



**INSPIRING  
HEARTS  
AND MINDS TO  
KNOW CHRIST  
AND LOVE  
LEARNING**

***TOWARDS 2025  
STRATEGY WORKBOOK***



CATHOLIC  
DIOCESE OF  
BROKEN BAY



## Message from Bishop Anthony

One year on from the launch of the *'Towards 2025'* Strategy, we pause and give thanks for what God is doing in our midst. I am grateful for the hard work of so many people and the excellent progress so far as we seek to deliver an authentic Catholic education in the Diocese of Broken Bay.

*'Towards 2025'* presents for us a remarkable occasion to place our diocesan school system on the best foundation possible and to afford it a significant and rich opportunity. We are committed together to ensure genuine, professional Catholic education, delivered with care and compassion.

Our purpose is to inspire hearts and minds to know Christ, to love learning, and to help our students to use their talents to be the very best they can be.

Celebrating this year 200 years of Catholic Education in Australia, we are grateful for the strong witness of our own diocesan schools for the last 35 years, confident that they will continue in their mission to deliver the vision of Christ-centred education as they strive for excellence in all things.

I am delighted with the rigorous planning that contributed to the progress of the *'Towards 2025'* strategy and the system wide consultation engaged in its development. Staff, clergy, parents, and students have collaborated to achieve my priority of an authentic Catholic education for the flourishing of human and faith development.

My sisters and brothers, we must recognise that our Catholic School community depends upon the vitality and curiosity of our young people; the fidelity and dedication of our parents; the wisdom and excellence of our teachers; and the service and leadership of our clergy. Catholic Education is the work and mission of the community of the Church.

My gratitude and thanks to you all. Please be assured of my continued prayers and support and every blessing for the next phase of the journey.

**Most Rev Anthony Randazzo**

**Bishop of Broken Bay**

June 25, 2021



## Message from Danny Casey

I am delighted to present Catholic Schools Broken Bay's '*Towards 2025*' strategy developed in response to Bishop Anthony's clear vision of providing authentic, professional Catholic education delivered with care and compassion.

The strategy places our students at the heart of everything we will do and supports consistent student achievement, their journey in faith and a bringing together of our schools and parishes to work as one.

The strategy reflects the extensive consultation we have undertaken over the last 12 months across the diocese, where stakeholders were invited to contribute to how we shape the future of our schools. The broad and deep consultation has helped each of us to fully understand what we need to do to realise our vision with the full support of Bishop Anthony.

We have co-constructed an integrated plan featuring 5 key goals with objectives and initiatives attributed to each of these. The goals are interconnected and will drive system-wide improvement in all areas. We've already seen some early benefits in efforts to streamline our enrolment processes, improve our school facilities and introduce new IT systems.

To implement this strategy, we need to work more collaboratively and we need to better utilise technology to help make teaching more innovative, administration less onerous and improve learning outcomes for all the students in our care.

That said, the changes ahead will involve new ways of working and that is not always easy. However, our recent culture survey confirmed that there is a strong appetite for change and innovation across our system and we are committed to open communication and supporting our people through these changes.

Thank you for the work you do. There are many benefits for all our stakeholders in the years ahead as we realise our purpose to inspire hearts and minds to know Christ, to love learning and to use their talents to be the very best they can be.

I look forward to updating you regularly over the next four years as we progress '*Towards 2025*'.

**Danny Casey**

**Director of Schools**

June 25, 2021



# TOWARDS 2025



## VISION

Authentic, professional Catholic education, delivered with care and compassion.

## PURPOSE

Inspiring hearts and minds to know Christ, to love learning, to use their talents to be the very best they can be.

## STRATEGIC STATEMENT

Under the leadership of the Bishop we are committed to maintaining focus on our purpose; to collaborating in the mission; to applying evidence based practice in all our endeavours and to delivering the vision as we strive to be at least as good as the very best.

### GOAL 1. WE WILL DEVELOP A COLLABORATIVE CULTURE OF CONTINUOUS IMPROVEMENT

By 2025 there will be a strong culture of improvement focused on teaching and learning. This will be supported by a continuous improvement system where school improvement is aligned to curriculum and assessment planning approaches. The work of leaders and teachers will be supported by performance and development processes. Leaders and teachers will be clear about what they need to do to lift performance.

