



**TO KNOW  
CHRIST,  
TO LOVE  
LEARNING  
AND TO BE  
THE VERY  
BEST  
WE CAN  
BE**

**- 2022 -**



CATHOLIC  
DIOCESE OF  
BROKEN BAY

## Message from Bishop Anthony Randazzo

Reflecting on 2021, a most challenging year, I am enormously proud of the way that our community of students, families, staff, and clergy have worked together to plan and shape the future of Catholic Schools Broken Bay while navigating the uncertainty and ambiguity that the year provided.

In 2021, the Community of the Church of Broken Bay also launched a new Vision-6 Mission Priorities supported by our Clergy, applied through 3 Fields of Mission, underpinned by the values of Faith, Joy, Witness, Compassion and Courage.

These same values underpin the work at Catholic Schools Broken Bay as the work and mission of the Community of the Church.

The Vision illustrates how the work of our Diocese is strengthened and more effective when we work as one: as a Body of Christ, and as one community of the Church serving the Mission of Our Lord Jesus Christ.

To all those who have worked in Catholic Schools Broken Bay prior to and during 2021, thank you for the way you have faced into the challenges. Thank you for the way you have identified and embraced the many changes that *Towards 2025* requires. Thank you for the strong footing that Catholic Schools Broken Bay now has to move confidently into 2022. To those who are joining Catholic Schools Broken Bay in 2022, I look forward to your collaboration and contribution as we continue to provide our Vision of authentic, professional Catholic education delivered with care and compassion.

I am delighted with the progress of *Towards 2025* and the commitment to the next phase which will deliver Christ-centred education and improved learning for all.

It is a courageous program; one that will ensure Catholic Schools Broken Bay delivers to our children and families the best that Catholic Education can provide. To this end, I encourage each of you to continue to be engaged and supportive for the good of the young people entrusted to our care.

Know that I am deeply grateful for your commitment to our schools in Broken Bay and the work you are doing. Be assured of my continued prayers and support as you continue on this journey.

**Most Rev Anthony Randazzo**

**Bishop of Broken Bay**

*December 14, 2021*



## Message from **Danny Casey**

June 25, 2021 was a significant day for our Diocese and especially for those who serve in Catholic Schools Broken Bay. With the challenges of 2020 firmly behind us, and with the support and inspiration of Bishop Anthony, we launched a detailed strategic plan for *Towards 2025* that reflected the voice of our community.

Since June 25, and despite the impact of COVID-19, there has been a significant amount of work undertaken to activate and progress the strategy across all areas. At the same time, Catholic Schools Broken Bay responded to the unique challenges that presented during Home Based Learning by developing HBL+, a targeted package of support initiatives to enhance teaching, learning and wellbeing of staff and students. Given the priority we placed on HBL+, it was necessary to reset a number of timelines in the initial masterplan, maintaining the scope we set at the June 25 launch but delaying the completion of some initiatives until the early part of 2022.

Throughout all, we have stayed strong. We have focused on the important things – our students, our people and the work before all of us. We have been loyal to our mission and the Diocese. For all this, Bishop Anthony and I acknowledge and thank you.

Six months on from June 25, I am excited to outline the next part of the journey *Towards 2025*.

In 2022 and beyond, the *Towards 2025* plan will reflect the interdependencies of our original Goals, Objectives and Initiatives. Rather than present our 2022 Plan under each Goal and Objective, we have grouped our Towards 2025 initiatives under 4 main categories. These categories support the Goals and Initiatives, teamwork and collaboration that is needed to deliver on *Towards 2025*.

Our commitment to Learning Improvement has defined much of what we deploy in the years ahead as we look to strengthen our Catholic culture, improve curriculum delivery and build leader and teacher expertise across the system.

Underpinned by our collaborative culture of continuous improvement, I am confident that the next phase of *Towards 2025* will continue to realise our purpose to inspire hearts and minds to know Christ, to love learning and to be at least as good as the very best.

I look forward to another year of collaboration as we progress Towards 2025.

**Danny Casey**

Director of Schools  
December 14, 2021

# Vision on a Page

## The Community of the Church of Broken Bay



CATHOLIC  
DIOCESE OF  
BROKEN BAY

The Catholic Diocese of Broken Bay is a portion of the people of God, a community of Christ's faithful in communion of faith and sacraments with its bishop. It exists to **evangelise**, to **proclaim** the Good News of Jesus Christ, **gathered as one body** and **sent out** to be missionary disciples.

### Mission

## 6 Mission Priorities

Bishop Anthony Randazzo articulates six pastoral priorities to be placed at the centre of mission for the Diocese.

