

2022



CATHOLIC EDUCATION
DIOCESE OF PARRAMATTA

Annual
Report



About Catholic Education Diocese of Parramatta

With 80 schools across Western Sydney and the Blue Mountains, Catholic Education Diocese of Parramatta (CEDP) serves one of the fastest-growing areas of NSW, stretching from Dundas Valley east of Parramatta, north to Richmond, west to Katoomba and south to Luddenham.

There are 58 primary schools and 22 secondary schools, two trade pathway campuses and three High Support Learning settings in the Diocese catering to approximately 44,500 students. With almost 5,000 staff, we are one of the largest employers in Western Sydney and the Blue Mountains.

Catholic Diocese of Parramatta Services Ltd operates six Catholic Early Learning Centres and 43 Before and After School Care Centres.

CEDP is a leader in Vocational Education and Training through our highly successful trade training programs including at CathWest Innovation College, vocational education and training programs across 26 sites and our virtual School of Now. In 2022, CathWest was awarded the 'Innovation in VET Award' at the Australian Training Awards, building on the recent success of

our VET offering being named 'Training Provider of the Year' at the NSW Training Awards in 2021, and as a finalist for the 2021 'Small Training Provider of the Year' at the Australian Training Awards.

Parish and school communities work together to provide faith-filled, welcoming and caring environments that nurture young people to grow in faith and learning. Under the pastoral leadership of the Bishop of Parramatta, the Most Reverend Vincent Long Van Nguyen OFM Conv, students and staff are encouraged to reach out to those most in need.

2022 marked the end of an era for Catholic Education Diocese of Parramatta as, from the beginning of 2023, a new governance framework will be in place, becoming an incorporated company limited by guarantee with a new name, Catholic Schools Parramatta Diocese Limited. These changes reflect best-practice contemporary governance and provide for increased accountability to key stakeholders and the community. Future annual reports will reflect this new name and structure.



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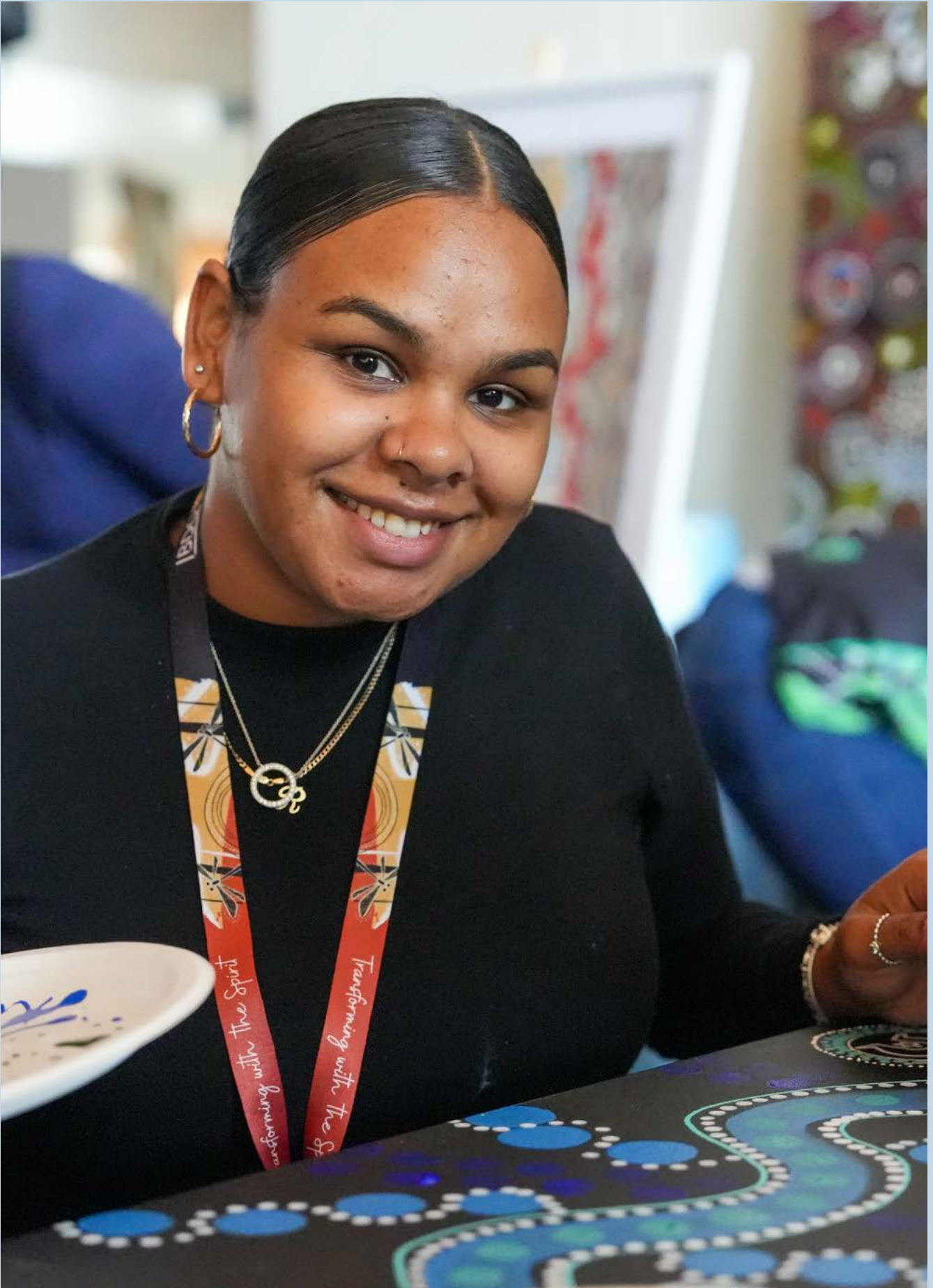
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Welcome

DEAR FRIENDS

We're pleased to present the 2022 Annual Report for CEDP schools across the Parramatta Diocese.

