

Annual Report

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Catholic Schools Office
Diocese of Armidale



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Bishop Kennedy's Message

The Diocesan Mission Statement for Catholic Schooling in the Diocese of Armidale calls upon all members of Catholic school communities 'to proclaim, witness and serve'. Our shared diocesan mission challenges us to reflect on the quality of Catholic education we provide, to proclaim and explain the Word of God. We do this by drawing strength from our Catholic faith and tradition while simultaneously providing a rich, relevant and meaningful learning environment that promotes and sustains a culture of lifelong learning for all.

Through my pastoral visits to parishes and schools, I am continually reminded of the important contribution that our Catholic schools make to the Church's mission within the Diocese of Armidale.

2017 saw further work to understand and enhance the Catholic identity of our schools, and a significant transition in leadership both at the CSO and school level. I am heartened by what has been achieved to integrate Catholic principles and values into the new curriculum, to improve the quality of learning and student outcomes, and the development of programs to enhance school leadership.

I acknowledge that the achievements of schools and individual staff members are made possible in partnership with the support of Parish Priests and parish communities, families and the Catholic Schools Office. These achievements were celebrated during Catholic Schools Week.

I wish to also acknowledge the Diocesan Director of Catholic schools, Mr Chris Smyth. Chris' work towards improving the faith and learning outcomes of students, and the capacity of our teachers has been well received.

Finally, I wish to acknowledge and am grateful for the active support of the priests, religious and lay people in the provision of Catholic education in our diocese. I would like to commend the Catholic Schools Office for their stewardship of our diocesan system of Catholic schools and their commitment to the mission of Catholic education. May God continue to grant to all those involved in Catholic education the faith, hope and love to continue to proclaim Jesus' mission for the church in the Diocese of Armidale.

With my gratitude and blessing, I am
Yours in Jesus Christ the Lord,

Most Reverend Michael Kennedy
Bishop of Armidale



Director's Message- Chris Smyth

In the schools of the Diocese of Armidale, the 2017 school year saw further development of a Professional Learning Community in a Catholic context. The Catholic Schools Office continued to support and challenge schools to create learning communities that have a focus on student and teacher learning, build community collaboration, and have a deliberate results orientation. This approach to school and system improvement is underpinned by our Catholic Principles and Values that emphasise the Primacy of God, Sanctity of Life, Fidelity of Relationships, and the Common Good.

In order to support this growth and development and promote improved faith and learning outcomes for our students, the Annual Improvement Plan 2017 resulted in some significant achievements:

Mission

All teaching staff participated in a whole of system professional development day on the third Catholic Core Principles and Values: Fidelity of Relationships; Teachers have been supported in integrating these principles and values into their learning and teaching programs.

Learning

The CSO provided further professional development facilitated by Dr Lyn Sharratt on the 14 Parameters for improving student literacy and numeracy. These sessions in Terms 1 and 4 assisted schools to continue working towards embedding effective data walls, case management and learning walks and talks. The appointment of Leaders of Pedagogy in each of our schools provided instructional leadership support to all of our school leadership teams and teachers.

Human Resources and Facilities

The CSO expanded its support for beginning teachers and their mentors and provided leadership development opportunities through a partnership with QELI (Queensland Education Leadership Institute). Teacher accreditation was introduced to meet NESA requirements for primary school teachers.

The opening and blessing of the new \$13M new facilities at St Nicholas Primary School Tamworth, demonstrated our commitment to providing contemporary learning spaces for students who will be graduating in a very different future world of work. The school system has embraced flexible learning spaces as a process of building teacher collaboration that enhances their capacity to improve student learning outcomes.

Finance and Technology

The Commonwealth Education Act (often referred to as Gonski 1.0) has resulted in a non-government schools funding model that is needs based and has resulted in increases in funding to schools in regional and rural Australia. Uncertainty continues to surround the sustainability of this increased funding so we have taken a conservative approach to expenditure while also providing additional interim staffing and resources to support classroom instruction and facilities.

All schools have now embedded the use of the Google suite of applications, and classroom use of technology is constantly putting pressure on our capacity to provide suitable Internet broadband access and infrastructure. Our membership of CeNET continues to support our service to schools and in 2017, we began planning for the implementation of the ONCE project which will see new school administration and financial software being rolled out in 2018-2020. The Compass software will also enable improved data analytics to further inform teachers regarding student learning needs.

