



CATHOLIC EDUCATION
Archdiocese of Canberra & Goulburn

STRATEGIC PLAN

2018-2020

Our 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 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.

3 Strategic Priorities

Mission
Performance
Service

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.

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.

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.

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

3 Key Enablers

Celebrate
Professional Growth
Service

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.

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.

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.

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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