



Lumen Christi College

CATHOLIC SCHOOL IMPROVEMENT PLAN | 2025

CEWA'S VISION

Catholic Education WA is a Christ-centred and child-focused community of engaged learning environments, inspiring all to actively live the Gospel.

SCHOOL'S VISION

To form resilient young adults with a passion to learn and to be a light for others

- **LIGHT OF FAITH** – We are challenged to have an optimistic faith, to appreciate and be good stewards of the blessings of life.
- **LIGHT OF EXCELLENCE** - We are challenged to shine, to develop our gifts, to achieve our personal best and to share our talents for the benefit of others.
- **LIGHT OF WELCOME** - We are challenged to welcome, to develop an inclusive Community and to be a safe place where all are known and belong.
- **LIGHT OF EXAMPLE** - We are challenged to lead, to demonstrate respect, understanding and compassion for others and to make a difference.
- **LIGHT OF CREATIVITY** - We are challenged to value ideas, to explore possibilities, to have an optimistic faith and to appreciate diversity.

FORMATION FOR MISSION To provide effective faith formation



GOALS	SUCCESS INDICATORS	QCE LINKS
Implement formation practices and programs to empower all staff to further the vision and mission of Catholic education	<ol style="list-style-type: none"> 1. Stronger connection between school and parish 2. Forming staff in the Catholic world view 3. Developing Catholic Leaders 	1.1b,1.1e, 1.2b



EXCELLENCE FOR SUCCESS To ensure all that we do is of the highest quality

GOALS	SUCCESS INDICATORS	QCE LINKS
Students and staff will thrive in their faith development, learning growth and well-being	<ol style="list-style-type: none"> 1. Establishing a future-focussed culture through boldness of innovation and technology 2. Reimagining education settings by implementing diverse and flexible models of learning 	2.1 2.3a, 2.3b, 2.3c, 2.3d



WITNESS FOR IMPACT To elevate our Catholic story

GOALS	SUCCESS INDICATORS	QCE LINKS
Develop partnerships with communities to enable all to recognise the value and contribution of Catholic education	<ol style="list-style-type: none"> 4. Strengthening and enhancing our partnerships with students, parents and caregivers 6. Encouraging staff and parents to promote the successes of Catholic education 	3.1c, 3.1d, 3.2 3.3a



GROWTH FOR ACCESS To provide more students with a Catholic education

GOALS	SUCCESS INDICATORS	QCE LINKS
Increasing enrolments for all year groups, including Aboriginal & Torres Strait Islander students.	<ol style="list-style-type: none"> 3. Developing strategies to encourage enrolments from Aboriginal & Torres Strait Islander families. 	4.1b, 4.1c, 4.1d 4.3c

School:

Improvement Goals

Lumen Christi College

Year: 2025

The Improvement Goals are not intended to capture all the strategic activities of a school but rather prioritise the key areas of focus that will have the highest impact on realising sustained and relevant improvement. Schools are encouraged to limit the number of goals established to maximise depth and impact of strategy. Similarly, this is an iterative document that aligns with the ongoing nature of change that occurs in a school in order to embed processes and practices that lead to a quality Catholic education. Regular monitoring, review and updating of these goals is encouraged and schools may find the addition of notes and/or appendices to capture significant milestones and achievements useful in celebrating success and establishing the next iteration of improvement goals.

There is an expectation that at least one goal for Aboriginal education and Early Years education (if relevant) be included.

INFORMED BY EVIDENCE FROM

- Staff Formation Planning
- Quality Catholic Education guiding principles, frameworks and processes
- CECWA Strategic Initiatives 2030
- National Quality Standard (NQS) Audit
- Aboriginal Education / AEIM: Aboriginal Education Improvement Map
- Curriculum requirements
- Student data analysis, e.g. Power BI & other achievement data, attendance, wellbeing etc.
- School Cyclic Review
- School Climate Survey
- Technology Integration Matrix (TIMS) / Technology Uses and Perceptions Survey (TUPS)
- School improvement processes

ONGOING EVALUATION

FOCUSING

What does our focus need to be?

SCANNING

What's going on for our learners?

DEVELOPING A HUNCH

What is leading to this situation?

CHECKING

Have we made enough of a difference?

LEARNING

How and where can we learn more about what to do?

TAKING ACTION

What will we do differently?



