



Sacré Cœur

2017  
Annual  
Report  
to the  
School  
Community



Sacré Cœur  
172 Burke Road, Glen Iris

Registered School Number: 0149



# 2017 Annual Report to the Sacré Cœur School Community



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# 2017 Annual Report to the Sacré Cœur School Community



## Contact Details

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## Minimum Standards Attestation

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I, Anna Masters, attest that Sacré Cœur is compliant with:

- All of the requirements for the minimum standards and other requirements for the registration of schools as specified in the Education and Training Reform Act 2006 (Vic) and the Education and Training Reform Regulations 2007 (Vic), except where the school has been granted an exemption from any of these requirements by the VRQA.
- Australian Government accountability requirements related to the 2017 school year under the Australian Education Act 2013 (Cth) and the Australian Education Regulations 2013 (Cth).

1 May 2018

## VRQA Compliance Data

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### Note:

The School's financial performance information has been provided to the Australian Charities and Not-for-profits Commission (ACNC) and will be available for the community to access from their website at [acnc.gov.au](http://acnc.gov.au)



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## Our School Vision

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As a Sacred Heart school, we find our meaning and purposes in the educational vision of the Mother Foundress, St Madeleine Sophie Barat, who founded the Society of the Sacred Heart in France in 1800.

A Sacred Heart education is marked by a distinctive spirit. The essence of a Sacred Heart school includes that it be deeply concerned for each student's total development: spiritual, intellectual, emotional and physical. A Sacred Heart school emphasizes serious study, social responsibility, personal growth and resilience, wise decision-making, and lays the foundations of a strong faith.

This Sacred Heart spirit is expressed in the five Goals of Sacred Heart Education that members of the school community endeavour to 'live out' in our everyday lives. The goals are:

- A personal and active faith in God
- A deep respect for intellectual values
- Building of community as a Christian value
- A social awareness that impels to action
- Personal growth in an atmosphere of wise freedom

The Goals are fundamental to Sacré Cœur's day to day operations, providing the framework for our specific objectives and helping hold us true to the Sacred Heart philosophy of education.

## School Overview

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Sacré Cœur is a highly regarded school with strong foundations, well positioned to build on its many successful years educating students at Burke Road. Our Catholic faith and commitment to the educational philosophy of St Madeleine Sophie Barat are part of what makes Sacré Cœur distinctive and guides all that we do.

The School has solid finances, excellent infrastructure and a high performing team of talented teachers and administrative staff. Academically, Sacré Cœur girls achieve results among the best in the State, and they participate widely in sport, music, the arts and social activities. Sacré Cœur is forward thinking and embraces world's best practice in education including collaboration with other schools in person and online; adopting a global outlook; offering virtual classroom experiences; and a commitment to full implementation of the Victorian Curriculum. Our alumnae are an active group of women and are well represented among community leaders.



# 2017 Annual Report to the Sacré Cœur School Community



## Education in Faith

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### Goals and Intended Outcomes

- Educating the community about the Sacred Heart charism and promoting it so that we develop our Catholic identity and share it more widely.
- Seeking the meaningful, relevant engagement of students, parents and staff in their spiritual journeys.
- Continuing to provide opportunities for community Eucharistic celebrations; further developing Sacramental Preparation Programs where the student-school-family relationship is core; and increasing opportunities for the participation of the school community in prayer and liturgical life.
- Building on our out of school social justice action and outreach activities within a clear framework of Catholic values and involving students in their planning.
- Encouraging more of our teachers to be accredited to teach Religious Education and clearly mapping this through professional learning pathways.

Our Annual Action Plan continued with specific focus on:

- Improving communication about what the School does in Education in Faith, especially to our parents.
- Seeking to expand, enhance and invigorate opportunities for prayer life and liturgical celebration across the school community.
- Increasing opportunities for 'out of school' student participation in social justice activities.
- Committing to giving students greater involvement in planning and designing social justice initiatives within a clear framework of Catholic values.

