



**CHISHOLM  
CATHOLIC COLLEGE**  
**Strategic Plan 2015 - 2019**  
(Revised 2018)

## BACKGROUND

Chisholm Catholic College was established in 1989 as a result of the amalgamation of St Mark's College, Bedford, run by the Christian Brothers, and St Thomas Aquinas College, Inglewood, run by the Dominican Sisters. From 1989 to 2002, the College existed on two campuses. The Years 11 and 12 students were taught at the original St Thomas Aquinas College site in Wood Street and the Years 8 to 10 students were taught at the St. Mark's College site in Beaufort Street. In 2003 the College amalgamated on the present day site in Beaufort Street. In 2009 Year 7 students became part of the enrolment and by 2014 the College had grown to accommodate over 1700 students, becoming one of the largest Catholic coeducational secondary schools in the Archdiocese and Western Australia.

The College was named after Caroline Chisholm (1808-1877), the well-known Catholic social reformer and social justice advocate in colonial New South Wales. Caroline was markedly influential in providing better living conditions and educational opportunities for the many migrant families coming to the country at that time.

The College is owned by the Catholic Archdiocese of Perth in the person of the Archbishop of Perth. Through his authority and the Bishop's Mandate, the Catholic Education Commission of Western Australia determines major policy and appoints a College Board responsible for the financial administration of the College. The Principal, also appointed by the Archbishop, is accountable to the Director of Catholic Education for the overall operation and educational administration of the College.

(See also enclosures – School Profile Information; Enrolment projections; Overhead campus photograph; Pergola concept sketch; LED Signage; Annual School Improvement Plan 2018.)

## STRATEGIC PLANNING

Strategic Planning is an important and necessary process that provides an ongoing sequence of goals and plan for improvement supported by a shared vision. In schools this planning seeks to provide a secure, effective and purposeful learning environment, delivering a quality education.

Chisholm Catholic College's Strategic Plan encompasses broad strategic objectives for the forthcoming five-year period and within that an **Annual School Improvement Plan** that seeks to review and focus on specific aspects of improvement. These focus areas in turn form part of an on-going process that has the capacity to be amended as needed and culminates in a five yearly cyclic review. This focus on shorter term, discernible, improvement projects and initiatives heightens this effectiveness and clarity for all. Contained within this Strategic Plan is the College's current Annual School Improvement Plan (2018) as well as previous Plans (enclosed).

This Strategic Plan sees revision to our existing 2015 – 2017 Strategic Plan and the addition of more detailed information in preparation for the start of the 2018 school year and as part of a re-assessment of our College priorities. It also sees the change to a shorter two - year cycle of revision of our strategic planning process, necessary as the context and educational landscape change more rapidly now than ever before.

## Catholic Education Western Australia – STRATEGIC DIRECTIONS

<i>Focus Area</i>	<i>Intent</i>	<i>Outcomes</i>
LEARNING (Education)	LEARNING is what we do. We are committed at every level.	Enhance student achievement and well-being. Increase student and staff engagement in their own learning and faith formation.
ENGAGEMENT (Community)	ENGAGEMENT is essential. We are committed to Catholic Education's mission through relationships.	Enhance parental involvement in their child's learning and faith formation. Develop our people to be Leaders in Catholic Education's mission.
ACCOUNTABILITY (Stewardship)	ACCOUNTABILITY is not optional. We have personal and collective responsibility for our success.	Increase our individual and collective responsibility for our mission. Ensure inclusivity, good governance and resource allocation to meet our mission.
DISCIPLESHIP (Catholic Identity)	DISCIPLESHIP is our calling. We are committed to deepening our relationship with Jesus.	Enhance opportunities for personal faith development. Increase enrolment of the vulnerable, poor and marginalised.

### Chisholm Catholic College – BROAD STRATEGIC OBJECTIVES 2015-2019

In alignment with our system's Strategic Directions, the College Leadership and its Board, look to securing the future of this excellent educational community by identifying clear areas of focus and intent, in regard to planning. This requires effective strategic management and financial oversight combined with clear shared vision and educational leadership for Chisholm Catholic College in its approach towards quality Secondary Education.