### GOAL 2: WE WILL ACCOMPANY STUDENTS, FAMILIES AND STAFF TO KNOW CHRIST AND TO GROW IN FAITH

By 2025 our students, families and staff will be encouraged and supported as they discover the meaning of Christ in their lives. Family, school and parish relationships will thrive helping to form our young people in Christ's vision of life, as it has been interpreted by the Catholic community of faith over many centuries.

### GOAL 3: WE WILL MAXIMISE THE LEARNING GROWTH OF EACH STUDENT

By 2025 the moral imperative and the importance of delivering student achievement will be clearly communicated. There will be a common understanding that success for students in all aspects of schooling goes beyond academic achievement. Our work has and will always be about human flourishing; for the individual and for the common good. Our practices and approaches in wellbeing for learning will be such that each child will be known, challenged and supported, and have opportunities to be the very best they can be. The ambitions we hold for our students, will compel us to strive collaboratively for continuous improvement.

### GOAL 4: WE WILL BUILD THE CAPABILITY OF OUR STAFF

By 2025 we will be attracting and retaining a high performing workforce. Staff across the system will be supported in their professional growth and development whether they are working directly with students or working in supporting those who work with students. Career pathways will be identified so that staff have access to relevant and contemporary professional learning.

### GOAL 5: WE WILL EMBED FUTURE-FOCUSED SYSTEMS, POLICIES AND PROCESSES

By 2025 a customer service mindset will strengthen the culture of welcome and mutual accountability to stimulate enrolment growth and financial viability. Effective systems and processes will inform communication and timely responsiveness so that innovation and efficient learning and teaching will be the norm.

WHAT ARE WE CALLED TO DO? WHAT INSPIRES US? WHAT MIGHT BE SOME CHALLENGES?



## FUTURE INITIATIVES

### GOAL 1. WE WILL DEVELOP A COLLABORATIVE CULTURE OF CONTINUOUS IMPROVEMENT

By 2025 there will be a strong culture of improvement focused on teaching and learning. This will be supported by a continuous improvement cycle where school improvement is aligned to curriculum and assessment planning approaches. The work of leaders and teachers will be supported by performance and development processes. Leaders and teachers will be clear about what they need to do to lift performance.

#### OBJECTIVE 1.1 IMPLEMENT A CONTINUOUS IMPROVEMENT CYCLE (CIC) ACROSS ALL AREAS OF CSBB

- 1.1.1 Co-create and implement a continuous improvement cycle (CIC) across all CSBB
- 1.1.2 Develop a culture that supports change, innovation, improvement and accountability by identifying and setting expectations of values-based behaviours.
  - 1.1.2.1 Conduct and respond to a culture survey each year
  - 1.1.2.2 Embed policies, processes and cultural practices aligned to the new safeguarding standard
- 1.1.3 Embed the right structures and roles to ensure continuous improvement at school and system level.
  - 1.1.3.1 Establish a Project Management Office
  - 1.1.3.2 Appoint leadership reference groups
  - 1.1.3.3 Review leadership structures and promote the role of school leaders as instructional coaches

#### OBJECTIVE 1.2 STRENGTHEN THE CULTURE OF MUTUAL ACCOUNTABILITY FOR GOVERNANCE

- 1.2.1 Develop simplified, aligned and transparent systems, policies and processes to ensure effective stewardship and risk management.
  - 1.2.1.1 Establish CSBB advisory structures
  - 1.2.1.2 Develop assurance processes within schools and across the System
  - 1.2.1.3 Review policies, procedures, processes and guidelines
  - 1.2.1.4 Develop a risk management framework

### GOAL 2: WE WILL ACCOMPANY STUDENTS, FAMILIES AND STAFF TO KNOW CHRIST AND TO GROW IN FAITH

By 2025 our students, families and staff will be encouraged and supported as they discover the meaning of Christ in their lives. Family, school and parish relationships will thrive helping to form our young people in Christ's vision of life, as it has been interpreted by the Catholic community of faith over many centuries.

#### OBJECTIVE 2.1 PROMOTE A CATHOLIC WORLDVIEW

- 2.1.1 Guide and respond to Diocesan initiatives as directed.
- 2.1.2 Embed a Catholic charter to inform decision-making and support students, families and staff to develop a critical understanding of the human person in light of the Gospel.

#### OBJECTIVE 2.2 ENSURE QUALITY RELIGIOUS EDUCATION

- 2.2.1 Develop and implement a new Religious Education curriculum.
- 2.2.2 Support teachers of Religious Education to develop strong content knowledge, to implement excellent classroom practices and to be witnesses to the Faith.

