



Sacré Cœur
Sacré Cœur Women Shape the World

2019

Annual Report

172 Burke Road, Glen Iris VIC 3146
Registered School Number: 0149

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Minimum Standards Attestation

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 2017 (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 2019 school year under the *Australian Education Act 2013 (Cth)* and the *Australian Education Regulations 2013 (Cth)*
- The Child Safe Standards prescribed in Ministerial Order No.870 – Child Safe Standards, Managing Risk of Child Abuse in School.

1 July 2020

PRINCIPAL'S REPORT

Sacré Cœur women have always looked to the future, to discover how they can make it better. As a School we are doing the same.

In 2019 we continued to build on the foundations of Sacré Cœur to make it stronger, for today and into the future. There is a very real energy amongst us, as we began projects that will deliver tangible benefits for our students, staff and greater community.

The Board, Leadership Team, Foundation and staff are passionate in their vision to educate young women in a way that challenges and excites them. Our students are exemplary young women. Their academic endeavour, deep sense of community and joie de vivre is what sets a Sacré Cœur education apart. We want our students to learn in a way that sparks their curiosity and to be taught by the most skilled and engaged teachers.

In 2019 work began on the four level STEAM and Library Centre. This exciting new development will deliver a three level library for Junior and Senior students, three new science laboratories, three design studios, VR and IT laboratories, breakout learning spaces and an outdoor learning terrace for both our Junior and Senior students. Due for completion early 2021, it is a significant project in a ten year Master Plan for the School.

We also launched our new communications strategy including a refreshed brand identity. Informed by research, this project will strengthen Sacré Cœur in the hearts and minds of our community.



Our students, nurtured by highly experienced and compassionate teachers, once again showed themselves to be wise women, ready to shape the world. With courage they travelled the world on immersions, with kindness helped to improve the outcomes of their communities through social justice action and with a passion for academic endeavour, achieved significant academic success. As an open entry school, the Class of 2019 achieved outstanding results as one of the best Catholic schools in Victoria.

In 2019 Sacré Cœur consciously celebrated and deepened our understanding of our Catholic faith. We gave ourselves special permission to venture into transcendental spaces. With courage and with curiosity, we have moved into 'the possible' and beyond the concrete into the intangible. Students experienced Dadirri, an Indigenous form of spiritual contemplation. In doing so, they followed the advice of Mother Janet Erskine Stuart who reassures us that 'To go into the presence of God is like going into the freshness of the morning air.'



In the spirit of social justice, we were excited to launch a new bursary named in honour of a leading light of the Sacré Cœur community, Kathleen McCarthy. Kathleen was an educator, Deputy Principal, parent, School Board director and supporter. She also served on the Foundation's Bequest sub-committee and the Alumnae Association's Janet Stuart Bursary committee. Kathleen's family established the bursary to keep her memory alive and it encapsulates her belief in and passion for the Sacred Heart goal – *Social awareness that impels to action.*

As a community we look back on 2019 and have a deep sense of appreciation for what we have achieved. Through the courage and kindness of all within Sacré Cœur, we continue our long tradition of educating young women ready to shape the world.



Anna Masters

Anna Masters
Principal

OUR SCHOOL VISION

Our Mission as a School of the Sacred Heart

We are called to discover and reveal the Sacred Heart of Jesus through the work of education. This transformative education calls people to realise their true selves and bring about a more just society.

Our Mission is expressed in the Five Goals of Sacred Heart Education:

1. A personal and active faith in God.
2. A deep respect for intellectual values.
3. The building of community as a Christian value.
4. A social awareness that impels to action.
5. Personal growth in an atmosphere of wise freedom.

Our Vision Statement

Sacré Coeur Women Shape the World

Our Purpose Statement

Our purpose is to educate and empower our women to make a profound contribution to their world.

Our Cor Unum Values

Faith, Community, Integrity, Kindness



SACRÉ CŒUR: AN OVERVIEW

Founded in 1888, Sacré Cœur is a highly regarded Independent Catholic girls' school located in the eastern Melbourne suburb of Glen Iris. Educating students from Prep to Year 12, we are proudly a small school with just over 700 students meaning each child is known and their individual needs are met.

The Sacré Cœur Way

The transformation of hearts and minds lies at the heart of a Sacré Cœur education. Our holistic approach to educating young women unites academic endeavour with a deep sense of care for each child and strength of community to create the truest expression of the Sacré Cœur way. Laughter, inclusivity, deep friendships and the diversity of opportunity are evidenced in the education of our students.

Our young women are inspired and challenged to shape the world.

Pursuit of Academic Excellence

Our students are known and embraced as individuals, and their learning and wellbeing needs are met as they grow from children into young adults. We are an open entry school, delivering a broad range of curricular and co-curricular opportunities, meaning each child can find their individual path.

They benefit from an education delivered by our highly qualified and passionate teachers, many of whom are curriculum experts and VCE assessors. As a result, our young women flourish and achieve exceptional VCE results, ranking us as one of the top three Catholic girls' schools in the state.



Deep Commitment to Student Wellbeing

Student wellbeing is at the core of personal endeavour and achievement and as such is our first priority for each of our students. Our specifically designed Junior and Senior wellbeing programs support the development of skills, knowledge and capacity to manage life challenges and to maintain social, emotional and physical wellbeing from the earliest years into adulthood.

Belonging to an Inclusive Community

Our young women are encouraged to raise their voices and to look outwardly, applying their wisdom and skill to make a difference in the lives of others. Students at Sacré Cœur feel a palpable sense of belonging and benefit from a rich diversity of faiths within our community.

We are privileged to belong to an international Sacred Heart family of over 150 schools across 41 countries. Our extended international family helps to grow our sense of community as we learn together through immersions, and engage in programs that support social justice initiatives locally and globally.