Conclusion

The Catholic Schools Office is an important arm of the mission of the Church in the Diocese of Armidale. Our commitment to providing good schools which are also great Catholic schools reflects our evangelising mission and commitment to graduating students that have faith and values that will make a positive contribution to our Australian society. My thanks to Bishop Michael Kennedy and the clergy of the parishes who provide leadership and support to this key role of the schools. My thanks to the school leaders and teachers whose commitment to their vocation is on display every time our team visits the schools. My thanks to the CSO leadership team and CSO staff who enable our work to be strategic and supportive of the needs of our school communities.

My sincere thanks to you, the parents and carers who trust us with their best children every day and rely on us to support them in the education of their children in their faith and learning.



Christopher Smyth B.Sc (Ed) M.Ed (Leadership) M.Ed. (Religious Education)
Director of Schools





Deputy Director's Message- Dr Terry McCarthy

My visits to schools and engagement with principals, staff, students, parents and clergy always serve to remind me of why our Catholic Schools Office exists - to enable schools and their students to flourish in a spirit of faith, hope, love, justice and integrity.

During the year, Pastoral Care and Wellbeing emerged as a recurring theme in conversations with principals and staff. A stakeholder driven Pastoral Care Reference Group was tasked with developing a Pastoral Care and Wellbeing Framework. Whilst schools are already very active in this area, our system now needs to give life to the newly developed Framework and further support the good work of schools.

Another recurring theme in my conversations was the need for a more proactive approach to recruitment. A CSO Armidale Recruitment Strategy was developed with the aim of attracting and retaining high quality, faith-filled teaching and support staff. This Strategy will be monitored, reviewed and updated to ensure it is addressing ongoing system and local needs.

Our efforts to improve support for our schools and students with the greatest need were at the core of our contract renewal with Centacare. A focus on services such as psychometric assessment, intervention and counselling as well as mental health and wellbeing support for students, staff and families were features of the new agreement with Centacare.

Finally, I would like to acknowledge the wonderful work of principals and their staff (teaching and non-teaching) in growing the faith and learning of their students. Thanks also to CSO staff for their fine work in support of schools.

Dr Terry McCarthy
Deputy Director of Schools



2017 CSO Diocese of Armidale Organisational Structure

BISHOP

Michael Kennedy

BISHOP'S COMMISSION FOR CATHOLIC SCHOOLS

DIRECTOR OF CATHOLIC SCHOOLS

Christopher Smyth

DEPUTY DIRECTOR

Dr Terry McCarthy

SYSTEM PERFORMANCE TEAM

Heads

Learning- Anne Sullivan
Mission & Evangelisation- Lee Herden

System Coaches K-12

ATSI Education- Sharon Cooke
Vision Teacher- Karen Croake
Faith Religious Education- Jacqueline Cronin
Project Officer: SWD & Learning- Vicki Hartley
Students With Disability- Pauline Hawkins
Vocational Education- Norma Higgins
Secondary Curriculum- Tracey Hughes-Butters
School Advisory Bodies- Catherine Ible
Faith and Primary Curriculum- Carmel McCosker
Secondary Curriculum- Kerrie Priddis
ASTI and Primary Curriculum- Cate Taylor
Primary Curriculum- Sandra Walker
SWD/Speech Pathologist- Bernadette Yeo

Sport

Secondary Sport- Timothy Kennedy, St Mary's Gunnedah
Primary Sport- Gary McSweeney, St Edward's Tamworth

SCHOOL LEADERSHIP & MANAGEMENT TEAM

School Consultants

Gary Burdett, Noel Hurley

Strategic Planning & System Coach

Dale Cain

Communications

Tahnee Denton

Administration

Supervisor/ Director's P.A- Dorothy Barnes
Receptionist- Mary Carrigan
Administration Assistant- Dianne Dixon
Administration Assistant- Carmel Heagney
Administration Assistant- Debbie Sullivan