### Value Added

- Daily prayers
- Reflection Days for Year 7-10 and Retreats for Years 11 and 12
- Sacraments of First Reconciliation and First Eucharist
- Special occasion Masses (Leadership Mass, Sacred Heart Day, Blue Ribbon Commissioning Mass, Vale Mass)
- Student Liturgy Committee
- Week of Prayer
- Year level, Joigny, House and School Masses
- Philippines immersion for Year 12 graduates



# 2017 Annual Report to the Sacré Cœur School Community



## Achievements

During the year there were more opportunities offered to students to be involved in liturgical celebrations. In particular, there were more Masses celebrated with the secondary school students. In terms of social justice initiatives, our recently graduated Year 12 students were offered two options for post-school involvement. Students were invited to be mentors/companions at the Sony Foundation Camp, a three day Camp offered to children with disabilities. There was also an opportunity for students to engage in an Immersion program at our Sacred Heart sister community in Samar, in the Philippines.

## Student Wellbeing

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### Goals and Intended Outcomes

In development confident, resilient young women, we equip them to thrive in the ever-changing world. Planning and providing safe, contemporary and effective learning environments will help us achieve excellent student wellbeing outcomes, including:

- Encouraging greater independence in student learning.
- Developing a common language and approach through Prep to Year 12 to foster resilience, wellbeing and raise the student voice.
- Reviewing, refining and implementing the Cor Unum Program which delivers pastoral care.
- Evaluating and creating authentic student leadership experiences at all levels of the School, focusing on sharing life experiences via mentoring for senior students by alumnae and other women from a broad range of endeavors.
- Creating frameworks to promote communication between year levels.
- Helping our students bridge any gaps between life inside and out of school.

### Achievements

Sacré Cœur now has a well-developed Restorative Practices culture in the School with all staff trained and refresher sessions held at regular intervals. Our students are actively encouraged to take part in a variety of School events and activities which promote both confidence and resilience.

### Years 9-12 Student Retention Rate

Sacré Cœur's retention rate for students in Years 9 – 12 was 97.78%.



# 2017 Annual Report to the Sacré Cœur School Community



## Average Student Attendance Rate by Year Level

The School keeps a record of the attendance of each student. The class roll is marked every period throughout each school day in the secondary school, and twice a day in Joigny. If a student is marked absent in the morning and the parent has not made contact with the school, the parent is contacted by the School Office. Attendance records are monitored daily and contact with parents/guardians and counselling of the student, if necessary, occurs if she has been absent for more than five consecutive days, or shows a pattern of inconsistent attendance.

<b>Year 1</b> 95.92%	<b>Year 3</b> 94.75%	<b>Year 5</b> 97.46%	<b>Year 7</b> 97.53%	<b>Year 9</b> 96.31%
<b>Year 2</b> 96.68%	<b>Year 4</b> 96.55%	<b>Year 6</b> 97.21%	<b>Year 8</b> 96.35%	<b>Year 10</b> 95.74%

Overall average attendance was 96.45%

## Value Added

- ANZNet exchanges
- City Cite
- Cor Unum Pastoral programs
- Leadership expedition to India
- Leadership programs
- Notre Monde program (Year 9)
- Outdoor Education
- Sacred Heart international exchanges
- Wellness Program (Prep-year 6)

## Student Satisfaction

Students surveyed for the SIF Report could identify many aspects of quality teaching – establishing positive relationships with students, having high expectations for all, teachers knowing their subject and how to teach, being approachable and fair, and teachers going the extra mile for students, showing they love what they do. The School demonstrates a key characteristic of an excellent school in the 21<sup>st</sup> century – it develops a culture of ambition and achievement which is the essence of the Sacred Heart tradition. Continuing to engage students in the highest quality learning activities, from Prep – Year12 is an ongoing priority. The School promotes wellbeing and respect in ways that are embedded, systemized and self-sustaining, that is, written policy, successful implementation, regular review and renewal processes are in place. Students are strongly connected to the School and to each other and feel safe. Parent School Improvement Survey results for safety are in the top 25% of Victorian school, student attendance and retention are high.



