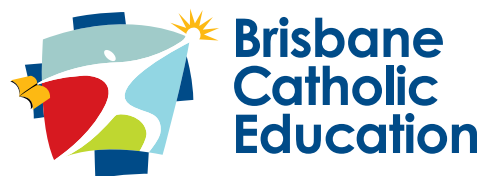




Annual Report 2016





teaching • challenging • transforming

Catholic Education

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2016 Annual Report

Catholic Education
Archdiocese of Brisbane

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Annual Report 2016

Message from the Archbishop of Brisbane



Leading into 2016, Pope Francis declared it to be an extraordinary jubilee, a Holy Year of Mercy.

It was a wonderful way for our students to explore more of our Catholic tradition and for each of us to develop a deeper relationship with God. I commend Brisbane Catholic Education's many activities and celebrations held throughout the year to focus our attention on the powerful gift of God's mercy.

Pope Francis talks of 'no one being excluded from God's mercy', and I was therefore incredibly moved by the powerful act of mercy shown by Brisbane Catholic Education in welcoming 88 Syrian refugees into our schools during 2016.

Being a place of welcome has always been at the heart of our schools. What a significant opportunity this has been to show our young people, our leaders of the future, that we are all important in God's eyes, that every child deserves a quality education, and that our differences can be sources of great insight and growth.

Another highlight for the year for me was witnessing and supporting our Religious Education teams from across the Archdiocese as they completed a three-year process of validation for their Religious Education Programs in November. It was extremely rewarding to see, not only the passion and dedication our educators have for their work, but also their professionalism in delivering exceptional Religious Education Programs for our students. Such professionalism extends to every aspect of our curriculum and I thank all our teachers and school staff for their tireless work this year, as well as all at Brisbane Catholic Education Office for the important role each of you plays in supporting our educational mission in the Archdiocese.

Once again, I offer my sincere appreciation for the gracious way in which Executive Director Pam Betts continues to lead the organisation. I also thank and recognise the important contribution made this year by the Catholic Education Council, and Chair Dr Mark Sayers.

May the God of all wisdom continue to bless all that we do to lead the young to the Risen Jesus in whom is found all that makes us truly human.

As always in the Lord,

A handwritten signature in black ink, reading "Mark Coleridge". The signature is written in a cursive, flowing style.

The Most Reverend Mark Coleridge
Archbishop of Brisbane

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Message from the Chair, Catholic Education Council



In 2016, the universal church celebrated the Year of Mercy. As our Archbishop, Most Rev Mark Coleridge observed, it was a time for us to know a deeper experience of the Mercy of God so that we could, in turn, become more and more deeply a people who offer mercy in an often merciless world. It was a privilege for all members of Council to be part of that pilgrimage of mercy throughout the year along with the students, staff, endeavours and dreams of everyone in Brisbane Catholic Education.

During 2016, Council worked with other agencies and governance bodies in the Archdiocese to review our terms of reference. The objective and result was greater alignment across the various Archdiocesan agencies as regards governance protocols.

Council also contributed significantly to development of Brisbane Catholic Education's Strategic Plan 2017-20, with two Council members participating on a working group with other stakeholders to ensure the plan documented the intended direction of Brisbane Catholic Education over the next four years.

Council also supported the major review of four policies, which will be further progressed in 2017, namely:

- Justice Education: for better alignment with *Laudato si'* to reflect the church's current position on social teaching
- Religious Education of School Aged Catholics: to enhance alignment of curriculum between ecumenical schools and teaching and learning policies
- Health and Safety Policy: to include information relating to Brisbane Catholic Education's commitment to establish measurable objectives and targets for continuous improvement
- Student Protection: to incorporate recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse when available.

Well-established reporting on the performance of Brisbane Catholic Education continued in 2016, which supported the Catholic Education Council to monitor and advise on current and future challenges and opportunities for Brisbane Catholic Education.

In line with the Council's terms of reference, a number of membership changes occurred in 2016, including the welcoming of Ms Susan Frisby as a new member in January 2016.

Sister Elvera Sesta, Mr Graeme Rush and Mrs Carmel Howard finished their tenure on the Catholic Education Council during 2016. I extend my gratitude on behalf of all members of the Council for Sister Elvera, Graeme and Carmel's generous commitment to the work of the Council. I also record my gratitude to Dr Judith Mulholland who continued as Council's representative to Queensland Catholic Education Commission meetings in 2016.

In 2016, Council continued to draw its inspiration for Brisbane Catholic Education from the Archdiocesan Vision: Jesus, Communion, Mission.

I wish to record my deep appreciation for the generosity of time, spirit and talent that has marked the service of members and secretariat of the Catholic Education Council over the past year.



Dr Mark Sayers
Chair, Catholic Education Council
Archdiocese of Brisbane

Executive Director's welcome



Welcome to Brisbane Catholic Education's Annual Report for 2016. In this document you will find a summary of our achievements over the past year across the four priorities identified in the Strategic Renewal Framework for Catholic Schooling 2012-2016: Mission and Religious Education; Learning and Teaching; Professional Practice and Collaborative Relationships; and Strategic Resourcing.

During 2016, our work across these four priorities has included:

- releasing our *Strengthening Catholic Identity Position Statement* to reinforce our commitment to ensuring a vital and tangible Catholic identity is reflected across every aspect of our system. This work was supported by new online resources, an outstanding international speaker series, and the welcoming of 14 new schools into the Brisbane Catholic Education Leuven Project
- maximising engagement, progress and achievement for each of our students through continuing to implement the *Delivering Excellent Learning and Teaching Strategy 2014-16*, with a particular emphasis on professional learning for school leaders and teachers in partnership with renowned educational experts, Dr Lyn Sharratt, Michael Fullan and David Hornsby, and the formation of collaborative networks to embed effective practice and build teacher capability
- ensuring all at Brisbane Catholic Education feel part of a safe, supportive community by reviewing a number of policies and strategies including Child and Youth Risk Management strategies, Code of Conduct, Workplace Bullying and Sexual Harassment Policy, Staff Complaints Management Procedure and Staff Misconduct Procedure. In 2016, Brisbane Catholic Education also introduced an inaugural student protection induction workshop for new principals and heads of school and raised the profile of workplace health and safety in our schools and offices
- investing in innovative ICT infrastructure which included a new Student Behaviour Support System, the expansion of school and parent portals, and transitioning schools to produce and distribute student reports online. Improving access to information to inform organisational decision making was also a priority in 2016, with the finalisation of the Leadership Dashboard, enhancements to the Business Intelligence Tool and a new office finance IT system.

As in past years, Brisbane Catholic Education chose a theme for 2016, Treasure our Story, and it proved a year of many treasured moments. So many important people, places and contributions to the Brisbane Catholic Education story celebrated milestones this year. As I shared in these celebrations I had many causes to reflect on the remarkable individuals, groups and communities who have contributed to our rich Catholic education history in the Brisbane Archdiocese. What a privilege it has been to be part of this history making.

In 2016, St James Primary Coorparoo, Saints Peter and Paul's Primary Bulimba and St Joseph's Primary Nundah all celebrated centenaries. Saint Augustine's Primary at Currumbin Waters reached 90 years, Our Lady of Mt Carmel Primary Coorparoo and St John Vianney's Primary Manly 75 years, St Peter's Primary Rochedale 40 years, Clairvaux MacKillop College Mt Gravatt 30 years and Unity College Caloundra marked its first decade. Perhaps most significant of our anniversaries this year were those of the Sisters of St Joseph who celebrated their sesquicentenary and the Sisters of the Good Samaritan who celebrated 100 years of service to Catholic education in the Archdiocese. 2016 also marked the beginning of two new stories, as

Brisbane Catholic Education progressed work on a new primary and secondary school for 2017, St Clare's Primary Yarrabilba and McAuley College Beaudesert.

Towards the end of 2016, Brisbane Catholic Education released our new Strategic Plan, 2017-2020, the next chapter in our story. Our work over the past year has positioned us well for the future. Brisbane Catholic Education remains committed to strengthening the Catholic identity of our schools and offices, to driving excellent learning and teaching and to managing our resources sustainably.

I thank Archbishop Mark Coleridge and Monsignor Peter Meneely for their support of Brisbane Catholic Education throughout 2016 and acknowledge the important work of the Catholic Education Council and Chair Dr Mark Sayers. I sincerely thank all our staff at Brisbane Catholic Education, our schools and offices. I am so grateful for your commitment to our work. Our shared journey is indeed a story to treasure.

Our Brisbane Catholic Education schools continue to be wonderful places of learning and enrichment. They are places where our students are encouraged and supported to dream, strive and succeed.