SYSTEM DEVELOPMENT TEAM

Heads

Finance & I.C.T- John Sheridan
Human Resources & Facilities- Paul Holman

Human Resources & Facilities

Personnel Officer- Leanne Woods
Human Resources Officer- Stefan Sorensen
Performance & Development Officer- Colin Butters
Compliance & Governance Officer- Geraldine Chapman

Finance

Financial Services Supervisor- Linda Page
School Support Officer- Renie Dasey
Finance Officer- Conrad Post
Payroll Supervisor -Paul Baylis
Payroll Officers -Shirley Keefe, Kay Moore, Judy Werninck

ICT

Team Leader -Justin Urquhart
Technical Services Supervisor -Troy Mackay
Network and Infrastructure -Tristan Coward
Software and Applications -Andrew McGann
Service Desk Officer - Fiona Chisholm

SCHOOL PRINCIPALS

Review of Operations

System Performance Learning Report Jamie McDowall

The new strategic model for the Learning Services Team (System Performance Team) implemented in 2016 has provided a solid framework for leading and supporting schools within the diocese as we develop and nurture 21st Century Learners in our care.

This year (2017) all School Leadership Teams, both primary and secondary (approx 120 staff), joined together to learn, unpack and build their professional capacity around the research of Dr Lyn Sharratt and the 14 parameters for leading collaborative learning. Known within the Diocese as the Collaborative Inquiry Initiative (CII), school leadership teams, system coaches, along with the Catholic Schools Office Leadership Team, came together as a community of learners, to gain a deeper understanding of how to lead Collaborative Catholic Professional Learning Communities, underpinned by 14 Parameters that lead to school improvement and student growth. Over 4 days throughout 2017, Dr Lyn Sharratt, led the professional learning of our system leaders in:

- Understanding the 14 Parameters and how they lead to school improvement
- Assessment For, As and Of Learning (Assessment Waterfall)
- Learning Intentions and Success Criteria
- Student Data Walls (Putting Faces on the Data)
- Case Management Meetings.

Leading on from these days with Dr Lyn Sharratt, a number of Collaborative Learning Workshops were held. Leaders of Pedagogy and System Coaches met to engage in professional dialogue around the implementation of the 14 Parameters, with a specific focus on Learning Intentions and Success Criteria, Data Walls and Case Management Meetings.

To authentically lead and support schools in the Collaborative Inquiry Initiative, the System Performance Team (12 members) visited a number of our primary and secondary schools to engage with both students and staff to build their professional capacity in the high yield learning strategy of Learning Walks and Talks, focusing on Dr Lyn Sharratt's 5 Learning Questions:

1. What are you learning?
2. How are you going?
3. How do you know?
4. How can you improve?
5. Where do you go for help?

All primary and secondary schools, attended a number of Naplan Online Professional Learning Workshops, as we prepared for the 2018 Naplan Online Testing Platform throughout 2017. The system and schools participated in a number of Naplan Online Readiness Tests to identify potential digital infrastructure challenges such as device compatibility and internet bandwidth. All readiness tests performed at both the system and school level indicated a strong digital platform for the 2018 implementation.



System Performance Mission and Evangelisation Report Lee Herden

There were significant Mission and Evangelisation events in 2017 which involved the formation of staff in our schools. In Term 2, all teachers in Catholic schools participated in the second year of the Core Catholic Principles and Values for the New Curriculum which focused on Fidelity in Relationships. There were challenging workshops around the effects of pornography on relationships, same-sex marriage, healing broken relationships and the Church's teaching on divorce. Deacon Anthony Gooley presented a keynote address on the meaning of Fidelity in the Catholic context.

The majority of school teaching staff are moving towards having the Catholic Principles and Values explicitly taught in all new subject areas. This continues to be a work in progress. Term 4 saw the Diocese lead a pilgrimage under Bishop Kennedy to the Australian Catholic Youth Festival in Sydney. Youth participants were drawn from O'Connor Catholic College, St Philomena's Moree, St Mary's College Gunnedah, Holy Trinity Inverell and McCarthy Catholic College Tamworth. The largest contingent was from O'Connor which has supported all three Festivals.

Significant work continued with Stage 4 teachers in introducing newly revised Religious Education units. This is part three of a four-year program which is utilising a backward mapping model to develop units of work that are more contemporary than the existing units. The program is having an impact on other subject areas in some of the secondary schools as teachers who have experienced the success of this new approach in RE are moving it across to other subject areas.

