



OUR LADY  
OF GRACE SCHOOL

Our Lady of Grace School

Vision and Strategic Plan 2014 - 2019

October 2014



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# 1. Introduction



# Introduction

## *Who we are*

Our Lady of Grace School, established by the Dominican Sisters, was blessed and opened in 1954 by Archbishop Prendiville. The school commenced with an enrolment of forty six children in Years One to Seven.

In 1957 a request from the Polish clergy of Perth was sent to the Order of the Sisters of the Holy Family of Nazareth for them to assist Polish migrants assimilate into Australian society while also maintaining their Catholic faith, Polish language and culture.

Relocating from North America, Sr Chryszanta Karssek, (Superior from Chicago, Illinois), Sr Alexandra Sliwinska (Philadelphia, Pennsylvania), Sr Timothy Jankowska (Worcester, Massachusetts) and Sr Adria Wijas (Chicago, Illinois) arrived to a residence in Charles Street, North Perth, purchased for them by the Polish Community.

In 1958, the Sisters of the Holy Family of Nazareth were invited to take over Our Lady of Grace School when the Dominican Sisters opened a new school in Doubleview. The new Order owned and operated OLG up until 2013 when they passed ownership to the Archbishop of Perth.

We are blessed to still have two Sisters on the staff of Our Lady of Grace.

Today, Our Lady of Grace School has an enrolment of over 540 primary school-aged children from Pre-Kindergarten through to Year Six.



# Introduction

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## *About the Order*

The Sisters of the Holy Family of Nazareth is an international congregation of religious women, founded in Rome in 1875, by Blessed Frances Siedliska.

The Sisters are called to extend the Kingdom of God's love by imitating Jesus, Mary and Joseph whose lives were centred in the love of God and one another, and by witnessing to that love through dedicated service to the Church, especially in her ministry to the family.

The Sisters are engaged in various apostolates including education, child care, pastoral ministry and care for the aged. Currently the congregation participates in the mission of the Church in America, Africa, Asia, Europe and Australia.



## 2. Strategic direction



## Strategic direction

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As a school we have long had plans to guide our short and medium term focus and development, both inside and outside the classrooms, and they have served us well. When the possibility of extending the school's enrolment to a third stream arose it seemed appropriate for the School Board, which has a central role in planning for the future operation of OLG, to take a longer view, both to see us through this transition and to chart a course well into our future.

Initially it was a matter of considering whether our current guiding vision was and would remain relevant. To the credit of its long forgotten authors that overarching vision of “empowering students through faith, knowledge and wisdom” is as relevant today as it was yesterday and will be in the years to come. From there the process flowed.

This document is not about implementation plans and the minutiae of ‘making it happen’ but rather puts forward in a clear and easily understood way what it is that sits at the core of our school community, and it is these values and beliefs that will guide future decision making by the Board and the school executive. Such an approach means that all that is special about OLG should be preserved even as the school continuously adapts to an ever changing world.

It is our hope that our whole school community and especially our students will be the main beneficiaries of this purposeful planning for our school's future.

The wisdom and guidance of Dr Katy Tindall and Mr Warren Salamone in leading this process cannot be under-valued. On behalf of the school community I thank them sincerely.

Chris Kenworthy  
Principal

# Strategic direction 2014 - 2019 Strategy Map

## Vision

*Our Lady of Grace Primary School empowers all students through faith, knowledge and wisdom to live fulfilling lives in our ever-changing world.*

## Mission

*In the tradition of the Sisters of the Holy Family of Nazareth, the School fosters a Catholic community of charity and hope, nurturing students to develop personal excellence, compassion, and conscience through an ongoing commitment to Jesus' teaching.*

## Values



## Strategic priorities

**Educational Excellence**

**Faith**

**Building Community**

**Sustainability**



# Strategic direction

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## Vision

The vision describes the overall direction and what Our Lady of Grace is striving to achieve.

### Vision

*Our Lady of Grace Primary School empowers all students through faith, knowledge and wisdom to live fulfilling lives in our ever-changing world.*

## Mission

The mission is the purpose and Our Lady of Grace's reason for being.

### Mission

*In the tradition of the Sisters of the Holy Family of Nazareth, the School fosters a Catholic community of charity and hope, nurturing students to develop personal excellence, compassion, and conscience through an ongoing commitment to Jesus' teaching.*

## Strategic direction

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### Values

The values clarify the core beliefs that are important to Our Lady of Grace and are used to guide actions and decision making.