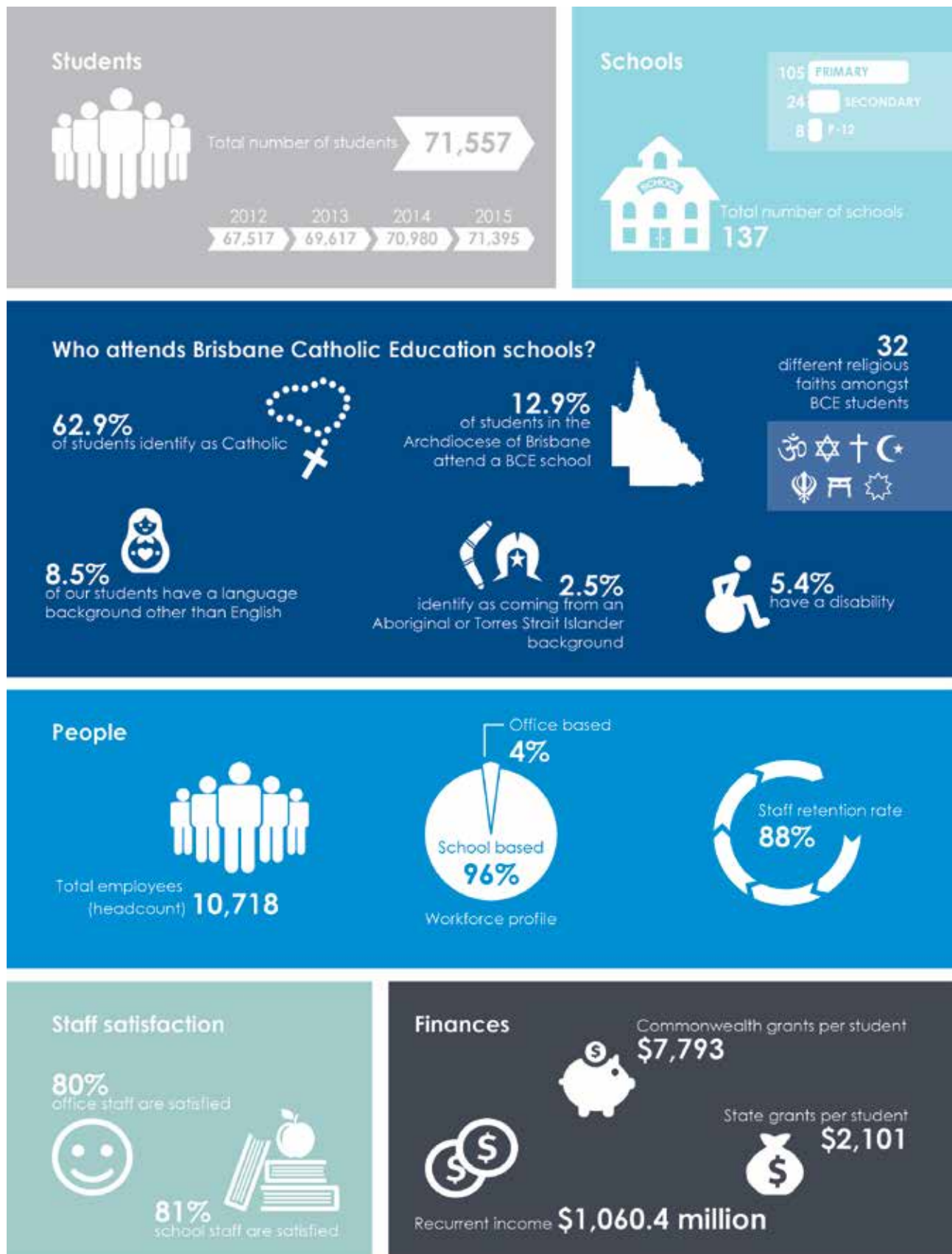
I am very proud of all that we have achieved together at Brisbane Catholic Education in 2016. As a record of those achievements I commend this Annual Report to our communities and partners whom we value highly.



Pam Betts
Executive Director of Catholic Education
Archdiocese of Brisbane

About

Fast Facts



Mission

Our mission is to teach, challenge and transform through our service, support and leadership for Catholic education in the Archdiocese of Brisbane.

Vision

As a community of faith, Brisbane Catholic Education inspires students with a love of learning and a heart of hope, empowering them to shape and enrich our world.

Values

Excellence

Inspired by our Catholic tradition, we strive for excellence.

Integrity

As witnesses to the Good News of Jesus Christ, we act ethically.

Justice

As people of faith, we foster respectful relationships, advocating for and empathising with those at the margins.

Hope

Empowered by the Spirit, we embrace the future with confidence.

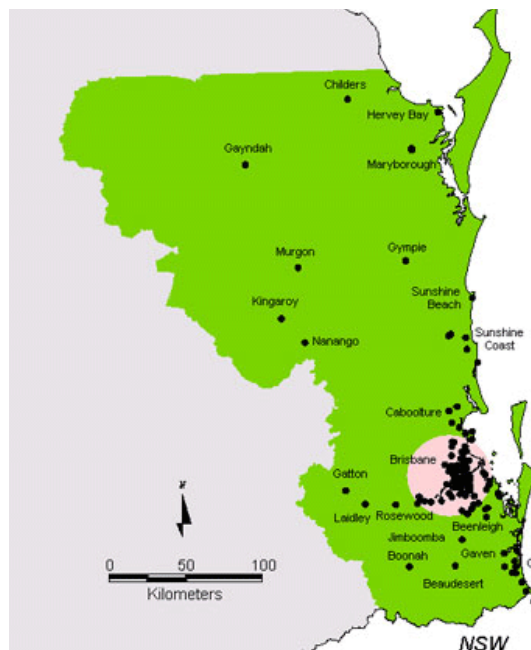


Purpose

Brisbane Catholic Education is a key agency in the Catholic Archdiocese of Brisbane. It is responsible for the administration and management of all Archdiocesan and parish schools, and for the religious education curriculum of all Catholic schools in the Archdiocese.

Brisbane Catholic Education schools shape lives, nurture individuals and encourage each student to realise their full potential. Through partnerships with parents, governments and the community, Brisbane Catholic Education promotes social responsibility, self-discipline and Christian values for all students and nurtures and supports the community in its faith journey.

Brisbane Catholic Education consists of the Brisbane Catholic Education Office located across six sites, and 137 Catholic schools operating in the Archdiocese of Brisbane.

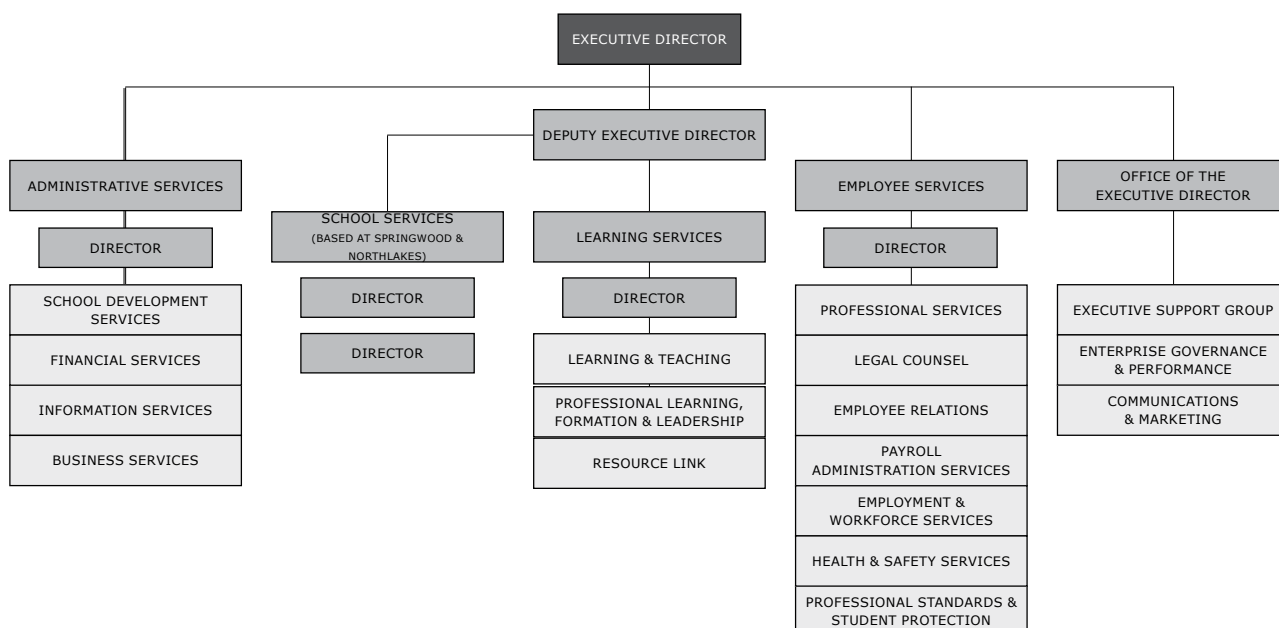


The geographical area of the Catholic Archdiocese of Brisbane includes much of South East Queensland. This area spans metropolitan Brisbane, the Gold and Sunshine Coasts, west through Ipswich and the Lockyer and Brisbane Valleys, and includes the South Burnett district and north to Childers.

