



'Striving to be God's Heart here on Earth'

# Immaculate Heart of Mary School

Brompton



## STRATEGIC PLAN

Towards 2027

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# From the Principal

It gives me great pleasure to present our Strategic Direction Towards 2027. This document reflects the school's ongoing commitment to ensure that every child will flourish in a personalized learning environment, enriched by the Charism of the Missionaries of the Sacred Heart. It outlines our highest aspirations and key deliverables as we move into the future.

The components of our Strategic Plan have been developed and shaped in consultation with staff and community. I am grateful to the commitment of our team to engage in a courageous discourse to set a clear path for our school and our students. We have used data, futures focussed thinking and the Catholic Education S.A.'s Living Learning Leading Framework to shape our plan.

The Strategic intentions include:

1. **Strengthen Heart Spirituality and Catholic Identity**
2. **Lead High Quality Teaching and Learning**
3. **Promote Student Agency, Identity and Wellbeing**
4. **Build an Engage and Connected Community**
5. **Support a Sustainable Future (or Stewardship)**

I am optimistic about the future for our children and young people and, in my leadership role, I have thought deeply about the responsibilities we have as educators and how we can provide students with the skills, knowledge and dispositions they will need to meet the challenges of a rapidly changing world. Our strategic plan reflects these.

I know the key deliverables will be achieved with the united vision and mission of our strong community, our capable learners and high quality staff.

*Pauline Kinsman*

**Pauline Kinsman**

**PRINCIPAL**

M.Ed., B.Ed., Grad Dip Ed, Dip Ed

## Living Learning Leading Framework





# Our Vision and Mission

INSPIRED BY OUR MOTTO

## STRIVING TO BE GOD'S HEART HERE ON EARTH

WE ARE COMMITTED TO:

### OUR VISION:

Building an inspiring learning community where every child will flourish, today and in the future.

### High Quality Learning

Personalised  
Inspiring  
Creative  
Critical  
Life long

### A Heart Spirituality

Love  
Hope  
Justice  
Connectedness  
Inclusivity

### Well Being

Resilient  
Confident  
Positive  
Relational

USING OUR MINDS, HEARTS AND HANDS

TO MAKE THE WORLD A BETTER PLACE



# 1. Strengthen Heart Spirituality and Catholic Identity

## ➤ STRATEGIC INTENT 1.1 ➤

By cultivating our unique identity within a culture of dialogue, we will be an inclusive and welcoming school community.

### Key Deliverables by 2027

- There are contemporary, meaningful and authentic opportunities for members of the school community to experience Catholic faith, liturgy and culture.
- There is respect, acknowledgement, celebration and learning of our families' cultures, backgrounds and beliefs.
- There is integration with our local Parish.
- There is recognition of Aboriginal and Torres Strait Islander cultures, history and perspectives.

## ➤ STRATEGIC INTENT 1.2 ➤

By developing student's critical thinking and understanding of themselves and society, we empower our students.

### Key Deliverables by 2027

- A contemporary religious education program which explores spiritual and religious identity through opportunities for dialogue, active participation and reflection.
- Connections with social justice and outreach agencies.
- Demonstrated commitment to ecological conversion and sustainability.

## ➤ STRATEGIC INTENT 1.3 ➤

By underpinning everything we do with our five pillars - we immerse students, staff and community in the Heart Spirituality and charm of our tradition.

### Key Deliverables by 2027

- The school pillars of Hope, Love, Justice, Connectedness and Inclusivity, are visible and enacted upon in meaningful ways.
- The principles and practices of Catholic Social Teaching and a commitment to the common good, are embedded in our curriculum and practices.
- Explicit teaching and actions are in place which show concern for those who are vulnerable and marginalised, across the school





## 2. Lead High Quality Teaching and Learning

### ➤ STRATEGIC INTENT 2.1 ➤

By personalising learning we will build the capacity of each student to lead, learn and have agency.

#### Key Deliverables by 2027

- Clear purpose and maximum engagement in the learning of each student.
- School structures enable students to have a voice and choice and propensity to take action to influence their own learning and assessment.
- Students have insights into their own capabilities and ability to succeed and persist when facing challenges.
- Productive collaboration and interaction occurs between teachers and students within a culture of dialogue, high expectations and high support.

### ➤ STRATEGIC INTENT 2.2 ➤

By delivering a dynamic and rigorous curriculum every student will achieve maximum growth and achievement.