2022 was a year of renewal and refresh, building on the lessons and experiences of a once in a generation pandemic. This Annual Report showcases the efforts of CEDP schools and reflects the dedication and commitment of all CEDP staff and school communities throughout 2022.

In commending this report to you, we acknowledge the vision and leadership of Greg Whitby AM KSG. Leading CEDP for 16 years, Greg challenged CEDP schools and students to strive for excellence and explore the boundaries of existing educational practice. Completing his tenure as CEDP Executive Director in December 2022, Greg leaves a lasting legacy and an organisation focussed on creating great learning outcomes and experiences for all our students and staff.

We look forward to the next chapter of education in the Diocese of Parramatta as we journey together as Catholic Schools Parramatta Diocese Limited, committed as always to sharing faith and learning with our students, teachers and communities of Western Sydney and the Blue Mountains.



Elizabeth Crouch AM
Chair
Catholic Schools Parramatta Diocese Limited (2023)



Jack de Groot
Executive Director of Schools
Catholic Schools Parramatta Diocese Limited (2023)

System direction

OUR PURPOSE

Catholic education is integral to the evangelising mission of the Catholic Church in the Diocese of Parramatta under the leadership of the Bishop. It is through learning and teaching that Catholic education promotes the work of the Church, the formation of the individual and the good of society.

Catholic schooling is a work of love, for the full human development of students, grounded in the person of Jesus Christ and at the service of society. All staff share in the evangelising mission of the Church as they endeavour to accomplish a synthesis of faith, life and culture in their communities.





OUR INTENT

Our intent is to transform the learning of each student and enrich the professional lives of staff within a Catholic learning community.

CEDP's four principles that lead to our intent are:

- Mission is counter-cultural
- Learning is owned by the learner
- Equity is the norm
- Everyone is a leader.

2022 was a year to focus on key priorities for CEDP, identified through processes of consultation and responding to the needs of the schools, the market and our long term goals.

This included:

- growing quality teachers
- transforming our culture
- enabling quality learning
- optimising equitable stewardship of resources
- improving student and staff wellbeing
- enhancing Catholic identity.

Each priority included programs of work that were the main focus for each Directorate.

Governance

CEDP is committed to following standards of good corporate governance and business practices that are appropriate for its size, charity purpose and intent. It is also committed to complying with Australian laws and all requirements for its operations.

CEDP's governance structure sets out the decision-making and accountability processes relating to particular roles in the organisation.

In conjunction with its Charter of Delegations, the governance structure supports the respective authority, role and responsibilities of all positions relating to the management of schools and the system.

Executive team

The Executive Director has a team of Directors to assist in the governance and oversight of CEDP. The Executive Team is responsible for the development and execution of the CEDP system strategy in relation to:

- Mission and Purpose (Our 'Catholic Narrative')
- Strategic Intent
- Alignment
- Stewardship and Accountability.

The responsibilities of the Directors through the Executive Team meetings are set out in the Executive Team Charter.

The Executive Team Governance Meetings are the primary channel for strategic decision-making and governance of the organisation and are held three to four times a term. Weekly meetings are also held to ensure open and constant discussion, consistency on operational matters and dealing promptly with pressing issues.

In addition to regular Executive Team Meetings, each individual Director meets regularly with the Executive Director and there were two full days and

two half-days of strategic planning for the Directors during the year.

The Executive Team in 2022 was made up of:

Executive Director, Director Learning, Director Finance and Infrastructure (directorate named Capital Resourcing until July 2022), Director Mission, Director Wellbeing, Director Strategic Delivery and Deputy Executive Director, and Director Data Intelligence. The work of the Executive Team is supported by the Office of the Executive Director.

The Executive Team, Heads, Chiefs, Learning Leaders, Senior Managers and school Principals participated in six virtual system leadership breakfast meetings, as well as two full-day strategic meetings.

The same quorum plus other school leaders were also invited to participate in a full system leaders' day at the beginning of the year and in a two-day event called the System Leaders' and Clergy Symposium in November, which also included formation. All of these meetings provided opportunities for collaboration between the central office and school leaders.



Schools Council

The CEDP Schools Council (The Council) is an advisory body that supports the strategic work of CEDP and provides advice to the Bishop of Parramatta on matters related to the Catholic mission and identity of CEDP schools, provisioning of Catholic schooling in the Diocese and growing enrolments, contemporary and relevant learning frameworks, financial performance, financial provisioning, enterprise risk management, and performance and accountability of schools and the system.

The voting members of The Council in 2022 included:

- the Bishop of Parramatta (ex officio)
- the Episcopal Vicar for Education and Formation (Chair)
- the Executive Director, Catholic Education Diocese of Parramatta (ex officio)
- 9 additional members.

The Council membership reflects expertise in diverse areas including education, commerce and mission. Subject matter experts attend certain meetings to provide detailed knowledge in specific areas.

The work of The Council is supported by three subcommittees - Mission, Learning and Enterprise.

Subcommittee members include independent and CEDP representatives with a variety of skills. Each representative provides expertise and an understanding of the issues discussed. Members of The Council and subcommittees are appointed for a term of three years, with a maximum of two consecutive terms.

The Council and its subcommittees met twice in 2022 and ceased their functions on 30 June 2022, as a result of the new governance structure that will take effect from 1 January 2023.

Moving forward

From the beginning of 2023, a new structure of governance of Catholic schools will be created in the Diocese of Parramatta. Catholic Education Diocese of Parramatta (CEDP) will have a new incorporated governance model centred on a Board made up of community members as Catholic Schools Parramatta Diocese Limited. The organisation will operate as a company limited by guarantee with the Trustees of the Diocese of Parramatta as the sole Member.

This contemporary model of ecclesiastical and civil governance will enhance synodality, subsidiarity and collegiality, and strengthen our decision-making and accountability. It is a carefully considered response to recommendations arising from a comprehensive governance review.

