



## Strategic Implementation Plan: 2024 – 2027

### Marist-Sion College Warragul



Diocese of Sale  
Catholic Education Ltd

#### **Jesus a Model for Leadership and Learning**

“You are the light of the world ... Let your light shine” (Mt 5: 14 – 16)

#### **Acknowledgement of Country**

Marist-Sion College recognises and acknowledges the traditional custodians of the land on which our school stands, the sky above us, and its surrounding waterways. We acknowledge and pay our respects to their Elders past and present and with them we celebrate a unique living culture that continues to this day. We pray that their spiritual attachment to the land might inspire us to treat it with respect and encourage us to seek God’s presence in all parts of our lives. We commit to working with our First Peoples to move forward in a spirit of reconciliation.

#### **Shaping Marist-Sion’s Future**

Today’s 15 years olds will likely navigate 17 changes in employer across 5 different careers. They will sometimes be self-employed, at other times working with and for others. This strategic plan seeks to develop the critical skills our students need to thrive in the world.

As technology reduces the need for workers to complete routine, manual tasks they will spend more time focusing on people, solving more strategic problems and thinking creatively (The New Work Smarts, 2017).

By 2030, it is predicted that we will, on average, spend 30 per cent more time per week learning skills on the job; spend double the time at work solving problems, spend 41 per cent more time on critical thinking and judgment, and 77 per cent more time using science and mathematics skills; utilise verbal communication and interpersonal skills for 7 hours a week each; and develop an entrepreneurial mindset due to having less management, less organisational coordination and less teaching (Future of Work, 2019).

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

### **Mission**

Marist-Sion College, Warragul, is a Catholic co-educational secondary school, inspired by the traditions of the Marist Brothers and the Sisters of Our Lady of Sion. Our mission is to provide an:

- **innovative education** which
- integrates **faith, learning** and **life** in a
- **welcoming community**.

### **Vision**

At Marist-Sion College, students experience an education where they are known and loved, grow as life-long learners and live as active citizens inspired by the principles of Catholic Social Teaching.

### **Strategic Pillars – Our Commitment to Action**

#### **Catholic Identity**

*We activate identity and mission through Catholic Social Teaching and affirming the dignity and inclusion of all.*

#### **Learning and Teaching**

*We build expert teachers, adaptive teaching teams and collaborative expertise.*

#### **Leadership**

*We are impactful leaders, building capacity and driving school improvement.*

#### **Child Safety**

*We commit to sustaining and improving our child safe practices and culture.*

#### **Stewardship of Resources**

*We provide a vibrant and sustainable future for generations to come.*

### **Strategic Intent**

- Every leader is an instructional leader
- Every teacher is an expert teacher
- Every student is achieving at least 12 months literacy and numeracy growth each year

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

STRATEGIC PLAN FOCUS: HIGH QUALITY CATHOLIC EDUCATION		
IMPROVEMENT DOMAIN: Catholic Identity and Religious Education		
<i>Improvement Dimension: Catholic Identity and Religious Education</i>		
<b>Catholic Identity</b> We activate identity and mission through Catholic Social Teaching and affirming the dignity and inclusion of all.		
<b>Goal:</b> To activate identity and mission through Catholic Social Teaching. Affirming the dignity and inclusion of all.		
Strategies	Measures of Success	Actions
1.1 Create experiences of encounter to <b>develop a culture of recontextualisation and dialogue</b> (CIRE Domain 1).	<p>Favourable increases in data sets: ECSI data; CIRE Tool; Insight SRC; and Catholic culture data.</p> <p>Increased participation in the Catholic Identity and Mission of the College by staff and students.</p> <p>The College community understand and articulate the link between Catholic Social Teachings and the Gospel.</p>	<ul style="list-style-type: none"> <li>• Explore data with staff and create targeted approaches to raise Catholic Identity at the College.</li> <li>• Ensure Scripture is foundational to recontextualised prayer and ritual.</li> <li>• Embrace authentic opportunity for dialogue with other religions and cultures, with specific inclusion and exploration of Aboriginal Spirituality.</li> <li>• Catholic Social Teaching principles are explicitly taught and referred to.</li> </ul>
1.2 Develop teacher expertise to deliver <b>high quality Religious Education</b> (CIRE Domain 2).	<p>Increase in teachers who are Accredited to Teach RE and Lead in a Catholic School, and teachers Accredited to Teach in a Catholic School.</p> <p>Teachers understand the Religious Education Curriculum, To Live in Christ Jesus, including its progression of learning and the Sexuality Education in the Catholic School resource as enablers of student achievement and growth.</p>	<ul style="list-style-type: none"> <li>• Provide staff formation, professional learning and resources to support the gaining and maintaining of the various levels of Accreditation.</li> <li>• Build expert teacher practice in targeted teaching in Religious Education, Scripture and Catholic Tradition to support the teaching of Religious Education.</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