Spiral of Inquiry (Halbert & Kaser 2014)

CATHOLIC IDENTITY

Improvement Goals <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Responsibility	Effectiveness Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Progress
Provide abundant and meaningful opportunities for catechesis through the Word, worship, prayer, retreats, service and community	Develop a multi-disciplinary team to identify and support opportunities for catechesis e.g. DP Mission, HOLA RE, Student Support Worker, Vinnies Coordinator	Term 1 (develop team) Remainder of year: identify opportunities and action	DP Mission	Increased engagement with local and national dates of significance related to Catholic Social Teachings E.g. Refugee Week	<input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved
Recognise, celebrate and leverage the contributions of the laity and religious orders and their charisms in witnessing to the mission of Catholic education and its faith story	Investigate opportunities borne out of the Synodal document to increase Synodal practices in our College community Provide PL for ELT to increase understanding of Synodality and our role in supporting this practice at the College Further develop House identity and knowledge about the House Patrons and their role in exemplifying the values of each House	Ongoing	ELT DP Mission HOCOs	ELT will have an increased understanding of and comfort with the language and practices of synodality. Students and staff can articulate elements of the background and story of their House patron	<input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved
Integrate faith, life and culture through increased opportunities for faith formation	Provide opportunities for staff to discover how they can contribute to the College and wider community through their vocational call to work in a Catholic school: <ul style="list-style-type: none"> • Understanding of vocation • Consideration of how gifts and talents can be used • Discernment of contribution of these to the community and Church 	Ongoing	DP Mission	Greater engagement with opportunities to share one's gifts to enhance the College community	<input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved

EDUCATION

Improvement Goals <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Responsibility	Effectiveness Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Progress
<p>Develop pedagogical best practices that are responsive to diverse learning needs.</p> <p>Develop a common approach to classroom instruction that enhances curriculum delivery and supports more effective use of teacher time.</p> <p>Ensure all students have equitable access to AI platforms and as a school we actively guide them to use these tools effectively.</p> <p>Encourage and facilitate student engagement by empowering each student to achieve his/her God given potential through the provision of quality learning experiences</p>	<ul style="list-style-type: none"> Use longitudinal academic data to effectively track student performance Develop a school-wide approach to data informed practice Develop strong pedagogical leadership in Middle Leaders Provide support to the teachers involved in the whole-school curriculum project through the provision of planning time to develop common resources. Staff PL to implement equitable use of AI in the classroom Review timetable structure and develop contemporary alternatives for 2026 	<p>Ongoing - 2025</p> <p>Ongoing - 2025</p> <p>Ongoing - 2025</p> <p>Sem 1 - 2025</p>	<p>VP Director of Pedagogy Director of Innovation</p> <p>Director of Pedagogy</p> <p>Director of Innovation</p> <p>VP</p>	<p>Improvement in student learning outcomes as indicated by various data sets Staff use data to inform Teaching and Learning practices HOLAs lead teachers to enact and embed the College Vision for Learning. Learning Walk data used for HOLA-led PL during meetings.</p> <p>Common lesson structure and curriculum planning are being used effectively to improve learning outcomes. High quality teaching resources are produced and reviewed.</p> <p>Students indicate they feel competent in using a variety of AI tools in their learning.</p> <p>Suitable TT structure decided on prior to commencement of timetable construction</p>	<p style="text-align: right;"> <input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved </p>
<p>Foster Christ-like, healthy and successful relationships between students and staff members enabling all to learn and grow in the image of God</p>	<ul style="list-style-type: none"> Enhance relationships between staff and students by embedding evidence-based practices that address challenging student behaviour (AERO, Collaborative and Proactive Solutions) 		<p>DP Middle School DP Senior School HOYs College Psychologists</p>	<p>Observed positive student behaviour</p> <p>Staff effectively de-escalating negative student behaviour</p> <p>Students feedback that they have positive connections with staff</p>	<p style="text-align: right;"> <input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved </p>