Structure

Brisbane Catholic Education is headed by the Executive Director, who is supported by the Leadership Team which works collaboratively to lead, serve and support 137 schools across the Archdiocese of Brisbane.

Schools are organised into clusters (based on geographical areas), each of which is supported by an Area Supervisor in the provision of a wide range of services to schools, students, families and staff.



Governance

Brisbane Catholic Education has in place a range of governance structures and committees to support decision making and accountability. There is also interaction with various Archdiocesan councils and committees.

Leadership Team

The Leadership Team is the primary governance body in Brisbane Catholic Education and undertakes a range of activities that ensure:

- policy is developed, monitored and reviewed in line with Archdiocesan direction
- Archdiocesan schooling is actively represented at local, state and national levels
- facilitation and coordination of strategic dialogue and integrated planning
- communication, coordination and connectivity across Brisbane Catholic Education
- embedding of cultural alignment and pastoral care across the Brisbane Catholic Education Office community.

Membership



Miss Pam Betts

Executive Director

As the Executive Director, Pam leads the Catholic education community within the Archdiocese of Brisbane through shaping the educational vision and enacting the spirit and intent of the Archdiocesan mission.

Pam has over 30 years' experience working in Catholic education in the Archdiocese of Brisbane as a secondary teacher and in leadership positions in Catholic schools. Pam's experience encompasses both systemic and Religious Institute schools and includes four years working with the Queensland Catholic Education Commission.



Dr Doug Ashleigh

Deputy Executive Director

Doug leads Learning Services and is responsible for the system strategies of Excellent Learning and Teaching and Strengthening Catholic Identity. Working in close collaboration with the Directors of School Services Doug sets Brisbane Catholic Education's strategy directions for curriculum, assessment, religious education, faith formation, inclusive education and student wellbeing.

Doug has held senior leadership positions in five dioceses and Religious Institute schools. Prior to joining Brisbane Catholic Education, Doug held the position of Director of Financial, Corporate and ICT Services in Sydney Catholic Schools.



Mr Peter Hill

Director, Employee Services

As Director, Employee Services, Peter is responsible for organisational strategies associated with human relations, industrial relations, teacher professional standards, student protection, legal counsel, organisational development, workforce capability, organisational health and safety, and payroll.

Previously, Peter held the roles of Executive Director of Schools in the Catholic Diocese of Bathurst and Executive Director, Mission Leadership with Mater Health Services in Brisbane. Peter has also been a school principal, deputy principal and teacher.



Mr Michael Kearney

Director, Administrative Services

Michael leads Brisbane Catholic Education's strategic directions, policies and procedures for finance, information technology, school development services, school and office property, planning and building, business services and enterprise risk management.

Michael has held the role of Director, Administrative Services for four years and has also been a teacher, assistant principal, principal and area supervisor in the Archdiocese of Brisbane.



Mr Paul Allen

Director, School Services (Springwood)

As Director, School Services (South), Paul is responsible for providing educational leadership, services and support to principals and Catholic school communities.

Paul has held this role since 2010 and has also worked since 1976 as teacher, assistant principal, information technology consultant, principal of primary schools and an area supervisor.



Mr Derek MacLean

Acting Director, School Services (North Lakes)

Derek leads and coordinates services and support to principals and school communities and ensures strategic alignment of services delivered across the areas of student learning, inclusive education and student wellbeing.

Preceding his current role of Acting Director, Derek was Area Supervisor to a cluster of schools in the north Brisbane region. As well as holding principalship positions, Derek was also the President of the Brisbane Archdiocese Catholic Primary Principals Association from 2010-11.

Secretariat support to the Leadership Team was provided by:

Miss Gemma Dye

Executive Officer

As Executive Officer, Gemma is responsible for providing administrative and secretariat support for Brisbane Catholic Education's Leadership Team.

Prior to joining Brisbane Catholic Education, Gemma held the position of Development and Events Coordinator with the Museum of Brisbane, working closely with its board of directors and maintaining key relationships with donors and corporate sponsors.



Achievements

The Leadership Team met 24 times in 2016, and examples of the committee's leadership to Catholic education across the Archdiocese of Brisbane include:

- approving the 2017 budget for Brisbane Catholic Education
- developing the 2017-20 Brisbane Catholic Education Strategic Plan
- supporting a re-visioning exercise for Brisbane Catholic Education to 2040
- approving a new Catholic Identity Strategy
- monitoring the implementation of Excellent Learning and Teaching: Moving Forward
- considering the organisational response to reviews of Building Services, procurement probity, and professional renewal leave.

Catholic Education Council

The Catholic Education Council is an advisory body that provides advice on the responsibilities, policies and priorities of Brisbane Catholic Education.

During 2016, the Catholic Education Council met on 10 occasions to:

- discern, provide advice and recommend to the Archbishop broad educational policies and strategic priorities for Catholic schools
- monitor policy implementation in schools for which Brisbane Catholic Education is responsible and where appropriate, policy regarding religious education in Religious Institute schools.

The work of the Council continued to be inspired by and sought to implement the Vision for Catholic Education and the Archdiocesan Vision of Jesus, Communion, Mission.

2016 was a significant year for the Catholic Education Council, providing many opportunities to contribute to the direction of Brisbane Catholic Education, while striving to be pastoral in outlook, and seeking to initiate, encourage, support, promote and coordinate Archdiocesan educational activities in Catholic schools.

Policy

During 2016, Council supported the major review of four policies to be progressed in 2017, namely:

- Justice Education: for better alignment with *Laudato si'* to reflect the church's current position on social teaching
- Religious Education of School Aged Catholics: to enhance alignment of curriculum between ecumenical schools and teaching and learning policies
- Health and Safety Policy: to include information relating to Brisbane Catholic Education's commitment to establish measurable objectives and targets for continuous improvement
- Student Protection: to incorporate recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse when available.

In line with the new Brisbane Catholic Education Policy Framework, Council agreed to align with processes that move review timeframes for policy from annual to triennial, from 2017.

The Archdiocese of Brisbane and the Council also reviewed the terms of reference for the Catholic Education Council during 2016, providing clarity as to the role of the Council and aligning similar documents across the Archdiocese.

Financial management

The Catholic Education Council is committed to transparent financial reporting that complies with relevant accounting standards. The Council provides oversight to policies, procedures and systems to safeguard assets, ensure accuracy and reliability of records, and ensure adherence to Archdiocesan policies.

The Catholic Education Council Finance Committee provides further support in measuring, evaluating and reporting on the effectiveness of internal controls being applied throughout Brisbane Catholic Education.

Reporting

Throughout 2016, Council considered a range of reports on the activities and performance of Brisbane Catholic Education, including:

- Legal issues report: this quarterly report is referred through the Catholic Education Council to the Archdiocesan Finance Committee, and documents current legal claims involving Brisbane Catholic Education.
- Workers compensation claims and premium analysis report: this annual report is referred to the Archdiocesan Finance Committee, and documents premium performance and claims experience for Brisbane Catholic Education during the year.
- School development report: this annual report seeks Catholic Education Council support for the five-year school development schedule for Brisbane Catholic Education.
- Health and safety report: this report provides information regarding health and safety incidents and activities undertaken by Brisbane Catholic Education to manage health and safety risks in schools and offices.
- Risk management report: this annual report to the Audit and Risk Management Committee and the Archdiocesan Finance Committee considers the management of Brisbane Catholic Education's high and extreme risks.
- Strategic Renewal Framework reporting: each quarter a report against one of the four priorities in the Framework is presented by Brisbane Catholic Education to the Catholic Education Council. Catholic Education Council has agreed that from 2017, this reporting will cease and new reporting will commence based on the strategic priorities in the Strategic Plan 2017-20.

Representations on committees

Ms Pam Betts and Dr Judith Mulholland provided regular reports to Council on issues before the Queensland Catholic Education Commission.

Ms Susan Rix continued in the role of Chair of the Catholic Education Council Finance Committee.

