



Catholic Education Office Sandhurst Strategic Plan 2021 - 2022



Foreword

The students of Catholic schools will be at the centre of every decision made, with all working in truly collaborative partnerships, to maximise the spiritual formation and educational achievement of every child entrusted to Catholic education in the Diocese of Sandhurst.

Bishop Shane MacKinlay: CES Ltd Initial Directions 2020



"I am delighted to officially announce the establishment of a new company, Catholic Education Sandhurst Limited (CES Limited) for the governance and management of Sandhurst Catholic Schools. Whilst each school will continue to operate in partnership with its parish as outlined in our shared mission statement, Sandhurst Catholic Schools are now governed and managed under CES Limited. This new structure is a necessary response to government regulation and better aligns with contemporary governance practices.

This Strategic Plan sets out the direction of Sandhurst Catholic Schools for the next 3 years under the new governance structure. We are confident in the extensive internal and external consultation process undertaken in the development of this Strategic Plan and the deep commitment it demonstrates to excellence and growth in faith, learning and wellbeing for each student through the provision of quality Catholic education. This Strategic Plan reflects our Shared Mission Framework and the Initial Directions by Bishop Shane Mackinlay that provides direction and guidance with respect to the ministry and faith formation in our schools".

Paul Desmond:
Executive Director of Catholic Education Sandhurst 2020

Vision

The vision for Catholic Education Sandhurst Limited (CES Ltd) is to provide, in partnership with our families, stimulating, enriching, liberating and nurturing learning environments in each of the Catholic school communities within the Diocese. At the heart of this vision is our commitment to the ongoing duty of care that we have for the safety, wellbeing, and inclusion of all children and young people.

We believe:

- * that the values of the Gospel are central to who we are, what we do, and how we act.*
- that we have a vital role in the mission of the Catholic Church to imagine and seek new horizons while respecting our Tradition.*
- that a strong sense of community is dependent on the quality of our collegial relationships.*
- that each person's potential is fostered through the dedicated ministry of Catholic Education.*
- * in leadership encompassing vision, innovation and empowerment*

Mission

The ongoing mission of Catholic education remains the mission of the Church - "to spread the Kingdom of Christ over all the earth". Under the precepts of Canon Law (806 §1), the Bishop watches over Catholic schools in the Diocese and provides general regulations for them. The Sandhurst Catholic School today responds to its mission by ensuring education is provided according to Catholic Teachings and beliefs and by offering a particular cultural experience that is grounded in "... a Christian view of the world, of life, of culture and of history". This translates into a Christ-centred ethos and worldview that permeates all aspects of school life including relationships, structures, liturgies, celebrations and routines, as well as the formal curriculum.

Catechism of the Catholic Church, n.863 Congregation for Catholic Education. (1997), The Catholic School on the Threshold of the Third Millennium, n.14

Context

Key Objective

“To foster the academic achievement and spiritual formation of each student, in an environment and culture that is committed to pastoral care and wellbeing, including appropriate safeguarding strategies and policies. Such an education builds up independent, confident and creative learners who have a love of learning, a sense of curiosity, and respect for themselves and for others, including the poor and marginalised.”

Bishop Shane MacKinlay: CES Limited Initial Directions 2020

Demographic/Community Profile

Catholic Education Sandhurst Limited oversees and is responsible for the operation of fifty-two Catholic schools (including Primary, Secondary and Specialist Settings). It will also be responsible for the operation of future schools that will be established by the Company referred to as (Sandhurst Catholic Schools).

In addition, CES Ltd also supports four other schools owned and operated by religious institutes.



Values

Principles of Catholic Social Teaching

The identity of the Sandhurst Catholic School reflects the principles of Catholic social teaching, grounded in the person of Jesus and interpreted and enacted for the “common good” in response to the “signs of the times”.

These principles require that the dignity and potential of each person be fully respected within a climate that is conducive to peace, security and development. This must find expression in the relationships, structures, curricula, planning, processes and care in the everyday life of the school.

Respect

Respect for the dignity and potential of each person within a climate that is conducive to peace, security and development. This must find expression in the relationships, structures, curricula, planning, processes and care in the everyday life of the school.

Partnerships

The Sandhurst Catholic Schools do not function in isolation. In attending to the religious dimension of education, the most fundamental partnerships are those with parents/guardians and with local Catholic faith communities. The school is part of the wider Church community.

Faith

The tasks of evangelisation, catechesis and religious education are shared by home, school and parish, with each having its own distinct contribution to make in a sense of genuine partnership.

