



CATHOLIC EDUCATION
Archdiocese of Canberra & Goulburn

STRATEGIC PLAN

2018-2020





Contents

Archbishop's Message

Director's Foreword

Our Strategic Plan at a Glance

Our Mission

Our Vision

Our Strategic Context

Our Vision. Our Purpose

Our Strategic Priorities

3 Key Priorities

3 Key Enablers



Photos (L-R) Archbishop Christopher Prowse. St Bede's Primary School, Red Hill ACT. St Joseph's Primary School Bombala NSW

Archbishop's Message

As always, Christians imitate Jesus, our first Teacher in the Faith. He is the educator of all educators – particular those from the Catholic Tradition.

The beautiful story of Jesus walking with disciples after his Resurrection comes to mind.

Here is the Risen Lord walking alongside the unsuspecting and distracted disciples on the road to Emmaus (Luke 24:13-35). Jesus listens to them, questions them, and challenges them. He shares the message of salvation with them in a language that not only they understand but, more importantly, they respond with all their heart. It is a pilgrimage of conversion.

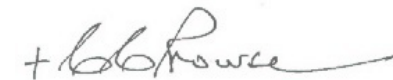
Fired with hope and zeal they return to Jerusalem. They share with the community that Jesus is Risen! With the entire nascent Christian community they receive the Holy Spirit of Pentecost. They are now ready to go out into the world as missionary disciples.

This is surely the template of all Catholic Education.

We are to walk with the children entrusted to our care by their families over the years they are in our schools. We are to prepare them for missionary discipleship in the world. They are to make a contribution in the complex world of today. They help the world to flourish in the values of the Kingdom of God. Therefore, they become peacemakers and people of justice, especially to the marginalised of our world.

My prayer is that the Strategic Plan of 2018-2020 offers some forward thinking and backbone to our way ahead in Catholic Education in the Catholic Archdiocese of Canberra and Goulburn. May we activate our baptismal identities and be co-responsible for the challenges ahead in education.

Let us walk together and allow the Spirit of the Living God lead us always.

A handwritten signature in black ink, reading "Chris Prowse".

Archbishop Christopher Prowse
Archdiocese of Canberra & Goulburn



St Christopher's School, Manuka 1928

Director's Foreword

The Catholic Education Canberra Goulburn 2017-2020 Strategic Plan acknowledges the great strengths in Catholic schools built over the past 159 years. It confirms the continuing value placed on Catholic schools by students and parents in partnership with Church and education leaders.

Catholic schools strive to live out a radical vision. This strategic plan begins from the calling of Jesus in our timeless vision:

Jesus Christ, our greatest teacher, calls us to share and witness to our Catholic faith and Tradition, build inclusive communities and deliver contemporary, quality learning opportunities for every person.

This strategic plan appeals to all involved in Catholic education in the Archdiocese to share the inspiration provided by Jesus in all that we do for the young people in our care. This demands a commitment to justice for all and challenges all educators to realise the potential in each child for growth in their learning.

The process to arrive at this strategic plan to guide the work of Catholic education in Canberra-Goulburn through to 2020 has drawn on the experience, expertise and wisdom of more than one thousand contributors in Catholic school communities and beyond. I thank everyone for their generous involvement as this plan has taken shape. I trust that you will glimpse threads of your own story in the rich tapestry envisaged by this strategic plan.

This plan is the synthesis of the deeply human tradition of Catholic education. It presents an opportunity to build upon the inspired leadership and dedication of generations of Catholic school communities that have forged the treasure of Catholic schools that we have stewardship of today. The plan aspires for Catholic schools across the Archdiocese to be true to our shared hopes and dreams for the children in our care now and the generations of children to come.

In order to realise the high aspirations set for Catholic schools in this carefully researched and considered plan much effort and change will be required by many. The staff of Catholic education are undoubtedly equal to this task. I invite all who will share this journey, starting with this strategic plan, to keep in mind the current and future children and families who will benefit from the many fruits blossoming out of this effort.

Whatever your role or interest, I thank you for your support of Catholic schools and welcome your partnership in realizing this vision together. May your journey with Catholic education be much blessed.