Ms Susan Rix and Mr Graeme Rush participated on a working group that guided the development of the 2017-20 Brisbane Catholic Education Strategic Plan.

Membership

During 2016, the Catholic Education Council experienced a number of changes.

Ms Susan Frisby was welcomed as a new member of the Council in January 2016.

Sister Elvera Sesta, Mr Graeme Rush and Mrs Carmel Howard finished their tenure on the Catholic Education Council during 2016.

The following is the list of Catholic Education Council members as at December 2016:



Dr Mark Sayers is a barrister who specialises in family law, succession and guardianship law. Mark is also currently a presiding member of the Mental Health Review Tribunal (Queensland). Mark holds a PhD as well as bachelors and masters degrees from The University of Queensland in Arts and Law. Mark's doctoral studies in Thomistic natural law included research at both St Benet's Hall and Blackfriars, Oxford. For many years, Mark combined postgraduate study with the role of boarding house master at Brisbane Grammar School.



Monsignor Peter Meneely was ordained a priest in 1989 and has served in several parishes throughout the Archdiocese over the past 28 years. In his current role as Vicar General of the Archdiocese, Monsignor Meneely has responsibility for overseeing, with the Archbishop, Archdiocesan Services, the Archdiocesan Development Fund, Brisbane Catholic Education, Centacare, Evangelisation Brisbane, and the financial administration of the Archdiocese. He also administers the parish of St Luke's, Woolloongabba and provides sacramental ministry in parishes throughout the Archdiocese.



Miss Pam Betts has over 30 years' experience working in Catholic education in the Archdiocese of Brisbane as a secondary teacher and in leadership positions in Catholic schools. Pam's experience encompasses both systemic and Religious Institute schools and includes four years working with the Queensland Catholic Education Commission. Prior to returning to Brisbane Catholic Education in 2010 in the role of Director – Administrative Services, Pam worked with Christian Brothers schools in Queensland. Pam has a Bachelor of Science, a Diploma of Education and Masters qualifications in leadership and religious education. On 1 February 2013, Pam took up the role of Executive Director, Catholic Education, Archdiocese of Brisbane.



Fr Lam Vu a Capuchin priest, was born in Vietnam. He migrated to Brisbane, Australia with his family in 1979. He was ordained a priest in 2008 and holds a Licentiate of Spirituality at the University of Gregoriana, Rome. Fr Lam has worked as University Chaplain for University of NSW, Macquarie University, ACU (Melbourne) and the University of Notre Dame (Sydney). He was also a Vocation Director and Student Director for the Capuchin Friars. Fr Lam is currently the Parish Priest of St Mary's South Brisbane and Administrator of Dutton Park Parish.



Ms Susan Rix provides broad based consulting advice on family owned businesses, and specialises in corporate governance, family councils, succession planning, taxation structures and restructuring. Susan has extensive experience in taxation, general business and management services, provision of budgets, cash flow projections and providing advice to improve business efficiency and profits. Over the past 25 years, Susan has held many directorship positions on Queensland boards and also acts on various committees. As an adviser, Susan places particular emphasis on delivering relevant management advice to clients in a professional and personal manner.



Dr Jan Grajczonek is Adjunct Professor, the University of Notre Dame, Fremantle. Before appointment to this position, Jan was the Senior Lecturer and Director of Religious Education in the Faculty of Education and Arts at the Australian Catholic University, Brisbane Campus from 2000 to 2015. From 1978 to 1999, Jan performed teacher and assistant principal religious education roles in Catholic primary schools in the Cairns, Toowoomba and Brisbane Dioceses. She has also held the position of kindergarten director. Her research interests are religious education in early childhood and primary school, young children's spirituality and using children's literature in religious education.



Dr Judith Mulholland is a graduate of The University of Queensland with degrees in Science and Education Studies, and has a Master of Science (Science Education) and PhD from Curtin University of Technology. She has taught in secondary schools in England, was science lecturer at Queensland Institute of Technology, and a sessional teacher educator at the Mt Gravatt College of Advanced Education. Judith was a staff member at Australian Catholic University for 22 years during which time she was Head of the School of Education (2005-12). She was an Adjunct Professor of the university (2013-16).



Mr Michael Finch was educated by the Dominicans, Blackfriars Priory School and the Mercy Sisters, Mercedes College, Adelaide. Michael spent 12 years in the insurance and finance sector during which time he completed his Insurance Institute Diploma. Michael is a past president and life member of Mercedes College Old Scholars Association and founding president of the Mercedes Old Collegians Soccer Club. Michael has performed the role of Parish Manager of Noosa Parish District for the past eight years, and is currently a Pastoral Board member for St Thomas More Primary, Sunshine Beach and St Teresa's College, Noosaville.



Ms Susan Frisby holds a Bachelor of Laws and a Bachelor of Arts from The University of Queensland. Prior to her admission as a solicitor, Susan was the Associate to a Judge of the District Court of Queensland for two years. As a lawyer in private practice, Susan has advised on corporate and commercial litigation matters, both in Australia and Ireland. She continues to be a volunteer lawyer at the Caxton Legal Centre. Susan has a strong interest in ensuring Brisbane Catholic Education schools remain relevant and competitive, today and into the future. She has previous board experience and commenced her tenure on the Catholic Education Council in January 2016.



Sister Elvera Sesta is a Presentation Sister. She holds a Bachelor of Science, a Bachelor of Divinity from The University of Queensland and a Masters of Pastoral Studies from Loyola University, Chicago. Sr Elvera began her teaching career in 1960 and was educated at St Rita's College Clayfield. She taught there as a Science/Maths teacher, Deputy Principal and then as Principal from 1989 to 2008. Sister Elvera was a member of the Curriculum Committee of the Board of Senior School Studies in the 1990s and was involved in setting up the St Rita's College Board. Sister Elvera's tenure on the Catholic Education Council ended in December 2016 after eight years of service.



Mr Graeme Rush holds a Bachelor of Surveying from The University of Queensland and is a Fellow of both the Institution of Surveyors Australia and the Spatial Sciences Institute of Australia. Much of Graeme's professional career has been spent with the Queensland Government in various senior management roles dealing with surveying, valuation and land management. Graeme has been a company director of a national company and chaired the audit committee. He has a passion for ensuring quality corporate governance. Graeme's tenure on the Catholic Education Council ended in December 2016 after eight years of service.

Catholic Education Council Finance Committee

The Catholic Education Council Finance Committee is a standing committee of the Catholic Education Council and ensures that the financial policies of the Catholic Education Council and budget processes of Brisbane Catholic Education are enacted to ensure the responsible stewardship of resources. It provides advice and guidance to the Executive Director and Council on:

- the development of the Brisbane Catholic Education annual recurrent and capital budgets

- financial strategy
- budget policies and parameters
- financial reporting framework.

Membership

- Ms Susan Rix AM (Chair)
- Mr Peter Anderson, Principal, St Francis Xavier Primary, Runaway Bay
- Mrs Catherine Thompson, Principal, Trinity College, Beenleigh
- Mr Jeremy Howes, Financial Administrator, Archdiocese of Brisbane
- Mr Paul Banister
- Mr Niall Coburn
- Mr Neal Dallas
- Mr Scott Harrison
- Mr Michael Kearney, Director Administrative Services, Brisbane Catholic Education (Ex officio Member)
- Mr Rudolf Wolbers, Chief Financial Officer, Brisbane Catholic Education (Executive Officer)

Achievements

The Catholic Education Council Finance Committee met five times in 2016. Achievements included:

- supporting approval processes for schools in relation to loans, budgets and financial reporting and analysis
- progressing renewed protocols for reshaped financial reporting, reshaped budget data analytics and metrics
- supporting the review of Archdiocesan financial processes and approvals through the provision of feedback and commentary
- progressing multiple school resourcing applications and loan approvals
- progressing the annual audit processes including a reshaping of audit programs for all schools
- providing feedback and input into budget parameters, budget issues, budget context and financial workflows in relation to budgeting
- progressing a significant probity review and ensuing recommendation implementation and follow up
- providing timely financial reporting to the Catholic Education Council
- engaging in strategic discussions in relation to high level financial leadership and management including work to act on the Queensland Catholic Education Commission Catholic Schools Not for Profit Guidelines.

Information Steering Committee

The Information Steering Committee ensures an enterprise approach to ICT strategy and investment that supports delivery of Brisbane Catholic Education's strategic objectives.

