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# STRATEGIC DIRECTIONS 2017-2020

February 2017

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# INTRODUCTION

During 2016 an extensive consultation process was undertaken with staff, students and parents to understand where St Edmund's College, Wahroonga and St Gabriel's, Castle Hill which makes up Edmund Rice Special Education Services is strategically positioned, now and into the future.

The strategic planning process commenced with a weekend workshop with the ERSSES Board and facilitated by Mr. Bob White who has undertaken this process with a number of Edmund Rice Schools across Australia. Additional sessions were undertaken with staff and parents as well as students from both schools.

The St Edmund's and St Gabriel's Strategic Plan has been developed in accord with the 'Values Based Strategic Planning' model developed for Edmund Rice Education Australia schools.

This is a 'people oriented' approach to strategic planning, which provides St Edmund's and St Gabriel's with a plan to strive for excellence, pursuing quality achievement vigorously and with determination, for the sake of the students, family and community of St Edmund's and St Gabriel's, in the context of the mission of the Catholic Church.



Values based strategic planning is a process that begins with values. The complex pattern of values which underpin these two communities are powerful determinants of what happens at these schools and what kind of schools we are. They are the basis upon which decisions are made—they are the norms by which we operate—they empower the school community in its future direction.

Strategic Planning is not a static process. It is dynamic and flexible. Therefore, this plan is a living entity—more a set of strategic directions than a set plan, to take us into the future.

We acknowledge that change will continue, presenting our schools with opportunities and sometimes challenges, testing us on many fronts. Our strategic plan must ensure we are equipped to respond to any change.

Edmund Rice Special Education Services remain committed to delivering our mission as a Catholic School in the Edmund Rice tradition.

Jon Franzin  
PRINCIPAL

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# SECTION A

## Context and Philosophy

### Context

Edmund Rice Special Education Services [ERSES] consists of two schools: St Edmund's College Wahroonga – a college for students with vision impairment and other special needs, and St Gabriel's School Castle Hill - a school for students with hearing impairment and other special needs. Both of these Catholic schools leverage a shared administration and governance through ERSES in the Edmund Rice Tradition.

Edmund Rice founded the Christian Brothers, a religious order of men, in Waterford Ireland in 1802 to educate boys as a response to a social inequity of the times.

ERSES celebrates this heritage as part of the Edmund Rice Education Australia (EREA) network which was originated in its foundation by the Christian Brothers in 1893.

ERSES receives its educational mandate from the Catholic Bishop of Broken Bay (for St Edmund's College) and the Catholic Bishop of Parramatta (for St Gabriel's School).

Both St Edmund's and St Gabriel's operate in accordance with the policies of the Catholic Education Offices of Broken Bay and Parramatta as well as Edmund Rice Education Australia.





SCHOOL

WITH HEARING

FOR SPECIAL NEEDS

BLESSD EDMUNDO IGNATIUS AGUI  
1850-1884

Founder of the Christian Brothers  
The school of St. Edmund's School is named  
in honor of St. Edmund Ignatius Agui  
who was a student of the school



# SECTION A

## Context and Philosophy

### Philosophy

St Edmund's College and St Gabriel's School, as Catholic schools in the Edmund Rice Tradition are an integral part of the mission of the church and continue to proclaim the Gospel of Jesus Christ - to evangelise, to reconcile and to renew.

We contribute to the development of our students through education and promote their formation in Christian virtues and conscience.

We demonstrate the Church's commitment to the dignity of the individual, particularly by being called to relationship in community.

We are an integral part of Edmund Rice Education Australia and its endeavours to promote quality Catholic education based on its Charter through leadership, service and co-responsibility.

We believe in the inestimable worth of every human individual, for each is made in the image of God and is a reflection of God's goodness.

We strive to live in partnerships where each person is empowered and enriched by active participation, cooperation, collaboration and enthusiasm – a community where life may be enjoyed and celebrated with creativity and passion.



## SECTION B

### Values

The values held by the ERSes community are based in the Gospel values where Jesus Christ is the cornerstone of a full Christian life. It is through innovative learning and teaching that we aim to nurture these values. They are founded in the Charter for Catholic Schools in the Edmund Rice tradition of Liberating Education, Gospel Spirituality, Inclusive Community and Justice and Solidarity.

**Faith** We strive to liberate our community to be faithful to the Catholic tradition while respecting the fundamental religious diversity of all people.

**Joy** We strive to enhance our students' and families' wellbeing through fostering a deep sense of belonging, happiness and celebration in their journey to experience life in its fullness.

**Relationships** Our community is committed to developing strong relationships with one another. We aim to promote respect for the dignity of each person within a context of participation, integrity and the promotion of wellbeing.

**Community** We serve our families and the broader community by reaching out to others and nurturing respectful relationships, honouring independence while contributing to the unfolding of our students' inspiring stories.





## SECTION C

### **Vision and Mission**

#### Vision Statement

The Vision of ERSES is to enrich the hearts and minds of young people for active participation in their community.

#### Mission Statement

Through quality Catholic Education in the Edmund Rice tradition, we transform the whole person through authentic relationships and innovative educational experiences.



