ANNUAL REPORT 2013
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A Message from Most Reverend Michael McKenna
Bishop of Bathurst

In our Diocesan Assembly and the process of renewal of our local church that it continues, we have six themes for reflection and action.

The first three are the traditional summary of Church life:

The second three relate to participation from the three groups that, at the beginning of my ministry here, I identified we need to bring more fully into our Church life: 4. Indigenous Catholics; 5. Young Catholics; and 6. The Domestic Church of Marriages and Families.

When these themes were announced, some people asked: What about our Catholic schools? The simple answer is that the schools of the Diocese are part of our ministry in all six areas. Indeed, as the largest numerical work of our local Catholic church, the schools are a vital part of the response to all these pastoral imperatives.

The communication of the Word of God, through the Scriptures and Catholic Doctrine, is at the heart of our educational ministry. Over the past few years, we have introduced improved catechetical material for students. We are following this up with new material and formation for their teachers. A deeper understanding of the faith is essential for those entrusted with the work of handing it on.

A central part of religious education is helping young people to learn to pray, on their own and in their communities, especially their families and parish. Thorough preparation for the sacraments of Eucharist, Reconciliation and Confirmation, for both students and their parents, still relies on the contribution of our schools. Some places have been exploring new ways of integrating the school and wider parish in these key moments in the journey of faith.

Young people need to learn early that the Christian life is not about what Pope Francis has called “spiritual consumerism”. It has to include a commitment of service to others. Many schools are already doing great work in this area, and our new Social Justice Network will include student representatives from senior classes.

The Catholic Education Office and many of our schools have taken up, with energy and purpose, the call of Pope St John Paul II to Australian Catholics to recognise and accept the gifts that the First Australians can bring to our Church life. Recently, I had the joy of blessing two beautiful paintings that the Office had commissioned from the Wiradjuri artist Tirikiee. They not only honor local indigenous culture, but reflect back to us the reality of our local church and her education system and the gift of unity that is ours if we accept it.

Our schools are, of course, full of young people. They are the primary means we have to let them know that they are children of God and called to deep friendship with Christ as members of his Church. We are looking at how we might develop that reality in shaping youth ministry in the parishes and diocese, not forgetting that many of our teachers and even parents are still young people too!

The renewal of the ‘little church’, the Christian family, must be at the heart of our pastoral action. It means the encouragement of prayer in families and fostering their connection with the bigger church community, her sacramental life and her guidance in finding the truth about God and who he has made us to be. Catholic schools are a first point of contact with many families. May they not stop there, but become a continuing means of families discovering Christ as the centre of their lives and their bond with all who belong to him.

In her painting “Unite together, share with each other, grow together”, the artist Aleshia Lonsdale (Tirikiee) has provided us with a compelling image of the connections between our communities in the Diocese of Bathurst. I thank the Director of Schools, Mrs Jenny Allen and her staff, the principals, staff and families of our Catholic schools, Mr Paul Crennan and the Catholic Education Council, the Vicar for Education, Father Paul Devitt and our parishes and priests, for all they do to help this unity. May we find Jesus Christ in our unity and our unity in him.

+ Michael McKenna
Bishop of Bathurst
A Message from Mrs Jenny Allen
Executive Director of Schools

“You are all educators, there are no delegates in this field. Thus collaboration in a spirit of unity and community among the various educators is essential and must be fostered and encouraged. School can and must be a catalyst, it must be a place of encounter and convergence of the entire educating community, with the sole objective of training and helping to develop mature people who are simple, competent and honest, who know how to love with fidelity, who can live life as a response to God’s call, and their future profession as a service to society.” These are the closing sentiments of the document, Educating to Intercultural Dialogue in Catholic Schools, Living in Harmony for a Civilization of Love which was published by the Congregation for Catholic Education, Vatican City in October 2013.

This 2013 Annual Report of the Catholic Education Office reflects collaboration in a spirit of unity and community amongst the various educators within the diocese of Bathurst. The strategic activity during the year was derived from the first year of the 2013 – 2015 Strategic Improvement Plan and hence signals a new range of initiatives designed to consolidate the story of continuous improvement.

The format of the Plan has been refined to more clearly identify the key elements of our core business as a Catholic Education Office working in support of our school communities. The two key areas are now identified as Catholic Life and Religious Education and Learning, Teaching and Student Achievement. The other areas of the work of the Catholic Education Office are grouped as Enabling Areas.