Membership

- Director, Administrative Services (Chair)
- Deputy Executive Director
- Director, Employee Services
- Chief Financial Officer
- Chief Information Officer

- Chief Enterprise Governance and Performance Officer
- External member (Learning and teaching technologies expert)
- External member (Chief technology expert)
- Manager, School Information Services (Executive Officer)

Achievements

The Information Steering Committee met six times in 2016. Achievements included:

- developing a Brisbane Catholic Education Information Security Policy
- developing and endorsing an Information Security roadmap
- endorsing an Access Control Policy and a Vendor Management Policy
- reviewing the Brisbane Catholic Education Technology and Architecture Strategy
- scheduling and prioritising the annual ICT program of work and ICT project prioritisation and review
- reviewing the 2014-16 Brisbane Catholic Education Digital Strategy.

Risk Management Reference Group

The Risk Management Reference Group provides oversight, coordination and evaluation of matters relating to enterprise-wide risk management.

This group is responsible for coordinating, reviewing and monitoring risk management activities across Brisbane Catholic Education including communication of whole-of-enterprise risk mitigations to school and office communities.

Membership

- Director, Administrative Services (Chair)
- Director, Employee Services
- Chief Information Officer
- Chief Financial Officer
- Manager, Communications and Marketing
- Manager, Building Services
- Manager, Business Services
- Manager, Health and Safety Services
- Manager, Risk and Compliance (Executive Officer)

Achievements

The Risk Management Reference Group met four times in 2016, Achievements included:

- reviewing, refining and monitoring Brisbane Catholic Education enterprise risks
- providing input to and endorsing the revised Risk Management Framework and guideline
- providing input to and endorsing an Archdiocesan-wide consistent risk criteria
- monitoring risks for nominated projects
- monitoring the review of international travel mandatory procedures and guidelines
- refining risk management roles and responsibilities across the organisation
- refining risk criteria, categories and business functions.

School Development Committee

The School Development Committee provides proactive, responsive and strategic advice in relation to property provision and schools.

Membership

- Director, Administrative Services (Chair)
- Director, School Services
- Chief Financial Officer
- Primary Principal
- Secondary Principal
- Manager, School Development Services
- Senior Building Officer, School Development Services
- Senior Education Officer, School Development Services
- Nominee of Executive Director of Archdiocesan Services
- Nominee of General Manager, Archdiocesan Development Fund
- Building Services Officer, School Development Services (Executive Officer)

Achievements

The School Development Committee met 11 times in 2016. Achievements included:

- progressing the accreditation applications for St Clare's Primary School at Yarrabilba and McAuley College at Beaudesert
- considering and endorsing education briefs for two new schools and several existing schools
- monitoring school master planning across a number of schools
- supporting over 60 self-funded building projects
- monitoring the progression of all Brisbane Catholic Education Building Grant Authority applications
- developing a five-year new school Brisbane Catholic Education plan with a view to a reforecast 10-year new school plan from 2017
- considering and progressing land acquisition in Plainlands and potential acquisitions in Springfield and Yarrabilba for secondary schooling sites.

Achievements

Mission and religious education

Enhancing Catholic identity

A strong Catholic identity ensures the work of Brisbane Catholic Education schools and office communities remains Christ-centred while encouraging a diversity of authentic expression.

In 2016, Brisbane Catholic Education launched the *Strengthening Catholic Identity Position Statement*, which outlines the organisation's future direction in this area and which will inform the development of a Strong Catholic Identity Strategy Map to be released in 2017.

Fourteen new schools joined the Brisbane Catholic Education Leuven Project, bringing the total number of schools that have engaged in this project to 38 since commencement in 2014. This project assists schools to explore and better understand how their Catholic identity is expressed in work and practice and to support these schools to strengthen their Catholic identity.

During the year 12 principals from the Archdiocese of Brisbane engaged in a two-week intensive study course in theology at the Catholic University of Leuven in Belgium to explore and unpack the theology underpinning the Leuven Project and deepen their understanding of a contemporary Catholic school identity. These participants are now using this new knowledge to conduct conversations about how the Leuven theory and theology can be applied to Catholic education into the future.

A collaborative partnership was established with the Australian Catholic University to deliver a live-in residential program that targets assistant principals. This program provides an Australian-based opportunity for those in leadership to engage with the Leuven theology and methodology, and to deepening the theological capacity of leaders across the system.

To support schools to reflect and live out their Catholic identity in every facet of day-to-day work and life, a Catholic identity website providing a resource hub was developed. This hub brings together Brisbane Catholic Education's strategic material, practical tools and resources related to the Leuven Project as well as information and guides on projects under the broader organisational initiative Strengthening Catholic Identity.

A revised Religious Life of the School Self Reflection Tool was released which uses a three-point scale to enable school self-assessment in this area. The tool is an important element of the school planning process, providing a lens through which schools may audit and further develop their religious life.

Integrating faith, life and culture

Brisbane Catholic Education's 2016 Masterclass series focused on Catholic school identity, providing opportunities for staff to hear outstanding scholars and educators in the educative and religious dimensions of Catholic education. Four internationally renowned speakers shared their wisdom:

- Professor Stephen Bevans, a priest in the Society of the Divine Word and Professor Emeritus of Mission and Culture at the Catholic Theological Union Chicago, delivered a presentation in Brisbane on 29 April titled: *God of mercy, people of mercy: The Church's mission in a year of mercy*.
- Professor Thomas Groome, Professor of Theology and Religious Education at Boston College, delivered three presentations during May in Brisbane and Toowoomba titled: *Deepening the Catholic identity of schools; System identity: What makes us Catholic?* and *Deepening the Catholic identity of schools: Education from and for faith*.
- Professor Trevor Cooling, Professor of Christian Education at Canterbury Christ Church University in the United Kingdom, delivered two presentations in Brisbane in July titled: *Is there such a thing as Christian pedagogy?*
- Father Sean McDonagh, an Irish Columban missionary, eco-theologian and author, based in the United Kingdom, delivered a presentation in Brisbane in November titled: *Eco-theology and Laudato si'*.

Shaping educational practice and community ethos

The formation of staff is critical to the mission of Catholic education. Eight schools participated in the Catching Fire Staff Formation program, making a total of around 110 schools to have joined the program since it commenced in 2007. This program supported the individual spiritual formation and community culture of staff across Brisbane Catholic Education schools.

Students from 38 Brisbane Catholic Education and Religious Institute schools participated in the 2016 Powerhouse of Leaders event, an inspirational day of spiritual formation and

leadership. This event provided 400 young student leaders with an opportunity to come together to be inspired by contemporary leaders.

Twenty pilgrims, from Brisbane Catholic Education schools and offices journeyed to the 31st World Youth Day in Krakow, Poland. Participants learnt about aspects of the Church, from ancient traditions to new teachings and perspectives on issues including stewardship of the earth and caring for the poor and marginalised in society. On returning the pilgrims shared their experiences with students and staff in their own schools and across the Brisbane Catholic Education community of schools.

Supporting learning and teaching in Religious Education

Over 90 Brisbane Catholic Education and Religious Institute schools and colleges engaged in the religious education validation process during 2016. This three-year program of work has now ensured that all Archdiocesan schools have a documented, high quality Religious Education Program developed in accordance with the Archdiocese of Brisbane's Religious Education Curriculum.

To further enhance professional learning opportunities for Religious Education teachers, six Religious Education films and supporting materials were designed, developed and released with supporting materials for use by assistant principals religious education and other school leaders. These resources provide schools with a self-directed learning opportunity around aspects of the Religious Education Curriculum, including Catholic approaches to scripture, church history and Christology.

For nearly 20 years, the Religious Education Accreditation Program (REAP) has been foundational for new teachers and has grown to encompass multiple pathways into tertiary study and to cater to staff in a variety of roles across the organisation. During 2016 a review was undertaken to measure the effectiveness of the program against the Brisbane Catholic Education strategic priorities. While the review found the program to be effective, some minor changes will be made for 2017. These will include making more explicit connections with Brisbane Catholic Education priorities and better tailoring resources to meet the learning needs of secondary teachers.

School spotlight

Star of the Sea School, Cleveland has a strong focus on promoting its Catholic identity throughout the school and parish community, and recently completed a new mural to highlight this.

Using inspiration from Psalm 147:4 "He Counts the Stars and Calls Each by Name", two local artists and school parents, Cara Bujaja and John Fox, designed and painted the mural to highlight the uniqueness of the school's Catholic identity.



Eden and Reuben Fox and Naira and Marley Bujaja show off the mural which helps promote the Catholic identity of their school.

Cara said, "I was eager to represent elements of our parish and school community. Elements such as our proximity to the bay, represented by the water and islands, and stars which feature in our school and parish names, are all embraced by the outstretched arms of Jesus".