## SECTION D

### Strategic Goals

#### ERSES GOALS:

- 1.2** Review and communicate the ERSSES structure – its goals, relationships and operation.
- 1.2** Identify and support the significant relationships in ERSSES to enhance effective stakeholder management.
- 1.3** Investigate the possibilities of expanding the education services operating under the ERSSES framework.







# SECTION D

## Strategic Goals

### STRATEGIC INTENT AREA 1:

#### Identity

#### ST EDMUND'S GOALS:

- 1.1** Review the College's current Retreat Program opportunities for students and staff.
- 1.2** Develop a communication strategy which clearly articulates and promotes our vision and mission.
- 1.3** Ensure that the tradition of St Edmund's College is preserved through documenting the College's history and promoting this with staff, students and the broader community.
- 1.4** Consolidate faith formation for all in the College and develop and promote mission-based programs.
- 1.5** Provide opportunities for members of the College community to engage in their faith through the College formation program.
- 1.6** Establish protocols for strengthening external College relationships to enhance our reputation in the wider community.
- 1.7** Evaluate College social justice initiatives while exploring new opportunities.



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## SECTION D

### Strategic Goals

Strategic Intent Area 1:

#### Identity

#### ST GABRIEL'S GOALS:

- 1.1 Develop a communication strategy which clearly articulates and promotes our vision and mission.
- 1.2 Consolidate faith formation for all in the School and develop and promote mission-based programs.
- 1.3 Reinforce opportunities for members of the School community to engage in their faith through the School formation program.
- 1.4 Establish protocols for strengthening external School relationships to enhance our reputation in the wider community.
- 1.5 Promote and maintain links with local church and the wider faith community.







## SECTION D

### Strategic Goals

Strategic Intent Area 2:

#### Learning and Teaching

##### ST EDMUND'S GOALS:

- 2.1** Develop and facilitate a program of staff professional development in the contemporary understanding of learning and teaching pedagogy.
- 2.2** Review and develop current curriculum, pathways and certification which recognises and responds to the diverse learning needs of students.
- 2.3** Consolidate and maintain our reputation as a best-practice employer of choice by reviewing recruitment processes and evaluating their effectiveness.
- 2.4** Evaluate the Liberate model and its effectiveness and develop a plan for the future.
- 2.5** Establish an information technology and communications plan for the College.
- 2.6** Review timetable and resourcing structures to ensure that they are responsive to changing priorities and needs.



## SECTION D

### Strategic Goals

#### Strategic Intent Area 2: Learning and Teaching

##### ST GABRIEL'S GOALS:

- 2.1** Develop and implement a dynamic school-wide Professional Learning Framework that is research-based.
- 2.2** Explore and implement further opportunities to partner with mainstream schools across specific curriculum areas.
- 2.3** Investigate the most appropriate staff leadership structure into the future.
- 2.4** Establish an information technology and communications plan for the School.



ST EDMUND'S SCHOOL  
WAHROONGA



## SECTION D

### Strategic Goals

#### Strategic Intent Area 3: Staff and Student Wellbeing

##### ST EDMUND'S GOALS:

- 3.1** Develop and initiate a wellbeing program to support staff in their roles and responsibilities.
- 3.2** Develop a program which enables staff and students from St Gabriel's and St Edmund's to integrate and support each other.
- 3.3** Evaluate the current student wellbeing framework and seek new opportunities to support wellbeing at the College.

##### ST GABRIEL'S GOALS:

- 3.1** Develop and initiate a wellbeing program to support staff in their roles and responsibilities.
- 3.2** Evaluate the current student wellbeing framework and seek new opportunities to support wellbeing at the school.
- 3.3** Develop a program which enables staff and students from St Gabriel's and St Edmund's to integrate and support each other.



## SECTION D

### Strategic Goals

#### Strategic Intent Area 4: Facilities and Services

##### ST EDMUND'S GOALS:

- 4.1** Review and recommend the feasibility of Post-School opportunities for our students and their families.
- 4.2** Explore and address opportunities for potential growth of current educational service provision.
- 4.3** Continue to develop a Master Capital Development plan for the College.
- 4.4** Continue to develop a comprehensive Maintenance Plan for the College.
- 4.5** Continue to develop a Financial Development Plan to support the sustainability of our strategic directions.
- 4.6** Explore and evaluate allied health service provision within the school context.
- 4.7** Evaluate future funding opportunities with a view for sustainability.





ST. GABRIEL'S SCHOOL  
CASTLE HILL





## SECTION D

### Strategic Goals

#### Strategic Intent Area 4: Facilities and Services

##### ST GABRIEL'S GOALS:

- 4.1** Review and recommend possibilities for future enrolment growth and sustainability including and beyond the primary years.
- 4.2** Explore and address further opportunities to provide family support.
- 4.3** Continue to develop a Master Capital Development plan for the School.
- 4.4** Continue to develop a comprehensive Maintenance Plan for the School.
- 4.5** Continue to develop a Financial Development Plan to support the sustainability of our strategic directions.
- 4.6** Evaluate future funding opportunities with a view for sustainability.







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