	<p>Teachers evoke student voice and promote student agency in the delivery of Religious Education and social justice projects.</p>	<ul style="list-style-type: none"> <li>• Develop teachers’ understanding of the Religious Education curriculum To Live in Christ Jesus and the Sexuality in Catholic Schools.</li> <li>• Build teacher pedagogical practice to support the development of the post critical belief stance of students.</li> </ul>
<p>1.3 Enhance student learning and <b>Catholic identity by partnering</b> with the local parish, parents and families and DOSCEL (CIRE Domain 3).</p>	<p>Regular meetings are scheduled and attended by Principal, Catholic Identity and Mission Leaders (CIMLs), Parish Priest and Clergy.</p> <p>Invitations are extended to Parish Priest, Clergy and DOSCEL representatives for all Catholic Identity events.</p> <p>Parish partnerships are strengthened through Liturgical engagement and Youth Ministry.</p> <p>Aboriginal and Torres Strait Islander students and their families are provided opportunities for voice and agency in strengthening Cultural connections in the College and parish.</p>	<ul style="list-style-type: none"> <li>• Commit to regular planning and formation of partnerships.</li> <li>• The Principal and CIMLs meet regularly with Parish Priest and Clergy to ensure strong links between the life of the school and parish.</li> <li>• Youth Ministry students support the delivery of Sacramental programs to feeder Primary Schools.</li> <li>• Continue and complete the Partnership Audit and Mapping Task.</li> <li>• Deputy Principal – Catholic Identity and Mission facilitates external partnerships with the support of DOSCEL.</li> </ul>

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

### STRATEGIC PLAN FOCUS: HIGH QUALITY CATHOLIC EDUCATION

#### IMPROVEMENT DOMAIN: Learning and Teaching

#### *Improvement Dimension: Expert Teacher Practice and Improved Student Outcomes*

#### Learning and Teaching

We build expert teachers, adaptive teaching teams and collaborative expertise.

**Goal:** To foster growth and engagement through a shared pedagogical approach.

Strategies	Measures of Success	Actions
2.1 Develop an <b>expert teaching team</b> that promotes adaptive teaching strategies (NSIT Domain 5).	<p>Learning Teams can articulate key teaching strategies to enhance student growth.</p> <p>Teachers demonstrate a high level of confidence in teaching and are eager to expand their subject knowledge.</p>	<ul style="list-style-type: none"> <li>• Target and prioritise teacher practices that support the needs of every learner.</li> <li>• Use data analytics to create planned adjustments that directly support students’ contexts and needs.</li> <li>• Teachers are current in their knowledge of legislative requirements and enact school policies and processes that support the National Aboriginal and Torres Strait Islander Strategy, Disability Standards for Education (DSE), Disability Discrimination Act (DDA), NCCD, Child Safe Standards and EAL curriculum.</li> </ul>
2.2 Resource expert teachers using <b>effective pedagogical practices</b> – including explicit instruction – to maximise student growth (NSIT Domain 8).	<p>Insight SRC – Teacher Confidence; Quality Teaching and Engaging Practice indicators improve.</p> <p>Evidence Based teaching strategies are demonstrated through highly effective practice.</p>	<ul style="list-style-type: none"> <li>• Teachers undertake Teaching Sprints to develop and share pedagogical practices.</li> <li>• Staff interpret a range of data including VCE, NAPLAN, PAT to inform pedagogical practices and differentiation.</li> <li>• Teachers utilise evidence-based strategies to improve academic and social emotional learning.</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