All of our approximately 500 Year 6 students participated in the Year Six RE Test. Unfortunately, the results for 2017 again did not show the growth desired across the Diocese. All primary schools have undertaken a review of the data and have included improvement measures in their 2018 Annual Improvement Plans.

The CSO Renewal Team continued its work in leading faith formation opportunities for school staff, with most schools providing twilight programs for staff and parents. There is an increase in the number of schools offering twilight programs and an increase in the number of parents participating in them. Following the 2016 review of faith formation, the CSO has developed a draft Faith Formation Framework which will be implemented in 2018. The annual REC Conference in Moree focused on enhancing the REC understanding of the Fidelity of Relationships. Jenny Collins-White lead the keynote and reflection activities. The RECs also provided feedback and review of the CEC NSW revised Towards Wholeness K-10 online resource.





System Development Human Resources and Facilities Report Paul Holman

Capital Projects

During 2017 the following occurred in the area of capital works:

- The new and refurbished classrooms, library, student amenities and extensive grounds redevelopment at St Nicholas Primary school, Tamworth was blessed by Bishop Kennedy and officially opened by the Deputy Prime Minister, Barnaby Joyce on October 13
- Notification of a successful Catholic Block Grant Application (CBGA) for the redevelopment of St Joseph's Primary, West Tamworth and;
- Continued development of a masterplan for O'Connor Catholic College, Armidale;
- Engagement of architectural and project management services in preparation for CBGA application for O'Connor Catholic College, Armidale and St Xavier's Primary, Gunnedah.

Human Resource Services

- Support was provided to enable the accreditation of all pre-2004 teachers to become accredited from the beginning of 2018. Once accredited, all teachers will be required to maintain accreditation at the proficient level. The new Working with Children Check has been incorporated in the accreditation process
- Throughout 2017 negotiations were conducted at both state and local levels to enact a new enterprise agreement for teachers and general employees including a new Work Practices agreement for teachers
- Provision of support and workshops for early career teachers, their mentors and promotion of higher levels of accreditation
- The monitoring of recommendations arising from the *Royal Commission into Institutional Child Abuse*
- McCarthy Catholic College and St Edward's Primary participated in trials in excursion management software, *Plan, Check, Go* being developed by Complispace
- Further work supporting the implementation of the Complispace policy portal, the purpose of which is to simplify risk, compliance, policy management and staff training so that our schools, their principals and staff can focus on their core purpose of learning, teaching and caring.



*Blessing & Opening 13th October 2017
St Nicholas Primary Tamworth*



School Leadership and Management School Consultants' Report

Gary Burdett and Noel Hurley

Overview of Role

During 2017, the Schools Consultants provided direct contact, guidance and support for school principals, school leadership teams and, at times, for the wider school community. Educational leadership, strategic school improvement, human resource management and critical incident management were key areas of work that were completed in the schools.

On a system level, the School Consultants ensured that all schools are compliant with regulatory requirements and they managed a process to monitor all schools.

As members of the CSO Staffing Committee, the School Consultants provided relevant information regarding their specific sites.

School Consultants also undertook Performance Growth and Development processes with principals and assistant principals in our schools.

Special priority was given to establishing Leadership Learning Teams where groups of three principals would meet via video link each week to discuss various issues pertaining to their roles and support of each other in sharing their expertise. All school principals took part in this initiative.

School Educational Audits

In order to satisfy compliance with the NSW Educational Standards Authority's (NESA's) requirements to maintain registration and accreditation of our schools, the Catholic Schools Office is required to conduct an Educational Audit of each school over a five-year cycle.

As part of our 2017 Educational Audit program as approved by NESA, the following schools were audited: St Joseph's, Barraba; Sacred Heart, Boggabri; St Joseph's, Glen Innes; St Mary's College, Gunnedah; St Joseph's, Quirindi; St Joseph's, Tenterfield and St Joseph's, West Tamworth.

NSW Educational Standards Authority

Our role as School Consultants has been augmented by attendance at NESA systems conferences. These conferences are designed to support dioceses to maintain currency in state curriculum educational issues. These conferences are also critical in ensuring that our diocese's systems for reporting to NESA are sound and cover the latest compliance changes. The conferences are also an opportunity to meet with the designated NESA inspector for our diocese.