### **OBJECTIVE 2.3 FACILITATE INSPIRING FORMATION**

- 2.3.1 Design and implement an annual Leadership Formation program.
- 2.3.2 Design and implement inspiring Formation programs for all staff and students as a call to 'discipleship'.
- 2.3.3 Extend Youth Ministry programs to engage students from Stage 3 to Stage 6.

### **OBJECTIVE 2.4 STRENGTHEN FAMILY, SCHOOL, PARISH AND DIOCESAN RELATIONSHIPS**

- 2.4.1 Establish structures to strengthen the relationships and connections between family, school, parish and Diocese.

## **GOAL 3: WE WILL MAXIMISE THE LEARNING GROWTH OF EACH STUDENT**

By 2025 the moral imperative and the importance of delivering student achievement will be clearly communicated. There will be a common understanding that success for students in all aspects of schooling goes beyond academic achievement. Our work has and will always be about human flourishing; for the individual and for the common good. Our practices and approaches in wellbeing for learning will be such that each child will be known, challenged and supported, and have opportunities to be the very best they can be. The ambitions we hold for our students, will compel us to strive collaboratively for continuous improvement.

### **OBJECTIVE 3.1 IMPLEMENT CONSISTENT AND HIGH-QUALITY TEACHING AND LEARNING**

- 3.1.1 Enhance opportunities and resources to maximise parents' and caregivers' engagement in their child's learning.
- 3.1.2 Develop capability in data-informed and evidence-based practices focused on maximising learning growth for each student.
- 3.1.3 Develop and implement an effective and consistent approach to school improvement that reflects the changing role of education.
- 3.1.4 Develop new approaches to curriculum and assessment planning aligned to school improvement.
  - 3.1.4.1 Prepare for the introduction of K-2 English, Maths and Religious Education syllabi
  - 3.1.4.2 Strengthen Early Years pedagogy
- 3.1.5 Establish hubs of innovation that build and utilise collective expertise and create high quality resources.
- 3.1.6 Provide ongoing instructional coaching to enhance classroom practice and effectiveness.
  - 3.1.6.1 Create a K-6 pilot program to trial instructional coaching models
  - 3.1.6.2 Embed initiatives to maximise the learning outcomes and subject choice for each secondary student

### **OBJECTIVE 3.2 RECOGNISE AND RESPOND TO LEARNER DIVERSITY**

- 3.2.1 Review and strengthen programs and resources to enhance student agency and wellbeing.
- 3.2.2 Improve and align system-wide approaches and strategies to meet the diverse learning needs of students.
- 3.2.3 Provide a variety of innovative pathways across the pre-school to post-school continuum
  - 3.2.3.1 Develop targeted pathways for CSBB students
  - 3.2.3.2 Enhance the Pathways and Partnerships (VET) program

## **GOAL 4: WE WILL BUILD THE CAPABILITY OF OUR STAFF**

By 2025 we will be attracting and retaining a high performing workforce. Staff across the system will be supported in their professional growth and development whether they are working directly with students or working in supporting those who work with students. Career pathways will be identified so that staff have access to relevant and contemporary professional learning.

### **OBJECTIVE 4.1 ATTRACT AND RETAIN QUALITY STAFF**

- 4.1.1 Develop and align a capability framework with position descriptions for all roles.
- 4.1.2 Identify and address current and future workforce needs.
  - 4.1.2.1 Conduct workforce audits and create workforce plans to 2035
  - 4.1.2.2 Target outstanding pre-service and temporary teachers for employment in CSBB
- 4.1.3 Develop and implement streamlined Human Resource systems, processes and policies.
  - 4.1.3.1 Review and improve recruitment and onboarding/offboarding systems and processes
  - 4.1.3.2 Introduce additional modules to Human Resource software

### **OBJECTIVE 4.2 PROMOTE THE PROFESSIONAL GROWTH AND DEVELOPMENT OF ALL STAFF**

- 4.2.1 Apply the continuous improvement cycle to embed a structured and consistent approach to feedback.
  - 4.2.1.1 Identify high potential staff and coach them to reach their potential
  - 4.2.1.2 Support all staff in their career pathway
- 4.2.2 Co-construct comprehensive and contemporary approaches to professional learning.
  - 4.2.2.1 Provide a variety of leadership training pathways for all staff
  - 4.2.2.2 Provide opportunities and resources to support the wellbeing of all staff

## **GOAL 5: WE WILL EMBED FUTURE-FOCUSED SYSTEMS, POLICIES AND PROCESSES**

By 2025 a customer service mindset will strengthen the culture of welcome and mutual accountability to stimulate enrolment growth and financial viability. Effective systems and processes will inform communication and timely responsiveness so that innovation and efficient learning and teaching will be the norm.