The inaugural Catholic Schools Parramatta Diocese Limited Board of Directors includes nine highly-regarded leaders, all with a variety of skills and expertise identified as optimal to lead the strategic direction of the Catholic schools in the Diocese of Parramatta. It is chaired by Elizabeth Crouch AM. The CEDP Executive Director is an ex-officio of the Board, as well as the Diocese of Parramatta Episcopal Vicar and the Chief of Operations & Finance.

Bishop Vincent conducted a ceremony at the Cathedral of Parramatta to farewell the CEDP Schools Council and commission the new Board on 5 June 2022, coinciding with the Feast of Pentecost. The Board was appointed by the Bishop in an advisory capacity from 1 July 2022 to 31 December 2022 to support the implementation of the new governance structure. This period also gave them the opportunity to familiarise themselves with the current structure and activities of the organisation and its broader operating environment.

The Board met formally three times in the second half of 2022, including an induction session that took place over a day-and-a-half.

The Board will be supported by three main committees:

- Mission, Learning & People
- Property & Infrastructure
- Audit & Risk.

All of the committees will start full operations in 2023 with some preparation meetings conducted in 2022.



“Whether we are
pastors, principals,
leaders, teachers,
parents, guardians and
students, we have been
called to accompany
one another on the
journey to wholeness
and to lead our learning
communities to become
critical yeast in critical
times.”

Speech to the CEDP System Leaders' and Clergy Symposium, November 2022

A MESSAGE FROM THE

Bishop of Parramatta



DEAR FRIENDS

Like all of you, I am deeply thankful that 2022 was a year in which the global coronavirus pandemic had much less of an impact on our work, our daily lives and our ability to gather in the simple but powerful act of worshipping together.

As we now consider who and what we are in the wake of the pandemic, we can ask what do we hope for and how do we live in this changed world and, specifically as Catholic educators, how do we educate and equip young people for the challenges in the 21st century?

In a society that increasingly sees education as a commodity that can be bought, we must resist being used as vehicles for socio-differentiation and elitism. Catholic schools find their authenticity in the Gospel values of respect for human dignity, outreach, inclusion and concern for young people at risk of being left behind. Ours are not schools that provide education for Catholics only but Catholic education for all.

The education system in our Diocese has been outstanding in doing just that: building on the work of many religious and lay people over the decades. We are known to be at the cutting edge of innovative, inquiry-based, technology-oriented and, above all, Gospel-grounded education.

In 2022, we undertook a large body of work to further strengthen our collegiality, decision-making and accountability by moving towards an incorporated governance model for our Catholic schools, centred on a Board comprised of community members. This contemporary model of ecclesiastical and civil governance is aimed at enhancing synodality and subsidiarity.

This change is about our Catholic community leading together to support the Mission of the Church and continuing to provide local families with opportunities to grow in faith and learning across our many Christ-filled school communities.

Please continue to pray for the Diocese of Parramatta as we work together, inspired by the Holy Spirit, to serve the People of God in Western Sydney and the Blue Mountains.

Bishop Vincent Long Van Nguyen OFM Conv
Bishop of Parramatta

2022 highlights



The 2022 school year commenced with the Opening and Blessing of the newest school in the Diocese of Parramatta, Santa Sophia Catholic College Gables (Box Hill). Santa Sophia welcomed its first students in late 2021 as schools returned to face-to-face teaching after a period of COVID-19 lockdown. The achievement represented CEDP's continued commitment to playing our part in meeting the growing need for schooling in Western Sydney.

A highlight for the year was the launch of CEDP's first Reconciliation Action Plan (RAP), a practical plan to make a difference to reconciliation with Aboriginal and Torres Strait Islander people. The launch included presentations and panel discussions by local Elders, a representative from Reconciliation Australia, and members of the CEDP RAP Committee and the Jarara Cultural Centre. A stunning artwork by Jarara team member Josh Sly was unveiled at the event - this artwork was also incorporated into the design of the RAP document. (See also 'Supporting Aboriginal & Torres Strait Islander students and communities' on page 28)

We were proud to co-host the Aboriginal and Torres Strait Islander Catholic Education NSW

State Conference with Catholic Schools NSW in October 2022. More than 500 delegates from across Australia gathered in Leura in the Blue Mountains for two and a half days to hear from guest speakers and colleagues about the importance of education, identity, and connection to culture and Country for young Aboriginal and Torres Strait Islander people. It also provided an opportunity to showcase the great work being done in Catholic schools to close the gap for these students and their communities. (See also 'Supporting Aboriginal & Torres Strait Islander students and communities' on page 28)

Our reputation as a leader in Vocational Education and Training (VET) was recognised again in 2022, with CathWest Innovation College winning the Gold Award for Innovation in Vocational Education at the Australian Training Awards for its Inquiry Pathway. This new pathway allows students to follow their vocational passions in areas not covered by the traditional trade offerings. (See also 'Vocational Education and Training (VET)' on page 25)

The Ann D Clark lecture returned to the CEDP calendar after COVID-19 prevented this popular annual event being held for the three previous years.



Reverend Tim Costello (pictured above), one of Australia's 100 National Living Treasures, was the guest speaker and focused on how we can make the world we share fairer through ethical leadership and the power of faith to make meaning.

The new CEDP website was officially launched at the end of January 2022, the product of two years of research, planning and building. With the system site completed, our attention turned to building 80 new school sites using the same design principles. This work will roll out in a phased approach following a two-school pilot and is expected to continue throughout 2023 and 2024.

In December, colleagues, friends and family gathered at St Patrick's Cathedral in Parramatta to celebrate the significant contribution of CEDP teachers, leaders and staff who have served Catholic education for 35 years or more. Almost 200 current staff have reached this incredible milestone. The longest-serving recipients deserve special mention for an amazing 50 years of service: Indira Fernandes (Catherine McAuley Westmead - pictured page 16), Carolyn Selem (Cerdon College Merrylands), Mary Thornton (St Matthew's Primary Windsor), Danuta Maka

(St Michael's Primary Baulkham Hills) and Nicole Spraingner (Catholic Education Office). Almost 4,000 staff who have achieved between five and 25 years of service were presented with their service certificates at their school or office location. The staff recognition ceremony normally takes place every three years but was unable to be held in 2019 due to the COVID-19 pandemic.