As a steward of the rich tradition of Catholic Education within the diocese, I commend to you this 2013 Annual Report and extend appreciation to every member of the CEO staff for their dedication and commitment in realising these achievements.

Mrs Jenny Allen
Executive Director of Schools
OUR VISION

With Jesus Christ as our inspiration and guide, we are called to provide high quality Catholic education in the Diocese of Bathurst.

OUR MISSION

In partnership with the family, parish and community, our schools nurture a relationship with God in Christ Jesus, celebrate and share the Catholic faith, and educate to enable all to make a positive contribution to the world.

We are therefore committed to:

**Faith**
- An acknowledgement and promotion of Catholic education as an integral part of the mission of the Church
- A communion with the Universal and local Catholic Church
- Religious Education and faith formation programs that are ongoing and developmental
- The explicit teaching, living and celebration of the Word of God and the Sacraments
- Communities being places of evangelisation providing opportunities for a personal encounter with Jesus Christ and developing a sense of Christian service.

**Learning and Teaching**
- The provision of a safe, inclusive and professional learning environment
- The use of a variety of methods, technologies and techniques to enhance learning and teaching
- The implementation of a challenging, rigorous and engaging curriculum
- Recognition of the diverse needs of learners
- Excellence in learning and teaching.

**Stewardship**
- Prudent and careful stewardship of what has been gifted to us
- Quality and effective leadership
- Just and right relationships that recognise and respect the dignity of each individual
- Diligent and responsible management of resources to promote a sustainable and hope-filled future
- A commitment to continuous improvement, innovation and evaluation of performance.

“We have gifts that differ, according to the grace given to each of us” Romans 12:6
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angelo Belmonte</td>
<td>Team Leader: Faith, Learning &amp; Teaching</td>
</tr>
<tr>
<td>Anne Mann</td>
<td>Executive Support Officer, Dubbo</td>
</tr>
<tr>
<td>Bettina Spora</td>
<td>Occupational Therapist</td>
</tr>
<tr>
<td>Brian Morrissey</td>
<td>Team Leader: Stewardship (HR &amp; Facilities)</td>
</tr>
<tr>
<td>Chris Derwin</td>
<td>Consultant to Schools, Primary</td>
</tr>
<tr>
<td>Darlene Murdoch</td>
<td>Education Officer, Curriculum/Indigenous Education K - 12</td>
</tr>
<tr>
<td>David Garstang</td>
<td>Project Officer</td>
</tr>
<tr>
<td>Dawn Stapleton</td>
<td>Cleaner, Bathurst</td>
</tr>
<tr>
<td>Diana Scullard</td>
<td>Education Officer, Curriculum/Special Learning Needs K-12</td>
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<tr>
<td>Garry Anderson</td>
<td>Network Operations Manager</td>
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<tr>
<td>Geoff Coleman</td>
<td>IT Support Technician, IT Services</td>
</tr>
<tr>
<td>Gerry Lynch</td>
<td>School Facilities Officer</td>
</tr>
<tr>
<td>Janine Kearney</td>
<td>Consultant to Schools, Primary</td>
</tr>
<tr>
<td>Jenny Allen</td>
<td>Executive Director of Schools</td>
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<tr>
<td>Jenny Cosgrove</td>
<td>Manager, Employee Services</td>
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<td>Jenny Stocks</td>
<td>Manager, Payroll</td>
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<tr>
<td>Josephine Chirgwin</td>
<td>Team Leader: Stewardship (Financial &amp; ICT)</td>
</tr>
<tr>
<td>Julie Gowans</td>
<td>Cleaner, Dubbo</td>
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<tr>
<td>Karen Burke</td>
<td>Executive Support Officer, Bathurst</td>
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<tr>
<td>Karen Constant</td>
<td>Receptionist, Administrative Assistant, General Office</td>
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<tr>
<td>Linda Densmore</td>
<td>Education Officer, Representative Sport, Curriculum and Wellbeing</td>
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<tr>
<td>Lisa Turner</td>
<td>Administrative Assistant, Human Resources</td>
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<tr>
<td>Lorraine Short</td>
<td>Education Officer, Quality Learning and Teaching</td>
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<tr>
<td>Mary Liesch</td>
<td>Resource Librarian</td>
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<tr>
<td>Michael Flood</td>
<td>Team Leader: Faith, Learning &amp; Teaching</td>
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<tr>
<td>Patricia Eakin</td>
<td>Education Officer, Curriculum Maths (2013)</td>
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<tr>
<td>Peta Kingham</td>
<td>Personal Assistant to Executive Director of Schools</td>
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<tr>
<td>Rose-Marie van Raad</td>
<td>Consultant to Schools (Central and Secondary) (2013)</td>
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<tr>
<td>Rosemaree Kemp</td>
<td>Administrator, Financial Services</td>
</tr>
<tr>
<td>Sharlene Bingham</td>
<td>Administrator, Financial Services</td>
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<tr>
<td>Steve Mitchell</td>
<td>Education Officer, RTO Compliance</td>
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<tr>
<td>Sue Dickson</td>
<td>Education Officer, Institute of Teachers, Curriculum, QCE</td>
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<td>Tim Good</td>
<td>IT Technical Officer</td>
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<td>Veronica O’Regan</td>
<td>Administration Assistant, Payroll</td>
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<td>Veronica Willis</td>
<td>Administrator, Payroll</td>
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<tr>
<td>Vicki Hagney</td>
<td>Education Officer, Student Wellbeing and Behaviour</td>
</tr>
<tr>
<td>Vickie Vance</td>
<td>Education Officer, ICT/Contemporary Learning K-12</td>
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<tr>
<td>Vince Connor</td>
<td>Consultant to Schools (Central and Secondary) (2014)</td>
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<tr>
<td>Warren Frew</td>
<td>Consultant to Schools, Quality Systems and Services</td>
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</table>
The Diocesan Catholic Education Council is the chief advisory body to the Bishop for developing policies in the area of education for the Diocese of Bathurst. The Council’s work is devoted to the oversight of the Catholic schools system, as well as to the catechesis of Catholic children and young people more generally.