Twenty-six stars were included in the mural, representing the 26 letters of the alphabet.

Student Eden Fox said, "When I look at Jesus with his arms outstretched it makes me feel that He is always there to help us with any problem".

Learning and teaching

Improving learning outcomes for each student

In 2016, Brisbane Catholic Education continued to implement the *Delivering Excellent Learning and Teaching Strategy 2014-16 (DELT)* to inspire high expectations for learning that maximise engagement, progress and achievement for all students in Brisbane Catholic Education classrooms.

DELT has focused on building a common language and a shared understanding of the conditions necessary for learning. 2016 has been a period of ongoing professional learning for school leaders and teachers as they reflect on and develop their own pedagogical practice. These leaders and teachers have made use of effective and expected teaching practices, with a keen focus on the progress of each student and the provision of feedback to move learning forward.

During 2016, at a system, school and classroom level, three interconnected high-yield strategies were introduced to evaluate the impact of teaching and leadership on learning progress for each student:

- Using data to lead learning: collecting, displaying and discussing student results regularly to inform teaching strategies, professional development, and the ongoing system approach to excellent learning and teaching.
- Review and response cycles: focused meetings, drawing on the collective wisdom of teachers and leaders, to review examples of student work, discuss particular teaching strategies being used in the classroom and identify teaching strategies to trial moving forward – all with the goal of helping each student to progress.
- Learning walks and talks: regular ‘walking meetings’ using guided questioning to help educators to uncover evidence of how teaching approaches are impacting student learning.

Having embedded the strategies in 2016, Brisbane Catholic Education has committed to deepening its understanding and practice of each in 2017.

In 2016, schools also joined one of four learning groups, called “collaboratives” to extend work started through Teach and Learn focus groups.

- The 73 schools in the Making Learning Visible Collaborative focused on building collective capacity to embed practices that make learning visible in every classroom. This included identifying the impact of teaching on each student’s learning and then responding to move learning forward.
- Twenty-one schools were part of the Learning Collaborative which focused on establishing visible evidence of progress in literacy for each student.
- This work was further built on by the 25 schools in the Learning Collaborative Extended Group where the focus was on building collective capacity through collaboration to embed the effective and expected practices for the teaching of literacy.
- The Literacy and Numeracy Collaborative group included 22 schools, 17 with a focus on literacy and five on numeracy. This collaborative worked to build collective capacity to embed the practices and processes that move learning forward in literacy or numeracy for each student.

School spotlight

St William’s School in Grovely has witnessed a significant improvement in student reading abilities following the introduction of a whole school focus on the subject.

Principal Anthony Lucey said the school had used DELT strategies to develop literacy leaders across the school. The school uses data walls to monitor progress and to respond when students are not progressing.

The school also employs 'the five questions for learners' so that students know what they are learning and what they need to do to improve:

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

The school has also introduced dedicated planning and coaching for teachers, and has employed a school based speech pathologist to assist with early intervention.

"This has really helped our students soar above all reading benchmarks set by Brisbane Catholic Education," Mr Lucey said.

Teacher Francesca Massimino said, "Progress has been incredible; it's been a lot of hard work, but it all pays off in the end".



St William's students Matarì Morgan and Isaac Mahoney hone their reading skills with Year 1 teacher Francesca Massimino

At the end of 2016 a review of DELT was undertaken to inform the next phase, *Excellent Learning and Teaching: Moving Forward* which will include the three individual strategies of Accelerate Literacy Learning, Advance Student Progress and Achievement, and Innovate for Excellence.

Work commenced in 2016 as follows:

- As part of the Advance Student Progress strategy, all Brisbane Catholic Education schools developed a Learning Growth Plan with a SMART goal to grow student progress, achievement and engagement in literacy with an emerging priority in numeracy. Schools will implement these plans in 2017, assisted by system level professional learning and support.
- Under the Accelerate Literacy Learning strategy, 12 schools began working towards their SMART goal to grow student progress, achievement and engagement in early years reading and/or years 7-8 writing.

Quality pedagogy

During 2016, a Brisbane Catholic Education position statement was released on the teaching of phonics in the English curriculum, *Passionate and Successful Readers and Writers – Making Meaning in the Curriculum Context*. School leaders and teachers have reported that they appreciate the clarity of this position statement and supporting resources that are enabling and supporting the teaching of phonics in the classroom.

Supporting teachers

Following a successful trial in 2015, the Primary Learning Leaders program was expanded in 2016. As a result, 57 additional leadership team members have been appointed in primary schools to provide mentoring, coaching and professional learning and to encourage collaboration to enhance teacher capacity to deliver improved educational outcomes for students. This program is expected to continue to expand in 2017.

Strategic partners

Brisbane Catholic Education continued to work with several renowned educational experts:

- David Hornsby worked with Brisbane Catholic Education as a leading literacy educator to develop the phonics position paper and conducted professional learning workshops to accompany its release.

- Dr Lyn Sharratt has been a valued contributor in improving literacy outcomes and in 2016 worked with schools on several occasions to develop expertise in the three high yield strategies.
- Michael Fullan delivered professional learning to school and office teams and supported the development of *Excellent Learning and Teaching: Moving Forward*. The focus with this engagement was on further developing the notion of systemness, unpacking his Cohesion Framework and planning for 2017.

Brisbane Catholic Education continued to partner with the Cooperative Research Centre for Living with Autism on research projects within its schools that aim to optimise students' social, behavioural and academic development and to equip teachers to enhance performance and manage complex behaviours. Key achievements during 2016 included: developing a range of social-emotional interventions to help all students recognise and regulate their emotions and deal with bullying; trialling models of practice for teachers to support students with autism to transition into a new school; producing an app to help all students in classrooms develop better writing strategies.

Year 12 outcomes

The proportion of students awarded Certification continues to rise, and in 2016, 93.4% of Year 12 Brisbane Catholic Education students were awarded Certification, compared to 90.7% in 2012.

Vocational Education and Training (VET) remains a significant aspect of senior learning in Brisbane Catholic Education schools. In 2016, 4,090 VET Certificates were awarded to the 3,796 students who completed Year 12. Further, 33.5% of students who completed Year 12 attained a VET Certificate III or IV. This level of certification supports future access to tertiary education.

Well prepared for change

Brisbane Catholic Education continued preparations for the new Queensland senior assessment and tertiary entrance systems. The organisation is working with the Queensland Catholic Education Commission, the Queensland Curriculum and Assessment Authority, colleagues across the Catholic sector and individual schools to identify areas of change for students, teachers, schools and systems and to provide advice and resourcing to support this change.

Inclusive education

In 2016, the Molum Sabe Implementation Plan was released to support *Molum Sabe* (Brisbane Catholic Education's Aboriginal and Torres Strait Islander Education Strategy 2015-16). This implementation plan provides a framework for focusing Brisbane Catholic Education efforts to collaborate and inspire high expectations for learning by maximising the engagement, progress and achievement of each Aboriginal and Torres Strait Islander student.

Brisbane Catholic Education also provided significant staffing allocations to support inclusive education and allocated \$52.8 million to deliver quality inclusive education and empower all learners, including those with a disability. This funding was used for a range of programs, including Students with Disability Support, Student Learning Enhancement, Inclusion, Children and Young People in Care, Vocational Education Youth Support Coordinators, English as a second language and for refugee support.

In addition, 19 families were supported for full access to schooling through the Mary MacKillop Brisbane Catholic School Access Fund. Through this fund \$68,000 was allocated directly to support families for whom a Catholic education was neither accessible nor achievable.

Under the Equity Access Fund, \$0.48 million was also distributed to schools for the support of families in school communities where financial hardship may prevent full access to the learning environment. Funding from this fund is used for transport, excursions, uniforms, texts and some fee relief for families.

Embedding a Catholic perspective across the curriculum

Brisbane Catholic Education embarked on an Australian-first initiative to embed a *Catholic Perspective on Relationships and Sexuality Education* within the Australian Curriculum's Health and Physical Education learning area. This initiative was successfully piloted for six months in 2016 to inform structure, content, teacher professional learning needs and resources for the program and it has become a prototype for how Brisbane Catholic Education will embed a Catholic perspective in other curriculum areas of the Australian Curriculum, Assessment and Reporting Authority framework.

Six Brisbane Catholic Education schools engaged in an action research project with Australian Catholic University to bring a Catholic perspective to the Australian National Curriculum. Participating teachers worked collaboratively on planning, implementation and reflection as they developed links between Catholic Social Teaching and cross-curriculum themes such as ethical understanding, critical thinking and sustainability. Examples of good practice were shared with colleagues at showcase events during 2016.