The close of the year also saw Executive Director Greg Whitby AM KSG farewellled after many years leading the organisation. With significant changes ahead at the beginning of 2023, an extensive amount of work was undertaken by teams and individuals across CEDP during 2022 to prepare for incorporation. We look forward to working with our new Board and Executive Director of Schools, Jack de Groot, as we continue to support the Mission of the Church through Catholic Schools Parramatta Diocese.

Student achievement

NAPLAN

NAPLAN is a set of standardised literacy and numeracy tests developed by the Australian Curriculum and Reporting Agency (ACARA) for students in Years 3, 5, 7 and 9. CEDP schools had a total of 6,412 primary and 7,843 secondary students sit NAPLAN in 2022.

These 2022 cohorts should have taken their previous NAPLAN test in 2020. However, due to the COVID-19 lockdown, these national tests were cancelled. Consequently, no data exists for NAPLAN 2020 that can be used in comparative or trend analysis for the 2022 student cohorts.

Overall, CEDP schools as a system performed encouragingly in the Literacy components of the tests in 2022.

In **Reading**, the CEDP school system was above the NSW state average in Years 3, 5 and 9, with Year 7 slightly below state average.

In **Grammar and Punctuation**, Years 3 and 9 were above state average, and under for Years 5 and 7.

In **Spelling**, the CEDP school system was on state average across Years 3, 5 and 7 with Year 9 above state average.

In **Writing**, all grades remained above state average.

In **Numeracy**, the CEDP school system was above state average in Year 3. Years 5, 7 and 9 were below state average.

From 2023, NAPLAN testing will be held in March each year (not May) to allow for data to be available earlier in the year for schools to use. ACARA has also indicated that parents and carers will receive new and clearer information in 2023 on their child's NAPLAN results.

2022 HSC STUDENT SUCCESS

Five CEDP students achieved HSC 'First in Course' awards:

- **Annalise Reynolds-Pace:** Cerdon College Merrylands student - Italian Continuers and Italian Extension
- **Brooke Hughes and Liana Zerafa:** Gilroy Catholic College Castle Hill - Mathematics Standard 1 Examination
- **Joanna Owusu:** St Andrews College Marayong - Community and Family Studies
- **Joshua Phillips:** St Columba's Catholic College Springwood - Information and Digital Technology (studied through CEDP's School of Now)



Mission

GROWING OUR CATHOLIC IDENTITY

As a ministry of the Catholic Church walking humbly in the way of Jesus, serving all of God's people, CEDP has a strong Catholic identity.

Over the next three years, all CEDP learning communities will embark on a new chapter of growing their Catholic identity across all areas of their work. As Pope Francis reminds us, we "must not...confine ourselves on an island, and at the same time we need the courage to bear witness to a Catholic 'culture', that is, universal, cultivating a healthy awareness of our own Christian identity" (*The Identity of the Catholic School for a Culture of Dialogue*, 72). This identity will be shaped through dialogue with all community members within our modern-day context. It is therefore crucial that CEDP looks at how our learning communities understand their Catholic identity.

To support this important work, CEDP has partnered with the Katholieke Universiteit, Leuven to introduce a survey tool that will provide insights for teachers and leaders regarding how the Catholic identity of their community is experienced and expressed by its members. CEDP joins a number of other Catholic education offices throughout Australia that use these surveys to guide the next steps in areas of Catholic identity. This survey data will enable school and system leaders to design formation opportunities tailored to the needs of their communities and, in doing so, continue to build their strong Catholic identity.

DEVELOPING A CULTURE OF DIALOGUE

In the spirit of leading together, the 2022 CEDP System Leaders' and Clergy Symposium took the theme "Catholic Education for All: developing a culture of dialogue". This significant event was an opportunity to gather together to affirm and celebrate our Catholic identity and to continue to respond to the invitation of our Bishop to be Catholic schools for all.

In 2022 the Congregation for Catholic Education released *The Identity of the Catholic School for a Culture of Dialogue*. Through this instruction, Catholic educational institutions around the world are called to continue to build on their strong Catholic identity and are reminded that "today's societies are characterised by a multicultural and multireligious composition" (27). In this context, "education contains a central challenge for the future: to allow various cultural expressions to co-exist and to promote dialogue so as to foster a peaceful society" (27).

Through the Symposium, leaders involved in Catholic education in the Diocese of Parramatta were invited to continue to grow in their understanding of what it means to be in a Catholic community, living in dialogue with our members and with society. Participants had the opportunity to listen to and learn from national and international experts in the areas of theology, Scripture, pedagogy and Catholic leadership.

At the conclusion of the event, school and system leaders were invited to consider how they would continue the work of enhancing the Catholic identity of their learning and office communities.



Learning

SUPPORTING IMPLEMENTATION OF THE K-2 CURRICULUM

Throughout 2022, CEDP supported schools in their familiarisation with the new K-2 English and Mathematics syllabuses. These changes were part of the NSW Government's first comprehensive review of the whole curriculum since 1989, which aims to ensure our education system is preparing students for the challenges and opportunities of the modern world. New syllabuses for other subjects and year levels are being rolled out in a phased approach into 2025.

To enable school leaders to personalise school-based professional learning, Teaching Educators from across the Literacy and Numeracy teams created Canvas modules (the CEDP learning platform) to support schools to better understand syllabus outcomes and deeply explore the associated content and support materials provided by the New South Wales Education Standards Authority (NESA). The Curriculum Transformation Canvas modules were shared with school leaders who could then adapt and use them with staff in ways that best suited their school community. These learning modules were supplemented by those available through NESA and Catholic Schools NSW, and in-situ Teaching Educator support when requested.