2019 Strategic Intent

The 2019 Annual Action Plan guided the School community to achieve the following goals as a Catholic School within the Sacred Heart tradition:

- Provide an education in faith.
- Educate girls in a 21st century model of education celebrating their global citizenship.
- Continue our philosophy of continuous improvement.
- Foster an environment of learning and teaching excellence.
- Maintain a nurturing focus on student wellbeing.
- Deliver responsible and empowered leadership and management.
- Build a strong school community with focus on our internationalism.
- Continue good governance and financial management.
- Focus on evolving creative and innovative infrastructure.
- Prepare for the future.

EDUCATION IN FAITH

Faith life at Sacré Cœur continues to be rich and flourishing as we provide students with opportunities to develop their personal spirituality. The exploration of spirituality is woven through all that we offer our students, both within and beyond the classroom.

Prayer, reflection, silence and contemplation time along with social justice action and immersion opportunities continue to help guide our students to find their spiritual identity and consider the role of spirituality in their everyday lives.

Goal

As a Catholic School within the Sacred Heart tradition, we seek as a faith community, meaningful, relevant engagement of all (students, parents and staff) in their spiritual journey.

Intended Outcomes

That all members of our community understand and appreciate that Sacré Cœur is first and foremost a Catholic school along with being a Catholic school in the Sacred Heart tradition.

Achievements

In 2019 the School community embraced and embodied the 2019 Sacred Heart Education Focus Goal - *A Personal and Active Faith in God*.

This goal called for an educational experience that provided opportunities for our students to gain a comprehensive knowledge of the Catholic faith and a lived experience of a Christian community. Throughout the year, as a School community we 'lived out' this Goal in a myriad of different ways:

- empowered students' spiritual growth mindset by facilitating their exploration of, and openness to, the mystery in life and intangibles of the world;
- facilitated a total school community culture which conveyed a positive outlook on life in which they experience love, care, encouragement, empathy reconciliation, forgiveness, joy and hope;
- provided opportunities to experience the richness of Eucharistic celebrations, sacramental life and religious rituals; and
- provided time and space for prayer, reflection, silence and contemplation.

'Let the Light of Christ Shine' was embraced as the theme for the year providing a way in which the focus goal was brought to life in the liturgical and prayer life of the School. This theme was integrated fruitfully into our major whole school liturgical celebrations and regular Masses, into prayer services, and was the focus of the successful Week of Prayer.

Moreover, there was special emphasis on parental engagement including morning community Masses, a tour describing the history and significance of stained-glass windows of our Chapels and a discussion evening on the best-selling book *The Spiritual Child*.

Value Add

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



LEARNING AND TEACHING

Sacré Cœur's commitment is to provide and continuously develop an educational environment that nurtures each student's full academic potential so that she develops skills to thrive in a global society.

Curiosity and the development of a deep, life-long love of learning are unequivocally at the core of a Sacré Cœur education. Intellectual values, endeavour and the holistic, personal development of each student are the focus of our Learning and Teaching programs.

Goal

As a Catholic school in the Sacred Heart tradition and a contemporary learning community with a deep respect for intellectual values, we seek to enable our students to pursue personal excellence, and for each student to come to know herself whilst developing her passions, skills and gifts.

Intended Outcomes

That student learning outcomes will continue to improve.

That students are fully engaged in a stimulating learning environment.

That students will continue to develop into autonomous, resilient, confident and responsible learners and leaders.

Achievements

Sacré Cœur prides itself on its continued achievement of exceptionally strong academic results.

Learning at Sacré Cœur is an active pursuit, where student voice is encouraged. When students have a voice and work in partnership with their teacher to own their learning, it increases student agency and mastery, and it also creates positive long-term learning habits. Giving students authentic learning tasks and building connections between subjects, year levels or ideas within a subject can help to foster engagement and build a love of learning which we hope will be our students' life work.



JOIGNY – JUNIOR SCHOOL

The development of learning and teaching practices in the Junior School in 2019 focused upon the development of student agency through the further implementation of learning intentions and success criteria across each curriculum area.

Numeracy Week, the Joigny Art Show, Years 3-6 Camps programs, excursions, incursions, French Day, Book Week and competitions such as Alliance Française and Tournament of Minds continued to provide our students with broad experiences to inspire their love of learning, enrich authentic learning opportunities and to engage as a community of learners.

The presence of digital technologies in our classrooms continues to grow. Immersion of devices as learning tools has been integral. The lower primary classes utilised devices as a key element of the Spelling program and Year 6 students used devices to link their Literacy and Inquiry programs, and to work in cross-curricular collaborative projects with Years 9 and 11 students.

2019 also saw the culmination of eighteen months of research and collaboration with the implementation of new semester report templates that communicate student learning. The new templates strongly link student learning to each curriculum area from which Joigny staff teach. Newly introduced features of the Semester 2 report are the listing of specific assessment results that assist parents in tracking their daughter's growth, and assessment of personal and social capabilities of each student.



SENIOR SCHOOL

The integration and implementation of the Victorian Curriculum across the School continued to be a high priority in 2019, with the specific aim to ensure consistent and comprehensive documentation across all curriculum areas. Across all curriculum areas in the Senior School, academic rigour and a commitment to authentic and rich tasks is a priority.

Online Reporting

Our online learning management system, Firefly, was used to develop our continuous online reporting, which was phased in this year. In Semester 1, we introduced online reporting for VCE subjects and then in Semester 2, we expanded the online reporting to all subjects from Years 7 to 12. To complement the changes in online reporting, we revised our semester report templates and developed a professional learning program for teachers focusing on formative assessment and feedback.