# 2017 Annual Report to the Sacré Cœur School Community



## Learning and Teaching

### Goals and Intended Outcomes

Sacré Cœur’s commitment is to create and provide an educational environment, for young women to achieve their full academic potential and gain relevant skills to equip them to thrive in a global society. Our learning and teaching strategies include:

- Actively engaging students in learning through the highest quality teaching practices.
- Seeking to inspire a lifelong love of learning within a framework that is designed to respond to individual needs.
- Offering a differentiated curriculum and environment in which teaching staff add value to all programs and commit to achieving the highest academic outcomes possible for all students.
- Engaging students from Prep to Year 10 with an inquiry and problem solving based curriculum which incorporates differentiated and explicit teaching to add value to programs and continually improve learning outcomes for all students.
- Enhancing and supporting the transition programs (Years 5 and 7) such that it recognises, celebrates and builds on this stage of development - particularly emphasising engagement, resilience and social skills.
- Developing processes to formally identify, evaluate and introduce new teaching and learning tools. We will continue to use assessment tools and program reviews and make appropriate changes to achieve improved outcomes for all girls.
- Supporting innovation and initiative by continuing to encourage teachers to take ownership of the learning environment and culture, and to be open to new ideas through the support of a Learning Innovation Leader.
- Adopting new approaches to achieving the best learning outcomes in Numeracy and Mathematics throughout the School.

### Achievements

A range of evidence indicates the School is optimising student learning. A profile of excellence and improvement is evident in school achievement at VCE. We are ranked 27th of all schools in Victoria, and based on the median study score, were the second highest performing Catholic school in the state in 2017. This has been consistent over the last six years. Learning growth in Literacy and Numeracy from Years 3-5 and 7-9 is above state average and generally greater than similar schools nationally.

### Post-School Destinations

Tertiary Study	84%	Deferred	4.0%
TAFE / VET	8.0%	Employment	4.0%
Apprenticeship /Traineeship	0.0%		



# 2017 Annual Report to the Sacré Cœur School Community



## Median NAPLAN Results for Year 9

Reading	632.90
Writing	628.90
Spelling	617.50
Grammar and Punctuation	648.20
Numeracy	627.10

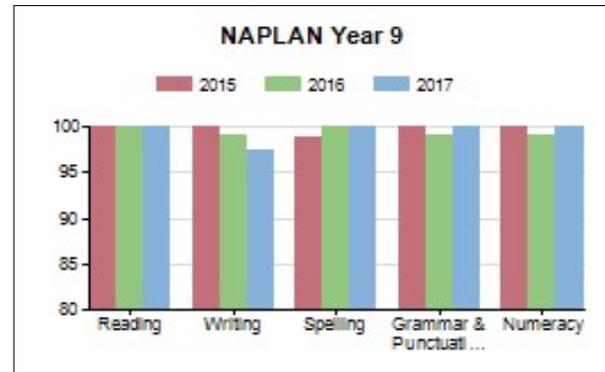
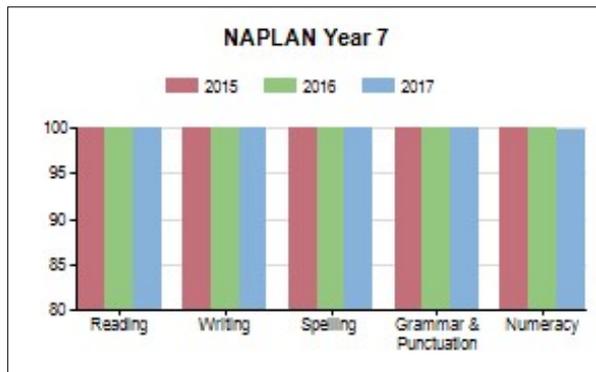
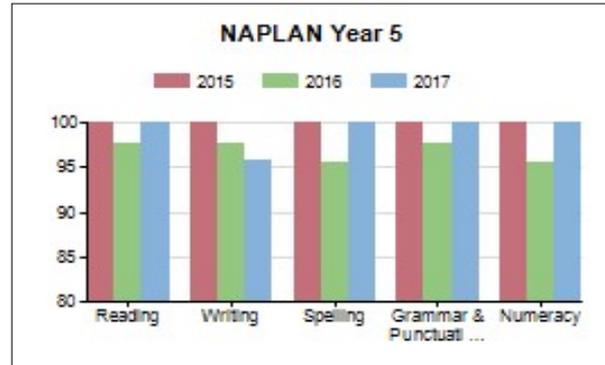
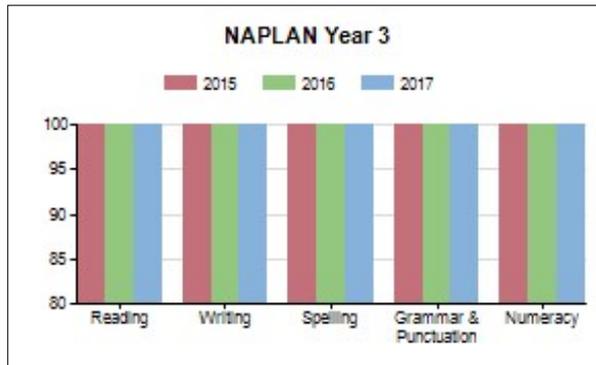
## Senior Secondary Outcomes