CEDP has nine representatives across primary and secondary schools serving as nominated teachers within the NESA Teacher Expert Network (TEN). TENs were established across NSW to provide direct contact with NESA to share feedback and advice about the development of the NSW curriculum and support materials. A particular focus in 2022 was their participation in 'user testing' phases within their school where they actively planned, taught and evaluated the content of the new English and Mathematics K-2 syllabuses and subsequently shared their insights directly with CEDP leaders and NESA curriculum developers.

Building on the TENs user-testing, the CEDP Literacy and Numeracy teams provided opportunities for primary school leaders to participate in Collaborative Planning for Syllabus Trialling. Multiple sessions were offered, allowing schools to opt into a session that was convenient to them. Leaders participated in this process so that they could transfer knowledge to their school community in preparation for K-2 syllabus implementation in 2023.





Wellbeing

DEVELOPING A STUDENT WELLBEING FRAMEWORK

The CEDP Wellbeing Directorate was established in 2021, and the development of a student wellbeing framework was an early priority. The CEDP Student Wellbeing Framework is adapted from the Australian Student Wellbeing Framework and provides evidence-based effective practices that create the culture and environment within which students can flourish at school.

The five elements of Leadership, Inclusion, Partnerships, Support and Student Voice provide

a framework for considering our strategies and actions as leaders, educators and support staff which will enhance the school-wide focus on student wellbeing, safety and welcome. This supports the capacity of all students to learn.

This framework, developed with six principals and Learning Directorate personnel in 2021, is being piloted by six school communities in preparation for its implementation across all CEDP schools in 2023.

WELLBEING PROGRAM FOR SENIOR LEADERS

The Wellbeing Directorate, in partnership with an external provider, launched a wellbeing program specifically designed for CEDP System Leaders in 2022.

It encompasses comprehensive assessment and management of all the domains of proactive physical health and positive mental health factors including:

- 1 an in-clinic complete wellbeing program
- 2 an in-clinic Health Assessment (two hours) with a doctor or allied health professional including:

- a full pathology review
- b completion of an online health questionnaire
- c a comprehensive medical, physical and pathology assessment
- d physical testing and results discussion
- e mental wellbeing assessment - including current mental health status, resilience and positive mental health
- f report and referrals.

WELLBEING COUNSELLORS IN SCHOOLS

In 2022 CEDP increased the number of counsellors in schools by over 40%, acknowledging the

important role they play in enhancing student wellbeing and supporting their learning.



Student pathways to success



VOCATIONAL EDUCATION AND TRAINING (VET)

CEDP continues to be a leader in Vocational Education and Training through its innovative models of delivery, such as the expanding VET offerings through the virtual School of Now, and collaborative learning and teaching across our 26 school delivery sites.

CathWest Innovation College received national recognition for its success with its Inquiry Pathway at the Australian Training Awards, as the winner of the Innovation in VET Award.

CEDP schools were also very successful in the Regional Training Awards:

- three students from Catherine McAuley Westmead were acknowledged as finalists for the VET in Schools Student of the Year, one of whom was also awarded winner in this category
- a student from CathWest Innovation College was awarded School-Based Trainee of the Year
- a former student from Caroline Chisholm College Glenmore Park was awarded Trainee of the Year.

We presented “Senior Secondary Pathways: so much more than an HSC” at the National Catholic Education Conference, showcasing the work of VET and pathways across the Diocese.

At CEDP, we believe every learner deserves access to vocational education and training opportunities. The cluster class program was expanded in 2022 to address teacher shortages, the best use of resources and ensure equitable access to VET learning. Through this program, students are able to access courses that may otherwise not have been available at their home school by attending a VET cluster class at another school site.

In a similar way, VET delivered via School of Now gives students additional opportunities through a blended delivery approach. For 2022, we expanded VET within School of Now by delivering the Certificate III in Accounts Administration as well as the Certificate III in Business.

In order to address consistency and quality across the Diocese, the VET Leadership Team created teaching and learning materials through the Canvas learning management system across 90% of our qualifications. This project has set a benchmark for the delivery of VET across the Diocese, ensuring teachers have access to contemporary, engaging VET resources, programs and assessments. This work has assisted in the implementation of 14 qualification changes that occurred across 2022 in the CEDP Registered Training Organisation.



School of Now

CEDP's School of Now was implemented in 2019. The primary aim of the initial implementation was to provide opportunities for students in our secondary schools to access courses that may not be available at their home school. From initial enrolments in 2019 of four schools, 10 students and an offering of three Stage 6 courses of study, School of Now has grown to 20 schools, 210 students, and 15 courses in 2022 (see chart below).