### **OBJECTIVE 5.1 DEPLOY AND UTILISE TECHNOLOGY THAT SUPPORTS THE LEARNING OF OUR PEOPLE**

- 5.1.1 Leverage technology to improve access to data, to ensure equity, to support learning and to improve communication and decision-making.
  - 5.1.1.1 Implement a unified data platform to assist data-driven improvements
  - 5.1.1.2 Design a new intranet and websites for CSBB
  - 5.1.1.3 Implement 'face matching' software to link photo images to consent forms
  - 5.1.1.4 Establish an Enterprise Service desk

### **OBJECTIVE 5.2 STIMULATE ENROLMENT GROWTH AND FINANCIAL VIABILITY OF THE WHOLE SYSTEM**

- 5.2.1 Simplify enrolment principles and procedures and improve school promotion.
  - 5.2.1.1 Adopt a customer-centric marketing process for growth, including new customer relationship management software
- 5.2.2 Develop the financial management skills of system leaders.
  - 5.2.2.1 Implement finance technology to streamline processes
- 5.2.3 Improve learning environments.
  - 5.2.3.1 Increase capital investment in existing and future school sites including through grant submissions
  - 5.2.3.2 Review and improve the asset management program

## FOCUS AREAS JULY-DECEMBER 2021

The following pages contain a summary of the priorities to be addressed between July and December 2021 . These priorities will be updated on a regular basis. System and school examples have been provided and we invite you to recommend how you and your school/team can contribute to each initiative.

### GOAL 1: WE WILL DEVELOP A COLLABORATIVE CULTURE OF CONTINUOUS IMPROVEMENT

#### OBJECTIVE 1.1 IMPLEMENT A CONTINUOUS IMPROVEMENT CYCLE (CIC) ACROSS ALL AREAS OF CSBB

##### 1.1.1 Co-create and implement a continuous improvement cycle (CIC) across CSBB

###### SYSTEM EXAMPLES

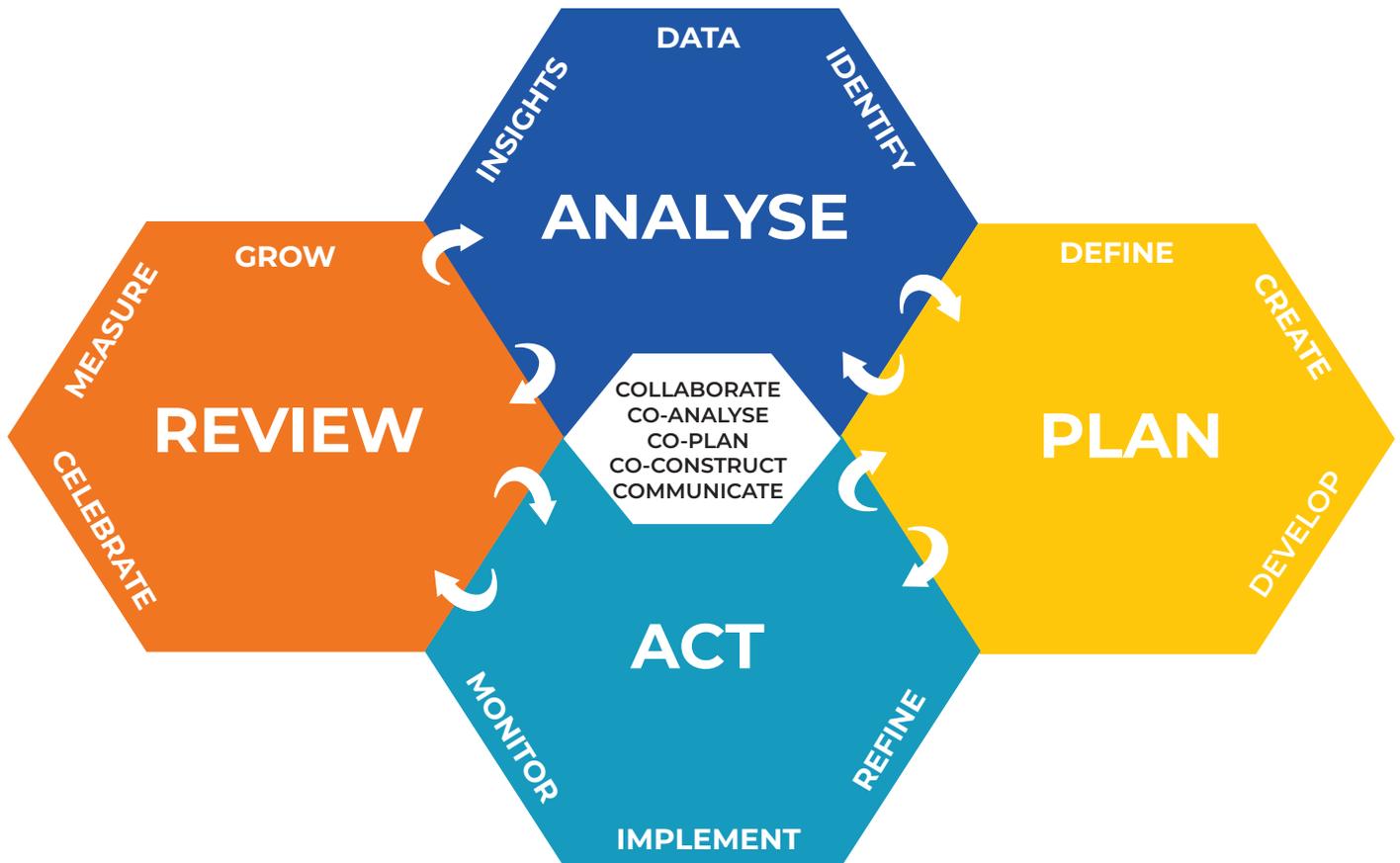
- Introduce CIC to System Leaders
- Documentation developed to support introduction of CIC
- Train system leader and middle leaders in using CIC to lead improvement
- Apply CIC growth and development cycle
- Apply CIC to school improvement
- Review and conduct quality assurance