Cross Curricular and Year Level Collaboration

In the Senior School we had a number of programs which connected learning at year levels, or across subject areas. *No Place Like Home* occurred in Term 3 of Year 8 linking the school curriculum to the work completed at *City Cite*. It also links the various school subjects under the theme of Home:

- Science and Digital Technologies worked together to generate, sort, understand and visualise data. In Science, students designed and conducted experiments to collect data on housing materials and energy efficiency which was then used in Digital Technologies and analysed using Excel to understand it better and represent it in different ways.
- Drama and Music collaborated on a drama script with music on the theme of homelessness.
- English used texts to draw out themes of home.
- Mathematics, Creative Arts and Health used their measurement and drawing skills to design rooms that encourage good mental health.
- Languages compared home in two different countries.

A design thinking day brought together the work at *City Cite* with the school curriculum and developed design thinking skills to be used the following year in the Year 9 *Notre Monde* program.



Notre Monde - Year 9 Program

Notre Monde, our Year 9 program, used design thinking to create ways to colonise Mars and tackle the scourge of waste in our world. Students in Year 9 shaped their world by cleaning Gardiner's Creek of waste. They also practiced yoga and mindfulness, completed community service and outdoor education which culminated in the camp at Lake Eildon.

Festival of Ideas

The Festival of Ideas gave students a platform to present their learning to a wide audience. Both the Winter and Spring editions saw works in progress and final refinements from Years 7 to 12 students in a range of subject areas, which aimed to encourage students to connect their learning across different disciplines.

e-Smart School

2019 was the year that we embarked on our journey to become an e-Smart school. e-Smart is a long term change program designed to educate, track, monitor, and prevent bullying and cyberbullying and is an affiliate of the Alannah and Madeleine Foundation. This year a team of representatives from our teaching and administrative staff, including current parents, worked together to assess how well we are performing in all areas of the school community to build a culture of care and responsibility. We designed additional pastoral care lessons for Year 7 and 8 on digital citizenship, laying the foundation for our students to continue their journey of courage through kindness.

Learning at Sacré Cœur is designed to develop global citizens, with the skills needed for a rapidly changing world, which is more highly connected than ever before. Our students are given the skills to be lifelong learners, who will be able to shape the world outside the gates of Burke Road.



VCE Results and Tertiary Destinations

The VCE Class of 2019 achieved exceptional results. Sacré Cœur is immensely proud of the academic achievements of the Class of 2019 and are equally proud of their contribution to our community over their final year, ensuring it was a very memorable one for all. We are confident they will approach their future studies with the confidence gained from their experience at Sacré Cœur. They will be exceptional ambassadors for our School as they follow their hearts in their future endeavours.

In 2019, the VCE results of the School placed it 30th of all schools in Victoria, and based on the median study score, the 4th highest performing Catholic school in the state in 2019.

Tertiary destinations of Sacré Cœur graduates is evenly split between study in STEAM and the humanities with over half studying at Monash University.

Success comes in countless forms at Sacré Cœur and we are especially pleased that many of our girls achieved at a level greater than their original hopes and expectations.

2019 VCE OUTCOMES	
VCE Median Score	35
VCE Completion Rate	100.0%
Study scores over 40	23.0%
Dux	Madeline Flinn – 99.45
Achieved an ATAR over 99	3.0%
Achieved an ATAR over 95	27.0%
Achieved an ATAR over 90	50.0%
Achieved an ATAR over 80	75.0%
Perfect study scores of 50	Biology Health and Human Development

POST SCHOOL DESTINATIONS AS AT 2019

Tertiary Study	92.0%
TAFE/VET	2.0%
Private College	1.0%
Deferred	5.0%
Total	100.0%

TERTIARY PLACEMENTS BY INSTITUTION

Monash University	50
Deakin University	12
University of Melbourne	11
Australian Catholic University	5
RMIT University	4
Australian National University	1
La Trobe University	1
Total	84

TERTIARY COURSE BY SECTOR

STEAM Science, Technology, Engineering, Art, Mathematics	55	50.0%
Humanities	54	49.1%
Education	1	0.9%

TERTIARY COURSE BY INTEREST		
Society and Culture	35	31.8%
Health	22	20.0%
Management and Commerce	19	17.3%
Nature and Physical Sciences	17	15.5%
Creative Arts	11	10.0%
Information Technology	3	2.7%
Architecture and Building	1	0.9%
Education	1	0.9%
Engineering and Related Technologies	1	0.9%
Total (includes double degrees)	110	100%