As we enter this next two-year phase of strategic planning, we continue to focus on already established, broad objectives:

- to provide the highest quality teaching and learning and to nurture and develop those in our community to be the best they can be within all facets of our Mission
- to deliver a comprehensive, quality curriculum, not only in accordance with the mandated requirements but that is responsive to community and for the future needs and skills of our graduating students
- to provide and maintain the best learning environment and facilities possible, including planning for ongoing, future improvements and buildings
- to continue to enhance and build strength in community, encouraging engagement and involvement in ways that consolidate our traditions and our ongoing success as a leading Catholic secondary school
- to maintain an agility and openness to change as we plan for, and reimagine, education in a rapidly changing world.

This new phase also sees the College usher in our refreshed Mission Statement and the adoption of **Chisholm's CORE VALUES – Character, Learning, Compassion.**

## STRATEGIC AND CAPITAL DEVELOPMENT PLANS AND PROJECTS

### Current and Short Term:

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1. Changes to **Leadership and Pastoral Structures:**
  - After nearly two years of discussion and planning the 2018 year sees some important changes to existing structures. Deans of Year have been abolished and the College now has five Deputy Principals each with a specific broad area of responsibility and six new Heads of Year, overseeing the care of each Year Group.
  - A new pastoral care and wellbeing framework is being developed to suit our growing and changing needs, with the College adopting a dedicated, timetabled Pastoral Care period during the middle of the week. As we plan for 2019, the refinement of this approach and programme will hopefully see further merit.
  
2. Expanding and emphasising our **Community Relations and College Promotion:**
  - Considered for some time as an area not requiring attention or resources given the College's strong reputation and local profile, this is being highlighted as an important and vital strategic move as our context (and that of Catholic schools generally) is challenged and changes in future years. The revision of leadership structures for 2018 now sees a Deputy Principal from Executive, a Community Relations officer and a member of the Admin staff working as a dedicated team in this area, in conjunction with the Business Manager and Principal
  - In the short period to date in 2018, numerous initiatives and activities have already been actioned. This includes:
    - College Facebook Page and other social media ideas
    - Advertising at state-wide and local news level with more frequent promotion of student achievements and College highlights.
    - Upgrading and expansion of other media avenues such as the College website, video interviews, College uTube channel, LED College sign are occurring with new initiatives already planned.
  - The College Open Day has been revamped and the inclusion of a separate day targeting a different audience later in the year is being proposed.
  
3. Expansion of the **Gifted and Talented** Extension Programme:
  - Consolidation of the programme, introduced in 2017 and expanded in to Year 8 in 2018, reflecting a strategic priority to increase the opportunities in this area – above and beyond a very effective Academic Extension programme and streaming structure across a number of learning areas. Involvement in a variety of project-based activities in 2017 will be further complemented by participation in a number of State-based extension competitions and challenges in 2018 and 2019. A new Mother Mary Wall mural Art project recently completed and installed at the end of 2017 has seen a wonderful, physical addition to the campus from the programme.
  
4. Implementation of new **Vision Statement, Mission and Core Values:**
  - Following the extensive process of refreshing our Vision 2018 will see the implementation of this work in our publications and daily College life.

5. Completion of **College Cafeteria renovation and expansion** project:
  - As 2018 gets under way the newly redesigned and expanded College Canteen (Cafeteria) will see full implementation, including moving to electronic payment by students on rechargeable card system.
  - Further into the year and following a review of the new walk - through function, the external "al fresco" style seating area and perimeter planter boxes will be added to further enhance and define the area.
  
6. Ongoing maintenance and replacement of plant for **College Swimming Pool**:
  - A monitoring programme and testing of compressor equipment over past two years has seen significant investment in compressor upgrading and repair. Essentially however, our aquatic facility remains a very good one and has only in recent years started to become a growing focus for increased maintenance and costs
  - The pool usage demands and patterns, economics and feasibility of external returns from Hire (WA Swimming) and our internal College demands have been under review for some time but more specifically, during 2017 and this year. Further scrutiny is required, however a recommendation to curtail or reduce the availability for external commercial use is being considered
  - A long term priority is to ensure the greatest availability for our own students and community to ensure that it is providing the most benefit.
  