###### SCHOOL EXAMPLES

- Introduce CIC to staff
- Documentation developed to support introduction of CIC
- Train staff in using CIC to lead improvement
- Apply CIC growth and development cycle
- Apply CIC to school improvement
- Review and conduct quality assurance

##### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

## COLLABORATIVE CONTINUOUS IMPROVEMENT CYCLE



### ANALYSE

- Where are we at?
- What data informs us?
- What is the data telling us?
- What is the issue at hand?
- What is the priority? Why this? Why now?
- What is it we're trying to improve?

### PLAN

- Where do we want to be?
- What is our goal?
- How are we going to get there?
- What is already working?
- What might be an alternative solution?
- What do we need to learn?
- Who and what can we learn from?
- Who needs to be involved?
- How will we measure our progress?
- What resourcing is required?

### ACT

- Are we on track?
- Are we delivering what we planned?
- How are we going?
- How are we monitoring our progress?
- What measures do we have?
- What needs to be tweaked?

### REVIEW

- What progress is evident?
- What has been the impact of our work?
- What evidence do we have?
- How can we celebrate the progress?
- What opportunity is there for continued improvement?
- Where to next?

**OBJECTIVE 1.1 IMPLEMENT A CONTINUOUS IMPROVEMENT CYCLE ACROSS ALL AREAS OF CSBB**

**1.1.3.1 Establish a Project Management Office**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Establish new Project Management Office to guide planning and monitor progress</li> <li>■ Facilitate development of proposed 2022 activity across each goal</li> <li>■ Assist leaders in preparation of specific plans to inform the budget and financial plans for 2022</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide updates on progress of 2021 actions</li> <li>■ Provide details of proposed 2022 activities across each goal</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**1.1.3.2 Appoint leadership reference groups**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Review current activities, scope, focus and governance of Principals' Association</li> <li>■ Develop Charter for new Leadership Reference Group to guide decision making</li> </ul>	<ul style="list-style-type: none"> <li>■ Participate in review</li> <li>■ Establishing new Leadership Reference Group to guide decision-making</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**



## OBJECTIVE 1.2 STRENGTHEN THE CULTURE OF MUTUAL ACCOUNTABILITY FOR GOVERNANCE

### 1.2.1.1 Establish CSBB advisory structures

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Draft constitution</li> <li>■ Draft committee documents</li> <li>■ Recruit personnel</li> <li>■ Form Advisory Group</li> <li>■ Inaugural Meeting Nov 21</li> </ul>	