Principal Appointments

As School Consultants we were involved in the selection and appointment of principals to take up their positions in 2018 at St Patrick's, Walcha (Acting); St Joseph's, West Tamworth; St Francis Xavier's, Narrabri; St Joseph's, WeeWaa (Acting) and St Joseph's, Walgett (Acting).

System Development- Financial and ICT Report – Helen Williamson

Our Financial Services Team continues to provide support in the areas of system finance, schools' financial and student administration systems, payroll and ICT. The aim of this support is to ensure that with the aim of improving learning and teaching outcomes, the leadership team allocates resources in the most efficient and effective manner.

The first meeting of the ONCE project steering committee was held in 2017. The ONCE project is being rolled out across the schools in the Diocese of Armidale over the next couple of years and will include an upgraded student information system, finance system and data warehouse. The student information system will provide a more interactive school experience for students, parents and teachers.

For the 2017 school year the system operated with a surplus of \$7.5 million; the Finance Sub-Committee resolved to transfer the surplus to the Capital Support Reserve to help support to the improvement of schools facilities of into the future.

December 2017 saw the retirement of the Head of Finance & ICT, John Sheridan, who had worked at the CSO for over 30 years. Helen Williamson joined the finance team as the new Head of Finance & ICT in December 2017. Helen is looking forward to an exciting and challenging time ahead as she becomes part of the team at the CSO supporting the schools in the Diocese of Armidale.





Bishop's Commission Report

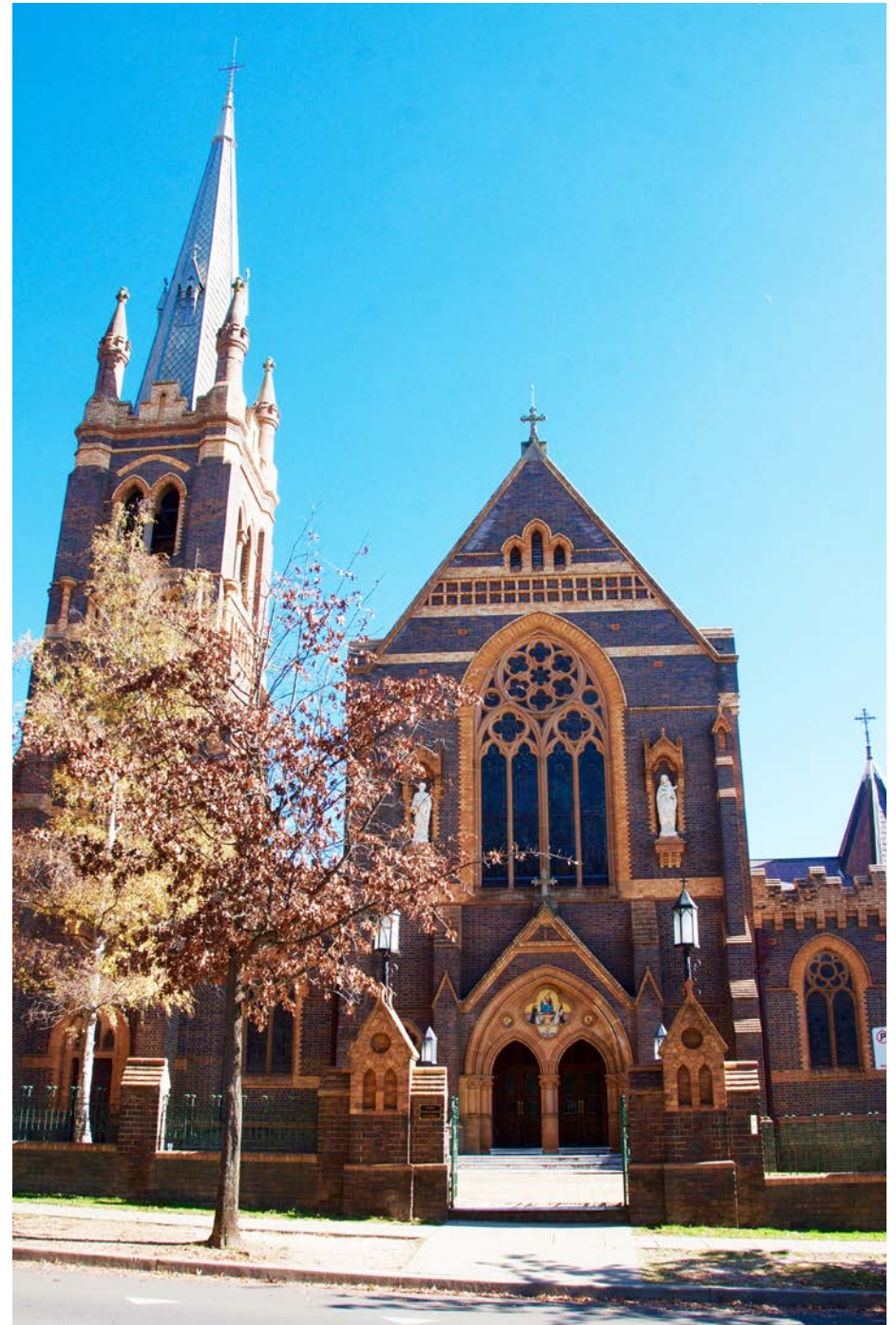
The Bishop's Commission for Catholic Schools (BCCS) provides advice to the Bishop on the organising, co-ordinating, developing, supporting of, and determining broad lines of policy for Catholic school education in the diocese. Its membership comprises religious, parent, teacher, principal and CSO representatives.

