

*Inspiring Spirits
and Minds*

NEW HORIZONS



Sydney Catholic Schools
Strategic Improvement Plan • 2018-2020

Archbishop's foreword

Catholic schools in the Archdiocese of Sydney have a strong reputation in the general community, with record enrolments and significant academic achievements.

One of the hallmarks of our Catholic education system is the determination to improve continually at all levels. The 2014 external review is one example of this. It was heartening to read in the panel report that one of the many strengths identified is the 'unambiguous clarity of Vision and Mission'. The Vision and Mission statement contains bold statements which articulate the core beliefs and foundations, and underpin everything that Catholic schools do. Catholic

education is grounded in the Church's mission to proclaim Christ crucified (1 Cor 1:23) and to teach our children the Catholic faith and Catholic values.

Another important document is the *The Archbishop's Charter for Catholic Schools* which lists the aspirations and expectations for our schools. It recognises the complex goal of educating children in the scriptures and tradition, and forming them intellectually, morally, imaginatively, liturgically and socially.

NEW HORIZONS is embedded in the Vision and Mission of Catholic schools and the Archbishop's Charter. It clarifies the strategic directions for schools and also acknowledges that the future is not always clear. In our rapidly changing world, we must always be ready to embrace the challenges with which we are confronted and to equip our students with the will and skills to help make God's Kingdom come in 21st century Sydney.

My vision for Catholic schools is that they are centres of the new evangelisation, led and staffed by 'missionary disciples', to use Pope Francis' phrase. Our schools need to be places where our young people experience God. People are brought to a strong and living faith by personal encounters with Christ, and Catholic schools are the ideal places for such encounters to happen. This is why every staff member of Sydney Catholic Schools is called to play a role in the Church's mission to evangelise. It is through our example, our interactions with others, our actions towards the marginalised, our articulation of the Faith and our active participation in the life of the Church, that we are the most powerful and effective forms of evangelisation for those entrusted to our care.

In these oases of Catholic prayer and life that are Catholic schools, it is my dream that each person is welcomed, formed and sent; that these well-educated, well-formed young people will emerge from our schools ready to be 'missionary disciples' in their lives.

God bless our Catholic schools!



Archbishop Anthony Fisher OP
Archbishop of Sydney



Dedication

This plan is dedicated to the current 70,000 students in the 152 systemic schools in the Archdiocese of Sydney and to those thousands who will follow them.

*'I have come that they may have life
and have it to the full'*

JOHN 10:10

Executive Director's introduction

NEW HORIZONS is a strategic plan full of promise and optimism to guide the young people in our schools over the next three years. It signals a clear determination to inspire the spirits and minds of all in our community to look to the future with hope.

Being student-centred, the plan will set the direction for our 152 systemic schools and administration offices in the Archdiocese of Sydney for the next three years.

Strategic planning and a culture of improvement have been a focus of Catholic education in Sydney for many years. They have been characterised by consultation, collaboration, and building on the strength of the Catholic educators who preceded us. In 2014, the Catholic Education Office Sydney commissioned an external review of the previous Strategic Plan 'Building On Strength'. This review was conducted by an expert panel.

The terms of reference for the review were broad and provided an opportunity to ensure that authentic and honest feedback would inform future directions. Extensive consultation was undertaken with over 7000 members of the Catholic schools community including pastors, leaders of Catholic religious institutions, students, parents, principals, assistant principals and SCS staff. The data collected was used to formulate a comprehensive report which identified areas of strength and helped shape this new strategic plan. The new plan is also faithful to the 11 elements of *The Archbishop's Charter for Catholic Schools*.

A number of principles were collaboratively designed to guide the development of the plan. First and foremost, the plan needed to be underpinned by the dual moral purposes (Catholic Identity/Mission and Student Learning) of Catholic education in the context of our Vision and Mission. It needed to be student-centred and focused on the formation of the whole child. It needed to be inclusive and characterised by high expectations so that all students would achieve their full potential. In essence, New Horizons is a plan for all schools and directorate teams working in harmony across the system to support the educational growth and spiritual development of our most important stakeholders: our children.

To position Sydney Catholic Schools for long-term success, the plan needed to be highly strategic and focus on a limited number of challenging, achievable and sustainable priorities. Subsequent annual implementation plans will have to align easily with this plan and be well designed and clearly communicated using accessible and non-technical language.

In addition to this, the priorities of the local context, the Archdiocese of Sydney and state and national governments' educational agendas will need to be addressed with precise accountability processes for reporting the progress of the plan.

