Jubilee Primary School
A living vision of local churches

STRATEGIC RENEWAL PLANNING FRAMEWORK

for

2010
Priority 1
The Religious and Evangelising Mission of Schools

Intentions
In 2010, we at Jubilee intend to:

1.4 further develop the quality and effectiveness of learning and teaching in classroom religious education

1.5 continue to provide faith development and formation opportunities for students

1.6 develop the religious life of the school that recognises the faith backgrounds of the students in the particular community

Expectations
In 2010, we at Jubilee expect that:

E 3 resources are available and effectively utilised to enhance the religious life of the school

E 5 school participation in archdiocesan, deanery or parish pastoral planning processes is active and informed

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.

- The Jubilee Values Statement was framed, provided to and displayed in, every classroom and office space in the school. This was intended to further elevate awareness of and engagement with this important document.

- A series of six reflections on each of the Jubilee Values were provided in Jubilation, the school newsletter, to promote, contextualise and create wider awareness within the community of our shared core values.

- School policies have been based upon the School Motto – Faith Learning Unity, The Mission and Vision Statement, in conjunction with Brisbane Catholic Education’s Religious Life of the School document, to further contextualise these elements for our community.

- The Jubilee Values Statement has been a touchstone in guiding decision making and conversation in all aspects of school life.

JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 1

- To align and make explicit connections between the Jubilee School Values Statement and the policy, procedures, organisational logistics and general life of the school.

- School policies have been based upon the School Motto, The Mission and Vision Statement, in conjunction with Brisbane Catholic Education’s Religious Life of the School document, to further contextualise these elements for our community.

- The Jubilee Values Statement has been a touchstone in guiding decision making and conversation in all aspects of school life.

- To provide increasing opportunities for personal and communal spiritual formation and growth of staff through opportunities such as ‘The Catching Fire Program’ within the BCEC Spiritual Formation Framework and through our local church leaders. This will include individual, whole-staff and Administration Team spiritual formation opportunities.
Ongoing participation in the Catching Fire program by particular staff.

Spiritual direction has been facilitated by visits by Br. Bill Tarrant for all staff, as well as with the school executive.

Professional Development in prayer practice provided for staff throughout the year.

Opportunity for staff to gather in prayer every Monday morning.

Opportunities for staff to worship God together, at school – through staff prayer, baby blessings etc, and in the Local Covenant Churches.

Local Covenant Church leaders involved in their ongoing commitment to meet and pray with staff and administration as part of the Local Covenant Churches Working Group.

To provide increasing opportunities for personal and communal spiritual formation & growth of students through opportunities such as Church visits, whole school, year level and class worship, Religious Education classes, promotion of the local church sacramental and faith programs and through the involvement of our local church leaders.

- Students are able to take prayer leadership with the guidance of their teachers in Virtues presentations and class prayer and worship.
- Opportunities for students to worship God together, at school – every day in class prayer and worship in term by term class celebrations and in whole school celebrations.
- Opportunities for students to worship God together at the Local Covenant Churches each term.

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

- Local covenant church leaders have met at least seven times this year in their ongoing commitment to meet, plan, contribute and pray with administration as part of the Local Covenant Churches Working Group.
- Local Covenant Church leaders are committed to the Jubilee School Board.

To review and develop a new Early Years (Preparatory and Year One) Religious Education Teaching and Learning Program.

- Not achieved – put forward to Semester 1, 2011.

Adequate resourcing of the above will be met through planning and budgeting. A provision within the school budget will accommodate for required resource needs.

- Not achieved – put forward to Semester 1, 2011.
Priority 2
Student Learning Outcomes

Intentions
In 2010, we at Jubilee intend to:

I 1 strengthen the continuity of learning and teaching approaches to enhance the engagement of all students across the early, middle and senior phases of learning

I 3 develop inclusive, comprehensive and quality curriculum, assessment and reporting processes

I 5 use data and evidence-based processes to inform learning and teaching

Expectations
In 2010, we at Jubilee expect that:

E 1 student and school data is used to support improvements in learning and teaching

E 3 whole school curriculum programs comply with Brisbane Catholic Education, national and state government requirements

E 5 the preparatory year of schooling is well established and integrated within the early years phase of learning

E 7 improvement in pedagogical practices is at the forefront of teacher professional learning programs

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 QSA Essential Learnings and Standards, moving towards the National Curriculum (2011), BCEC Learning Framework and the Jubilee Values Statement).

  • Consistency of language and values has been promoted with staff through opportunities for professional development; teachers have been exposed to a range of strategies to support and enhance their teaching and student learning. Detailed plan of implementation is in place to engage and immerse staff in the Australian Curriculum.

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

  • The process of reporting to parents has been reviewed and revised to cater to specific learner’s needs and capabilities as well as to better inform parents of their child’s progress.