Professional practice and collaborative relationships

A culture where student protection is everyone's responsibility

As required under the *Education (Accreditation Non-State Schools) Regulation 2001*, all new school staff undertook training in Brisbane Catholic Education student protection processes through an online Mandatory Student Protection Training course. In addition, face-to-face refresher training was provided for continuing staff.

An inaugural student protection induction workshop was delivered to 15 new principals and three new heads of school, focusing on how student protection compliance requirements support schools to build safe and supportive communities for students. The workshop challenged principals and school leaders to move beyond compliance and consider innovative strategies to build a culture of safety, support and connection for students in their respective schools.

Student Protection Officers continued to visit schools and meet with families directly to facilitate support plans for students affected by harm or abuse. Brisbane Catholic Education schools also reviewed their Child and Youth Risk Management Strategy.

Mandatory induction training was also provided for all newly-appointed school student protection contacts. The training explored the role of the contacts in schools, facilitated the application of theoretical knowledge acquired during student protection training, and identified ways that contacts could influence a student-focused response to student protection concerns.

Work environments that are free from harassment and discrimination

The Code of Conduct was reviewed with additional sections added to provide guidance to employees on professional behaviour with students, sexual misconduct and inappropriate relationships with students, use of social media by employees, managing conflicts of interest, privacy and confidentiality, use of Brisbane Catholic Education resources, copyright and intellectual property. Online training is expected to be available in 2017 to support staff in understanding their obligations.

Workplace bullying and sexual harassment policies and associated complaint management procedures were reviewed. In particular:

- four existing policies were streamlined into the Brisbane Catholic Education Workplace Bullying and Sexual Harassment Policy
- the Staff Complaints Management Procedure was revised to ensure effective management of staff complaints
- the Staff Misconduct Procedure was revised to further support the management of complaints and allegations of misconduct

- online training modules were also developed for workplace bullying and occupational violence, and sexual harassment.

Safe and healthy work environments

Brisbane Catholic Education provides, promotes and maintains healthy and safe environments for employees, students and visitors in its schools and offices.

During 2016, focus on initiatives to manage the hazards and risks of work undertaken by grounds and maintenance staff aimed to improve Brisbane Catholic Education's safety culture.

Health and safety information was made available to staff throughout the year, and training was provided for both general and role specific health and safety matters. Of note, workshops were attended by 92% of ground persons and more than three in five Brisbane Catholic Education employees participated in online Workplace Health and Safety Awareness training.

Engaged and satisfied staff

Brisbane Catholic Education conducted its third survey to assess staff job satisfaction and quality of working life.

Feedback was generally positive:

- 81% of school staff and 80% of Brisbane Catholic Education Office staff were satisfied with their job
- 84% of school staff and 81% of Office staff were engaged in their work
- 82% of school staff were satisfied with the school they worked in.

Following the survey, two committees were formed to make recommendations to respond to school and Office survey results. In addition, results from the survey were analysed by individual schools and Office teams.

A skilled and capable workforce now and in the future

The *Principals' Strategic Workforce Plan 2015-2016* identifies initiatives to support succession planning for Brisbane Catholic Education principal roles, and in 2016:

- a principals' conformance and performance course was developed to be delivered in 2017 as the Leading with Integrity for Excellence program
- the scholarship program was reviewed
- research into the personal factors related to resilience of Catholic school principals was commissioned
- a revised set of eligibility and qualification criteria for principal positions was trialled.

In addition, enterprise bargaining for Brisbane Catholic Education schools, principals and the Brisbane Catholic Education Office was successfully concluded in 2016.

School leaders driving school improvement

Growing and supporting leadership capability development is crucial to driving school improvement particularly for Brisbane Catholic Education's next generation of leaders.

In 2016, Brisbane Catholic Education continued to deliver three key leadership capability development programs:

- Looking Forward is for primary teaching staff who anticipate a future role as assistant principal or assistant principal religious education, and for secondary middle leaders who anticipate a future role as an assistant principal, deputy principal, assistant principal religious education or P-12 Head. During 2016, 53 people participated in this program.

- Stepping Up is for primary and secondary senior leaders (assistant principal, deputy principal, assistant principal religious education or P-12 Head) and office staff who wish to understand the demands of leadership, particularly the role of principal. During 2016, 30 people participated in this program.
- Aspiring Leaders is designed for staff contemplating leadership, with participants exploring leadership capabilities and developing personal awareness of leadership requirements within the Catholic context. During 2016, 140 people participated in this program.

Brisbane Catholic Education's Scholarship Program provides support to staff undertaking tertiary study in courses identified as priority study areas for Brisbane Catholic Education. Over \$1 million is allocated to this program annually and during 2016, 110 scholarships were awarded.

Strong collaborations and relationships

Brisbane Catholic Education continued to work closely with Church bodies locally, and with the Truth Justice and Healing Council nationally to provide a cohesive response to the Royal Commission into Institutional Responses to Child Sexual Abuse.

In relation to research collaboration, Brisbane Catholic Education facilitated collaborative research linkages with governments, universities and other relevant organisations. Partnering in research projects is contributing to Brisbane Catholic Education's strategic evidence base and is driving better teaching practice and outcomes for students. Partnerships have involved research grants and/or in-kind support and key achievements in 2016 included:

- collaborating with the Australian Catholic University on the *Education for sustainability in Brisbane Catholic Education schools* research project which involved working with schools that had implemented effective sustainability practices to help inform guiding principles for all Brisbane Catholic Education schools and directions for future research on sustainable futures
- commissioning the Australian Catholic University to conduct a literature review on resilience, with the aim of developing an understanding of the personal characteristics that buffer Catholic school principals from experiencing negative responses to increasingly demanding work environments
- commissioning a joint research project with the Queensland University of Technology and Australian Catholic University on student wellbeing to explore ways students can work alongside their teachers to develop a better understanding of student wellbeing and build more inclusive and connected communities
- collaborating with The University of Queensland and Queensland University of Technology on engaging parents in curriculum delivery via social media
- participating in a project to increase understanding of elements that contribute to the wellbeing of young refugees with the Queensland Department of Education and Training, the University of South Australia, the South Australian Department of Education and Child Development, Catholic Education South Australia and the Australian Refugee Association.

School spotlight

Siena Catholic College in Sippy Downs was one of the hundreds of schools and workplaces around the country to participate in National Anti-Bullying Week, to raise awareness about this serious issue.

Bullying cannot be accepted, regardless of whether it be verbal or physical abuse, discrimination or violence, on school grounds or in social media.



The school demonstrated commitment to taking a stand against bullying by holding a 'crazy sock day', with all staff and students encouraged to participate by wearing colourful socks.

The messages for the day involved a recognition of the uniqueness and individuality of each person, that it's okay to be different, and that bullying in any form is never acceptable.

Anti-bullying posters were also created and displayed around the school to reinforce these messages.

Year 12 student Griffyn Goodall said, "All of our actions this week are a pledge to ensure that no one in our community becomes a victim of bullying".

Strategic resourcing

Future focused and fit for purpose infrastructure

To provide contemporary Catholic learning communities in areas of demographic and pastoral need, two new schools will open in 2017. St Clare's Primary School in Yarrabilba and McAuley College in Beaudesert were established in 2016 through Block Grant Authority funding, and Government funding approval and accreditation as a staged master plan based on a clear educational brief.

Several grants programs also provided funding to build and maintain modern and fit for purpose infrastructure to meet the diverse learning needs of students, including:

- school revitalisation grants of \$4 million were provided to identified schools for facility upgrading and renewal of plant and equipment
- \$15.9 million was allocated for Block Grant Authority capital works projects
- self-funded projects totaling \$34.4 million were considered and endorsed by the School Development Committee.

Brisbane Catholic Education continued to support schools with managing facilities, asbestos removal and safety interventions through the Facility Maintenance Grant funding program. Since the program commenced in 2015, \$7.4 million has been provided to schools.

The project to relocate the Dutton Park and West End Brisbane Catholic Education offices to a contemporary and fit for purpose building continued in 2016 with building design completed and major project consultants engaged.

Targeted support to schools

Three additional programs supported schools in 2016:

- school renewal funds of \$9 million to support transformational projects and professional development as part of school review and renewal programs
- low SES (socio-economic status) allocation to schools under 91 SES of \$2.1 million, to support schools with limited community financial capacity
- equity grants of \$6.4 million to support schools with gross fee and levy income below established dollar per student benchmarks.

Funding for ongoing additional staffing for school administration was also increased to \$4.9 million. This funding has enabled school leaders to report increased capacity to engage in leading learning in schools.

With the addition of two new staff in 2016, nine qualified and experienced school support accountants are now working with primary schools to support their financial management responsibilities.