### 3. Strategic priorities



# Strategic priorities

## Overview

In preparing the 2014 - 2019 strategic plan, the following strategic priorities were identified (in conjunction with findings from the OLG survey and quantitative analysis):

### 1. Educational Excellence

*The School provides a quality, 'rounded' Catholic education whilst constantly striving to improve student performance. This is underpinned by an emphasis on enhanced staff performance and the recognition of parents as the child's first educators.*

### 2. Faith

*The School honours the charism of the Sisters of the Holy Nazareth by providing students, staff, and parents with the appropriate support to live faith filled lives that are underpinned by the gospel values and teachings of Jesus.*

### 3. Building Community

*Building on a strong community culture, the School is committed to a three tiered community development approach focusing on the **student** (student/parent/teacher relationships); the **school community**; and the surrounding **environment** (the broader community).*

### 4. Sustainability

*The School is focussed on proactively driving financial strategies for continued management and future expansion whilst minimizing financial impact on families.*

Through stakeholder engagement, each strategic priority was considered in detail to define specific objectives, rationale, current state and key initiatives as outlined on the following pages.

# Strategic priorities

1. Educational  
Excellence

2. Faith

3. Building  
Community

4. Sustainability

## 1. Educational Excellence

### Objectives

- Constantly strive to improve student performance through enhanced staff performance.
- Provide a quality, 'rounded', Catholic education to each OLG student.
- Recognise parents as the child's first educators.
- Prepare the students for an ever-changing future.
- Develop the personal and social capability of the students.

### Rationale / drivers

- Ensure the current quality of educational provision is maintained and enhanced.
- Ensure that an increased enrolment does not adversely impact of academic standards.
- Increased enrolment numbers and a small school site could potentially lead to social issues.
- It is the impact of classroom staff and their pedagogical skills that will lead to 21st century learning outcomes for our students.

# Strategic priorities

1. Educational  
Excellence

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## Key initiatives

### Short term (0<1 year)

- Implement additional targeted, intervention programs in early years (Reading Recovery, EMU, Levelled Literacy Intervention (LLI).
- Develop a Culture of Thinking (COF) through our pedagogy.
- Strengthen intentionality of play in ECE.
- Continue to promote differentiated teaching.
- Develop a communication policy with an emphasis on parent-school partnerships.
- Audit effectiveness of current social and personal development programs.

### Medium term (1<3 years)

- Monitor and case manage students considered at risk.
- Develop and embed a Culture of Thinking COF through our pedagogy.
- Plan to resource intervention programs to cater to increased student numbers.
- Investigate possible additional extra-curricular options for students.
- Enhance the effectiveness of the school's social and personal development programs.

### Long term (3<5 years)

- Embed a Culture of Thinking COF through our pedagogy.

# Strategic priorities

1. Educational  
Excellence

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## 2. Faith

### Objectives

- Ensure that students within the school live faith filled Catholic lives according to Gospel Values by displaying a caring and sharing manner following the example of Jesus.
- Raise student and staff awareness of where they are on their faith learning journey and provide them with opportunities to better develop their faith understandings.
- Raise the school average in the Bishops' Literacy Assessment to over 75%, with the expectation that 80% of Year 3 and 5 students score better than 75%.
- Increase the presence of the Parish Priest within the school, especially to support staff who are responsible for sacramental programs.
- Cater to Liturgical Celebratory needs of OLG when it goes 3 stream.
- Honour the heritage and Charism of the Sisters of the Holy Family of Nazareth.
- Keep parents, as the first teachers of their children, informed of the Religious Education taking place in the school.

### Rationale / drivers

- 'Through Catholic schools, we seek to foster a Christian mentality in our society, and to encourage young people to contribute more broadly to the development of the world envisaged by Christ. One of the key tasks of the Catholic School is to form Christian men and women committed to the love, compassion and justice of the Gospel of Jesus Christ.' (The Bishop's Mandate 2009 - 2015, pg.7)
- With many other education traditions, the Catholic school's concept of education is to focus on: '...the development of (students) from within, freeing them from that conditioning which would prevent them from becoming fully integrated human beings. The school must begin from the principle that its educational program is intentionally directed to the growth of the whole person. (The Bishop's Mandate 2009 - 2015, pg. 12)
- It is recognized that parents are the first teachers of their children and the largest contributors to their faith formation.

# Strategic priorities

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## Key initiatives

### Short term (0<1 year)

- Review of Bishop's Literacy Assessment Data to highlight areas of concern and address these through appropriate interventions.
- Support the ongoing development of the "You Can Do It Program" as used in conjunction with 'God Speak' (ie: "what would Jesus do?")
- Capitalise on the partnership between the Parish and the School to provide opportunities for parents to deepen their knowledge of the Catholic faith in order to support their children (especially those in sacramental programs)
- Enhance the level of involvement of qualified religious personnel within the school as a spiritual resource for students, staff and parents.

### Medium term (1<3 years)

- Increase teachers' knowledge of their Catholic Faith and support them in their learning journey by providing sequential Professional Development.
- Ongoing data collection to review efficacy of intervention programs.
- Arrange for the Parish Priest to address individual classes and whole school on aspects of religious learning, as well as to provide Reconciliation or the Eucharist.