- To have teacher pedagogy and student learning and support needs informed by authentic and quantitative data, including NAPLAN results and school based assessment.

  • Teachers have been engaged in comprehensive analysis of NAPLAN results, including the use of SunLanda for analysis, whole school based assessment results and have used this data to guide teaching and learning.
JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 2

- To audit all Jubilee curriculum programs in light of BCEC Curriculum Update 65 in terms of alignment with QSA Essential Learnings and Standards with a view to assist in the preparation of the implementation of the National Curriculum in 2011.

  - This has been achieved to the extent that it is possible in responding to changing expectations and requirements of implementing the National Curriculum in the future. Essential Learnings and Standards have been used extensively to develop authentic teaching, learning and assessment.

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

  - Time has been provided for year level colleagues to plan collaboratively in consultation with the CST and other support staff to ensure balance and consistency across year levels and junctures. There are numerous opportunities for staff to engage with professional development, with a focus on inclusive education. A Curriculum Committee has been formed and structured to enable staff ownership of curriculum changes and directions.

- To encourage and support staff, through the CST to become familiar with Essential Learnings and Standards.

  - Staff have been encouraged and supported to become familiar with State and Australian Curriculum language and requirements. Substantive support has been provided in planning and assessment of learning.

- To increase professional development and planning opportunities to improve pedagogical practices for student learning.

  - Staff have provided with opportunities to engage in professional development, in both intra and interschool contexts, to facilitate improved pedagogical practices.
Priority 3
Student Support

Intentions
In 2010, we at Jubilee intend to:

I 1 develop whole of school responses to student protection, personal and social development, and behaviour support requirements

I 2 develop and implement professional learning strategies to meet the needs of students from culturally diverse and minority backgrounds

I 3 strengthen our capacity to provide for the diverse needs of students with disabilities

I 4 develop and implement processes that support improved learning outcomes for out-of-home, marginalised and disengaged students

Expectations
In 2010, we at Jubilee expect that:

E 3 marginalised and disengaged students are identified and support processes to enhance their learning are established

E 4 documented processes and practices that support and enhance the skills of parents and carers to support their children’s learning are well established

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 whole school student support referral system has been developed and implemented. The implementation of this process has been effective in allowing teachers and students to be better supported through appropriate funding, resourcing and allocation of personnel in a consistent manner. Student support meeting occur regularly with the involvement of key personnel.

JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 3
- Following an APRE Performance Review, to further develop the role of APRE which will reflect pastoral support for students, families and staff (e.g. Parent Support People and Seasons for Growth).
  - The APRE performance review has taken place with input of representatives from the school community on a voluntary basis. Themes identified in the feedback will inform and guide the future development of the pastoral role for the APRE in supporting specific members of the community.

- To provide improved support services for students through identification and implementation of targeted support programs (including ESL and diverse learning need support).
  - Families and individuals are supported by programs and specialist personnel within the school. Individuals are identified and their needs assessed and acted upon appropriately by the relevant staff including STIE, Guidance Counsellor, Administration Team, School Officers and other staff.
To provide improved access for financially disadvantaged families (beyond the Jubilee fees and concession policy) which offers pastoral support for those in genuine need.

- Through Jubilee Primary School’s Administrative Practices and through the Parents and Friends Association, families suffering from severe health issues have been granted financial relief and disadvantaged families have been offered pastoral support, including support for those financially disadvantaged.

To further develop and implement effective, pastoral and affirmative behaviour management policies and procedures.

- Pastoral care and behaviour management are achieved in a supportive and collaborative environment. All members of the school community are actively involved in supporting both their colleagues, students and families. Individuals are supported to promote short term management and long term support and transformation of student behaviour.

To develop and implement an appropriate and effective school-based Personal and Social Development Education program.

- The Personal and Social Development Education program has begun to be implemented with staff.

To improve administrative support and procedures within student support services to ensure appropriate processes and practices are operating for the enhancement of the skills of parents and carers to support their children’s learning.

- Specialists, teachers and Administration Team members are available to meet with parents and support them in developing skills and routines to support their child’s learning. The Guidance Counsellor assists families working through challenges at home and at school. Members of the Administration team liaise with parents and support staff to further support teachers, parents and learners.
Priority 4
Staff Support

Intentions
In 2010, we at Jubilee intend to:

I 1 implement a coordinated strategic approach to professional learning
I 2 develop the skills and capacities of teachers, leaders and support staff to enhance their professional growth

Expectations
In 2010, we at Jubilee expect that:

E 1 professional learning opportunities for staff are collaboratively planned, regularly evaluated and aligned to the school strategic renewal plan
E 3 a planned approach to developing leadership is evident
E 5 processes are integrated for individual performance management of staff, including selection, induction, professional learning and review of staff

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

- To promote the individuality and initiative of teachers and ancillary staff in relation to relevant professional development and experience, through the provision of opportunity and the generation of a supportive and safe working environment.
  - Professional learning has been planned to support and prepare teachers for future school needs and curriculum initiatives. Staff are supported by their colleagues to grow and develop both personally and professionally.