Consequently, **NEW HORIZONS** will inform all future directorate and school strategic and annual improvement plans.

An innovative feature of this plan is the section entitled 'Looking Forward'. The statements here form the foundations for significant cultural change within the organisation. They demonstrate a deep commitment to positive life-giving relationships at all levels.

The five Strategic Priorities – Catholic Identity and Mission, Learning and Teaching, Student and Staff Wellbeing, Capacity Building and Stewardship of Resources – have been identified as the essential elements of our strategic growth and continued success as a system of schools. They are recognised as our 'core business' and are the key responsibilities of all.

It is my fervent hope that every person – student, parent, pastor and staff member – can clearly see his or her place within this plan. I look forward to working in partnership with you all to bring this plan to fruition and to continue to further the mission of the Church in Catholic schools in the Archdiocese of Sydney.

Dan White

Dr Dan White, Executive Director of Sydney Catholic Schools



Vision for **Sydney Catholic Schools**

As partners in Catholic education, we commit ourselves to developing authentic Catholic schools which:

- are founded on the person of Jesus Christ and enlivened by Gospel values
- highlight the relevance of our faith to life and contemporary culture
- are embedded within the community of believers, and share in the evangelising mission of the Church
- are committed to the development of the whole person.

The Mission for **Sydney Catholic Schools**

As partners in Catholic education, we commit ourselves to our students by:

Celebrating being Catholic in Australia

- Recognising that Jesus Christ is central to our lives
- Imparting Catholic beliefs, values, practices and traditions within a faith-filled community
- Working with those who experience disadvantage
- Rejoicing in our cultural diversity.

Ensuring Quality Teaching and Learning

- Providing a stimulating and challenging curriculum which links faith and culture
- Promoting our schools as places of learning and excellence
- Embracing the privilege and the challenge of teaching in Catholic schools
- Promoting an active partnership between home, parish, school and community
- Making creative use of available resources.

Making a Difference in our World

- Fostering the dignity, self-esteem and integrity of each person
- Collaborating with others for the good of all
- Inspiring hope and a positive vision for the future
- Continuing the rich tradition of Catholic education in Sydney.

Principles for Strategic Planning

The following principles were formulated to guide the development of **NEW HORIZONS**. They can also assist leadership teams within the Sydney Catholic Schools community as they develop Strategic Improvement Plans.

STRATEGIC PLANS WILL:

1. Prioritise the dual moral purposes (Catholic Identity/Mission and Student Learning) of Catholic education in the context of the Vision and Mission
2. Be student-centred and focused on the formation of the whole child
3. Be inclusive and characterised by high expectations so that students will achieve their potential
4. Focus on the strategic (and not operational) priorities that position Sydney Catholic Schools for long-term success
5. Identify a limited number of challenging, achievable and sustainable priorities
6. Ensure that there are well-designed, clearly communicated, aligned annual implementation plans
7. Use language that is clear, non-technical and accessible
8. Address the priorities of the local context, the Archdiocese of Sydney and state and national governments' educational agendas
9. Specify precise accountability processes for reporting the progress of the plan.



Looking forward Sydney Catholic Schools

This section of the Strategic Plan outlines the cultural shifts that will increasingly see students and schools as the centre of the system of Sydney Catholic Schools. These shifts are embedded in the Vision and Mission of Catholic education and the *Archbishop's Charter for Catholic Schools*. They are centred on the preparation of students as creative learners with Catholic values in a future Australian society. These shifts will be monitored through the system's cultural surveys and through evaluations of Key Improvements throughout the plan.