### Long term (3<5 years)

- Maintain and sustain the charism of the Holy Family of Nazareth Order.
- Utilise new School facilities realised through the capital development program to hold Masses for an enlarged student population without having to separate year groups or impact the sense of community.
- Conduct ongoing assessment of the objectives and initiatives that have been set out.



# Strategic priorities

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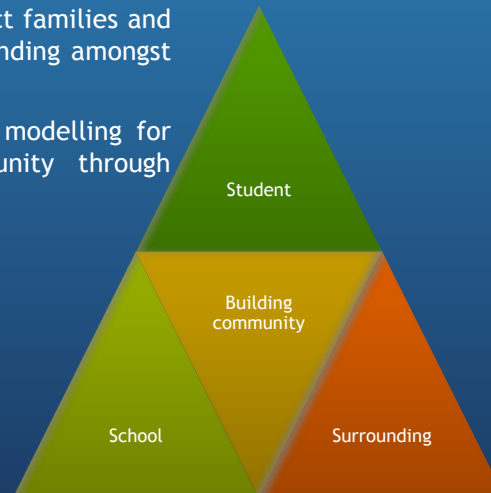
## 3. Building Community

### Objectives

- Develop a three-tiered approach to community development within the school:
  - Student - ensure the relationship and communication between the student, teacher and parent is open and encouraging to enhance a positive community environment.
  - School - support the school and P&F to achieve the school community program and objectives.
  - Surrounding - achieve a minimum of three external community activities over a year that can involve the whole school community.
- For the school to act as a conduit to connect families and build a community of support and understanding amongst members.
- Provide an environment that ensures role modelling for students to learn the spirit of community through compassion, engagement and commitment.

### Rationale / drivers

- OLG school is renowned for its strong community culture.
- The majority of the objectives listed for Building Community are key messages from the Strategic Survey released December 2013.
- Enable OLG school to progress from a local focus on fostering a 'Caring Community' to the wider community. There is potential for wider community involvement from a holistic school point of view.
- Ensure P&F succession and greater cross-section of parents within the school take an active involvement.



# Strategic priorities

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## Key initiatives

### Short term (0<1 year)

- Define school targets for SRC Survey community based areas and specific measures to gauge success of objectives.
- Survey Parent Satisfaction and/or Student Satisfaction.
- Implement discrete initiatives which include, but are not limited to, welcome evening, parent handbook, new parent welcome initiative, parent volunteering policy, newsletter upgrade, suggestions box, Hero program, fitness program, etc).
- Formalise Class Representative Role and P&F structure / guidelines to ensure continuity and succession planning (eg: engage 2 -3 new families from PP to Yr3).
- Conduct annual School Board & P&F Executive Strategic Workshop.

### Medium term (1<3 years)

- Website Upgrade - Stage 2 and Digital News Displays for Students (ITC).
- Facilitate Neighbouring School Community Engagement Program and Community Engagement Program (eg: Busy Bee for Seniors, Clean Up Australia, Planet Ark).
- Develop Community Objective Improvement Focus to improve upon opportunity areas that have been identified from surveys or measurement of objectives.

### Long term (3<5 years)

- Define measurable targets based on CEO survey.
- Review Strategic Objectives to determine currency and relevance as well as school performance.

# Strategic priorities

1. Educational  
Excellence

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## 4. Sustainability

### Objectives

- Provide financial resources for the continued management of the school.
- Ensure sound management of resources to fund expansion to a three stream school.
- Minimize financial impact on families on funding of expansion .
- Drive financial strategies for growth and school development.

### Rationale / drivers

- The school should be able to function without management for cash resources as a primary concern, subject to changes in government funding.
- School expansion should be well budgeted/costed and tracked, and challenged where required.
- School families should not be expected to be fund significant amounts of the expansion projects given other household pressures in the current environment.
- Optimal mix for use of debt vs cash reserves for development projects, without creating debt servicing issues in future years.
- Provide resources so that the current quality of education and school facilities are maintained and not overridden by expansion projects.

# Strategic priorities

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## Key initiatives

### Short term (0<1 year)

- Manage immediate budget and cash flow based on current funding arrangements.
- Create a budget/plan for the 3 stream expansion detailing uses for cash flow, noting an expectation that initial costs will be met from current cash reserves.
- Agree strategy for communication to parents and prospective parents on government funding and impact of school fee increases.

### Medium term (1<3 years)

- Undertake detailed costing of expansion project and evaluate alternative funding proposals.
- Develop a cost tracking/budget reporting tool for project, and how this feeds into the overall budget.
- Create a multi-year budget to reflect changes to government funding, to determine required level of school fees vs surrounding school market.
- Implement communication strategy with respect to school fee increases (subject to timing of reforms and release of information).

### Long term (3<5 years)

- Develop a cost tracking/budget reporting tool for project, and how this feeds into the overall budget.
- Project manage phased expansion of three stream over time.
- Update forecasts and assumptions noting early year cash shortfall (school fees vs cost) will be compensated by later year surplus (additional school fees with three stream vs tail end construction costs and debt service).



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