JUBILEE SCHOOL GOALS 2010 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 Administration Team operates under an ‘open door’ policy whereby they are always available to meet with staff, regularly, formally and informally so as to best identify and support individuals’ needs.

- To allocate staff support, professional development and performance management to designated Administration personnel for the sectors of Preparatory to Year Two, Year Three to Year Six and Year Seven and ancillary staff.
  - Staff members are supported by the Administration Team as a whole, but specifically in areas of year level responsibility. This promotes stronger relationships and the ability for members of the Administration Team to support teachers and students in a more focussed and individual fashion.

- To promote and offer leadership development opportunities to all staff.
  - Opportunities exist for staff to serve in acting positions in the school leadership team. Leadership initiatives by staff members are supported and actively encouraged by the School Administration.
• 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 members are recognised publicly for the service they provide in the community – promoting a sense of appreciation between community members. Teachers, school officers and other staff are recognised at specific events and assemblies. Staff social events are coordinated and encouraged to foster strong relationships.

• To offer ongoing, affirmative pastoral support to staff members in relation to personal and family social and emotional needs and circumstances.

  • Staff members are actively supported by the School Administration and the staff as whole in times of need. Staff members are flexible and prompt to support other community members. A strong sense of community has continued to be developed through the promotion of supportive relationships.

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

  • Regular meetings are scheduled between School Officers and the Principal where issues may be discussed and acted upon in an open and supportive environment.

• To clearly articulate roles of all staff to enhance the pastorally supportive working environment at Jubilee.

  • Staff issues are discussed openly, where appropriate, and support requested when required. The School Administration and other staff lead by example in supporting their colleagues through difficult times both in and outside the school context.
Priority 5

Partnerships and Relationships

Intentions
In 2010, 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 2 effectively partner with, and engage, our parent community in school renewal and policy development

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

Expectations
In 2010, 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.

JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 5

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

  * Held over until 2011

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

  * The school Parents and Friends Association is active and most supportive of the school goals and staff. In turn, the school is supportive of the Parents and Friends Association and actively encourages parental participation from classroom support, participation in organising school events and involvement in school projects such as the ‘tank to toilet’ project and the initiative to install solar panels in the school.
To review, renew, develop and ratify school policies and procedures, through the effective functioning of the Jubilee School Board (membership includes parents, church members, community representatives and school staff).

- The School Board has approved a number of new school policies including policies and procedures regarding Prayer, Community Action and Missions Fundraising, Homework, and the Jubilee Relationships Policy. The School Board has also developed to draft form numerous other polices and procedures.

- To review and improve communication lines at Jubilee.

- The Administration Team works with an ‘open door’ policy which allows individuals to approach members at any time for support. Expectations for communication between community members are set high and clearly articulated. Support exists to help individuals develop communication skills. The staff portal is promoted for the communication of important dates and events. Staff have numerous opportunities to communicate with other community members, both face to face and through the use of technology.

- To offer parents the opportunity to contribute to review processes (eg. the development and implementation of the Personal and Social Development Education program).

- Parents, along with other stakeholders, have had the opportunity to contribute to reviews throughout the year in numerous areas of the schools operation. This ranges from reviews of school events, such as the Family Fun Day, to regular staff reviews, such as Trevor Sketcher’s Five Year Review.
Priority 6
Information, Communication and Learning Technologies

Intentions
In 2010, we at Jubilee intend to:

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

I 5 implement information and learning management systems that enhance student and staff engagement with learning and teaching and school operations

Expectations
In 2010, we at Jubilee expect that:

E 3 IC and LT competence standards that support the integration of IC and LT with learning and teaching are being utilised

E 5 technology solutions for learning management, curriculum management and school administration are in operation

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

- Develop an ever evolving school ICLT Plan.

JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 6

- To have an interactive and ever-improving school website that is current and user-friendly, including a new Jubilee Primary School Homepage using Sharepoint.
  - Jubilee has an easily accessible website which details important information for stakeholders. The website is updated regularly with new information and newsletters and is an important information and communication tool for all community members, including prospective community members.

- To continue to enhance and expand the opportunities for students and staff to have access to technology hardware and software and, in doing so, improve their ICLT competency levels, including the BCEO Communication Technologies Continuum.
  - Students and teachers have access to an interactive whiteboards. Students have numerous opportunities to utilise the junior and senior computer laboratories, where they use desktop and notebook computers. Students actively participate in the web-based Mathletics program. All classes have access to technology tools such as cameras to support and demonstrate their learning. Where required, classrooms have been fitted with technological devices to be more inclusive of students with special needs.