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

### 1.2.1.2 Develop assurance processes within schools and across the system

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Review existing processes and NESAs requirements</li> <li>■ Undertake assurance processes for 2020 &amp; 2021 Schools</li> <li>■ Consult with key staff and schools</li> <li>■ Develop recommendations for 2022 process</li> <li>■ Seek NESAs approval</li> </ul>	<ul style="list-style-type: none"> <li>■ Identified schools participate in assurance program</li> <li>■ Provide input to development of new processes</li> </ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

### 1.2.1.4 Develop a risk management framework

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Establish working party</li> <li>■ Update risk registers and refine treatment plans</li> <li>■ Develop risk appetite statements</li> <li>■ Scenario analysis and stress testing</li> <li>■ Ongoing monitoring</li> </ul>	<ul style="list-style-type: none"> <li>■ School leadership to provide input into working party</li> </ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

## GOAL 2: WE WILL ACCOMPANY STUDENTS, FAMILIES AND STAFF TO KNOW CHRIST AND TO GROW IN FAITH

### OBJECTIVE 2.1 PROMOTE A CATHOLIC WORLDVIEW

#### 2.1.1 Guide and respond to Diocesan initiatives

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Bishop's Art Prize</li> <li>■ Year 12 Leader's Day</li> <li>■ Bishop's Retreat (July/Sept)</li> <li>■ System Leaders Retreat</li> <li>■ Mission Month (Oct)</li> <li>■ End of year Thanksgiving Mass</li> <li>■ Broken Bay Youth Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>■ Participate in Diocesan initiatives as per system</li> </ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

#### 2.1.2 Embed a Catholic charter to inform decision-making and support students, families and staff to develop a critical understanding of the human person in light of the Gospel

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Consult with Bishop and relevant clergy</li> <li>■ Review existing Charters</li> <li>■ Gather input from Clergy and Diocesan leaders</li> <li>■ Settle draft by End Term 3</li> <li>■ Coordinate roll out</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide input to Charter</li> <li>■ Promote and communicate Charter from Term 4 onwards</li> </ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

### OBJECTIVE 2.2 ENSURE QUALITY RELIGIOUS EDUCATION

#### 2.2.1 Develop and implement a new Religious Education curriculum

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Establish a steering committee &amp; working party</li> <li>■ Establish collaborative relationship with Sydney &amp; Wilcannia Forbes dioceses</li> <li>■ Draft and road test content</li> <li>■ Final approval of curriculum by Bishop end Term 4</li> <li>■ Develop implementation and PL Plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Support working party</li> <li>■ Trial draft content</li> <li>■ Provide feedback and input</li> <li>■ Appoint implementation coordinator to ensure the delivery</li> </ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

## OBJECTIVE 2.3 FACILITATE INSPIRING FORMATION

### 2.3.1 Design and implement an annual Leadership Formation program

#### SYSTEM EXAMPLES

- Work with Principal Assoc Exec and new reference group to develop a leadership formation program
- Assess feedback and finalise program for all System Leaders in 2022

#### SCHOOL EXAMPLES

- Support and attend program
- Brief staff on outcomes

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

## OBJECTIVE 2.4 STRENGTHEN FAMILY, SCHOOL, PARISH AND DIOCESAN RELATIONSHIPS

### 2.4.1 Establish structures to strengthen the relationships and connections between family, school, parish and Diocese

#### SYSTEM EXAMPLES

- Review current practices and consult with Clergy and other Diocesan leaders
- Develop proposals to build closer connections from 2022 onwards
- Engage parents in the Towards 2025 Strategy

#### SCHOOL EXAMPLES

- Liaise with Parishes to invite and welcome new and existing families to Parish life
- Provide feedback and guidance on new Diocesan wide initiatives
- Communicate Towards 2025 to parent body and engage with Parish and parents on implementation

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?