**1** The person of **Jesus Christ**, and his message of **Good News**.  
(1 John 1:1-4)

**2** The **Holy Spirit** leads us in the way of **discipleship**.  
(Matthew 28:18-20)

**Commission**  
Evangelisation & Mission

**1**

**3** Building together a **culture of vocation** for all the baptised.  
(Catechism of the Catholic Church, 1877)

**4** A **united message** reflecting the voice of the bishop at the service of his people.  
(Colossians 2:2-3)

**Community**  
Ecclesial Gathering

**2**

**5** **Authentic Catholic education** for the flourishing of human and faith development.  
(Evangelii nuntiandi, n. 22)

**6** **Justice and mercy** place the poor at the heart of the Church.  
(Matthew 25:40)

**Common Good**  
Justice & Peace

**3**

## 3 Foundational Pillars

Three pillars form a foundation for mission for the Diocese. **We stand on these pillars as we go about our work to achieve the six mission priorities.**

### Support

**Council of Priests, College of Consultors, Deans, Chancery & Services**



Supporting the Fields of Mission in the areas of Evangelisation, Stewardship, Safeguarding & Communications.

### Application

## 3 Fields of Mission

The community of the Church of Broken Bay is made up of 215,000 Catholics that live within the geographic territory. It is called to be Christ-centred and people oriented, emphasising unity and collaboration between parishes, communities of faith, schools and social services.

### Parishes & Communities of Faith

The community of communities that comprises the Church in Broken Bay proclaims the Good News of Jesus Christ with a focus on parish renewal and discipleship.

### Catholic Schools Broken Bay

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

### CatholicCare Broken Bay

Social care services and works of mercy offered to all, in the spirit of our gospel values, serving in justice and love.

### Values



Faith



Joy



Witness



Compassion



Courage

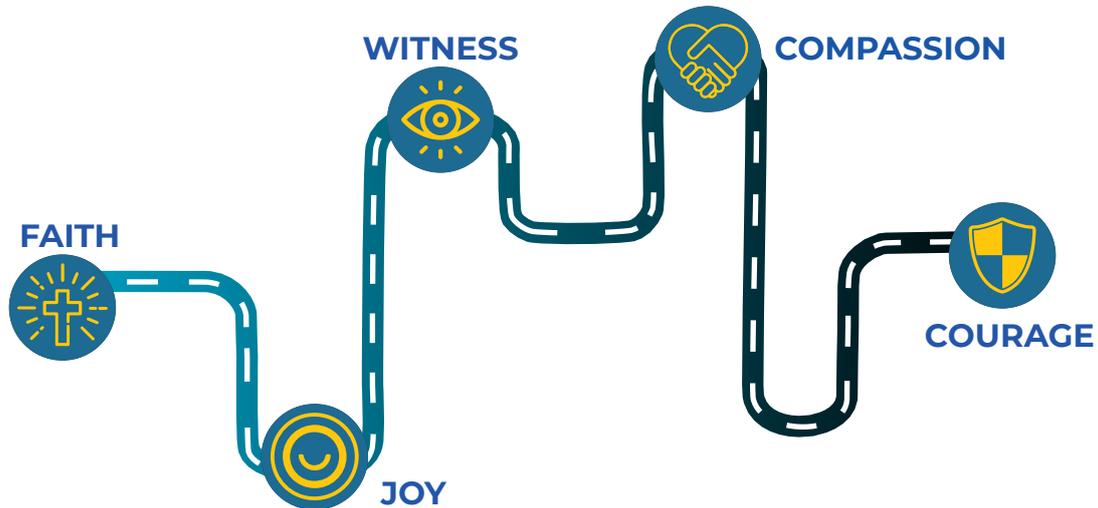
12 August 2021

# Emmaus Journey

LUKE 24:13-35

We at CSBB are on a journey, a real transformation to be at least as good as the very best as we serve the students and parents of our Broken Bay community. Like the disciples on the road to Emmaus, we are accompanied by Christ on this journey.

As we journey, we live the values of Faith, Joy, Witness, Compassion and Courage. We are nourished by our faith and the opportunity to make a real difference to those we serve.



We can place ourselves in this story as Jesus explains the scriptures to the disciples.

As a community of Catholic Schools we gather at the Eucharistic table to be nourished and strengthened by the living Christ.



**Were not our hearts  
burning within us ...**

**Verse 32**



**Then their eyes were  
opened and they  
recognized him.**

**Verse 31**



CATHOLIC  
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BROKEN BAY

# CATHOLIC SCHOOLS 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.



**“ As teachers and leaders, the vision is empowering. There is a specific purpose. We know exactly where we are going and where we are headed. It’s an exciting time! ”**

**CSBB Classroom Teacher**

# Our *Towards 2025* Goals

## 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.

## 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.

## 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.

## 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 to support those who work with students. Career pathways will be identified so that staff have access to relevant and contemporary professional learning.

## 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.

In what ways do the Vision, Purpose and Strategic statement resonate with us?