		<ul style="list-style-type: none"> <li>• Teachers welcome opportunities for peer observation and feedback.</li> <li>• Teachers access coaching opportunities to develop their pedagogical practices.</li> </ul>
<p>2.3 Enable expert teachers to support students through <b>differentiated teaching</b> and learning (NSIT Domain 7).</p>	<p>The use of regular data on the achievements, progress, strengths and weaknesses of individual students is used in all classrooms to cater to differences for all learners.</p> <p>Differentiated learning opportunities including accelerated programs, student mentoring and additional learning support.</p> <p>Increased Parent/Guardian/Carer engagement at College community events.</p> <p>Student assessment tasks demonstrate reasonable adjustments, planning and collaboration to meet the needs of students with disabilities.</p> <p>Ensure that learning is built on and includes local, regional and national cultural knowledge and experience of Aboriginal and Torres Strait Islander Peoples.</p>	<ul style="list-style-type: none"> <li>• College records of individual student needs, achievements and progress are maintained centrally and shared across year levels to provide targeted learning.</li> <li>• A school-wide process is established for identifying specific student learning needs, including systematic testing to establish learning gaps and adjustments.</li> <li>• Opportunities to extend student learning (Learning Enrichment &amp; Advancement Programs and studying an Accelerated Learning Program) are embedded to enhance student growth.</li> <li>• An extensive Subject Selection Process is undertaken to engage Students/Parent/Guardian/Carer Partnerships within the schools learning pathway process.</li> <li>• A wide range of initiatives to strengthen Literacy and Numeracy is embedded throughout curriculum programs.</li> <li>• The College effectively uses its physical environment and available facilities to maximise student learning.</li> </ul>
<p>2.4 Activate a <b>learning culture</b>, built around high expectations and excellence. (NSIT Domain 3).</p>	<p>Highly effective visual artefacts to reinforce routines for learning evident in all learning spaces.</p> <p>The Assessing Wellbeing in Education (AWE) data and Insight SRC Student Social Emotional Climate (student distress, student perception of learning confidence, students feeling safe in the classroom) evidences improvement each year.</p>	<ul style="list-style-type: none"> <li>• Create a learning environment that is safe, predictable and known through the implementation of the Whole School Approach to Positive Behaviour Support (WSAPBS) framework.</li> <li>• Establish a Positive Behaviour Team to develop teachers' capabilities to implement evidence-based teaching strategies through coaching and collaborative practices.</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

	<p>The Teaching Climate (Teacher Confidence, Respect for Students) continues to improve (Insight SRC).</p> <p>Student Behaviour and Student Management indicators strengthen and align (Insight SRC).</p> <p>Increase sense of belonging and connection to learning and community (Insight SRC and AWE Survey).</p>	<ul style="list-style-type: none"><li>• Implementation and deepening of student engagement programs and interventions to support students included in the Tier 2 – Targeted and Tier 3 – Intensive process.</li><li>• Explicit teaching of social-emotional skills and wellbeing literacy in the Whole School Wellbeing Program.</li><li>• Student Leadership Structure Review.</li><li>• Develop Achievement and Recognition Process for students.</li></ul>
--	---	---

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

### STRATEGIC PLAN FOCUS: HIGH QUALITY CATHOLIC EDUCATION AND SUSTAINABLE ORGANISATION

#### IMPROVEMENT DOMAIN: Leadership

#### *Improvement Dimension: Leadership for Learning*

#### Leadership

We are impactful leaders, building capacity and driving school improvement.