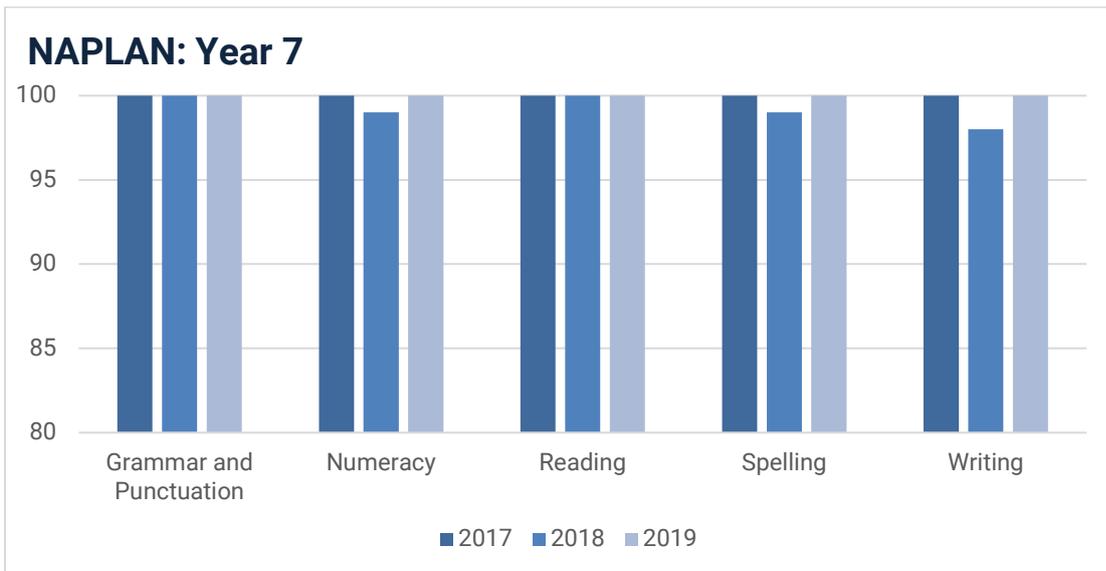
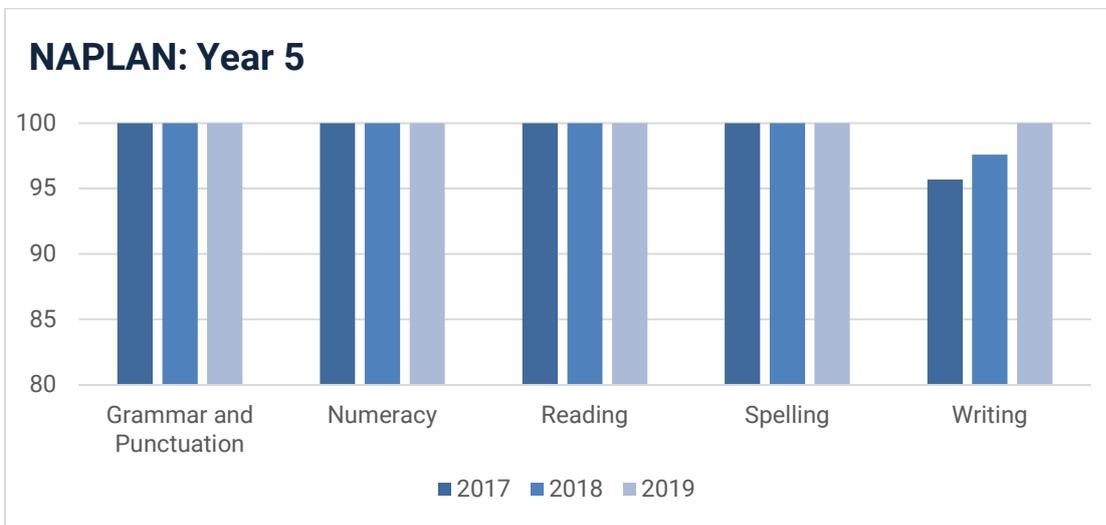
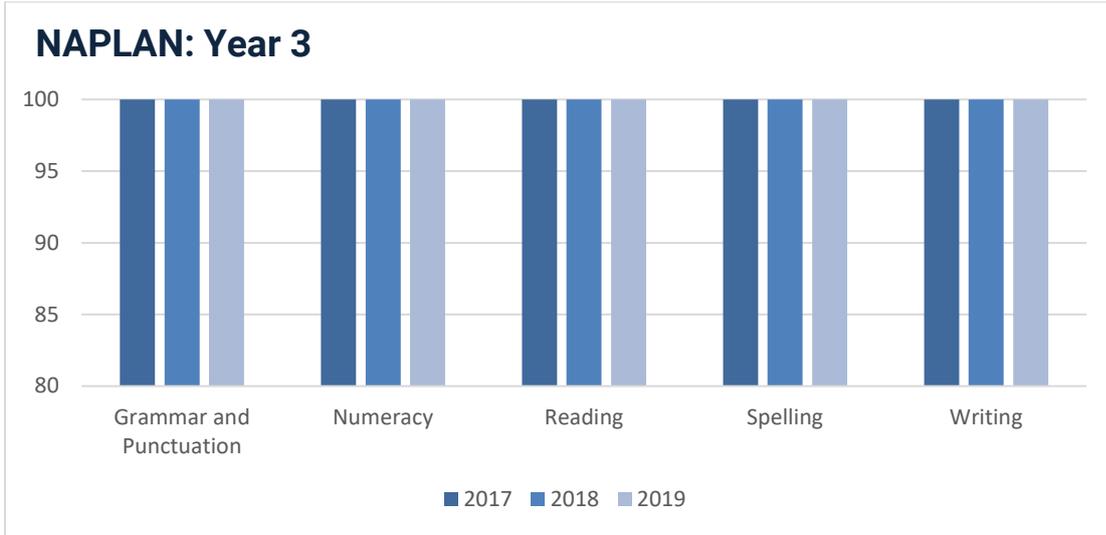
2019 Dux - Madeline Flinn with
Principal, Anna Masters

