KEY AREA 1	KEY AREA 2	KEY AREA 3	KEY AREA 4	KEY AREA 5	KEY AREA 6	KEY AREA 7
EDUCATION IN FAITH	**LEARNING & TEACHING**	**STUDENT WELLBEING**	**SCHOOL COMMUNITY (& PARTNERSHIPS)**	**LEADERSHIP & MANAGEMENT (& GOVERNANCE)**	**HUMAN RESOURCES**	**FINANCE, FACILITIES & ICT**
				LEADERSHIP AND MANAGEMENT SPHERE		
As a Catholic school within the legacy of Maximilian Kolbe we seek as a faith community, meaningful, relevant engagement of all (students, parents and staff) in their spiritual journey	To foster independent, collaborative, confident and resilient life-long learners who thrive on challenge and contribute to our community of learning.	To develop student engagement and connectedness to Kolbe Catholic College arising out of positive relationships, being valued and feelings of pride	To continue to build and promote a college culture that fosters appropriate, authentic and supportive partnerships between students, families, staff, the local and wider community	To provide a professional and collaborative culture of supportive leadership that nurtures and engages all staff.	Matters arising from Key Area 6	To ensure the College remains economically viable whilst providing high quality resources and facilities to enable delivery of optimum teaching and learning outcomes

KEY AREA 1 — EDUCATION IN FAITH

1.1 To provide the College Community (students, parents,staff) with a rich experience of the Traditions of Catholicism by celebrating the feasts and events of the Liturgical Calendar throughout the year, in relevant and meaningful ways.
1.2 To promote the faith dimension of our College by providing opportunities for all staff to be involved in professional development that will promote Catholic Identity.
1.3 To develop teacher capacity in the Religious Education faculty through the delivery of the Horizons of Hope curriculum
1.4 Implement the commencement of four major Icons in our College that will beautify our buildings whilst enhancing our Catholic Identity.

KEY AREA 2 — LEARNING & TEACHING

2.1 To improve Literacy Outcomes for students.
2.2 To improve Numeracy Outcomes for students.
2.3 To improve VCE results for students – ATAR and Study Scores.
2.4 To expand and further establish existing pathways for student acceleration and enrichment.
2.5 To enhance individualised learning through the systematic use of data and the execution of best practice models for feedback.
2.6 To enhance pedagogical practice through the incorporation of evidence based 'highest yield strategies'
2.7 To increase student voice in knowing content and involvement in the evolution of pedagogical practice.
2.8 Improve student, staff and parent accessibility, understanding and application of learning based growth data

KEY AREA 3 — STUDENT WELLBEING

3.1 To establish consistent and clear expectations that enable classroom to be productive learning spaces
3.2 To continue to enhance pastoral structures to effectively support student wellbeing
3.3 To continue to strengthen students' belonging and engagement in College life
3.4 To develop the emotional intelligence of students
3.5 To build self-efficacy of students as learners in and beyond the classroom
3.6 To foster positive relationships between staff, students and parents.

KEY AREA 4 — SCHOOL COMMUNITY (& PARTNERSHIPS)

4.1 To enhance communication within and beyond the College
  4.1.1 To build partnerships with feeder primary schools, Alumni, the broader Catholic education sector, the wider community, local and State government, industry, Church agencies and other major stakeholders
  4.1.2 To develop parent education programs
  4.1.3 To ensure community and outreach partnerships are consolidated and extended
4.2 To develop a strategic marketing plan that underpins a stronger College profile in the local and wider community
4.3 To ensure College community satisfaction levels are monitored and inform policy development
4.4 To introduce a Parents & Friends Association with an agenda to increase parental involvement.
4.5 To improve communication with families ensuring that all families, regardless of their background and language spoken at home, can communicate effectively with the College
4.6 To engage families, in partnership with the College, in the holistic development of students.

KEY AREA 5 — LEADERSHIP & MANAGEMENT (& GOVERNANCE)

5.1 To ensure our compliance is accurate and effective; policies are reviewed and monitored
  5.1.1 To ensure there is a minimisation of risk through pro-active assessment of potential threats and opportunities
5.2 To ensure the vision for the College is clear and regularly communicated to the school community
5.3 To continue to resource the College DCAs and Board and explore ways to further its contribution to College life
  5.3.1 That the expertise and capacity of the Board is strengthened through the nominations process and induction and Formation programs
5.4 To ensure children are protected by our child protection policies and procedures
5.5 To maintain a culture and practice of comprehensive annual planning and evidence based self-review and improvement and to ensure there is progress with the Strategic Improvement Plan with the regular assessment of key performance indicators

KEY AREA 6 — HUMAN RESOURCES

6.1 To improve processes for recruitment, retention and the professional development of staff
  6.1.1 To build partnerships with tertiary educational institutions
  6.1.2 To ensure adequate staffing; evaluate the benefits of further out sourcing of staffing and devise succession plans in staffing areas where retirements may occur in the short to mid term
  6.1.3 To develop a staff handbook that incorporates all relevant HR and IR requirements for staff and ensure the staff induction procedures are effective
6.2 To review the structure of the school day and the impact on learning and teaching
6.3 To develop a culture of reflection; a workplace culture characterised by purposeful collaboration, teamwork and capacity building; a strengthened culture of professional dialogue and learning (department reviews, ARMs, appraisals) that aims to maximise educative impact and the growth of the individual
  6.3.1 To ensure the professional development of staff is strategic; all staff participating in a range of relevant and fulfilling professional development opportunities; staff engaging with leadership development opportunities; the establishment of a College Professional Learning Plan that aligns professional learning with the goals stipulated within the College Strategic Plan.
6.4 To continually adapt the College organization structure to meet the needs of the college.

KEY AREA 7 — FINANCE, FACILITIES & ICT

7.1 To be financially viable and responsible; continue to manage the economic life of the College with prudential care.
7.2 To ensure the financial impact of changes in government funding and public policy is assessed in relation to continued sustainability
7.3 To consider student population and enrolment forecasts, in association with local demographics, and their impact on the financial future of Kolbe College
7.4 To review and adjust school fees to ensure access to education is affordable for our client base, delivers quality outcomes, and is considered to be suitable value for investment
7.5 To maintain a rigorous system for programmed and cyclical maintenance of the College assets and resources
7.6 To improve asset and project management by using a centralised recording system
7.7 To establish an asset management strategy for replacement schedules for College assets including vehicles, plant, equipment, infrastructure, technology, furniture and Faculty resources
7.8 To increase sponsorships through engaging with the community and Alumni benefactors
7.9 Following the development of the Strategic Improvement Plan, a Master Plan with 5-10 year projections to be developed to plan for major and minor capital investment projects as well as maintenance and refurbishment requirements
7.10 To develop an ICT Master Plan with five to ten years projections for capital investment projects and for infrastructure maintenance requirements