What is required for us to bring about this future state?

How will we contribute to achieving these goals?

**“ Teaching is a passion vocation; one that is driven by a love of learning that can be witnessed in all of our classrooms- every day, every lesson, every student! ”**

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**CSBB Assistant Principal**



Catholic Schools Broken Bay *Towards 2025* strategy places our students at the heart of everything we do.

How will our work in 2022 and beyond ensure we continue to focus on what is important- our students, our people and the work of the Church?

# The Year Ahead

## 2022 and Beyond Initiatives



In 2022, The *Towards 2025* strategy reflects the interdependencies of our **Goals, Objectives** and **Initiatives**.



*2022* initiatives are grouped in 4 main categories.



All four categories support the Goals and Initiatives.

### CATEGORY 1

Initiatives **continuing** from 2021.

### CATEGORY 2

Initiatives that are required for **risk, compliance** or to address past **legacy** issues.

### CATEGORY 3 - LEARNING IMPROVEMENT PROGRAM

Initiatives that are focused on **enhancing learning** and ensuring all in our care, come to know Christ, love learning and be the best they can be.

### CATEGORY 4

Initiatives that are prioritised for 2022 as they **support delivery** across all categories.

## Category 3

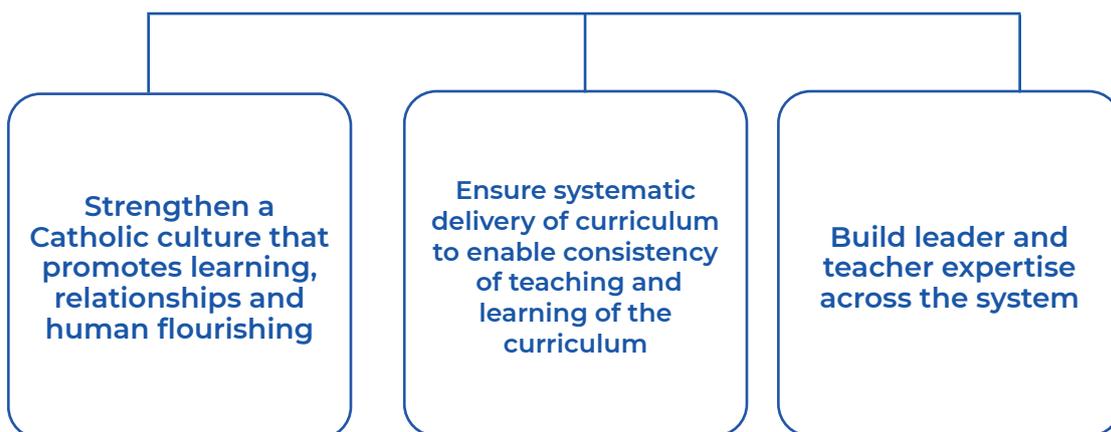
# Learning Improvement Program

The Learning Improvement Program will bring cohesion and focus to our core work aimed at strengthening leadership, formation, teaching and learning across all our schools.

The program will maximise the learning growth for all students.

The system of schools will support school leaders to ensure improvement of teacher practice and learning for all.

## 3 Main Drivers and Actions



*This will be achieved through*

- » *Building a collaborative culture of continuous improvement*
- » *Implementing a best practice approach to professional learning*

**“ Learning from and collaborating with colleagues is very empowering. ”**

**CSBB Classroom Teacher**



## 7 Main Focus Areas

1.



**Build our Catholic culture through leadership formation**

2.



**Enhance relationships in the parish/school community**

3.



**A systematic collaborative coaching program**

4.



**School improvement leadership team coaching**

5.



**Principal coaching for every principal**

6.



**A best practice approach to professional learning**

7.



**Curriculum planning and assessment planning**

# Category 1 - *continuing from 2021*

## **Establish Project Management Office**

Continuation and further development of the Project Management Approach to control the delivery of work as CSBB moves towards 2025. To facilitate a coordinated and consistent approach to support the strategic alignment.

## **CSBB Advisory Structures**

CSBB advisory structures will improve and strengthen governance. Improved decision making. Greater clarity and accountability. Rigorous testing of current strategic priorities and management practices.

## **Equity and Diversity**

This project draws together all equity and diversity areas to support our diverse learners. It creates a coordinated and cohesive approach to deliver the best outcomes for our students and strengthen the working relationships and partnerships across CSBB. All areas will be supported by best practice targeted professional learning, as part of a strategic 2-year plan.

## **Enhance pathways and partnerships program**

Exploration, development and delivery of the Pathways & Partnerships Framework across all CSBB secondary schools.

## **Target outstanding Pre-service teachers**

Expanding on 2021 work by strengthening partnerships with additional universities, securing high quality teachers to CSBB and building skills and capabilities in coaching and mentoring.