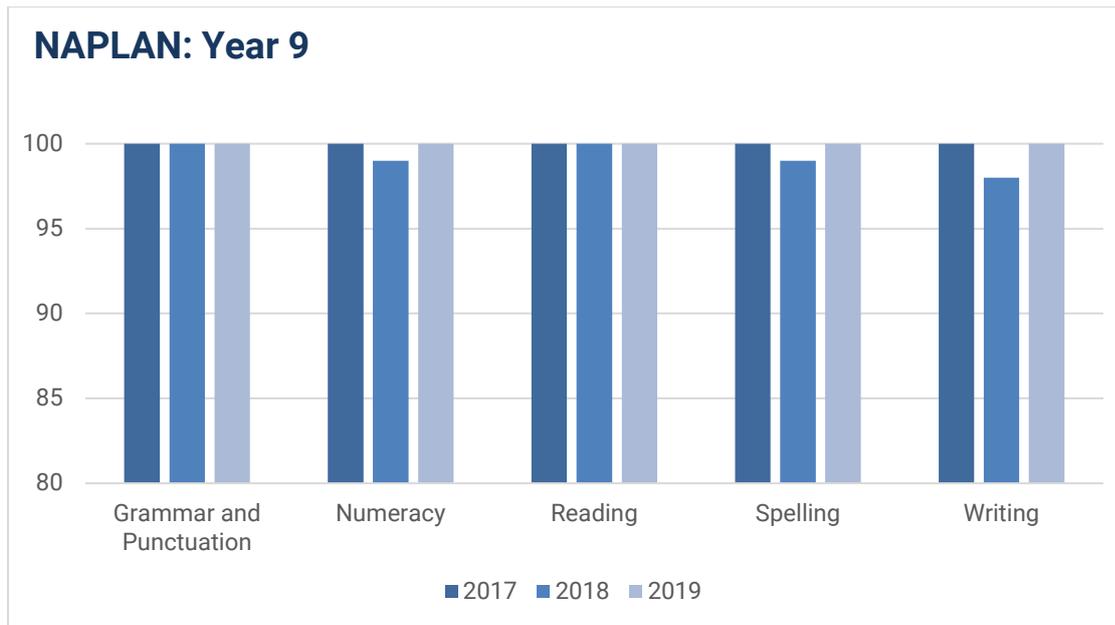
Student Learning Outcomes

NAPLAN results in 2019 were very strong with improvements made in Years 5, 7 and 9 Writing, Year 7 Numeracy and Year 7 Spelling. We were exceptionally pleased to see 100% of students achieved the minimum standards in Numeracy and Literacy in 2019.

NAPLAN: PROPORTION OF STUDENTS MEETING THE MINIMUM STANDARDS					
NAPLAN TESTS	2017 %	2018 %	2017 – 2018 CHANGES %	2019 %	2018 – 2019 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	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	95.7	97.6	1.9	100.0	2.4

NAPLAN: PROPORTION OF STUDENTS MEETING THE MINIMUM STANDARDS					
NAPLAN TESTS	2017 %	2018 %	2017 – 2018 CHANGES %	2019 %	2018 – 2019 CHANGES %
YEAR 7					
Grammar and Punctuation	100.0	100.0	0.0	100.0	0.0
Numeracy	100.0	99.0	-1.0	100.0	1.0
Reading	100.0	100.0	0.0	100.0	0.0
Spelling	100.0	99.0	-1.0	100.0	1.0
Writing	100.0	98.0	-2.0	100.0	2.0
YEAR 9					
Grammar and Punctuation	100.0	100.0	0.0	100.0	0.0
Numeracy	100.0	99.0	0.0	100.0	0.0
Reading	100.0	100.0	0.0	100.0	0.0
Spelling	100.0	99.0	0.0	100.0	0.0
Writing	97.5	96.4	-1.1	100.0	3.6





MEDIAN NAPLAN RESULTS FOR YEAR 9

Grammar and Punctuation	633.9
Numeracy	634.1
Reading	638.1
Spelling	630.9
Writing	631.4

STUDENT WELLBEING

Student wellbeing is at the core of all we do at Sacré Cœur; we focus on supporting students to develop a strong sense of self, personal tenacity and to develop positive relationships with others. A student's wellbeing is critical to her ability to pursue personal endeavour and academic achievement.

We are united in our commitment to providing a learning environment where our students feel connected, engaged and safe with an emphasis on positive peer and teacher relationships and student voice. This affords our students the best foundation to thrive academically and undertake their studies with rigour. It is through our whole school approach and supportive learning framework that we foster and nurture each student's intellectual, moral, social, emotional, physical and spiritual needs.

Goal

As a Catholic school in the Sacred Heart tradition, to systematically embed a whole school philosophy and approach to wellbeing which consciously connects wellbeing to student achievement.

Intended Outcomes

That students will continue to develop into autonomous, resilient, confident and responsible learners and leaders.

That each student will be provided with the best possible wellbeing programming and support in all aspects of School life.

Value Add

- Wellness Program (Prep - Year 6)
- Cor Unum Pastoral Programs (Year 7 – Year 12)
- Careers Counselling (Years 10-12) and Work Experience (Year 10)
- City Cite Program (Year 8)
- Notre Monde Program (Year 9)
- Leadership Programs – Junior and Senior School
- Outdoor Education
- ANZNet immersions in Australia and New Zealand
- Sacred Heart international immersions
- International immersion program
- Psychology services in Junior and Senior Schools
- Health Centre services

Achievements

JOIGNY – JUNIOR SCHOOL

In 2019, the Joigny Wellness Program and daily approaches sought to promote students' connectedness, social thinking, mindfulness, gratitude, empathy and emotional literacy. Cyber safety and physical and emotional health were taught explicitly and integrated across curriculum areas. Each Prep to Year 6 class undertook three Wellness lessons per fortnight of the school timetable. Within these Wellness lessons, skills and knowledge were developed to enable students to voice their ideas, articulate their emotions, develop further their understanding of safe behaviours and draw on the support of trusted friends and adults when faced with challenges.

Part of the *Wellness Program* features explicit instruction in Social Thinking skills which enabled students to reflect upon and select their responses to experiences. By becoming aware of their own zones of regulation and triggers, students learnt ways to manage and develop their personal capabilities as well as their social interactions.

Wellbeing is a crucial factor in one's ability to take risks and learn. In its third year of implementation, *The Resilience Project*, in partnership with *Restorative Practices* and other age-appropriate social skills programs, continued to create a platform from which students better understand themselves and build strategies to work through challenging times.



SENIOR SCHOOL

In 2019, at each Year Level, Pastoral Care lessons continued to be delivered cyclically as part of the Senior School Timetable. Years 7-12 students undertook Pastoral Care in their Home groups or as a Year Level. Delivery of the curriculum varied, including external speakers along with Senior School Psychologists and Year Level Teams.

In Semester 1, the pastoral curriculum was reviewed and new strands were developed. The new strands, derived from the *5 Ways to Wellbeing Framework*, are:

- Connect
- Be Active
- Take Notice
- Keep Learning
- Give



As part of the review, professional development was also undertaken by the Wellbeing Team with adolescent psychologist, Andrew Fuller. During this professional development the team developed *5 Ways to Wellbeing* sequential units at each Year Level through the lens of *Courage x Kindness*, which encapsulates what is at the core of the individual student's educational experience at Sacré Cœur.