7. College Advertising and **Information Signage**:
  - The 2018 year will see the installation of significant electronic LED sign, just inside the northern campus perimeter. In the planning for over two years but delayed by external factors such as the possible placement of a proposed controlled flashing light pedestrian crossing to accommodate cyclists, it important to ensure this important resource for advertising College events and information is in place during this year
  - The latest concept plan, placement option and local government planning approval details, are currently being finalised.
  
8. First phase of further **improvements to 'J' block** (old Library):
  - In the last three years, major changes have occurred with the utilisation and change in function of our 'J' block. Part of the space has been taken up with the construction and establishment of two new Sick Bays, additional Administration Leadership Team offices and a designated staff office space for our Learning Support team. The remaining large central area has remained largely unutilised until recently being taken up as an Examination Centre when required (along with K1)
  - A simple proposal to install *easily movable, new furniture* in the first half of this year would provide an additional flexible learning location for activities, our Gifted and Talented group, private study, or Student Leadership Team, for example.
  
9. Learning Area **Project Based Learning** in Practice:
  - In a variety of ways the College is encouraging opportunities, where possible, for students to be involved in project based learning activities that have physical outcomes. 2018 will see our deferred Campus Pergola project taken up with student planning that was already completed, move to the construction and installation of this improvement adjoining the campus staffroom.

- Other activities, some already occurring for some time, will continue to be reinforced and encouraged. For example, select classes in the College's Hospitality Centre preparing meals on a significant scale for distribution to "Shopfront", a major provider of foodstuffs and support to the homeless and disadvantaged in the community.

10. Extension of **Aboriginal Education opportunities** and programme:

- in line with the system's strategic priority to provide greater opportunities for indigenous students and families, Chisholm has committed to exploring new approaches to increasing our Aboriginal enrolment. This commenced in 2015 with the revision of enrolment incentives through Aboriginal Bursaries, greater emphasis on our Reconciliation Action Plan and an Aboriginal Education Plan and initiating discussions with our surrounding primary schools
- in 2016 and 2017 this has continued to be enhanced through the coordination of these efforts and a specific Executive responsibility or role
- in 2018 this has seen our Aboriginal enrolment numbers now reach 14 students and the College appointing an Aboriginal Teaching Assistant / Liaison Officer for the commencement of term two.

11. Determination of preferred future **IT Device for Student Learning**:

- in 2011 the College trialled iPads as a student IT device. In 2012 it became mandated that all students (across all year groups) would be required to have an iPad as the College's preferred student IT device
- in 2017 this was relaxed to allow students in Years 10, 11 and 12 being able to bring a laptop / notebook to use at school in preference to an iPad, if they wished
- following further review and consideration from staff and input from parents and students, it is proposed that a clear resolution and *decision be made by 1<sup>st</sup> June 2018 (late Term 2)* regarding the College's preference and requirement for Student IT device, commencing 2019.

12. College Administration **Front Verge Renovation**:

- 2017 saw the completion of a significant enhancement project and improvements to the College's Administration entry area and gardens. This landscaping project saw a move towards native plants, changed lighting, redirected paving and added sculptures that all combined to produce a much improved entry statement
- 2018 will see an extension of this work with plans to rejuvenate and change the front verge area and land immediately outside our Administration Gates and around the Beaufort Close verge. This will require consultation and approval from City of Bayswater and it is hoped that much of the planning and approval will be in place for the work to occur either late in 2018 or in 2019.