Ross Fox, Director
Catholic Education Archdiocese of Canberra and Goulburn

Our Strategic Plan at a Glance

Purpose

To be faith filled Catholic learning communities of hope, joy and wonder where all are welcome and inspired to grow to their potential.

Vision

Jesus Christ, our greatest teacher, calls us to share and witness to our Catholic Faith and Tradition, build inclusive communities and deliver contemporary quality learning opportunities for every person.

Strategic Priorities

Mission

Strengthen Catholic identity across the system

Performance

Intensify the focus on improving student engagement and learning outcomes

Service

Clarify how everyone contributes to the growth and wellbeing of students

Key Enablers

Celebrate

Promote Catholic Education as a compelling choice for students, families and staff

Professional Growth

Cultivate and extend talent and leadership

Accountability

Use data to inform decision making and drive performance

Our Purpose

To be faith filled Catholic learning communities of hope, joy and wonder where all are welcome and inspired to grow to their potential.



Photos (L-R) St Jude's Early Learning Centre, Holder ACT. Mother Teresa Early Learning Centre Harrison ACT



Our Vision

Jesus Christ, our greatest teacher, calls us to share and witness to our Catholic Faith and Tradition, build inclusive communities and deliver contemporary quality learning opportunities for every person.

Our Strategic Context

Catholic Education, Canberra and Goulburn is a leading education provider in the Canberra and southern NSW region.

Catholic Education, Canberra and Goulburn is a faith-based system of schools and early learning centres across the Archdiocese of Canberra and Goulburn. These schools and early learning centres are related by their commitment to educating students for faith and life.

Catholic Education, Canberra and Goulburn comprises 29 schools and eight early learning centres in the ACT and 27 schools in NSW that educate around 21,000 students. The Catholic Education Office serves and leads Catholic schools across the Archdiocese. The Archdiocese covers both the ACT and a large area of southern NSW, with our schools extending from Pambula on the south coast to Crookwell in the north through to Lake Cargelligo in the west.

Catholic Education, Canberra and Goulburn face challenges from an operating environment in flux.

The societal, economic and political context in which Catholic Education operates is evolving, placing pressure on Catholic Education to respond.

Catholic identity is changing

The proportion of students identifying as Catholic across schools has significantly decreased. This can be attributed to an Australia-wide trend towards secularism, parents choosing schools based on factors other than faith and family tradition, and a proportional increase in non-Catholic enrolments across the system.

Education is changing

Social, economic and technological trends have significant implications on the nature and delivery of education that is needed to prepare students to thrive in a rapidly changing world. Technology is both complementing and disrupting traditional modes of educational delivery, creating opportunities to improve educational access and quality, enhancing data-driven teaching and personalised learning, and increasing the importance of teaching digital literacy from a young age.

The world of work is changing

Careers are becoming more flexible, automation is replacing manual labour and increasing demand for service-based industries, and globalisation is enabling more interconnected and competitive industries. This means that education systems must equip students with the foundational skills for life-long learning and general capabilities in collaboration, critical thinking, and cross-disciplinary problem solving for an increasingly complex society and career.

Catholic Education, Canberra and Goulburn's performance must improve

Analysis of Catholic Education's recent performance over a number of metrics builds an imperative for change. Some of the key trends that Catholic Education must focus on are below.

Student and school performance in literacy and numeracy is a key area for improvement

While parents, teachers, principals and other stakeholders believe that Catholic Education schools deliver a high quality of education, the Catholic Education community agrees that improving educational outcomes is the most important element to improve.

Enrolment growth in the system is reliant upon strong performance in a small number of areas

Catholic Education has experienced six per cent growth in student numbers from 2010 to 2017, with peak enrolments in 2015. The rise in student enrolments is heavily concentrated in ACT-based early learning centres, and in ACT growth corridor schools. Other areas have experienced slow growth or decline. This fluctuation presents a risk for the Catholic Education system as it presents the possibility of decline or stress to the entire system if there is any impact in its growth areas.

Catholic Education, Canberra and Goulburn has a strong mandate for change

Positive steps have been taken to improve Catholic Education's organisation and service delivery, though further development is still required. There is a strong desire among internal and external stakeholders for change. Catholic Education therefore not only has a mandate to change — there are significant expectations that it will change. It is vital that Catholic Education take advantage of this momentum.