The next three years will see the Sydney Catholic Schools community move towards

OUR STUDENTS	<p>Continued improvement in student literacy and numeracy across our schools</p> <p>A personalised and inclusive approach to student learning through further diversification of teaching practice</p> <p>Broadening the measures of learning success</p> <p>Proactively responding to emerging student wellbeing needs</p> <p>Fostering personal and spiritual growth, knowledge and understanding and celebration of the Catholic tradition, Mass attendance and deeper engagement with their faith communities.</p>
OUR STAFF	<p>Strengthening professional and respectful relationships informed by Catholic truths and values</p> <p>More effective collaborative professional learning networks</p> <p>A systematic approach to leadership and teacher formation informed by national professional standards</p> <p>Further commitment to the wellbeing of staff</p> <p>Strengthening faith formation and religious leadership opportunities for staff.</p>
OUR SCHOOLS	<p>Recognising students and schools as the centre of our system</p> <p>A commitment to innovation and improvement in response to the changing needs of students</p> <p>Appropriate devolution, empowerment and responsibility for decision-making at school level.</p>
OUR FAMILIES	<p>Affirming and supporting parents as the primary educators of their children</p> <p>Responding to students' diverse pastoral needs</p> <p>Deepening the culture of partnership between families and school</p> <p>Strengthening family evangelisation.</p>
OUR SYSTEM	<p>More effective and personal communication between schools, regional and central offices</p> <p>Greater awareness and moderation of the contemporary demands on schools and staff</p> <p>A more strategic, inclusive and collaborative approach to decision-making, change management and project development.</p> <p>More effective administrative systems and processes to support directorates, schools and staff</p> <p>A systemic approach to enrolment growth including the increase in proportion of Catholic enrolments.</p>
OUR PARISHES AND DIOCESE	<p>Strengthening commitment to the evangelising and catechising mission of the Church</p> <p>Strengthening understanding of and commitment to the school-parish and school-diocese relationship</p> <p>Affirming and supporting parish priests as leaders of the local faith community</p> <p>Deepening Archdiocesan identity and engagement.</p>

Strategic Priorities for Sydney Catholic Schools

As a Catholic school system, we are committed to the dual moral purpose of evangelisation and providing authentic learning experiences for our students. Over the next three years, Sydney Catholic Schools will focus on five Strategic Priorities in achieving this dual moral purpose.

STRATEGIC PRIORITIES

1	Catholic Identity and Mission
2	Learning and Teaching
3	Student and Staff Wellbeing
4	Capacity Building
5	Stewardship of Resources

The Strategic Priorities have been developed to take forward the Vision and Mission for Sydney Catholic Schools and are aligned with the *Archbishop's Charter for Catholic Schools*.

Each Strategic Priority has its own vision and includes areas of Key Improvement, which will guide the direction and focus of Sydney Catholic Schools over the next three years. We will measure the extent to which each of the Key Improvements is delivered by the Indicators of Progress linked to each Key Improvement.



I am the way, the truth, and the life
JOHN 14.6

VISION

Jesus is at the heart of our Catholic identity, and the ongoing proclamation of the Kingdom of God in word and action is the mission of Sydney Catholic Schools. Our Catholic schools derive their identity from the person of Jesus Christ. As faith communities, they exist in the hope that all members will have a personal encounter with Jesus, ‘the way, the truth and the life’, and be empowered in their Christian witness and discipleship.

Our Catholic schools actively contribute to the evangelising and catechising mission of the Church and seek to draw people into active participation in the life, mission and work of the Catholic faith community. Our challenging cultural context calls us to a missioning discipleship characterised by new approaches, vitality and enthusiasm – a ‘new evangelisation’.

Animated by the spirit of the Gospel, our Catholic schools are places of welcome, hospitality and service, where the seminal truths and values of a Christian worldview are celebrated and shared.

Drawing people together from diverse backgrounds and with different sets of beliefs, Catholic schools are commonly regarded as “meeting places for those who wish to express Christian values in education” (The Catholic School, p.53).

Working in partnership with families and local parish communities, Catholic schools seek to foster the personal and spiritual growth of each member so that he or she may have and experience ‘fullness of life’.

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

1.1 Strengthen the understanding of and commitment to the role of the Catholic school within the Church community.

- i A range of programs support the effective engagement of teachers, school and system leaders in the life of the Archdiocese.
- ii The policies and practices of Sydney Catholic Schools are clearly informed by The Vision and Mission for Catholic Schools and The Archbishop’s Charter for Catholic Schools, which are embedded within School Review and Improvement processes.
- iii Guiding principles developed by the Archdiocese of Sydney and Sydney Catholic Schools will enhance relationships between parishes and schools.
- iv There are increased enrolments of Indigenous students, students with refugee status and students from low socio-economic backgrounds.
- v There are increased student bursaries for Indigenous, refugee and other marginalised students through the Catholic Education Foundation.

1.2 Enhance and diversify the faith formation and religious leadership opportunities for staff.

- i All school communities have relevant, dynamic and sustainable three-year faith formation plans.
- ii School and system personnel have access to a range of quality immersion, pilgrimage and retreat experiences to explore and deepen their faith lives.
- iii Customised, intensive programs are offered to senior staff and aspiring leaders to support them in developing their capacity for religious leadership.