**GOAL 3: WE WILL MAXIMISE THE LEARNING GROWTH OF EACH STUDENT**

**OBJECTIVE 3.1 IMPLEMENT CONSISTENT AND HIGH-QUALITY TEACHING AND LEARNING**

**3.1.3 Develop and implement an effective and consistent approach to school improvement that reflects the changing role of education**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Establish a working party to finalise the approach to school improvement aligned to Continuous Improvement Cycle Oct 21</li> <li>■ Identify current best practice across the System</li> <li>■ Develop an initial framework for implementation in 2022</li> <li>■ Establish mechanisms to further refine the school improvement framework</li> </ul>	<ul style="list-style-type: none"> <li>■ Participate in working party to finalise the approach to school improvement Oct 21</li> <li>■ Embed new practices for beginning of 2022</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**3.1.4.1 Prepare for the introduction of K-2 English, Maths and Religious Education syllabi**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Review of current practices against new NESAs requirements</li> <li>■ Develop a plan/process to work with leaders in schools</li> <li>■ Deploy Innovation Lead model</li> <li>■ Quality Assurance and monitor implementation</li> </ul>	<ul style="list-style-type: none"> <li>■ Engage with draft syllabus in Term 3</li> <li>■ Appoint Implementation Lead</li> <li>■ Engage with Innovation Leads in schools</li> <li>■ Work with K-2 teachers for implementation in 2022</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

### 3.1.6.1 Create a K-6 pilot program to trial instructional coaching models

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"><li>Plan for implementation for 2022</li><li>Identify potential instructional coaches</li><li>Identify schools for pilot</li></ul>	<ul style="list-style-type: none"><li>Support the development of a plan</li><li>Promote the program</li><li>Nominate to be a part of pilot</li></ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

### 3.1.6.2 Embed initiatives to maximise the learning outcomes and subject choice for each secondary student

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"><li>Deliver literacy in subject areas PL</li><li>Coach and support schools and monitor progress</li><li>Support schools in implementing HSC Towards Excellence “Continuous Improvement Practices” and HSC data sheets</li><li>Establish and run HSC trial marking centres, led by HSC teachers and practical marking centres</li><li>Design, deliver and evaluate cross campus courses</li></ul>	<ul style="list-style-type: none"><li>Implement subject based strategies and be accountable for outcomes Implementing HSC Towards Excellence “Continuous Improvement Practices” and HSC data sheets</li><li>Key teachers attending trial and practical marking centres</li><li>Support for implementation of cross campus courses</li><li>Support students enrolled in cross campus courses</li></ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

**OBJECTIVE 3.2 RECOGNISE AND RESPOND TO LEARNER DIVERSITY**

**3.2.1 Review and strengthen programs and resources to enhance student agency and wellbeing**

<b>SYSTEM EXAMPLES</b>	<b>SCHOOL EXAMPLES</b>
<ul style="list-style-type: none"><li>■ Establish working party</li><li>■ Assess findings of CSBB Equity and Diversity Report</li><li>■ Develop pathway from 2022 onwards</li></ul>	<ul style="list-style-type: none"><li>■ Support working party</li><li>■ Provide feedback on implementation plans</li></ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**3.2.3.2 Enhance the Pathways & Partnerships (VET) program**

<b>SYSTEM EXAMPLES</b>	<b>SCHOOL EXAMPLES</b>
<ul style="list-style-type: none"><li>■ Supporting schools and monitoring progress</li></ul>	<ul style="list-style-type: none"><li>■ Implementing pathway activity</li></ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**GOAL 4: WE WILL BUILD THE CAPABILITY OF OUR STAFF**

**OBJECTIVE 4.1 ATTRACT AND RETAIN QUALITY STAFF**

**4.1.1 Develop and align a capability framework with position descriptions for all roles**

**SYSTEM EXAMPLES**

**SCHOOL EXAMPLES**

- Establish working party
- Capability Framework and position descriptions completed by Dec 21

- Participate in consultation

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**4.1.2.2 Target outstanding pre-service and temporary teachers for employment in CSBB**

**SYSTEM EXAMPLES**

**SCHOOL EXAMPLES**

- Project completed and recommendations provided by Dec 21

- Pilot schools involved

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**4.1.3.1 Review and improve recruitment and onboarding/offboarding systems and processes**

**SYSTEM EXAMPLES**

**SCHOOL EXAMPLES**

- Employ admin support and talent manager
- Review school staffing needs
- New and improved Expression of Interest recruitment process (EOI)

- Promote EOI within their schools
- Settle staffing required in light of enrolments and promotion

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

#### 4.1.3.2 Introduce additional modules to existing Human Resource software

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Contracts module Aug 21</li> <li>■ Module to capture individual assessment and PL Plans Dec 21</li> <li>■ Casual timesheet module implemented Nov 21</li> </ul>	<ul style="list-style-type: none"> <li>■ Enter contract details into PHRIS only once</li> <li>■ Support and provide feedback to implementation team of ePerformance</li> <li>■ Access reliable information directly from PHRIS on casual availability</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