#### Key Deliverables by 2027

- A whole school approach to providing a future oriented curriculum that prioritises the CESA Capabilities.
- A balanced culture of academic excellence and creative endeavour.
- A common shared language and highly effective pedagogical practice including differentiation.
- Assessment practices of and for learning which meet the diverse needs of all students.
- Data used to analyse, improve and transform for whole school, cohort and individual student performance.

### ➤ STRATEGIC INTENT 2.3 ➤

By designing and delivering high quality professional learning, we will enrich staff capacity to apply pedagogical knowledge in innovative ways to meet the diverse and changing needs of our students.

#### Key Deliverables by 2027

- Exemplary standard of teacher professionalism and practice.
- Use of research based teaching and high quality assessment practices that support individual student growth, participation and achievement.
- Teacher capability is built through collaborative teams, shared professional learning, coaching, peer observations and a rigorous performance and development process.







### 3. Promote Student Agency, Identity and Wellbeing

#### ➤ STRATEGIC INTENT 3.1 ➤

By providing a safe, contemporary and effective learning environment we cultivate a culture of collaboration allowing for student voice, agency and leadership.

##### Key Deliverables by 2027

- School structures allow for voice and choice and that are respectful of diversity and difference.
- The improvement cycle has student voice embedded as an integral element.
- The learning environment reflects the learning preferences, interests, needs and cultural perspectives of students.

#### ➤ STRATEGIC INTENT 3.2 ➤

By implementing positive education we will equip students with a growth mindset, able to face challenges with agility and resilience.

##### Key Deliverables by 2027

- There are opportunities for togetherness and belonging, ensuring we develop and enrich relationships throughout the community.
- Develop the qualities of positive self, positive relationships, positive learner and positive citizen to ensure each child flourishes.
- Students know and understand themselves and their character strengths.

#### ➤ STRATEGIC INTENT 3.3 ➤

By developing student's personal and social capabilities, we will build the capacity of each student to lead and have agency in their lives.

##### Key Deliverables by 2027

- Inspire purpose and engagement in learning and leadership experiences by encouraging agency for personal growth.
- Cultivate capabilities and dispositions to support each student to be a connected and engaged learner.
- There is explicit teaching of communication, social skills and regulation of emotions.





## 4. Build an Engaged and Connected Community

### ➤ STRATEGIC INTENT 4.1 ➤

By creating a culture of welcome, connectedness and inclusivity we encourage meaningful partnerships.

#### Key Deliverables by 2027

- Purposeful partnerships established between the school, families, parish and broader community.
- Structures and protocols which build collaborative networks and partnerships for mutual benefit are embedded across the school.
- There is a culture of shared responsibility for the wellbeing and development of students.
- There is connection and involvement with Social Justice issues and community initiatives.
- The school has a positive image in the community.

### ➤ STRATEGIC INTENT 4.2 ➤

By continually seeking ways to work collaboratively with families to enhance student learning we acknowledge the primary role of parents and families in the identity development and education of their children we encourage meaningful partnerships.

#### Key Deliverables by 2027

- There is a shared responsibility for student growth in identity, faith, learning and wellbeing.
- Staff, students and families have agency in decision making and this is reflected in policies, procedures and programs.
- Regular communication, assessment and review to ensure strategies are effective.







## 5. Support a Sustainable Future (or Stewardship)

### ➤ STRATEGIC INTENT 5.1 ➤

By managing the school's resources prudently, we will remain financially viable and competitive primary school education provider.

#### Key Deliverables by 2027

- Refine and maintain a budgetary system that forms the basis of fiscal control and operating management annually and 5 yearly.
- Maintain fees at levels that are competitive and sensitive to our community.
- Strong financial stability and growth to capacity.

### ➤ STRATEGIC INTENT 5.2 ➤

By developing and managing high quality, flexible facilities and infrastructure we will be able to achieve our strategic goals.

#### Key Deliverables by 2027

- Maintain a high standard of facilities.
- Develop capital projects and plans based on the Masterplan and the Vision and Mission.
- Implement and build on robust and supportable digital infrastructure.
- Resource and maintain Information, Communication & Learning Technologies (ICTs).

### ➤ STRATEGIC INTENT 5.3 ➤

By maximising school resources and providing a dynamic and supportive culture for personnel, we enable optimum implementation of school goals and priorities.

#### Key Deliverables by 2027

- Continual review of scheduling and the allocation of resources to and teachers with the time for productive collaboration.
- A variety of professional learning opportunities are evident.
- Allocation of resources for staffing expertise in specialist areas provide broad curriculum opportunities.
- Regular feedback and performance appraisals.





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