STRATEGIC PRIORITY

1

Catholic Identity and Mission

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

<p>1.3 Foster the personal and spiritual growth of students, engaging them in the life and mission of the Catholic faith community.</p>	<ul style="list-style-type: none"> i A diverse range of age-appropriate programs and events engage students across the religious/spiritual spectrum. ii There is increased student engagement in evangelisation, catechesis, social justice and service opportunities. iii School and system structures have been modified to provide more effective direction and support to youth ministry. iv School communities develop local approaches in response to the research data to strengthen religious attitudes and practices of students. v There is demonstrated improvement in religious attitudes and practices of students.
<p>1.4 Nurture and deepen students' knowledge and understanding of the Catholic tradition.</p>	<ul style="list-style-type: none"> i Quality pedagogical practices in the teaching of Religious Education (K-12) are strengthened. ii Religious literacy consistently reveals a high standard of student achievement. iii Students are effectively engaged in developing their capacity for critical enquiry, moral reasoning and social conscience. iv There is a renewed focus on the stewardship of God's creation.
<p>1.5 Strengthen approaches to family evangelisation.</p>	<ul style="list-style-type: none"> i Families are increasingly engaged in the faith life of local school and Church communities. ii The work of Family Educators is strengthened by a systemic approach to the Family and Faith project. iii Support the pastoral outreach to families within the wider community.



‘I have come that they may have life and have it to the full’

JOHN 10:10

VISION

Authentic Learning is at the very heart of the work of the Catholic school, reflecting Jesus’ own desire that humanity “would have life, and have it to the full”.

Students in Sydney Catholic Schools will experience learning which is relevant, purposeful and engaging. This learning is rigorous and empowering. It is learning that enables students to realise their full potential, develop their social consciences and live lives of promise and meaning in a rapidly changing world.

Students will engage in learning which connects to their experiences, enabling them to become lifelong learners who will contribute to society and the wider world as active and discerning citizens.

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

2.1 Provide experiences of learning which engage, challenge, extend and empower students through alignment with the principles of Authentic Learning.

- i Catholic truths and values are embedded in learning and teaching.
- ii Student evaluations reflect experiences of Authentic Learning.
- iii There is a focus on guiding able students into academically challenging activities including, but not limited to, extension HSC courses.
- iv Teachers and other education personnel can articulate and put into practice in the learning environment the Archdiocesan understanding of Authentic Learning.
- v Parents/carers are engaged in their child’s learning.

2.2 Strengthen a culture of improvement through a systematic, reflective and evidence-based approach to learning and teaching.

- i Development and implementation of enhanced approaches to learning and assessment with a broader understanding of measures of student success.
- ii There is a measurable improvement in learning outcomes and growth for all students, particularly in literacy and numeracy.
- iii Support for students across the range of diverse learning needs is enhanced through the use of data.

STRATEGIC PRIORITY

2

Learning and Teaching

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

2.3 Nurture innovation as a key means of enlivening and enriching learning and fostering growth across Sydney Catholic Schools.

- i Identifiable, evidence-based innovation improves student learning outcomes and enhances the range and depth of provision in schools.
- ii School, region and directorate plans demonstrate a priority for innovation which enhances learning and teaching.
- iii Student learning is enriched through virtual learning, centres of excellence and/or STEM programs.

2.4 Further enhance the provision of and support for students with diverse learning needs.

- i An increasing proportion of schools gain accreditation to Newman Selective.
- ii There is greater provision and opportunities for children with significant needs in the area of special education including satellite classes.
- iii Autism services are reviewed and evaluated.



STRATEGIC PRIORITY

3

Student and Staff Wellbeing

*‘This is my commandment
that you love one another as I have loved you’*

JOHN 15:12

VISION

Our work is founded on the person of Jesus Christ and we seek to model his care and compassion for others. We believe in the dignity of every person created in the image of God and redeemed by Christ. We commit to providing safe and supportive environments which nurture the physical, spiritual, intellectual, moral, social and emotional wellbeing of all students and staff in our community. We hold firmly to the belief that all students and staff have a right to be safe, respected and valued in an inclusive environment.

Relationships and support systems for members of Sydney Catholic Schools will reflect Catholic truths and values and we recognise that all have a responsibility for the care of others.

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

3.1 Strengthen safe and supportive school environments.

- i Students, parents and staff have a clear understanding of their rights and responsibilities with regard to a safe and supportive learning environment.
- ii There is a continual focus on promoting anti-bullying and safe behaviours.
- iii The National Safe Schools Framework is integrated into school processes to determine priority areas and measure progress in the development of safe school environments.
- iv School communities are supported in developing their understanding of complex social and emotional issues affecting learning, and the processes for addressing them.
- v Schools implement the SCS Child Safe Communities Framework including supporting policies and processes.