Our mission, strategy statement and strategic goals

Mission	Excellence and growth in faith, learning and wellbeing for each student through the provision of quality Catholic education.					
Strategy statement	As a Catholic faith community, our collaborative professional approach to learning, teaching and wellbeing will significantly improve holistic child / student growth.					
Strategic goals	1 CATHOLIC COMMUNITY	2 LEARNING SUCCESS	3 GOVERNANCE	4 WELLBEING SYSTEMS	5 RESPONSIBLE STEWARDSHIP	6 PEOPLE AND CULTURE
	Through faith based leadership, all students, staff and school community experience a life-giving, recontextualising, dialogical Catholic learning community.	Every child / student engaged in developing and achieving their aspirational learning goals scaffolded by effective teaching and unified high expectations.	Transition to the new governance model and embed effective structures.	Implement salutogenic wellbeing systems as a precondition for learning.	Provide effective leadership and expertise to enable equitable access to Catholic learning environments committed to responsible stewardship.	Develop and engage our staff and culture to enable our children & students to reach their potential.
Priority initiatives	1.1 Theological Understanding Develop the theological understanding and skills to create recontextualising, dialogical schools.	2.1 SEEL Framework Fully develop and activate the Sandhurst Essential Elements of Learning (SEEL) Framework to guide learning and teaching.	3.1 Change Management Ensure that processes and protocols are in place and embedded to support the change in governance.	4.1 Salutogenic Understanding Deepen understanding of salutogenic concepts and practice to create well schools.	5.1 Learning Spaces Design learning spaces to support the educational philosophy, quality programs and wellness.	6.1 Workforce Recruitment Develop targeted recruitment and succession strategies.
	1.2 Indigenous Inclusion Enable transformation through engagement with authentic cultural values in relation to Indigenous Australian Christian perspectives to be celebrated by the Church and enculturated into the Christian belief.	2.2 Curriculum Expertise Deepen knowledge, understanding and activation of the interconnected content and skills of the endorsed curricula to their full capacity.	3.2 Formation Enable effective formation for all stakeholders in the governance model and associated accountabilities.	4.2 Effective Intervention Deepen understanding and implementation of tiered models of intervention.	5.2 Financial Procedures Enable best practice finance and administration procedures to ensure accountability and compliance requirements are met.	6.2 Workplace Safety & Wellbeing Strengthen safety and wellbeing approaches for our leaders and our staff.
	1.3 School Planning Develop a strategic plan with school leadership to support faith education, spirituality and formation.	2.3 Reflective Practice Further the skills and practice of evaluative thinking, and responsiveness to better inform growth in teaching and learning.	3.3 Collaborative Partnerships Enhance meaningful early childhood / school / parish collaboration and partnerships in the new governance model.	4.3 Child Safety Embed an organisational culture of child safety as a key feature of a well early childhood / school community.	5.3 Data Usage Effectively use appropriate, relevant, and reliable demographic data to inform needs-based funding and expand current and future school / early childhood provision.	6.3 Lead Performance & Development Set goals and expectations so that our staff are successful in their roles and recognised for impact.
	1.4 Social Teachings Educate and empower all members of our Sandhurst school and early childhood education and care communities to uphold and respond to the principles of Catholic Social Teaching.	2.4 Informed Leadership Further develop opportunities for engagement with research that scaffolds evidence informed decisions and leadership.	3.4 Decision Consultation Advocate for the inclusion of diverse voices in all levels of decision making.	4.4 Engagement & Aspiration Build the structures, processes and practices that enhance child, student and parent engagement and aspirations.	5.4 Equity & Efficiency Increase collaboration and sharing to create economies of scale and equitable access.	6.4 Workforce Development Guide and develop our staff with clarity in role design, skills and capability.
		2.5 Religious Education Lead schools to implement the Religious Education Policy and Source of Life Religious Education Curriculum (2020) to ensure that the Catholic mission informs all areas of learning.	3.5 Ongoing Improvement Develop a shared understanding of, and effective collaborative processes for, leading and supporting school, early childhood and system improvement.	4.5 Understanding Childhood Explore and develop a contemporary understanding of childhood and the child, learning from and transformed through our encounters with children.		6.5 Culture The culture and ways of working reflect our Catholic identity, managing risk and our collaboration to support one another and our children & students.

**"I have come that they may have
life and have it abundantly"**

Jn 10:10



Acknowledgement

We acknowledge and pay respect to First Nations people as the original and ongoing custodians of the land upon which our schools and offices are situated. We commit to actively working alongside First Nations people for healing, reconciliation and justice.

The Catholic education faith community is inclusive and acknowledges that we are all made in the image and likeness of God and we are created in love. All faiths, genders, sexualities and cultures are therefore equal and respected in the Sandhurst Catholic community.

We acknowledge the pain and suffering of all who have been hurt in body, mind and spirit by those who have betrayed the trust placed in them.

May we all stand tall, stand firm, grounded in truth, together as one.

Catholic Education Sandhurst Limited is committed to the safety, participation and empowerment of all children.