At each Year Level, the units were carefully designed and developed to address the key developmental stages of students, taking into account issues specific to students of different adolescent phases. Examples of some key curriculum units include:

- E-safety
- Mindfulness and the Brain
- Healthy Relationships
- Nutrition
- Sleep
- Body Image
- Female Health
- Personal Development
- Empowerment.

Complementing the *Cor Unum Pastoral Program* is a thriving House system which incorporates an Arts Festival, Athletics and Swimming Carnivals, Sport Galas and Debating. Further complimenting the pastoral life of the School is an extensive co-curricular program which encompasses GSV Sport, outdoor education programs, musicals, productions, public speaking and debating, Robocup and outreach programs to name some key areas of offerings.

Student Satisfaction

Students surveyed as part of the 2019 Catholic Education Melbourne School Improvement Surveys showed that they were aligned with, and valued, the School's passion for academic endeavour, teaching excellence, community connection and Catholic identity in which each child feels valued and safe. This is indicated by the high performance in the following measures:

Learning disposition	Students' mindset about themselves as learners.
Teacher – student relationships	The strength of the social connection between teachers and students, within and beyond the school.
Rigorous expectations	How much students feel that their teachers hold them to high expectations of their effort, understanding, persistence and performance.
School climate	Perceptions of the social and learning climate of the school.
Sense of belonging	How much students feel they are valued members of the community.
Safety	Perceptions of student physical and psychological safety while at school.
Catholic identity	Student perceptions about the Catholic identity of the school.

The students are aligned with the Sacred Heart tradition of the pursuit of academic endeavour to create confident women who will have the skills and ability to shape the world.

The School's deep commitment to wellbeing and respect for each other and the pursuit of learning remains an ongoing priority. The student satisfaction survey results show they are the lived experience of our students.

Student Retention and Attendance Rate

STUDENT RETENTION RATE	
Years 9 – 12 Student Retention Rate	93.8%

The high levels of student attendance across both Junior and Senior Schools further indicate student satisfaction and school engagement.

AVERAGE STUDENT ATTENDANCE RATE BY YEAR LEVEL	
Year 1	95.0%
Year 2	95.4%
Year 3	96.1%
Year 4	94.3%
Year 5	94.9%
Year 6	96.2%
Year 7	96.2%
Year 8	95.9%
Year 9	95.9%
Year 10	91.5%
Overall average attendance	95.1%

Attendance Record Keeping

Daily record keeping of student attendance is undertaken by the school with the class roll marked every period throughout each school day in the Senior School, and twice a day in our Primary School, 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.

CHILD SAFE STANDARDS

Goal

Sacré Cœur promotes the safety, wellbeing and inclusion of all children.

All students enrolled at Sacré Cœur have the right to feel safe and to be safe. The wellbeing of children in our care will always be our first priority and we do not and will not tolerate child abuse. We aim to create a child-safe and child-friendly environment where children are free to enjoy life to the full without any concern for their safety. There is particular attention paid to the most vulnerable children, including Aboriginal and Torres Strait Islander children, children from culturally and/or linguistically diverse backgrounds, and children with a disability.



Everyone employed or volunteering at Sacré Cœur has a responsibility to understand the important and specific role he/she plays individually and collectively to ensure that the wellbeing and safety of all students is at the forefront of all they do and every decision they make.

Sacré Cœur is committed to the continuous improvement of our [Child Safe Program](#), which consists of practices, systems, policies and procedures that's designed to uphold a child safe environment and embed a culture of child safety within our school community.

Sacré Cœur's [Child Safe Program](#) is regularly reviewed for overall effectiveness and to ensure compliance with all child safe related laws, regulations and standards. Any changes made to the Child Safe Program are reviewed and endorsed by the School Board.

Achievements

Sacré Cœur's achievements to the ongoing review and implementation of their child safe strategies include:

Compliance

- 100% compliance with [VRQA Child Safe Standards](#) as per review conducted in March 2019.

Child Safe Program Annual Review

- Annual review and endorsement of Sacré Cœur's [Child Safe Program](#) by the School Board and the School's Leadership Team.

Child Safe Program Annual Training

- Annual refresher training with acknowledgement on Sacré Cœur's [Child Safe Program](#) with a target of 100% completion rates.

Child Safety Officer

- Appointment of a Child Safety Officer who leads the School's Child Safety Culture by providing support, advice, training, monitoring, communicating and implementing Sacré Cœur's [Child Safe Program](#).

Child Safety Budget

- A budget allocation to enable regular training and education in order to understand the responsibilities of all staff and volunteers in relation to child safety and the wellbeing of children and young people.

Child Safety Network

- Participation in the Diocesan child protection network.

Child Safety Communication

- The use of school website and school newsletter to remind and to keep parents/caregivers informed of child safety commitments, procedures and arrangements.



Child Safety Concerns

Teach students about what they can do if they feel unsafe and enable them to understand, identify, discuss and report on child safety. We listen to and act on any concerns students, or their parents/caregivers raise with us.

Child Safety Child Friendly Initiatives

- The implementation of the School's [Child-Friendly-Child-Safety in Joigny](#).
- The implementation of the School's [Child-Friendly-Child-Safety in Secondary](#).