3.2 Resource and support programs which promote mental health and resilience.

- i Services provided for students with complex social and emotional needs are reviewed and enhanced.
- ii Relationships with outside agencies which support student mental health needs are further developed.
- iii Sustainable financial resourcing is targeted at structures and programs that promote mental health and student wellbeing.
- iv Implement a new system wide model of counselling support which meets the needs of students and staff.
- v System policies and resources are further developed to support schools, students and families in managing habitual absenteeism.
- vi Strategic, targeted and effective professional learning is available for teachers, coordinators and school leaders to support students with complex social and emotional needs.

STRATEGIC PRIORITY

3

Student and Staff Wellbeing

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

3.3 Equip and support school staff with skills and strategies to effectively manage challenging student behaviour.

3.4 Create more supportive environments and resources to promote staff wellbeing.

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

- i Schools effectively utilise external support programs for students with challenging behaviours.
 - ii Quality professional learning opportunities are available for teachers managing challenging student behaviours.
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- i Staff are aware of and utilise available resources and programs to promote resilience, safety and wellbeing.
 - ii Higher levels of staff wellbeing are evident across a range of formal and informal indicators.



STRATEGIC PRIORITY

4

Capacity Building

*‘Give instructions to the wise and they will become wiser still
teach the righteous and they will gain in learning’*

PROVERBS 9:9

VISION

Our people are our greatest gift and their formation and performance is critical to our success in ensuring quality Catholic schooling for all students. We recognise and value the contribution of each person to the Vision and Mission of Sydney Catholic Schools.

We embed high-quality practice in our work within a culture of reflection and continual improvement.

We encourage all staff to seek and engage in opportunities for professional growth to build the capacity of individuals and the system of Sydney Catholic Schools.

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

4.1 Increase the capacity of teachers and learning support staff to respond to the holistic needs of all students.

- i Teachers and learning support staff are supported to understand their practice through a variety of approaches such as collaborative teaching, observation and feedback.
- ii Professional learning opportunities are further developed in response to identified staff needs, and are informed by evidence of effective practice.
- iii There is an increase in collaboration between schools which contributes to effective practice for enhanced student outcomes.
- iv There exists a high-quality performance growth culture structured around Australian Professional Standards for teachers.

4.2 Develop future Catholic school leaders and strengthen current leadership in our schools.

- i School and system leaders are effective in their preparation and development of future school leaders.
- ii The development of aspiring and existing leaders is informed by performance growth and workplace development.
- iii There is an increasing number of leaders who meet higher levels of accreditation, inclusive of teaching standards and religious education.

STRATEGIC PRIORITY**4****Capacity Building****OUR KEY IMPROVEMENTS**

To achieve this Vision, the Sydney Catholic Schools community will

4.3 Enable a collective approach to building system capacity.

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

- i Role descriptions across the system are reviewed and aligned to contemporary frameworks.
- ii Staff members have a meaningful and collaboratively developed professional growth plan.
- iii Effective partnerships and networks are further consolidated to ensure that knowledge and wisdom are shared and applied to contemporary challenges.
- iv Quality relationships and connections are evident across the system to enable alignment, collaboration and capacity building.
- v A culture of attracting and retaining innovative people in the system is strengthened.
- vi School review and improvement processes contribute to the culture of continuous improvement across the system.
- vii The development and implementation of project management methodology supports the delivery of the strategic plan.



STRATEGIC PRIORITY

5

Stewardship of Resources

*As each one has received a gift use it to serve one another
as good stewards of God's varied grace*

1 PETER 4:10

VISION

We are committed to the responsible management, monitoring and equitable allocation of resources to respond to the needs of students and to enable Sydney Catholic Schools to continually improve.

The ongoing sustainability and management of resources are strengthened by effective financial practice across Sydney Catholic Schools.

Stewardship is a responsibility shared between Sydney Catholic Schools, parish communities and parents.

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

5.1 Provide vibrant and innovative learning spaces that enhance learning and teaching.

- i Construction and refurbishment of learning spaces demonstrate alignment with current research, the principles of Authentic Learning and environmental sustainability.
- ii Schools understand the work of the Regional Capital Works Prioritisation Committees and reflect the implications of the regional prioritisation process within their own capital works program.
- iii Capital works plans are developed for each school, informed by population trends and local and regional educational needs, and aligned with the system vision for schools.
- iv Schools are aware of and able to predict the demand for future places, as well as identify the potential building/refurbishment projects needed to meet this demand.
- v Schools aspire to excellence in visual presentation, maintenance and look and feel of their facilities in order to create a welcoming environment.