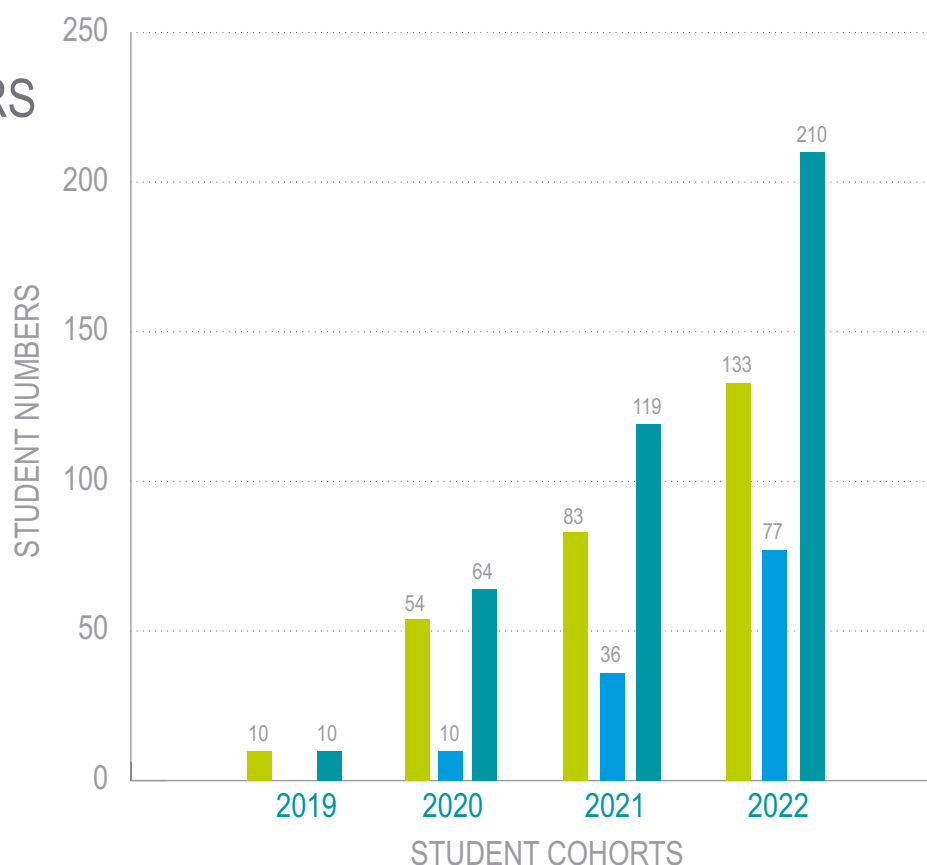
The success of the School of Now initiative can be seen through early university offers to students and overall HSC results. More than 50% of students in School of Now have been offered placement in their first choice tertiary courses of study and seven courses in School of Now recorded results that were five or more points above the HSC state average.

However, it should be noted that other measures of success can be seen in:

- the ability to offer students a wider choice of elective subjects
- students having the ability to access subject area expert teachers
- the capacity to mentor beginning teachers
- cost savings to schools
- provision of resources through the Canvas software application.

SCHOOL OF NOW STUDENT NUMBERS

- Preliminary total
- HSC total
- Total students





Supporting Aboriginal and Torres Strait Islander students and communities

ABORIGINAL & TORRES STRAIT ISLANDER CATHOLIC EDUCATION CONFERENCE 2022

In October 2022 CEDP hosted the Aboriginal & Torres Strait Islander Catholic Education Conference 2022, on behalf of Catholic Schools NSW and the 11 Catholic dioceses in the state.

More than 500 delegates attended the two-and-a-half-day gathering of educators and mob on Gundungurra Country in Leura in the NSW Blue Mountains and were welcomed to Country by Gundungurra Elders, with generous and ongoing support from Darug and Baabayan Elders and the Murama Cultural Council.

2021 Senior Australian of the Year Aunty Miriam-Rose Ungunmerr-Baumann, Minister for Indigenous Australians The Hon Linda Burney MP, Channel 9 TV presenter Brooke Boney, ID Know Yourself Founder Isaiah Dawe and renowned author Anita Heiss, who acted as the event MC, helped bring to life the conference theme, Transforming With The Spirit.

Students were an integral part of the conference, with more than 100 Aboriginal & Torres Strait Islander students from Parramatta Diocese schools

giving cultural performances throughout the program.

Student voice was also represented by a panel of youth ambassadors, linking both virtually and in person, students from CEDP schools with peers from across the state. Both student cultural performance groups and the youth ambassador panel will be ongoing activities post-conference.

This major event provided an opportunity for educators to gain a deeper understanding of the wealth of knowledge and cultural diversity within our local community and beyond, to share perspectives, review current practices, have a yarn, strengthen existing networks, and celebrate the achievements of colleagues as well as participate in a variety of immersive on-Country experiences.

The conference generated renewed energy for the collective desire in our Diocese to advance reconciliation and close the gap toward optimal educational outcomes for our Aboriginal and Torres Strait Islander students, families and wider communities.



RECONCILIATION ACTION PLAN

In April 2022, CEDP launched its first Reconciliation Action Plan (RAP), a practical plan to make a difference to reconciliation with Aboriginal and Torres Strait Islander people. Staff gathered to launch the RAP at Parramatta's CommBank Stadium where Diocese of Parramatta Bishop Vincent Long commended the initiative with a focus on taking action towards healing.

The RAP is a significant step to support organisational commitment to ensuring Aboriginal students and their families flourish through education. Though there have been significant achievements, there is still much to be done as we

continue our work for justice and healing. A cross-directorate committee will continue work towards a two-year 'Innovate' RAP.

The Jarara Cultural Centre team played an important role in the organisation of the RAP launch, connecting with local Elders, key stakeholders and partner organisations. Based in Mount Druitt, CEDP's Jarara Cultural Centre team leads much of CEDP's support for Aboriginal and Torres Strait Islander students and their families. It was established approximately 20 years ago and is the only dedicated Aboriginal Education team within a Catholic school system in NSW.



Strategic Delivery

ESTABLISHING A NEW WAY OF DELIVERING STRATEGIC PROJECTS

During 2022 a major focus of the Strategic Delivery directorate was the establishment of the Strategic Program Management Office (SPMO), its team and designing new ways of working for managing the delivery of projects at CEDP.

The establishment of the SPMO recognises that the delivery of major projects requires a deep understanding of our shared mission, vision, and objectives, as well as of the environment we operate in, current trends, our organisation's strengths and weaknesses, and the importance of change management.

To be implemented in a phased manner in 2023, the intention of this Delivery Framework is to embed this new way of working so that we can:

- deliver initiatives better - through a refined framework that differentiates between different delivery pathways (Technology, Infrastructure, Business)
- enable better decision-making – through clear accountabilities, consistent roles, and robust data
- provide transparency and a better understanding of delivery performance
- ensure alignment with our strategy and organisational needs.