Our Vision Our Purpose

Our purpose and vision guide the strategic direction of Catholic Education, Canberra Goulburn and provide the anchor that unifies all stakeholders in shared commitment and responsibility to guide the system forward.

Purpose: To be faith filled Catholic learning communities of hope, joy and wonder where all are welcome and inspired to grow to their potential.

Vision: Jesus Christ, our greatest teacher, calls us to share and witness to our Catholic Faith and Tradition, build inclusive communities and deliver contemporary quality learning opportunities for every person.

Across the Catholic Education community there is a clarity and unity towards this vision and purpose. In our schools, the community, the clergy and the Catholic Education Office, everyone holds an authentic commitment to faith and mission and to ensuring the success and wellbeing of our students. This combined focus on faith, communities and contemporary learning is an invaluable asset that can be leveraged to drive greater success.

Our Strategy

Catholic Education, Canberra and Goulburn has set three strategic priorities and three key enablers to guide our direction and focus over the next three years. All members of our community across the system including parents, students, principals, school staff, Archdiocesan leaders and clergy, and Office staff were involved in deliberating and deciding upon these strategic priorities and enablers.

Strategic Priorities

Mission

Strengthen Catholic identity
across the system

Performance

Intensify the focus on improving
student engagement and learning
outcomes

Service

Clarify how everyone contributes
to the growth and wellbeing
of students

Key Enablers

Celebrate

Strengthen Catholic
identity across the
system

Professional Growth

Intensify the focus on
improving student
engagement and
learning outcomes

Accountability

Use data to inform
decision making and
drive performance

Mission

Strengthen Catholic identity
across the system

Strategic Priority 01

Other seeds fell on good soil and brought forth grain, some a hundredfold, some sixty, some thirty. Let anyone with ears listen!
(Matthew 13 4-9)

Mission and faith formation is part of a lived experience and is an ongoing process. As such, Catholic Education should continue to celebrate and communicate the strengths and opportunities that arise from the distinctive nature of learning and teaching in a Catholic context. Sustained focus on nurturing faith across the system will add to the sense of pride and community shared by all across the system and Archdiocese.

Mission

Strengthen Catholic identity across the system

Outcome

A strong and positive Catholic identity is evident in the ethos and culture of schools and early learning centres, religious education teaching and learning, and faith formation programs

Actions

1. Develop an evidence base on how Catholic identity is expressed across the system
2. Create and implement a new religious education curriculum in line with best evidence based practice
3. Invest purposefully in ongoing, systematic faith formation for Catholic Education staff according to their needs

Indicators of Positive response

1. A measurement framework for Catholic identity has been developed and implemented at a system level
2. All schools are effectively delivering the new religious education curriculum
3. Staff value faith formation in their personal and professional lives

Performance

Intensify the focus on improving student engagement and learning outcomes

Strategic Priority 02

Let the little children come to me, and do not stop them; for it is to such as these that the kingdom of heaven belongs.
(Matthew 9.13)

An ongoing priority of the Catholic system is to continually improve student engagement and learning outcomes. A key lever for the system is to build the skills and accountability metrics of teachers and principals to focus staff efforts on what will make the biggest difference.

Performance

Intensify the focus on improving student engagement and learning outcomes

Outcome

Every student achieves aspirational measurable goals every year

Actions

1. Identify best practice goal setting in schools and share across the system
2. Strengthening the use of the Pedagogical Models and the Performance and Development Framework to ensure research and evidence based teaching
3. Recalibrate Catholic Education's approach to professional learning to ensure that it is differentiated, evidence-based, and translates best practice into common practice
4. Develop data literacy to ensure that assessment informs best-practice classroom instruction
5. Refine approaches to feedback and self-reflection at student, teacher, leadership and system level

Indicators of Positive response

1. Improved ACT and NSW Year 12 certificate results
2. Increased performance of all students in literacy, numeracy and science
3. An increased proportion of school leavers are in education, employment or training
4. Improved student engagement and well-being assessment data
5. Effective collection, analysis and use of a range of student achievement and wellbeing data

Service

Clarify how everyone contributes
to the growth and wellbeing of
students

Strategic Priority 03

So if I, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet. For I have set you an example, that you also should do as I have done to you.