**Goal:** To enhance a leadership culture that promotes learning and growth.

Strategies	Measures of Success	Actions
3.1 Activate a <b>culture of leadership</b> .	<p>Leaders demonstrate the values and behaviours that reflect the College Vision and Mission.</p> <p>Strong strategic partnerships impact leadership practice.</p> <p>Leaders are self-reflective as evidenced in their Growth Plans and Annual Review Meeting (ARM).</p> <p>Leaders adopt an inquiry disposition to impact strategic improvement.</p>	<ul style="list-style-type: none"> <li>• Document, explain, and share Leadership Role Clarity.</li> <li>• Co-create Growth Plans specifically designed for Executive and Senior Leaders.</li> <li>• Develop a Marist-Sion College Leadership Statement.</li> <li>• Provide ongoing formative feedback to leaders and teaching teams through structured one on one conversations.</li> <li>• Leaders access targeted leadership formation through DOSCEL.</li> </ul>
3.2 Lead <b>impactful school improvement</b> .	<p>Increase in teacher confidence, ownership and teamwork represented in SIF data.</p> <p>Increased participation in Diocesan Leadership Programs.</p> <p>Increased uptake of Sponsored Study Master of Evidence Based Teaching (MEBT) and Master of Instructional Leadership (MIL) through The University of Melbourne.</p>	<ul style="list-style-type: none"> <li>• Leadership formation for middle and senior leaders.</li> <li>• Monitor progress in SIF data which demonstrates impact on student outcomes.</li> <li>• Adopt evidence-based processes to lead change and successful school improvement.</li> <li>• Reimagine flexible, contemporary learning environments that maximise learning and wellbeing.</li> </ul>



## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

	<p>Leaders recognise personal impact on others and invite dissenting feedback.</p> <p>Consultation timelines are communicated and achieved.</p>	<ul style="list-style-type: none"><li>• Change2 Tools and Agile Thinking Tools are used in Team Meetings to plan for change.</li><li>• Consultation Timelines are clearly communicated to staff.</li><li>• The College Calendar identifies Tier 1 to Tier 5 activities and events and ensures that these are scheduled with a focus on maximising student learning time.</li></ul>
<p>3.3 Provide <b>access to targeted professional learning for leaders.</b></p>	<p>Leaders are engaged in professional development and learning.</p> <p>Targeted professional learning facilitates improved teacher practice.</p>	<ul style="list-style-type: none"><li>• Maintain the Marist-Sion College Professional Learning Implementation Plan (PLIP) in alignment with the SIP Harvests.</li><li>• Implement, for all staff, EC by Go1 PL Platform.</li><li>• Provision of targeted professional learning based on the specific needs of staff.</li></ul>

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

STRATEGIC PLAN FOCUS: HIGH QUALITY CATHOLIC EDUCATION AND SUSTAINABLE ORGANISATION		
IMPROVEMENT DOMAIN: Leadership		
<i>Improvement Dimension: Child Safety</i>		
<b>Child Safety</b> We commit to sustaining and improving our child safe practices and culture.		
<b>Goal:</b> To embed a Child Safe Culture across the College to ensure a culture of safety is experienced by all young people.		
Strategies	Measures of Success	Actions
4.1 Enhance an inclusive <b>child safe culture</b> (Child Safe Standards).	Child safe practices, symbols and artefacts are evident in all learning environments.  Equity and diverse needs are catered for.	<ul style="list-style-type: none"> <li>Regular review of the Child Safe Standards Risk Register.</li> <li>The Executive Team and Child Safe Champions monitor and lead child safety policies, procedures and practices.</li> </ul>
	Aboriginal and Torres Strait Islander cultural safety is evident.	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander cultural safety is ensured through consultation and authentic collaboration with students, families and DOSCEL.</li> </ul>
4.2 Foster <b>student agency and voice</b> in a safe and supportive environment characterised by positive relationships and communication among all community members.	<p>Assessing Wellbeing in Education (AWE) data informs Wellbeing Program and College decision making.</p> <p>A student friendly version of the Child Safety and Wellbeing Policy and procedures is evident in the school.</p> <p>Active Complaints Process and Register in place (Child Safe Standard 7).</p>	<ul style="list-style-type: none"> <li>Students are taught the skills they need to support and manage their mental health and wellbeing through the Whole School Wellbeing Program using positive education and wellbeing science.</li> </ul>

# STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

## Marist-Sion College – Warragul

### STRATEGIC PLAN FOCUS: HIGH QUALITY CATHOLIC EDUCATION AND SUSTAINABLE ORGANISATION

#### IMPROVEMENT DOMAIN: Leadership

#### *Improvement Dimension: Resources*

#### Stewardship of Resources

We provide a vibrant and sustainable future for generations to come.