**Diocesan Catholic Education Council Members**

**President**  
Father Paul Devitt, Episcopal Vicar for Catholic Education

**Chair**  
Mr Paul Crennan

- **Sr Jean Cain, rsj**  
  Bathurst
- **Br Kelvin Canavan, fms**  
  Sydney
- **Mrs Mary Doolan**  
  Coonabarabran
- **Mr Michael Knight**  
  Dunkeld
- **Mr Paul Mann**  
  Gilgandra
- **Mrs Anne McLean**  
  Mudgee
- **Dr Beverley Moriarty**  
  Dubbo
- **Mrs Lorna Nicholson**  
  Portland
- **Mr Hugh O’Reilly**  
  Bathurst
- **Mr Patrick Cooper**  
  Bathurst
- **Mr Mike Crowley**  
  Orange (2014)

**Contact**  
Catholic Chancery Office Bathurst  
02 6334 6400

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**Unite together, share with each other, grow together**  
Ngumba-dal-ngila-nha mawang, bangamalanha, yuranha mawang

**Artist**: Tirikee (Aleshia Lonsdale)  
Aleshia is a Wiradjuri woman from Central West New South Wales, Australia.

We acknowledge the Wiradjuri and Gamilaraay peoples, the traditional custodians of the lands on which our parishes, schools and offices reside, we also pay our respects to elders past and present.
MACKILLOP COLLEGE
BATHURST
Grades 7 – 12
Address Gormans Hill Rd Bathurst NSW 2795
Post PO Box 691 Bathurst NSW 2795
Phone 02 6338 2200
Fax 02 6332 3365
Email mackillop@bth.catholic.edu.au
Principal Maureen Moore
St. Joseph’s House 02 6337 6900
Enrolments 591
DEEWR 1375
Parish Ss Michael and John’s Cathedral
100 George Street Bathurst NSW 2795
PO Box 9 Bathurst NSW 2795
Phone 02 6331 3066
Fax 02 6332 2530

LA SALLE ACADEMY
LITHGOW
Grades 7 – 12
Address 96 Rabaul Street Lithgow NSW 2790
Post PO Box 3012 Bowentals NSW 2790
Phone 02 6351 2928
Fax 02 6353 1552
Email lasallelithgow@bth.catholic.edu.au
Principal John Emms
Enrolments 352
DEEWR 1412
Parish Catholic Parish of St Patrick
& St Francis Xavier
69 Lett Street
PO Box 229 Lithgow NSW 2790
Phone 02 6351 3092
Fax 02 6351 3072