### OBJECTIVE 4.2 PROMOTE THE PROFESSIONAL GROWTH AND DEVELOPMENT OF ALL STAFF

#### 4.2.1 Apply the continuous improvement cycle to embed a structured and consistent approach to feedback

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Working party</li> <li>■ Employ additional HR Business Partners</li> <li>■ Align with Continuous Improvement cycle</li> <li>■ Research models</li> <li>■ Format developed and approved Dec 21</li> </ul>	<ul style="list-style-type: none"> <li>■ Assist in development of format</li> <li>■ Engage with HR Business Partners</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

#### 4.2.2 Co-construct comprehensive and contemporary approaches to professional learning

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Working party established</li> <li>■ Determine NESAs compliance for Semester 2</li> <li>■ Determine existing PL requirements CSBB</li> <li>■ Provide PL in Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>■ K-2 Pilot schools will participate in job embedded PL</li> <li>■ PL in secondary literacy and HSC</li> <li>■ Apply the Continuous Improvement cycle to current practices and Towards 2025 initiatives</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

#### 4.2.2.1 Provide a variety of leadership training pathways for all staff

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"><li>■ Managing change and providing feedback for all in leadership roles Dec 21</li><li>■ Run a Leadership Retreat on Towards 2025 for RECs / APs</li><li>■ Foundation Principals</li></ul>	<ul style="list-style-type: none"><li>■ Manage change and provide feedback to staff</li><li>■ All staff to receive feedback by Dec 21</li><li>■ Participate in Leadership Retreat and embed findings</li></ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

#### 4.2.2.2 Provide opportunities and resources to support the wellbeing of all staff

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"><li>■ Establish a working party</li></ul>	<ul style="list-style-type: none"><li>■ Support working party</li></ul>

#### WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?

**GOAL 5: WE WILL EMBED FUTURE-FOCUSED SYSTEMS, POLICIES AND PROCESSES**

**OBJECTIVE 5.1 DEPLOY AND UTILISE TECHNOLOGY THAT SUPPORTS THE LEARNING OF OUR PEOPLE**

**5.1.1.1 Implement a unified data platform to assist data-driven improvements**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Deliver Student on a page v1 Oct 21</li> </ul>	<ul style="list-style-type: none"> <li>■ Incorporate into Parent/Teacher discussion and meetings in Term 4</li> <li>■ Feed into end of year School Reports</li> <li>■ Used for Continuous Improvement cycle in school</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**5.1.1.3 Implement 'face matching' software to link photo images to consent forms**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Deployment during Nov 21</li> </ul>	<ul style="list-style-type: none"> <li>■ Trial in selection of schools Oct 21</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**5.1.1.4 Establish an Enterprise Service desk**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Implemented in Digital Enablement by Sept 21</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide feedback on Digital Enablement service delivery Term 4</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**OBJECTIVE 5.2 STIMULATE ENROLMENT GROWTH AND FINANCIAL VIABILITY OF THE WHOLE SYSTEM**

**5.2.1 Simplify enrolment principles and procedures and improve school promotion**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Confirm enrolment policy for 2023 by end of 2021</li> </ul>	<ul style="list-style-type: none"> <li>■ Actively participate in school promotion</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**5.2.2.1 Implement finance technology to streamline processes**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Implement purchasing module across CCC</li> <li>■ Refine School on a Page content</li> <li>■ Provide guidance and support on financial management</li> <li>■ Prepare for SAS to Compass migration</li> </ul>	<ul style="list-style-type: none"> <li>■ Embed School on a Page as part of their management</li> <li>■ Monitor monthly management reports against budget</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**5.2.3.1 Increase capital investment in existing and future school sites including through grant submissions**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Progress master planning and pursue grants</li> <li>■ Long term capital planning</li> <li>■ Special needs school - Central Coast</li> </ul>	

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

**5.2.3.2 Review and improve the asset management program**

SYSTEM EXAMPLES	SCHOOL EXAMPLES
<ul style="list-style-type: none"> <li>■ Delivering backlog maintenance project</li> </ul>	<ul style="list-style-type: none"> <li>■ Delivering backlog maintenance project</li> </ul>

**WHAT IS MY/OUR ROLE IN DELIVERING THIS INITIATIVE?**

## *ADDITIONAL NOTES*



CATHOLIC  
DIOCESE OF  
BROKEN BAY



CATHOLIC SCHOOLS  
Broken Bay

## MEASURES

Measures of effectiveness indicating continuous improvement

## VALUES



FAITH



JOY



WITNESS



COMPASSION



COURAGE



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