In addition, new supports were put in place in 2016 in secondary colleges to assess the merits and risks of proposed international travel, and to improve safety and compliance in these schools. A guideline, procedures and suite of resource tools were introduced, and the International Travel Advisory Panel was formed to review and endorse travel proposals. Work was also progressed on a whole of enterprise approach to travel insurance and emergency and pre-travel advisory consultancy.

Innovative ICT

Brisbane Catholic Education continued to focus on delivering innovative, high-quality, cost-effective and contemporary ICT infrastructure.

The Student Behaviour Support System was rolled out in 2016 to enable teachers to capture relevant behaviour management information and to facilitate reporting through the use of an integrated, easy-to-use mobile device application.

The expansion of school and parent portals was progressed in 2016, and parent and staff training was provided to support parents' engagement and connection to student learning.

Brisbane Catholic Education also transitioned student academic reports to an online format with almost half of schools adopting the new system in 2016. This activity has improved accessibility for families, as well as delivering administrative savings to schools.

In 2016, enhancements were made to the Brisbane Catholic Education Business Intelligence Tool, with the finalisation of the Leadership Dashboard. This dashboard makes high level strategic learning and administrative data available to office and school leadership teams to support effective decision making.

A new office finance management e-system was also implemented to support staff capacity in relation to financial reporting and analysis in the Brisbane Catholic Education Office. Power BI reporting has enabled improved availability and timeliness of financial data, with well-planned staff capacity building and change management ensuring the possibility of significant benefits to Brisbane Catholic Education.

Building a better system through evidence-informed practice, good governance and accountable decision making

Brisbane Catholic Education's good governance and evidence-informed practice have supported accountable decision making and the achievement of strategic objectives. Key achievements in 2016 included:

- establishing Enterprise Governance and Performance to support the Leadership Team to serve, support and lead the Brisbane Catholic Education system in an aligned and connected way through contemporary governance practice appropriate for a large complex organisation
- developing the Governance Guide and the Service Catalogue to document the standards of accountability, the processes and instruments and the services to support effective governance in Brisbane Catholic Education
- implementing frameworks to support a contemporary practice approach to governance and performance in the areas of strategy, planning, research, risk, compliance, project management and policy management
- developing a set of guiding principles and processes for the setting of school fees and levies to ensure individual school communities apply considered formulas based on the analysis of appropriate data.

School spotlight

In August 2016, St John Fisher College in Bracken Ridge celebrated the opening of new facilities including an indoor sport centre, an arts and technology centre, two drama spaces, a science laboratory, a home economics kitchen, student services centre and major landscaping works.



Dean of Brisbane North East, Father Gerry Hefferan, blessed the new facilities and Brisbane Catholic Education Executive Director Pam Betts and State Member for Sandgate Stirling Hinchliffe officially opened the facilities with the unveiling of a plaque.

Principal Maree Messer said the completion of the massive building and refurbishment project enabled the college to provide a 21st Century learning environment and space to take it well into the future.

The total cost of this project was \$7.5 million of which the Queensland State Government provided \$1.8 million as part of the 'Year 7 to Secondary' funding and the college community contributed the remaining \$5.7 million.

This is significant investment in the future of the college and its students.

Celebrations



Honouring long serving retirees

A ceremony is held each year to celebrate newly-retired Brisbane Catholic Education staff with 20 or more years of service. In March, Bishop Joseph Oudeman OFM Cap, Auxiliary Bishop of Brisbane, Pam Betts and members of the Brisbane Catholic Education Leadership Team acknowledged the lives and contribution of those who retired during 2015.

Recognising the exceptional contribution of Catholic education staff

The statewide Spirit of Catholic Education Awards recognise outstanding contributions by individuals within the Catholic education community and are presented annually as part of Catholic Education Week celebrations.

Unity College, Caloundra West teacher Shaun Morris received a Spirit of Catholic Education Award for the 'Barista Boys' program he initiated, developed and implemented. The program was introduced in 2015 as an alternative pathway for students and helps students develop high level and real life hospitality skills as well as providing career direction, work placement and life skills.



Acknowledging dedicated teachers

Brisbane Catholic Education annually acknowledges outstanding educators for their innovation and leadership at the annual Excellence in Teaching Awards.

In 2016, over 35 finalists representing 14 schools, gathered with family, friends, sponsors and special guests at the Victoria Park Golf Club to witness Monsignor Peter Meneely and Pam Betts present the following awards:

- Excellence in Teaching Religious Education Award: James Garrahy from St Teresa's Catholic College, Noosaville.
- Excellence as an Early Career Teacher Award: Alicki Bellas from Trinity College, Beenleigh.
- Excellence in Teaching Award: Andrea Hickey from St Columban's College, Caboolture.
- Excellence in Leadership for Learning and Teaching Award: Nick Hurley from Christ the King Primary School, Deception Bay
- Team Excellence in Learning and Teaching Award: Parent Partnership Team from Chisholm Catholic College, Cornubia
- Outstanding Contribution to Learning and Teaching Award: Loretta Swann from Xavier Catholic College, Hervey Bay.



Finances

Income

In 2016, Brisbane Catholic Education received an income of \$1,060.4 million, of which \$937.4 million was recurrent funding. The main source of income was Australian and Queensland government grants for the provision of educational services.

During 2016 income included:



Australian Government grants:

\$567.9m



School fees and levies:

\$204.6m



State Government grants:

\$194.3m



Other income (such as P & F contributions, loan drawdowns and interest income):

\$93.6m

Expenditure

Brisbane Catholic Education's total expenses for 2016 were \$1,033.1 million, of which \$925.3 million was for recurrent costs.

During 2016 expenses included:



School direct staffing costs:

\$646.9m



School resourcing and educational support services:

\$124.5m



Capital payments:

\$167.8m



Other expenditure (such as administration, insurance, maintenance and utilities):

\$93.9m

As a result, Brisbane Catholic Education achieved an operating surplus of \$27.3 million in 2016, which has been impacted by the receipt of unbudgeted government grants as well as some underspends across school funded programs.

Recurrent funding — income and expenditure statement

	2016		2015	
	\$'000	%	\$'000	%
Income				
Government grants — State	174,465	18.6	167,939	18.6
Government grants — Commonwealth	559,120	59.6	538,038	59.5
School fees and levies	178,684	19.1	174,414	19.3
Interest received	9,870	1.1	11,284	1.2
Other revenue	15,286	1.6	12,209	1.4
Total recurrent income received	937,425	100.0	903,884	100.0
Expenditure				
School direct staffing costs	646,864	69.9	599,982	69.9
School tuition costs	49,414	5.3	47,178	5.5
Education support services	23,023	2.5	21,558	2.5
Non-salary expenses — schools	22,764	2.5	16,040	1.9
Insurance	7,383	0.8	7,025	0.8
Technology	29,323	3.2	27,711	3.2
Administration expenses	34,142	3.7	35,560	4.1
Facility maintenance costs	25,206	2.7	19,949	2.3
School utilities costs	23,588	2.5	22,375	2.6
Levies paid QCEC Education and NCEC	3,627	0.4	3,227	0.4
Capital fund support	59,985	6.5	57,940	6.7
Total recurrent expenditure	925,319	100.0	858,545	100.0
Recurrent surplus/(deficit)	12,106	1.3	45,339	5.0

Capital funding — income and expenditure statement				
	2016		2015	
	\$'000	%	\$'000	%
Income				
Contributions from P & F associations	8,349	4.6	9,012	5.6
Term loans drawn	52,020	28.4	32,193	20.2
Commonwealth and State grants	28,629	15.7	28,362	17.8
Donations to building fund	679	0.4	697	0.4
Building fund levies	25,935	14.2	27,211	17.1
Schools recurrent support	59,985	32.8	57,940	36.3
Other capital income	7,321	4.0	4,153	2.6
Total capital income received	182,918	100.0	159,568	100.0
Expenditure				
Term loan repayments — principal	35,974	21.4	31,908	18.3
Term loan repayments — interest	11,245	6.7	11,432	6.5
School buildings and other major capital projects	104,198	62.1	123,436	70.6
Minor capital works	16,355	9.7	7,939	4.5
Total capital payments	167,772	100.0	174,715	100.0
Capital surplus/(deficit)	15,146	8.3	(15,147)	-9.5
TOTAL surplus/(deficit)	27,252	2.4	30,192	2.8

Note: This financial statement represents consolidated financials for the Brisbane Catholic Education Office and all Brisbane Catholic Education schools. In previous annual reports the financial statement represented the Brisbane Catholic Education Office and Archdiocesan schools only.