ST. JOHNS COLLEGE
DUBBO
Grades 7 – 12
Address 162 Sheraton Road Dubbo East NSW 2830
Post PO Box 4019 Dubbo East NSW 2830
Phone 02 6841 5100
Fax 02 6841 5199
Email stjohnscollegedubbo@bth.catholic.edu.au
Principal Kerry Morris
Enrolments 1087
DEEWR 1673
Parish St Brigid’s Church
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 4233
Fax 02 6884 0369

ST. RAPHAEL’S CATHOLIC SCHOOL
COWRA
Grades K-10
Address 11 Liverpool Street Cowra NSW 2794
Post PO Box 7 Cowra NSW 2794
Phone 02 6342 2940
Fax 02 6342 3701
Email straphaels@bth.catholic.edu.au
Principal Michael Gallagher
Enrolments 471
DEEWR 1959
Parish St Raphael’s Church
15 Lachlan Street
PO Box 39 Cowra 2794
Phone 02 6342 1369
Fax 02 6341 1983

LA SALLE ACADEMY
LITHGOW
Grades 7 – 12
Address 96 Rabaul Street Lithgow NSW 2790
Post PO Box 3012 Bowentals NSW 2790
Phone 02 6351 2928
Fax 02 6353 1552
Email lasallelithgow@bth.catholic.edu.au
Principal John Emms
Enrolments 352
DEEWR 1412
Parish Catholic Parish of St Patrick
& St Francis Xavier
69 Lett Street
PO Box 229 Lithgow NSW 2790
Phone 02 6351 3092
Fax 02 6351 3072

JAMES SHEAHEAN CATHOLIC HIGH SCHOOL
ORANGE
Grades 7 – 12
Address 49 Anson Street Orange NSW 2800
Post PO Box 146 Orange NSW 2800
Phone 02 6362 1422
Fax 02 6362 0776
Email jschs@bth.catholic.edu.au
Principal Mark Pauschmann
Enrolments 976
DEEWR 2322
Parish St Mary’s and St Joseph’s
84 Hill Street
PO Box 44 Orange NSW 2800
Phone 02 6362 2378
Fax 02 6362 2032

ST. MATTHEWS CATHOLIC SCHOOL
MUDGEE
Grades K-10
Address 4 Lewis Street Mudgee NSW 2850
Post 4 Lewis Street Mudgee NSW 2850
Phone 02 6372 1742
Fax 02 6372 1423
Email stmattsmudgee@bth.catholic.edu.au
Principal Jason Hanrahan
Enrolments 578
DEEWR 1873
Parish St Mary’s Church
57 Market Street Mudgee NSW 2850
Phone 02 6372 2122
Fax 02 6372 6700

NOTE: Enrolment figures presented for schools reflect August 2013 census data submitted to DEEWR.
ST. JOSEPH’S CATHOLIC SCHOOL
OBERON
Grades K-10
Address 129-139 Queen Street Oberon NSW 2787
Post 129-139 Queen Street Oberon NSW 2787
Phone 02 6336 1384
Fax 02 6336 2190
Email stjosephsoberon@bth.catholic.edu.au
Principal Anthony Logue (2013)
Donna Maxsted (2014)
Enrolments 157
DEEWR 1705
Parish St Ignatius Catholic Church
Queen Street Oberon NSW 2787
Phone 02 6336 1022
Fax 02 6336 1602

ST. JOHN’S PRIMARY SCHOOL
BARADINE
Grades K – 6
Address Queen Street Baradine NSW 2396
Post PO Box 46 Baradine NSW 2396
Phone 02 6843 1644
Fax 02 6843 1590
Email stjohnsbaradine@bth.catholic.edu.au
Principal Annette Cooney
Enrolments 48
DEEWR 1682
Parish St Lawrence’s Parish
14 Namoi Street
PO Box 38 Coonabarabran NSW 2357
Phone 02 6842 1043
Fax 02 6842 1385

CATHEDRAL CATHOLIC PRIMARY SCHOOL
BATHURST
Grades K - 6
Address 98 George Street Bathurst NSW 2795
Post PO Box 1497 Bathurst NSW 2795
Phone 02 6331 1845
Fax 02 6331 9220
Email cathedral@bth.catholic.edu.au
Principal Patrick Allen
Enrolments 382
DEEWR 2244
Parish Ss Michael and John’s Cathedral
100 George Street
PO Box 9 Bathurst NSW 2795
Phone 02 6331 3066
Fax 02 6332 2530

