</li> </ul>	<i>Financial</i> <ul style="list-style-type: none"> <li><b>Catering for faith formation Twilight PD \$200</b></li> </ul>	

Principal: Janine Butlin  
on Leader: Paul Murphy

Senior Education

Date: 23/11/2017