(John 13: 5, 12-15)

Catholic Education is comprised of a range of passionate and devoted staff and stakeholders. To enhance each person's contribution towards strengthening student engagement, and learning outcomes and Catholic identity, the Catholic system must further clarify and clearly articulate each group's role.

Service

Clarify how everyone contributes to the growth and wellbeing of students

Outcome

Everyone in the Catholic Education community understands their responsibilities, accountabilities and how they contribute to success and wellbeing of students

Actions

1. Redesign the service offering to schools and early learning centres and the corresponding structure of the Catholic Education Office
2. Ensure that Catholic Education's resource allocation and financial management processes are equitable, robust, compliant, transparent and well understood
3. Develop and implement an accountability framework for system leaders
4. Further engage parents in student learning and wellbeing

Indicators of Positive response

1. Improved user satisfaction with Catholic Education's service provision
2. Public reporting and documentation that meets the expectation of communities and legal requirements
3. Parent satisfaction with educational outcomes of Catholic Education

Celebrate

Promote Catholic Education as a compelling choice for students, families and staff

Key Enabler 01

For Catholic Education to attract the best staff and deliver the best outcomes, the system must be seen as highly desirable destination. Catholic Education should focus on promoting itself as a compelling choice in an authentic and values based manner and further clarify its value proposition to employees. This will strengthen the system's ability to meet its core mission.

Celebrate

Promote Catholic Education as a compelling choice for students, families and staff

Outcome

Catholic Education schools and early learning centres are a compelling choice to current and potential students, families and staff

Actions

1. Promote Catholic Education's strengths and successes to current and potential students, families and staff
2. Refresh Catholic Education's employee value proposition to ensure that high calibre staff see Catholic Education as a compelling option
3. Strengthen the relationship with Australian Catholic University and other educational institutions to ensure that high calibre graduating teachers see Catholic Education schools and early learning centres as a compelling option

Indicators of Positive response

1. Increased enrolment of Catholic Education schools and early learning centres across the Archdiocese
2. Increased number of high calibre teachers and school leaders applying to work in Catholic Education schools and early learning centres
3. Targeted graduates and scholarship recipients are employed by Early Learning Centres and schools

Professional Growth

Cultivate and extend talent and leadership

Key Enabler 02

Catholic Education's people are the engine that drives the system forward. To advance Catholic Education's ambitious agenda, the system requires the right people in the right places with the right skills. An increased focus on talent and leadership is necessary in order to achieve this.

Professional Growth

Cultivate and extend talent and leadership

Outcome

Catholic Education's workforce is highly skilled with strong leadership engaged in student learning

Actions

1. Implement a strategic workforce plan to develop and anticipate the attributes, capabilities and performance expectations of our workforce

Indicators of Positive response

1. An increased proportion of teachers proficient or above as measured by the Australian Institute for Teaching and School Leadership Professional Standards for Teachers
2. All school leaders are high-performing, as measured by the Australian Institute for Teaching and School Leadership Australian Professional Standard for Principals
3. Catholic Education has developed a pool of exceptional future Catholic system and school leaders

Accountability

Use data to inform decision making
and drive performance

Key Enabler 03

Catholic Education is fortunate to obtain a significant amount of data from a wide variety of sources. Used adeptly, this data will help the system to glean insights into the core problems it aims to solve in its quest to improve student outcomes. This requires the system to both develop a systematic plan to leverage data across the system and increase the focus on data literacy.

Accountability

Use data to inform decision making and drive performance

Outcome

Catholic Education's decision making is informed by data

Actions

1. Develop a data and analytics strategy that draws the system's various data sets together, improves data access and transparency, and informs decision making
2. Increase the data, analytics capability, capacity of system leaders and school staff
3. Integrate data and analytics into each school's planning and reporting mechanisms
4. Use data and analytics to report against a system dashboard

Indicators of Positive response

1. System-wide data and analytics are readily accessible
2. Catholic Education is using data and evidence to improve student engagement and learning outcomes and inform system initiatives and resource allocation







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ISN September 2017