## **Improve recruitment, onboarding and offboarding processes**

This is a continuing project focused on: 1) using the strengths of the CSBB talent team to implement innovative approaches to attract high quality staff; and 2) Improving and implementing system wide, efficient and best practice processes for onboarding and offboarding.

## **Extend PHRIS module enhancement**

This project will support our people and schools with automation and efficiencies. Additional "PHRIS" modules in 2022 include Continuous Job Opening (casual employment), E-Performance, Travel Claim and improved reporting and analytics.

## **Pixevety phase 2 – "face matching software"**

Safeguards our students by avoiding the potential for privacy breaches allowing photographs that have consent to be used for the intended purpose. Consent is updated in real time.

How might the initiatives in Category 1 impact / influence our work?

## Capital investments program

Capital master planning and funding to ensure contemporary learning environments that support student engagement and achievement for current and future enrolments.

## Asset management program

Securing the reliability, safety and longevity of our school facilities to deliver quality education and attract new enrolments.



**“ Our teachers are passionate about what they teach, and because they are so passionate about what they are teaching, it makes all of us want to try harder. ”**

**CSBB Student**

## **Category 2** - *risk, compliance and legacy*

### **Policies and Practices of Safeguarding**

Review CSBB policies, processes, onboarding and training in light of National Catholic safeguarding standards and the NSW child safe standards.

### **Develop Assurance Processes - School Compliance**

Development of a simplified, aligned and transparent system of compliance management and assurance that strengthens a culture of mutual accountability for Governance.

### **Risk Management Framework**

Compliance knowledge and controls enhanced to minimise breaches. Culture of compliance with emphasis on due diligence requirements and first line defence. Monitoring of controls and data collection processes established.

### **WHS Management System**

Policy, processes and capabilities to support the 3 lines of defence in WHS. Roadmap and strategic approach to comply with the WHS Act (2011 ) and to embed a safety and continuous improvement culture in all CSBB workplaces.

### **Secure and efficient digital practices and environments**

Advance and streamline digital information management across CSBB; develop a program of digital lifecycle management; embed quality and efficient identity management; and expand digital safety and security protocols and practices.

### **Consolidation and integration of administrative digital platforms**

Tech1 purchasing module will streamline processes and facilitate enhanced compliance. Online approval of payments including audit tracking, compliance and end of year audit process.

How might these initiatives support safe and efficient work?

## **Category 4** - *supporting the strategy*

### **Support wellbeing for all staff**

Implementation of a staff wellbeing program, staff wellbeing survey and delivery of a Principal wellbeing program to support our staff, based on our Staff Wellbeing Framework (2021).

### **Expand the Enterprise Service Desk**

Integration of all enquiries into one platform; consistency of process and predictability of process. This will enable procedural consistency and predictable service for all school and CCC enquiries.

### **Leverage and progress the use of Student on a Page**

Merge fragmented data sources into one, single central view. This unified data provides a complete and more accurate picture of CSBB's student achievement, information and attendance data.

### **Modernisation of communications and support hardware to streamline efficiencies**

The replacement of dated technology with more efficient and cost effective methods of communication aligned with a focus on the future. Audit of software and hardware across CSBB to remove duplications, consolidate, track, monitor and ensure compliance through our licensing obligations.

**“ To know Christ, love learning and be the best we can be, are words that will continue to ignite my passion, heighten my motivation and re-energise me in my work! ”**

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**CSBB Principal**

# We build a Collaborative Culture of Continuous Improvement ...



**“ The Cycle of Continuous Improvement provides our team with a way of working together as we move forward *Towards 2025.* ”**

**CSBB Caroline Chisholm Centre Staff Member**

# in the way we ...

- keep students at the centre
- believe everyone can learn and grow
- use evidence to inform decisions
- understand our starting point

## FOCUS ON HUMAN FLOURISHING

- give and receive feedback
- challenge, support and empower
- are accountable
- work collaboratively

## COLLABORATE IN THE MISSION

- are future focused
- allocate and use resources effectively
- have high expectations
- set goals; quick wins and long term gains

## USE CHRIST'S EXAMPLE TO SERVE

- have a growth mindset
- celebrate success and learn from mistakes
- trust in each other
- own our performance



**“ It is great to have a marker of where we are headed. We have uncovered the *light on the hill* and we have a clear direction about where we are going; *Towards 2025* and beyond. ”**

**CSBB Principal**



How will we build a collaborative culture of continuous improvement?

How will we know we are doing this well?

How do the *guiding principles* support the way we work?

What do the *guiding principles* look like in our work? ... sound like? ... feel like?





## VALUES



FAITH



JOY



WITNESS



COMPASSION



COURAGE

### additional resources



[tinyurl.com/54ey2fxw](https://tinyurl.com/54ey2fxw)



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