In 2017, the members of the BCCS were:

Fr Richard Gleeson, Mrs Narelle Burke, Mrs Cathy Ible (CCSP rep), Mrs Cate Allen, Mrs Louise O'Sullivan (Secretary) Mrs Wendy Warner and Mrs Alanna McRae, Mr Chris Smyth (executive officer) and Mrs Dorothy Barnes (minute secretary).

The Commission met four times in 2017 to discuss, support and make recommendations on a number of topics including the following:

- BCCS & Finance Sub Committee Review proposal
- Government Funding
- Financial Strategic Directions
- Capital Works
- Enrolments of Catholic Students
- HSC Performance Plan
- Lyn Sharratt Collaborative Inquiry Initiative
- Revised Charitable Works BCCS Policy
- Canonical Mandate of Delegation - Catholic Schools of NSW Ltd.



CATHOLIC SCHOOLS

WEEK 2017 5-11 March



GREAT LEARNING GREAT COMMUNITIES



List of Principals

Town	School	Principal 2017
Armidale	St Mary's Primary School	Alanna McRae
Armidale	O'Connor Catholic College	Regina Menz
Barraba	St Joseph's Primary School	Rachel Caskey
Boggabri	Sacred Heart Primary School	Dallas Hyatt
Glen Innes	St Joseph's Primary School	Maria Mowle
Gunnedah	St Xavier's Primary School	Jennifer Honner
Gunnedah	St Mary's College	Max Quirk
Guyra	St Mary of the Angels Primary School	Sharon Wittig
Inverell	Holy Trinity School	Jillian Rainger
Manilla	St Michael's Primary School	Karen Keys
Moree	St Philomena's School	Karen Jagers
Mungindi	St Joseph's Primary School	Deborah Harrison
Narrabri	St Francis Xavier's Primary School	Katie Hanes
Quirindi	St Joseph's Primary School	Darryl Martin
South Tamworth	St Edward's Primary School	Gary McSweeney
Tamworth	St Nicholas' Primary School	Stefan van Aanholt
Tamworth	McCarthy Catholic College	Geoff McManus
West Tamworth	St Joseph's Primary School	Louise O'Sullivan
Tenterfield	St Joseph's Primary School	Cherie Yates
Uralla	St Joseph's Primary School	Judy Elks
Walcha	St Patrick's Primary School	Michael Ball
Walgett	St Joseph's Primary School	Louise Dowling- Manns
Warialda	St Joseph's Primary School	Joseph Dimech
Wee Waa	St Joseph's Primary School	Jamie McDowall



AUTOBIOGRAPHY
FAIRY TALE
POETRY
MYSTERY
HISTORICAL FICTION
FAB



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