MEASURING EMPLOYEE ENGAGEMENT

CEDP is committed to creating the best possible working environment for our staff across all our schools and office locations. To help us achieve this, we delivered our inaugural Employee Engagement Survey in Term 3 2022, providing an opportunity for every staff member to share their experience of working in our organisation.

We achieved a 41% response rate with 2,374 staff completing the survey. Our overall employee engagement score of 70% highlights a positive result for an organisation completing its first Employee Engagement Survey.

Based on the survey results and insights, one of our key strengths is having an organisational culture where the behaviours of our staff and leaders

demonstrate a strong alignment with our Catholic mission and strategic intent. Another strength relates to our leaders, who our staff believe act with integrity, are trustworthy, keep their commitments, take responsibility and are transparent.

Using the survey results to develop future action plans, we are prioritising what matters most to staff to make our organisation a better place to work. In 2023 the focus areas will include strengthening communication and staff engagement, enabling staff to build a stronger connection between their role and the organisation's strategic priorities, and providing further opportunities for growth and development.

Finance and Infrastructure



STUDENTS AT THE HEART OF OUR BUILDING WORKS

2022 saw the delivery of a number of educational infrastructure projects and refurbishments across the Diocese. Students at Our Lady Queen of Peace Primary Greystanes, St Joseph's Primary Schofields, St Francis of Assisi Primary Glendenning, Gilroy Catholic College Castle Hill and St Luke's Catholic College Marsden Park had the opportunity to learn in newly constructed contemporary learning environments. These new facilities enabled teaching staff to work collaboratively in the delivery of learning to meet the needs of students.

Foundational work was conducted during 2022 to continue the development of learning environments aligned to contemporary learning and teaching at Gilroy Catholic College Castle Hill and St Luke's Catholic College Marsden Park.

CEDP's commitment to meeting the growing need for schooling in Western Sydney and the Blue Mountains is evident in the initiation of redevelopments of St Angela's Primary Castle Hill, St Columba's Catholic College Springwood and Bede Polding College South Windsor.

REDUCING ADMINISTRATIVE BURDEN IN SCHOOLS

The first phase of the Finance Transformation Project was successfully completed in 2022, with all schools and central office staff successfully transitioning to an Accounts Payable shared services model.

This project has ensured a consistent way of executing transactions across all our schools and has also given time back to school administration staff to invest in supporting the teaching, learning and wellbeing of students and families. The centralisation of treasury and banking functions has also enabled a more strategic and efficient use of funds.

Further transformation work is planned for 2023 with a focus on improving our school fee account transparency to parents and carers through a combination of both the digitisation and modernisation of our current practices. These advancements will not only benefit parents and carers but will further relieve schools from administrative burden.

ADDITIONAL BUSINESS MANAGERS IN PRIMARY SCHOOLS

2022 also saw the expansion of the Primary School Business Managers (PSBM) network with one PSBM now deployed across and supporting five primary schools. This resourcing is in addition to the secondary school model where one Business Manager is assigned to each secondary school.

The PSBMs are a 'bridge' between the operations of the school and the central office, ensuring that financial, facilities and governance standards and processes are consistently applied across all our

schools. The PSBMs have also been instrumental in applying for and being awarded small community grants to continue the improvement of our teaching and learning environments.

The PSBM strategy is another way that CEDP provides additional support to schools, enabling our school leaders to focus on leading learning and strengthening relationships within their school communities.

Technology and Information Services

ENHANCING CONNECTIVITY AND TECHNOLOGY INFRASTRUCTURE

CEDP is committed to delivering the most up-to-date technology solutions in our school and office communities. We continued our investment in this space in 2022 by upgrading and refreshing wireless access points and switches, and commencing the implementation of a Software Defined Architecture (SDA) network across all our schools. Considerable progress has already been made in its implementation.

As part of this project, all CEDP learning spaces and administrative offices have been surveyed and over 3,000 wireless access points have been replaced in addition to changing 1,000 switches across all our schools. These enhancements will substantially boost network performance and reliability, giving our

teachers and students faster and more streamlined access to online resources. Additionally, the new wireless access points and switches are furnished with cutting-edge security features, safeguarding the wellbeing of our students and staff.

By implementing the SDA network architecture, CEDP will be able to administer the network of all our schools through a centralised interface, minimising the risk of human error and augmenting overall network efficiency. Furthermore, the SDA network is designed to accommodate emerging technologies, such as the Internet of Things (IoT) and Artificial Intelligence (AI), empowering our schools to improve student learning.



HELPING STAFF FIND THE INFORMATION THEY NEED



The Enterprise Service Desk (ESD) has been in operation for CEDP service areas for several years and is now a mature service providing insights into areas with process or servicing issues that need to

be addressed. ServiceNow is the application used by the ESD to log, assign and track requests and queries received from school and office staff.

In 2022 there were 63,264 support tickets raised by the CEDP staff community, a 41.3% increase from the previous year. Resolution of tickets is at 98.7%. The average time taken to resolve the support tickets was just over 6 working hours.

Slightly more than 25% of all tickets raised in 2022 were initiated through the self-help function of the ESD and an encouraging 34% of Knowledge Base self-help articles that were read by staff prevented tickets from being raised.

The ESD team tracks customer satisfaction through a short survey generated at the point of ticket resolution. The customer satisfaction measure of the CEDP service areas was rated at 95.04% in 2022, with all service areas having a majority of satisfied customers. Over 65% of satisfied customers were extremely satisfied. The overall response rate of the customer satisfaction surveys issued was just over 10%.