- To monitor and appraise the operation of the ICLT support provider to ensure that ICLT hardware is up and functioning consistently and constantly.
  - This year Jubilee has implemented and continued a better support structure for ICLT devices within the school. The hardware is working more consistently and many teachers are developing more confidence in using the devices as a result.
To provide the groundwork for the uptake in 2011 of the one on one student-computer access for Year 6 and 7 students, through professional development of school staff, hardware acquisition and support structures.

- Areas of the school are being prepared with wireless network access to support one to one student-computer access.

To investigate and introduce technology solutions for learning management, curriculum management and school administration (e.g., Riverbed, Sharepoint, CISCO Wireless).

- In 2010, Jubilee has successfully implemented, Emirnirva, Dinamix, a Riverbed component and released a Sharepoint portal. In addition we have installed a Cisco wireless system throughout half of the school, with actions taken to have the remainder of the school up and running by the end of January 2011.
Priority 7
Resourcing Catholic Schooling

Intentions
In 2010, we at Jubilee intend to:
I 5 consult on the allocation of resources and report transparently on their use
I 6 promote and encourage environmental sustainability in policies and practices

Expectations
In 2010, we at Jubilee expect that:
E 1 environmentally sustainable practices are a key element in the renewal of schools
E 4 school age demographics are monitored and implications for planning, resourcing and renewal are identified

BROAD PICTURE GOAL (2008 – 2011) TO MEET PRIORITY AREA 7
- To establish effective financial practice within school budgets whilst resourcing Jubilee to capacity.

JUBILEE SCHOOL GOALS 2010 TO MEET PRIORITY AREA 7
- To deliver the 2011 School Budget by early to mid-Term 4, 2010.
  - 2011 Budget was delivered on time.
- To resource the school’s building and site development projects so that they cater for current and future needs, ensuring alignment with architectural plans and the Master School Plan.
  - Planning for the completion of the school building masterplan has been undertaken so that all projects will be completed by the end of 2012. These projects include completion of classrooms in Block 2, extensions of Administration Building, Resource Centre, Bottom Covered Area and completion of the BER Hall Project.
- To, in consultation with the Workplace Health & Safety Committee, the Admin Team and School Groundsman, develop a school maintenance plan and begin its implementation.
  - The Workplace Health & Safety Committee, the Admin Team and School Groundsman have developed a school maintenance plan and began its implementation.
- To consult on the allocation of resources and report transparently on their use with BCEO, various and associated auditors, School staff, Parents and Friends and Jubilee School Board.
  - Consultation and reporting has been undertaken throughout the year by each of these groups.
- To promote and encourage environmental sustainability through the Jubilee School Policy Tree.
  - A Sustainability Committee is active and meets to plan and implement environmentally sustainable initiatives. Environmental sustainability is promoted and considered in the planning of school projects.
Priority 8
Renewal and Quality Assurance

Intentions
In 2010, we at Jubilee intend to:

I 1 ensure that renewal and quality assurance processes have a clear focus on realising the vision and mission of Jesus

I 3 increase the performance management capacity of leadership teams

I 4 implement strategic quantitative and qualitative processes for monitoring, developing and reporting on religious education and curriculum

Expectations
In 2010, we at Jubilee expect that:

E 3 renewal processes take account of recommendations from validation and compliance audit processes

E 6 schools are acknowledged by the broader community for their religious life and their contribution to the development of students

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

- To review all policies and procedures and amend or construct where needed.
  - Policies and procedures continue to be reviewed and amended where necessary. These are released publicly for negotiation before implementation.

JUBILEE SCHOOL GOALS 2010 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.
  - School goals are established early in the year through consultation between Administration members and staff. The Administration formally meets with staff throughout the year to encourage personal goal setting and promote individual contributions to the SRPF.

- 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.
  - The School Renewal Plan is monitored in accordance with the requirements of the Strategic Renewal Framework.

- To ensure that renewal and quality assurance processes have a clear focus on realising the vision and mission of Jesus through alignment with the Jubilee Values Statement and ongoing community consultations, particularly the Local Covenant Churches.
  - The Jubilee School Vision Statement has been used as a tool of review and the Local Covenant Churches have been consulted during regular meetings of the Jubilee Covenant Churches Working Group.
To increase the performance management capacity of leadership teams through continued professional development and spiritual formation (eg. BCEO Spirituality Framework: Catching Fire and Br Bill Tarrant, Ross McSwan, “Candid Conversations”)

- The leadership team and staff have engaged with BCEO Spirituality Framework: Catching Fire and Br Bill Tarrant, Ross McSwan, “Candid Conversations”.