VCE Median Score	36
VCE Completion Rate	100%
VCAL Completion Rate	N/A

## Proportion of Students Meeting the Minimum Standards

Sacré Cœur's student learning outcomes as measured by NAPLAN testing have been consistently high for the period 2015-2017 with only minor fluctuations depending on the student cohort at each level.

NAPLAN Tests		2015 %	2016 %	2015 - 2016 Changes %	2017 %	2016 - 2017 Changes %
Year 3	Grammar and Punctuation	100.0	100.0	0.0	100.0	0.0
	Numeracy	100.0	100.0	0.0	100.0	0.0
	Reading	100.0	100.0	0.0	100.0	0.0
	Spelling	100.0	100.0	0.0	100.0	0.0
	Writing	100.0	100.0	0.0	100.0	0.0
Year 5	Grammar and Punctuation	100.0	97.8	-2.2	100.0	2.2
	Numeracy	100.0	95.6	-4.4	100.0	4.4
	Reading	100.0	97.8	-2.2	100.0	2.2
	Spelling	100.0	95.6	-4.4	100.0	4.4
	Writing	100.0	97.8	-2.2	95.7	-2.1
Year 7	Grammar and Punctuation	100.0	100.0	0.0	100.0	0.0
	Numeracy	100.0	100.0	0.0	100.0	0.0
	Reading	100.0	100.0	0.0	100.0	0.0
	Spelling	100.0	100.0	0.0	100.0	0.0
	Writing	100.0	100.0	0.0	100.0	0.0
Year 9	Grammar and Punctuation	100.0	99.0	-1.0	100.0	1.0
	Numeracy	100.0	99.0	-1.0	100.0	1.0
	Reading	100.0	100.0	0.0	100.0	0.0
	Spelling	98.8	100.0	1.2	100.0	0.0
	Writing	100.0	99.0	-1.0	97.5	-1.5



## Child Safe Standards

### Goals and Intended Outcomes

Sacré Cœur has implemented all facets of the Child Safe standards.

### Achievements

- Our Child Safe Policy was reviewed and approved, as was our Child Safety Code of Conduct and Commitment Statement. Each of these documents is available on our School website.
- All staff, visitors and contractors have been made aware of the requirements of our Child Safe Policy and are reminded of these each time they sign into the school.
- These policies and the code of conduct were communicated to the wider school community and as a result, changes were made to the arrangements for some of our parent-run events
- A greater level of scrutiny is now placed on potential employees, as our screening processes have been made more rigorous.



## Leadership and Management

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### Goals and Intended Outcomes

Sacré Cœur's leadership and management strategies are based on responsibility, empowerment and mutual respect. We promote:

- A culture of collaboration, creativity, and innovation practice, where leaders empower each other and colleagues to explore new as well as improved structures and approaches to learning and teaching.
- Authentic and effective communication principles and practices.
- Staff accountability for their own specialist areas and for contributing to the overall strategic goals of the School as well as knowledge and expertise sharing and mentoring wherever appropriate.