DETAILED STATEMENT OF REVENUE AND EXPENDITURE

CATHOLIC EDUCATION DIOCESE OF PARRAMATTA, 1 JANUARY 2022 TO 31 DECEMBER 2022

\$ '000

OPERATING REVENUE

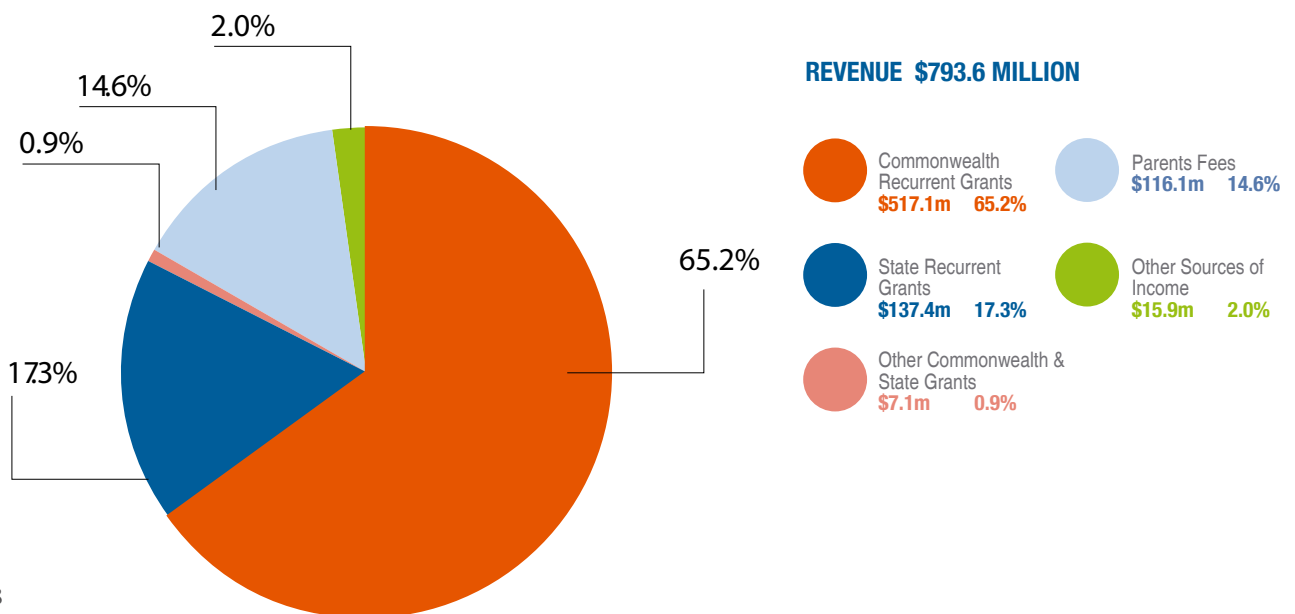
Commonwealth - General Recurrent Grants	517,064
State - General Recurrent Grants	137,452
Other Commonwealth & State Grants	7,070
Parent Fees	116,103
Investment Revenue	5,287
Other Revenue	10,644
TOTAL OPERATING REVENUE	793,620

OPERATING EXPENDITURE

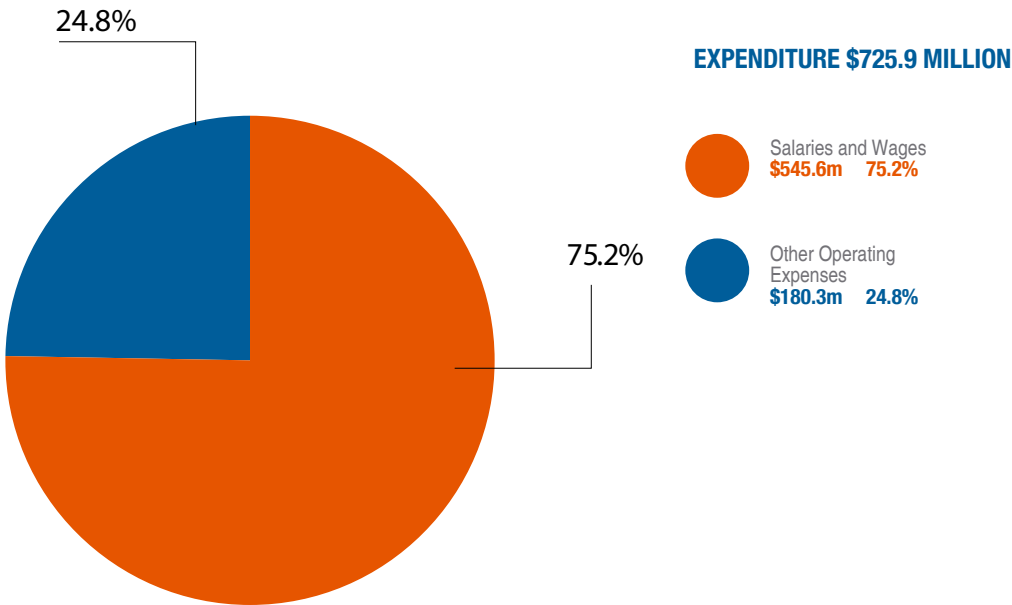
Salaries & Wages Costs	425,606
Salaries & Wages Oncosts (Super, AL, LSL & W/Comp)	119,954
Depreciation	53,349
Administration & Doubtful Debts	30,176
Resources & ICT Expenses	55,608
Insurance & Staff Development	12,631
Facility Occupancy & Maintenance Expenses	28,564
TOTAL OPERATING EXPENDITURE	725,888

SURPLUS FROM OPERATIONS BEFORE SCHOOL BUILDING PROGRAM

	67,732
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	\$ '000
SCHOOL BUILDING PROGRAM	
Commonwealth & State Capital Grants	6,361
Diocesan School Building Fund Net Revenue	21,378
Interest Subsidy	867
Interest Expense	(18,033)
SURPLUS FROM BUILDING PROGRAM	<u>10,573</u>
NET SURPLUS	<u>78,305</u>
CAPITAL EXPENDITURE AND REPAYMENTS	
Capital Expenditure	74,098
Repayments of Borrowings	13,818
TOTAL CAPITAL EXPENDITURE AND REPAYMENTS	<u>87,916</u>
OTHER CAPITAL EXPENDITURE	<u>11,856</u>





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