5.2 Ensure that financial management practices across the system are robust, consistent and compliant.

- i There is a proactive monitoring of and response to CEC, Commonwealth and State Government recurrent and capital funding policy decisions.
- ii Responses to funding redistribution and differential fee implementation consider capacity to contribute and reflect equity principles.
- iii School financial management capacity is enhanced through a collaborative and productive working relationship with the system financial management team.
- iv Audit and risk processes are further developed.
- v The implementation of a new financial management system (FMS) supports efficient and compliant financial operations (part of the ONCE Project).

STRATEGIC PRIORITY

5

Stewardship of Resources

OUR KEY IMPROVEMENTS

To achieve this Vision, the Sydney Catholic Schools community will

OUR INDICATORS OF PROGRESS

We will measure our progress by the extent to which

<p>5.3 Subsidiarity of schools is enabled by complementary system roles and processes.</p>	<ul style="list-style-type: none"> i A consistent vision and understanding for system and school based decision making. ii School leaders are equipped to develop local strategic and operational responses to contemporary challenges. iii Develop flexible and contextualised school-level staffing and resourcing decisions.
<p>5.4 Adapt systems and ICT infrastructure to support contemporary learning and teaching into the future.</p>	<ul style="list-style-type: none"> i ICT infrastructure is research-based and targeted at contemporary learning and teaching. ii There is utilisation of ICT to make school and system administration processes more efficient and effective (the ONCE Project and the implementation of a new Student Information System (SIS) – part of the ONCE Project). iii The implementation of a data warehouse and reporting system to support data driven decision making (part of the ONCE Project).
<p>5.5 Actively support schools to grow enrolments.</p>	<ul style="list-style-type: none"> i The analysis of data provides stimulus for schools to understand their point of difference, set goals and construct a growth strategy. ii Leadership, knowledge and expertise of staff is enhanced to successfully market their schools. iii Resources are prioritised to support the growth of enrolments.
<p>5.6 Develop and implement strategies and business practices to support improved environmental outcomes.</p>	<ul style="list-style-type: none"> i The implementation of business practices that aim to reduce waste, conserve water and energy. ii The use of supply partnerships is based on ethical decision making practice and adoption of anti-slavery policies.



Appendix 1 • GLOSSARY

Archbishop's Charter for Catholic Schools	The Archbishop's Charter for Catholic Schools sets out the purpose and mission of Catholic schools in the Archdiocese of Sydney.
Authentic Assessment	A process for school communities, leaders, teachers and students to engage in critiquing assessment practices to promote authentic learning.
Authentic Learning	Learning which is relevant, purposeful and engaging. It is rigorous and empowering. It is learning that enables students to live lives of promise and meaning in a rapidly changing world.
Capacity Building	Actions that lead to an increase in the individual and collective power to improve student outcomes.
Indicators of Progress	How we will know that we are achieving our Key Improvements.
Innovation	Innovation means first different, then better. That is, innovating is a fundamentally different way of doing things that result in considerably better, and perhaps different, outcomes. Both the 'different' and the 'better' must be significant and substantial.
Key Improvements	Provide direction and focus to achieve the vision of each Strategic Priority for Sydney Catholic Schools over the life of the strategic plan.
Mission	Defines the core purpose and focus of Sydney Catholic Schools.
Principle	An accepted or professed rule of action or conduct.
Strategic Priority	Built on the foundation of the Vision and Mission for Sydney Catholic Schools and aligned with the Archbishop's Charter for Catholic Schools, the five Strategic Priorities provide the strategic directions for improvement over the life of the strategic plan.
Subsidiarity	Subsidiarity is an organising principle that matters ought to be handled by the smallest, lowest or least centralised competent authority. Political decisions should be taken at a local level if possible, rather than by a central authority.
Sydney Catholic Schools	Refers to the 152 systemic schools and administration offices in the Archdiocese of Sydney.
System	The Sydney Catholic Schools community made up of 152 systemic schools and administration offices.
Vision	An aspirational description of the intentions of the Sydney Catholic Schools community.





*'I have come that they
may have life
and have it to the full'*

JOHN 10:10



Sydney Catholic Schools