Our leadership and management strategies also include:

- Creating an appraisal and performance development culture in the school with an emphasis on developing emerging leaders; in particular, the School embraces the tenets of the Melbourne Archdiocesan Leadership Standards Framework.
- Actively managing effective succession planning and professional staff development so all staff, both teaching and administration, can be at the professional leading edge and are able to pursue fulfilling career paths.
- Pursuing a professional development plan which includes formation in being a Sacred Heart educator, education in faith, student wellbeing, learning and teaching needs.

### Achievements

All teachers hold registration with the Victorian Institute of Teachers. There is a diversity of qualifications amongst staff, ranging from Doctorates to Diplomas of Teaching. A complete list of qualifications of individual staff is published each year in Cor Unum, the school magazine.



# 2017 Annual Report to the Sacré Cœur School Community



## Expenditure and Teacher Participation in Professional Learning

Description of Professional Learning undertaken in 2017

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Faculty curriculum and pedagogy team professional learning

Leadership training

Restorative Practices

Mindfulness

Personalised Practices

Technology-based training

Anaphylaxis/First Aid/Asthma training

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Number of teachers who participated in Professional Learning	114
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Average expenditure per teacher For Professional Learning	\$1123
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## Teacher Satisfaction

Processes are in place at Sacré Cœur to gather feedback in an ongoing manner on a range of matters including customer/stakeholder satisfaction (parents, staff and students) and improve communication generally. Action has been taken to increase accountability of staff, strengthen relationship management and grow leadership capacity within the school. The School Improvement Survey result show that these action/foci are appropriate.

The School has been able to attract and retain highly qualified, expert teachers in specific areas, who thrive in the professional culture. According to the 2017 School Improvement Staff Survey results, the Organisational Climate Index and Teaching Climax Index remain high. The staff in general is cohesive, and consider their goals and approach to work are aligned with the goals and approaches of the School. Leadership selection and retention is also identified as one of the School's strengths.



# 2017 Annual Report to the Sacré Cœur School Community



## Teaching Staff Attendance Rate

Teaching Staff Attendance Rate	97.21%
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## Staff Retention Rate

Staff Retention Rate	84.21%
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## Staff Qualifications

Doctorate	0.00%
Masters	30.14%
Graduate	42.47%
Certificate Graduate	2.74%
Degree Bachelor	95.89%
Diploma Advanced	10.96%
No Qualifications Listed	1.37%

## Staff Composition

Principal Class	4
Teaching Staff (Head Count)	110
FTE Teaching Staff	91.420
Non-Teaching Staff (Head Count)	59
FTE Non-Teaching Staff	45.171
Indigenous Teaching Staff	0



## School Community

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### Goals and Intended Outcomes

Sacré Cœur seeks to build community as a Christian value. We achieve this through greater consultation and network building across our community - national and international. Our strategies include:

- Enhancing Sacré Cœur's identity as a Prep to Year 12 school through improved transition into, through and beyond the school, and with particular emphasis on fostering active links with our alumnae, especially our younger alumnae.
- Working in partnership with parents, alumnae, external bodies, other schools and the wider community, particularly ANZNet, the Australasian Sacred Heart education network, and improving our communication across all levels.
- Fostering and expanding our internationalism by changing the focus of our exchange and Social Justice programs and significantly deepening the experiences.
- Strengthening our French heritage links and support for our sister schools in Australia, New Zealand and worldwide.
- Setting up a scholarship/bursary fund for an annual learning and teaching exchange of two Sacré Cœur staff to other Sacred Heart schools either in Australia or overseas.

### Achievements

Community action has been developed through the involvement of parents, staff and students in outreach through the Sacred Heart Institute for Transformative Education based in the Philippines. ANZNet and international connections have been furthered through curricular and co-curricular programs. Staff engaged in the annual learning and teaching exchange, attending schools overseas.