COMMUNITY

Improvement Goals <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Responsibility	Effectiveness Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Progress
<p>Partner with and support parents and caregivers as the first educators of their children</p> <p>Welcome and celebrate the diversity and uniqueness of each member of the community through recognising their cultures and traditions including Aboriginal & Torres Strait Islander people.</p>	<ul style="list-style-type: none"> Further cultivate and broaden participation from parents across a broad range of groups to create intentional opportunities to engage with the College. Collaborate with Parent Voice to identify and extend an invitation to participate in meetings Continue to build relationships with Aboriginal & Torres Strait Islander families to enhance the educational experience for students 	<p>Ongoing throughout the year</p> <p>Ongoing</p>	<p>Principal DP Mission</p> <p>ALO DP Mission DP Middle/Senior School</p>	<p>Increased opportunities for parent engagement with the College.</p> <p>Increased number of Aboriginal & Torres Strait Islander students enrolled at the College and completing Year 12.</p> <p>Improvement in attendance rates of Aboriginal & Torres Strait Islander students.</p>	<p><input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved</p>
<p>Take proactive steps to provide for the pastoral needs of students and staff. With Christ as our foundation, holistically we identify the spiritual, physical and mental wellbeing of each person as a priority.</p>	<ul style="list-style-type: none"> Positively support student wellbeing through a whole school proactive approach to pastoral care in HR, House, Seminar, lessons etc (GEM). Support the improvement of staff wellbeing through a variety of initiatives. 		<p>DP Middle School DP Senior School</p> <p>Principal College Psychologist Well-being team</p>	<p>Improvements in student wellbeing reflected through student feedback and reporting (TRP survey)</p> <p>Increased staff engagement with well-being initiatives</p>	<p><input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved</p>

STEWARDSHIP

Improvement Goals <i>Performance & development goal to be achieved (stated simply).</i>	Relevant Actions <i>What actions will we take to achieve the goal?</i>	Timeframe <i>What are the timeframe milestones? Timeframe within which the goal will be achieved.</i>	Responsibility	Effectiveness Indicators <i>How will we know we have been successful (quantitative and measurable)?</i>	Monitoring Process and Progress <i>Who is the staff member who will ensure we are on track and have not taken our eyes off the goals? When/how regularly will this be done? How will this be done?</i>
<p>Develop the professional capacity of all staff to promote a culture of continual growth and improvement.</p>	<ul style="list-style-type: none"> Continue to support staff to develop their PGP by further streamlining the process to reduce the administrative burden and enhance focus on growth conversations Develop and deliver a sustained and sequential induction process that supports early career teachers to ensure a positive transition into the teaching profession. Support Middle Leaders to develop their leadership skills through targeted professional learning. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Principal Vice Principal Business Manager Team Leaders Director of Pedagogy</p> <p>Vice Principal Director of Pedagogy HR</p> <p>Vice Principal Director of Innovation</p>	<p>Teaching Staff - Development of professional goals to reflect individual focus areas.</p> <p>Non-teaching staff – development of PGPs.</p> <p>Retention of early career teachers Reported and demonstrated effective classroom practice.</p> <p>Middle leaders report that they feel confident and competent regarding the requirements of the role.</p> <p>Staff report that they feel confident in the professional practice of their respective Middle Leader.</p>	<p style="text-align: center;"> <input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved </p>
<p>Increase the financial sustainability of the College operations</p>	<ul style="list-style-type: none"> Continued focus on increasing student enrolments and retention rates through building the reputation and profile of the school in the community in positioning Lumen Christi as a “School of Choice”. Development of the School Capital Master Plan to understand the schools long term objectives and capital commitments. Ensure that the refurbishment of K Block, sport centre and network infrastructure project is completed in a timely manner and within the allocated budget. Focus on debtors’ recovery with an update to process. 	<p>The rebrand project is to be completed in 2025.</p> <p>Capital Plan due mid-2025</p> <p>Ongoing throughout the year and potentially into 2026.</p> <p>Throughout 2025 with the focus being commencing the process earlier to ensure adequate time in the remainder of the year.</p>	<p>Principal, Business Manager, Assistant Business Manager, Enrolments Officer & Marketing Manager.</p> <p>Principal, Business Manager, Property Manager, Vice Principal.</p> <p>Principal, Business Manager, Property Manager, Vice Principal.</p> <p>Business Manager, Accounts Receivable, Assistant Business Manager.</p>	<p>Increased enrolment numbers. Decreased enrolment losses throughout the year. Quantitative data through community questionnaire Completion of the branding exercise. Goal of google review score of 3 stars by EOY 2025 and 3.5 by EOY 2026 Rebrand implemented and communicated to staff</p> <p>Completion of the document</p> <p>Completion or working towards completion of the project</p> <p>Higher debtor recovery amount. Goal of 2% increase in overall debtor recovery.</p>	<p>Monthly monitoring by Nick Vincent (BM) through financial reporting to ELT and each term to the SAC.</p> <p style="text-align: center;"> <input type="checkbox"/> Not Yet Achieved <input type="checkbox"/> Making Progress <input type="checkbox"/> Achieved </p>