## STRATEGIC AND CAPITAL DEVELOPMENT PLANS AND PROJECTS

### Longer Term:

*Longer term Strategic Planning encompasses broader objectives that are subject to adjustment and adapting to changing needs. The following aspects are considered important considerations:*

1. Refurbishment of the **Brother Olly Pickett Recreation Centre** (gymnasium) Foyer, the Entry Steps and external student seating and amenity:
  - The lower floor entry foyer to the gymnasium requires improvement and refurbishing to enhance this important building used for many major College assembled events (Graduation Evening, Opening College Eucharist and Commissioning, Sports Awards night, etc.)
  - The Foyer area and internal improvements will be one focus or stage commencing in 2019 in consultation with the College architects and relevant leadership and teaching staff. This is not envisaged as involving significant construction, rather as enhancing and “face-lifting” the foyer and entry
  - The steps and walkways to the gymnasium entry require rethinking and remodelling to improve access, lessen potential danger with tripping (especially at night) and to allow greater numbers to enter and exit more efficiently.
  - As a definite joint project to be included with the gymnasium steps, is the need to adjust the student seating in this area, renew the limestone block planter walls around the adjacent trees and complete a retaining wall and repaving of the area immediately outside the English staff office.
  - Within the same area and possible scope of work, improved disabled access to the upstairs Media rooms and Gym area is a priority. The planning and installation of an additional Lift closer to the area should occur during the 2019 / 2020 period.
  
2. Teaching and Learning Areas – **renovation of classrooms and creating more flexible learning spaces:**
  - with ongoing maintenance and upkeep of our many teaching and learning facilities, there is an imperative to continually look at modernising or upgrading to provide the best and most appropriate spaces possible
  - with specialised teaching and learning areas such as in Design, Technology and Enterprise, the Practical and the Performing Arts and Science Laboratories, it often includes significant upgrading of equipment as well as spaces
  - however, with general purpose learning areas (classrooms), a greater focus on flexible learning, collaboration, varied seating or standing spaces for engagement all require different thinking and planning – in essence some varied spaces to the traditional 32 desk, classroom
  - a number of areas within our campus are being looked at as possible trial areas to incorporate changes to existing classrooms to primarily improve the long term existing format and secondly, where it may suit, adopt a much newer more flexible design and layout
  - some of the areas for consideration include some of the ‘D’ block English classrooms, Science rooms, Utilising an “swap” proposal for Maths and Humanities where one of the classrooms is remodelled into a larger staff office and the original (slightly smaller) staff office is turned into a flexible learning area.

3. Overall **Campus expansion and traffic flow changes:**

A) May Street (western) side:

- During 2018 and 2019 the College will reinforce its efforts towards this development priority, **centred largely on improvement to safety in traffic flow, parking and pick up / set down**. Simple, sketch concept plans will be developed for a variety of **possible scenarios** including –
  - Change of entry and egress from May Street,
  - Additional pick up / drop off slip lane on our western perimeter,
  - Provision of additional student Change Rooms,
  - Possible realignment of external courts to face west / east,
  - Separated Staff car park in NW corner with parent parking and pick up / drop off to the south of the entry
  - Extension of western playing field perimeter.

4. Future **Specialist Education Programmes:**

- This notion requires further long term thought and consideration in regard to our current approach to providing a well - balanced and broad approach to curriculum and programmes across a large range of fields or whether we should revisit a possible specialist education programme.
- A range of possibilities could be explored – in Science, the Arts, in Sport, Certificate IV courses and University enabling courses to name a few. This should form part of an investigation and review of alternatives occurring in other secondary schools, system wide and interstate during 2019 and 2020.

5. Bi-annual rotation **Immersion Programme** possibilities:

- Various ideas and proposals have been proposed or discussed in this area in the past three years. Work will commence on investigating possibilities in ministry, shared education support and staff immersion opportunities that aims to see a proposed immersion opportunity occur before the end of 2019.
- The proposed biannual programme should incorporate (if possible) both foundation orders, the Dominicans and the Christian Brothers in alternative years with for example, an immersion / tour experience to Vietnam (Dominicans sisters) and the Kimberley (Christian Brothers)

6. Relocation of **College Information Technology networking facilities**, hardware and staff office:

- Work towards a long term plan for improving the location and service delivery of out IT personnel and facilities. A first phase would be to review and adjust the current location with expansion and possible access on the southern side of the J block.
- Look at the rationalisation and improvement of our Networking hardware hub, its location and servicing access.