Child Safety Risk Management

- Sacré Cœur is committed to proactively and systematically identifying and assessing risks to student safety across the whole school environment, and reducing or eliminating (where possible) all potential sources of harm. The School documents, implements, monitors and periodically reviews the risk management strategies for child safety and ensures that the strategies change as needed and as new risks arise. The School enacts this commitment through:
 - The Risk Management and Compliance Framework
 - The Risk Appetite Statement
 - The Risk Register
 - The going review of the school's risk register including controls, actions and monitoring
 - Incident management
 - Risk assessments
 - Review of policies and procedures
 - Risk Subcommittee that meets quarterly and reports directly to the School Board

Child Safety Recruitment

- Sacré Cœur applies a thorough and rigorous screening processes in the recruitment of employees and volunteers involved in child-connected work.
- The School's commitment to child safety and screening requirements are included in all advertisements for such employee, contractor and volunteer positions, and all applicants are provided with copies of the school's [Child Safety Code of Conduct](#), [Child Safety Policy](#) and [Child Protection – Reporting Obligation Policy](#)
- When recruiting and selecting employees, contractors and volunteers involved in child-connected work, the School makes all reasonable efforts to:
 - Confirm the applicant's Working with Children Check and National Police Check status and/or professional registration (as relevant).
 - Obtain proof of personal identity and any professional or other qualifications.
 - Verify the applicant's history of work involving children.
 - Obtain references that address the applicant's suitability for the job and working with children.
 - The School has processes for monitoring and assessing the continuing suitability of school staff to work with children, including regular reviews of the status of Working with Children Checks and staff professional registration requirements such as Victorian Institute of Teaching (VIT) registration.

LEADERSHIP AND MANAGEMENT

Goal

As a Catholic school in the Sacred Heart tradition, we seek to grow and develop leadership based on responsibility, empowerment and mutual respect.

Intended Outcomes

That a staff culture characterised by shared vision, a strong sense of teamwork and a focus on continuous improvement is created and sustained.

That leadership and management of the school will be consistent, reflective of the P-12 context and aligned to P-12 schooling.

That School leaders and managers are regularly reviewed and developed in an open and transparent manner, report to line managers in a participatory manner, and work to meet KPIs as aligned to strategic projects.

That School policies and procedures are evidence of on-going attention to best practice and are fully compliant at all times.

Achievements

TEACHER PROFESSIONAL LEARNING

The 2019 professional learning program for staff was based on identified whole school priorities. Where possible, professional learning was provided onsite for all staff for the identified priorities. The aim of the school based professional learning program is to build a common conceptual framework and language to begin exploring learning and to give teachers the tools to allow them to develop, test, and disseminate their own evidence in order to evolve individual and collective practice.

Joigny professional learning was focused on learning intentions and success criteria, with school based and designed sessions provided for all Junior School staff on the whole staff professional learning day in May and Senior School teachers had a professional learning focus on formative assessment, feedback and teacher learning communities. Glenn Pearsall presented a session for Senior School teachers in October on feedback and Lea Waters presented a session for all Senior School teachers on teaching based on student strengths and based on her book *Strength Switch*.

Leadership

Building the leadership skills and capacity of our staff is also a professional learning priority and seven staff participated in the Catholic Education Melbourne Leadership programs for Middle or Emerging Leaders. The Middle Leaders program included a leadership project, the focus of which was nominated by the staff member. Senior leaders mentored the middle leaders in their projects, which provided valuable feedback and experience for both senior and middle leaders. Two senior leaders also completed VIT Mentor training to support our three graduate teachers who completed their VIT portfolios to move from provisional to full registration.



Compliance

All staff completed professional learning based on our compliance, including asthma and anaphylaxis training, mandatory reporting and Occupational Health and Safety (OHS) Training. 31 staff completing Level 2 First Aid and CPR training.

Cross Curriculum

Cross curriculum priorities were also explored in professional learning programs with sustainability as one of the areas explored by two teachers involved in a cross age sustainability program.

Using Data to Improve Professional Practice

Effective use of data was also a focus of professional learning to continue to build the capacity of teachers to use assessment data to reflect upon their own professional learning needs and reflect upon their own practice. NAPLAN and VCE results training held by VCAA were attended by several key school leaders so that they could work with teachers at school on using assessment data to improve student learning. Carmel Richardson provided a VCE Analysis Report to track student performance and map this in relation to the GAT performance to gauge how Sacré Cœur adds value to each student's performance. This VCAA data provides useful feedback to VCE teachers and enables them to identify areas of strength and areas to develop further.

Student Wellbeing

Student wellbeing and catering to individual needs and diversity were also areas where staff and student counsellors received additional training and information. Topics included: restorative practices, supporting diversity, resilience project, trauma, depression and suicide, NCCD training for information and data collection and Extending Mathematical Understanding (EMU) training.

Professional Learning Investment

Eighty one of our teaching staff participated in more than 200 professional learning opportunities throughout the year at an average cost of \$1042 per teacher for professional development. The School invested \$84,379 in the continuing professional development of our teachers.

PROFESSIONAL DEVELOPMENT INVESTMENT

Number of teachers participating in professional development	81
Average expenditure per teacher For Professional Learning	\$1,042

Many of our teachers are members of subject associations and networks to work collaboratively with teachers from other schools in similar roles or subject areas.

External Learning Opportunities

Our staff value the professional learning opportunities provided by the School and some are undertaking further postgraduate qualifications. Staff were able to access a number of professional learning opportunities on top of the 20 hours of professional learning time provided by the School.

Many staff attended subject association based professional learning, as well as professional learning based on their individual professional development goals. There was also subject specific professional learning which was provided in external settings and covered subject areas of Mathematics, Science, STEM, Digital Technology, Visual Arts, Music, English, Careers, Languages, Library, Humanities, Religious Education, Physical Education and Health.

Five of our teachers presented at external conferences in 2019 and shared their expertise with the wider teaching communities. Sacré Cœur supported a number of staff in their assessor training sessions so that they could assess the Victorian Curriculum and Assessment Authority written and oral external examinations.