### Value Added

- Buddy/Big Sister-Little Sister program.
- Sacred Heart Week.
- Arts Festival.
- Orientation days for new students.
- Level and whole school assemblies.
- GSV Sport.
- Year 13 Alumnae mentoring program with Year 12 classes.
- Joigny Musical/Senior Production.
- Student Sacred Heart committee.
- Joigny and year level picnics.
- House activities.
- Camps.
- i@B (Insights at Brekky – Year 12 breakfast presentations).



## Parent Satisfaction

In 2017, parents attending at a selection of school activities in both Joigny and the Secondary school were surveyed regarding their level of satisfaction. Overwhelmingly, the feedback received was very positive. A key indicator of success in building community locally and beyond is a school's enrolment. Enrolment is at the highest level in its history due in large part to student and parental (past and present) satisfaction, the very positive reputation of the School in the local community and the sense of community parents are able to experience. Sacré Cœur prides itself on keeping channels of communication open between the School and parents, students and staff.

## Future Directions

As Educators of the Sacred Heart, we are privileged to work with young women from Prep to Year 12 as we guide their heads and their hearts. Our girls seek to contribute to their local communities, clubs and to the world.

We provide our students with the necessary skills to equip them for a changing world of work. We want our girls to graduate from Sacré Cœur with the capability, confidence and courage to live their lives to the full. Our Vision Statement is

**"Sacré Cœur Women Shape the World".**

This strong statement reflects our existing and future aspirations for our young women and it is authentic to our Sacred Heart tradition. It follows then, our Purpose is to **"Educate and Empower our Women to Make a Profound Contribution to Their World"**.

This Purpose Statement reflects our commitment to educate each child, not just academically, but holistically with the goal of empowering her and building her confidence and resilience to respond to change and to live her life with a future focus. Central to this Strategic Plan are what we term our 'Cor Unum Values' that lie at the heart of our school culture and these are **Tenacity – Excellence – Resilience – Respect – Authenticity – Integrity - Nurture**

Each of these Cor Unum Values reflects the behaviours and attitudes that we encourage and celebrate most within our community. These Values form the acronym TERRAIN – for it is from this solid ground that our decision making, strategic thinking and leadership is informed.

In developing our Strategy we considered five domains of our school life, namely Products and Services, People and Relationships, Growth, Brand and Reputation and Financial Strength. The full detailed strategic plan is available to you on our school website but for this brochure we have captured one of the key areas of focus activity for each domain.



# 2017 Annual Report to the Sacré Cœur School Community



**Products and Services - Value driven and market adaptive** Our current Prep students will graduate in 2030 so we must continue to provide an education that is relevant, rigorous and contemporary. Our Plan invites us to review what constitutes contemporary learning and revise our Master Plan, if necessary, to meet these needs.



**People and Relationships- Respectful and mutually beneficial relationships** A core focus will be to review the Professional Learning provided to staff to ensure our girls and our staff are working with the latest learning, attitudes and devices to meet their educational goals.



**Growth - Capacity Building** As we live in a globalised world we will seek further opportunities to form learning and leadership partnerships within our International Sacred Heart network. We will review our co-curricular programs and explore opportunities to ensure our students thrive.



**Brand and Reputation - Authenticity and excellence in everything we do** As an organisation's brand and reputation is vital to its ongoing sustainability and growth, one area of focus for us will be to develop and implement a Marketing Plan to ensure that the Sacré Cœur brand is articulated consistently in all we do.



**Financial Strength - Maximise financial opportunities and reinvestment** In order to limit fee increases over coming years we will explore a variety of ways to ensure our educational offering is as sustainable as is possible

Sacré Cœur has been built upon a proud tradition of sharing our gifts and talents with others and this Plan invites continued commitment to this spirit of collaboration. This is why every member of our community has a pivotal role in the delivery of our strategy.

In an ever-changing world, there has never been a better, or more challenging time to lead a girls' school. As a community, we will be the richer for implementing this Plan. We proudly share it with you and look forward to working together to achieve our goals.

We have every confidence that each member of our Sacré Cœur community will work individually and collectively to make a significant contribution to achieve the strategic initiatives detailed in our Plan.