**Goal:** Develop effective stewardship of human and physical resources to mitigate risk and provide a vibrant and sustainable future for generations to come.

Strategies	Measures of Success	Actions
5.1 Prioritise <b>resource allocation based on strategic goals</b> .	Successful implementation of SIP and AIP, including completion of actions.	<ul style="list-style-type: none"> <li>Clearly communicate goals and priorities to all stakeholders.</li> <li>Regularly review and update the strategic plan to reflect actions completed.</li> </ul>
	A comprehensive Masterplan is created and consistently kept up to date.	<ul style="list-style-type: none"> <li>Master planning – Develop long-term plans for facility upgrades and expansions.</li> </ul>
	Adequate resources are allocated to ensure the success of programs and initiatives.	<ul style="list-style-type: none"> <li>Allocate funds to support our staff in delivering academic and extracurricular programs.</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

	Online and digital administrative processes are innovative, cutting-edge, and designed to meet their intended purpose effectively.	<ul style="list-style-type: none"> <li>• Invest in technology enhancing learning and administrative efficiency:                             <ul style="list-style-type: none"> <li>○ Implement a staff onboarding software system</li> <li>○ Implement an online enrolment process</li> <li>○ Implement an online debtor payment gateway.</li> </ul> </li> </ul>	
5.2	Develop <b>strategies</b> and contingency plans to <b>mitigate risks</b> .	Successful completion of audits and testing within all regulatory contexts.	<ul style="list-style-type: none"> <li>• Establish mechanisms for accountability and oversight of critical compliance items and tasks (Compliance Register).</li> <li>• Develop a Business Continuity Plan (BCP).</li> <li>• Develop a program of regular and ad-hoc audits.</li> </ul>
5.3	<b>Sustainable Financial Management.</b>	Maintenance of a balanced budget without recurring deficits.	<ul style="list-style-type: none"> <li>• Develop comprehensive 5-year financial forecast/plan.</li> </ul>
		Adherence to established budget without significant variances.	<ul style="list-style-type: none"> <li>• Implement a system for regular monitoring of financial performance.</li> </ul>
		Evidence of informed decision-making contributing to financial sustainability.	<ul style="list-style-type: none"> <li>• Develop and maintain transparent budgeting processes.</li> <li>• Communicate financial plans and allocations to all stakeholders.</li> </ul>
		Consistent adherence to financial policies and procedures.	<ul style="list-style-type: none"> <li>• Provide training and delegate financial responsibilities to designated roles, empowering staff to actively contribute to financial sustainability through well-informed decision-making.</li> </ul>
		<ul style="list-style-type: none"> <li>• Evidence of continued consideration of cost control in budgeting and procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities for cost savings without compromising the quality of education.</li> </ul>
		<ul style="list-style-type: none"> <li>• Evidence of environmentally responsible and sustainable practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate environmentally sustainable practices in school operations and curriculum.</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN: 2024 – 2027

### Marist-Sion College – Warragul

<p>5.4 Maintain <b>sustainable enrolment growth</b>.</p>	<p>Ongoing enrolment growth without degradation of student experience.</p> <p>Reports on enrolment trends inform College budgeting and planning.</p>	<ul style="list-style-type: none"><li>• Develop and implement a Marketing and Branding Strategy.</li><li>• Review and improve enrolment processes and maintain an appropriate and affordable tuition fee structure.</li><li>• Develop reports to regularly monitor application and enrolment trends.</li><li>• Continue community partnerships with local organisations.</li><li>• Structured review of West Gippsland Trade Training (WGTT) Alliance for sustainability completed.</li></ul>
--	--	---