TEACHER SATISFACTION

In 2019 the staff participated in the Catholic Education Melbourne School Improvement Survey. The teachers reported satisfaction with and appreciated the strong organisational culture of connectedness and commitment to learning and teaching excellence. Like the students, the teachers valued the strong culture of connection, safety and efficacy. The key areas of strength were:

Collective efficacy	Teachers' perceptions that staff at the school have what it takes to improve instruction.
Staff-leadership relationships	Perceptions of the quality of relationships between staff and members of the leadership team.
School climate	Perceptions of the overall social and learning climate of the school.
Student safety	Perceptions of student physical and psychological safety while at school.
Staff safety	Perceptions of staff safety in the school

The educators of Sacré Cœur are cohesive, and consider their goals and approach to work are aligned with the goals and approaches of the School. The high level of teaching staff attendance and retention is further evidence of teacher satisfaction and commitment.

Teaching Staff Attendance Rate	93.1%
All Staff Retention Rate	90.5%

Due to a long history of excellence and a culture of connection and respect, the School has always been able to attract and retain highly qualified, expert teachers, who thrive in our professional culture.

TEACHER QUALIFICATIONS	
Doctorate	1.0%
Masters	30.4%
Graduate	40.6%
Graduate Certificate	2.9%
Bachelor Degree	94.2%
Advanced Diploma	11.6%
No qualification Listed	1.9%

COMPOSITION OF THE STAFF (HEADCOUNT)	
Principal Class (Headcount)	3
Teaching Staff (Headcount)	107
Teaching Staff (FTE)	91.9
Non-Teaching Staff (Headcount)	66
Non-Teaching Staff (FTE)	54.1
Indigenous Teaching Staff (Headcount)	0

SCHOOL COMMUNITY

Goal

As a Catholic school in the Sacred Heart tradition, to continue to create a school culture that fosters appropriate and supportive partnerships with parents, the wider community and Sacred Heart networks.

Intended Outcomes

That the participation and involvement with the parent and wider community continue to grow to benefit student learning outcomes.

That the understanding and practice of being an International School of the Sacred Heart will be strengthened.

Achievements

Sacré Cœur is an active community where connection is sought and valued. So much so that one of the School Board sub-committees is the Community Council. Just as faith is at the heart of Sacré Cœur, so too is community spirit.

Our families, and current and past students, find meaning and fulfilment through community connections, and are proud to be active members of our committed community groups and arts, sport, philanthropic and social justice initiatives. Our Community Groups provide a rich environment for our community spirit to be shared by all at Sacré Cœur.

- Alumnae Association
- Community Council
- Parents' Association
- Sacré Cœur Foundation
- Sacré Cœur Netball Club
- Sacré Cœur Community Choir



The 2019 Sacré Cœur calendar was full of activities for all members of our community to enjoy, including

- Community Golf Day
- Christmas Carols
- Year level coffee mornings and dinners
- Parents' Association Ladies Lunch at Kooyong

- Joigny Easter Egg Hunt and Christmas Party
- Joigny Picnic
- Year 12 parent cocktail party
- Vale dinner
- Mother's and Father's Day stalls and celebrations
- Alumnae Reunions
- Brynmawr Society cocktail party and music concert
- Mother's Day mass
- Parents' Association Trivia Night
- Mass of Remembrance

Sophie's Farm

We are proud of our association with our sister community, the RSCJ Mission, Sophie's Farm in the Philippines. This partnership started in 2014 and continues to enrich the lives of all within the Sacré Cœur community.

Through fundraising and volunteering we supported infrastructure projects, education programs, typhoon emergency assistance and the donation of clothing and toys. Sacred Heart celebrations in 2019 included the much loved Sacred Heart Fete which raises money for Sophie's Farm.

In the summer of 2018-19 eight graduating students volunteered at Sophie's Farm, providing welcomed assistance to the community. Through service to others these students lived the values of Sacred Heart education and appreciated their place within our global community.

Parent Satisfaction

In 2019 Sacré Cœur families were invited to participate in the Catholic Education Melbourne School Improvement Survey.

Families from both Junior and Senior Schools showed a high level of satisfaction, consistently performing above the Catholic Education Melbourne average. Families particularly appreciated the following aspects of the School:

- Engagement with the School
- Fit of the school for their daughters
- School climate
- Student safety
- Communication
- Catholic identity



FUTURE DIRECTIONS

As we look into the future, the 2019 – 2022 Strategic Plan is single-minded in its vision to strengthen the foundations of Sacré Cœur so that we continue to educate young women within an innovative and agile environment, delivering the very best of contemporary education by highly skilled and engaged educators. The needs of our community are at the heart of our vision for Sacré Cœur, a vision embedded in our Mission and the Sacred Heart Goals.

We are passionate about nurturing young women to be courageous, confident and kind. The strategic plan addresses five key areas of focus so that we can deliver educational excellence today, and into the future.



Learning

- Develop and implement assessment and reporting programs aligned to the principles of Contemporary Learning.
- Review and implement a futures oriented Co-Curricular Program.
- Review and implement curriculum offerings and a timetable that facilitates Contemporary Learning.
- Track and communicate the school life journey of each Sacré Cœur student.

People and Relationships

- Develop and implement a Professional Learning and Development Program that grows relevant skills and capabilities in all staff.
- Review and develop global perspectives and connections to further leadership and to empower our young women to shape the world.
- Strengthen and build connections with key stakeholders and the broader community to enable our women to shape the world.

Growth

- Develop and implement contemporary learning environments to ensure the best educational outcomes.
- Develop and implement structures and programs to best meet the current and future needs of students and their families.

Identity

- Articulate and deepen our value proposition through sharing, communicating and living our Vision, Purpose and Cor Unum Values.
- Develop and implement effective branding and outstanding marketing campaigns that ensure the Sacré Cœur identity is shared broadly and enrolment growth is achieved.

Financial Strength

- Ensure sustainability and competitive edge by undertaking a benchmarking study of school student teacher ratios to identify growth opportunities.
- Resolve government grant funding uncertainty to ensure we can manage grant funding in a sustainable way.
- Ensure that our fee schedule supports sustainable enrolment growth.
- Foster relationships in such a way as to engender a culture of philanthropy in order to help ensure sustainability and accelerate the Master Plan