ST. MARY’S CATHOLIC SCHOOL
WELLINGTON
Grades K - 10
Address 35 Percy St Wellington NSW 2820
Post PO Box 363 Wellington NSW 2820
Phone 02 6845 1822
Fax 02 6845 1339
Email stmaryswellington@bth.catholic.edu.au
Principal Simon Price
Enrolments 212
DEEWR 1833
Parish St Patrick’s Parish
58 Warne St
PO Box 13 Wellington NSW 2820
Phone 02 6845 2061
Fax 02 6845 4321

ST. JOHNS PRIMARY SCHOOL
BARADINE
Grades K – 6
Address Queen Street Baradine NSW 2396
Post PO Box 46 Baradine NSW 2396
Phone 02 6843 1644
Fax 02 6843 1590
Email stjohnsbaradine@bth.catholic.edu.au
Principal Annette Cooney
Enrolments 48
DEEWR 1682
Parish St Lawrence’s Parish
14 Namoi Street
PO Box 38 Coonabarabran NSW 2357
Phone 02 6842 1043
Fax 02 6842 1385

THE ASSUMPTION SCHOOL
BATHURST
Grades K – 6
Address 192 Mitre Street Bathurst NSW 2795
Post 192 Mitre Street Bathurst NSW 2795
Phone 02 6331 3444
Fax 02 6331 8056
Email assumption@bth.catholic.edu.au
Principal Peter Nugent
Enrolments 385
DEEWR 1313
Parish Ss Michael and John’s Cathedral
100 George Street
PO Box 9 Bathurst NSW 2795
Phone 02 6331 3066
Fax 02 6332 2530

HOLY FAMILY PRIMARY SCHOOL
BATHURST
Grades K – 6
Address French Smith Place, Kelso NSW 2795
Post PO Box 671 Bathurst NSW 2795
Phone 6331 3279
Fax 6332 3810
Email holyfamilykelso@bth.catholic.edu.au
Principal Kevin Arrow
Enrolments 388
DEEWR 2341
Parish Ss Michael and John’s Cathedral
100 George Street
PO Box 9 Bathurst NSW 2795
Phone 02 6331 3066
Fax 02 6332 2530
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<th>Fax</th>
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<tr>
<td>St. Philomena's Primary School</td>
<td>Bathurst</td>
<td>K – 6</td>
<td>Lloyds Road Bathurst NSW 2795</td>
<td>PO Box 2031 Bathurst NSW 2795</td>
<td>02 6331 1198</td>
<td>02 6332 3976</td>
<td><a href="mailto:stphilsbathurst@bth.catholic.edu.au">stphilsbathurst@bth.catholic.edu.au</a></td>
<td>James Farr</td>
<td>195</td>
<td></td>
<td>Ss Michael and John's Cathedral</td>
<td>100 George Street</td>
<td></td>
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<td>PO Box 9 Bathurst NSW 2795</td>
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<tr>
<td>St. Edward's Primary School</td>
<td>Canowindra</td>
<td>K – 6</td>
<td>Tilga St Canowindra NSW 2804</td>
<td>PO Box 75 Canowindra NSW 2804</td>
<td>02 6344 1170</td>
<td>02 6344 1599</td>
<td><a href="mailto:stedwardscan@bth.catholic.edu.au">stedwardscan@bth.catholic.edu.au</a></td>
<td>Ken McNamara</td>
<td>98</td>
<td>1637</td>
<td>St Edward's Parish</td>
<td>39 Suttor Street</td>
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<td>PO Box 66 Canowindra NSW 2804</td>
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<td>St. Lawrence's Primary School</td>
<td>Coonabarabran</td>
<td>K – 6</td>
<td>24-28 Dalgarno Street</td>
<td>PO Box 248 Coonabarabran NSW 2357</td>
<td>02 6842 1732</td>
<td>02 6842 1857</td>
<td><a href="mailto:stlawrencescoona@bth.catholic.edu.au">stlawrencescoona@bth.catholic.edu.au</a></td>
<td>Terry McGoldrick</td>
<td>103</td>
<td>1811</td>
<td>St. Lawrence's Church</td>
<td>14 Namoi Street</td>
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<td>PO Box 38 Coonabarabran NSW 2357</td>
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<tr>
<td>St. Joseph's Primary School</td>
<td>Blayney</td>
<td>K – 6</td>
<td>Adelaide Street Blayney NSW 2799</td>
<td>Adelaide Street Blayney NSW 2799</td>
<td>02 6368 2243</td>
<td>02 6368 3228</td>
<td><a href="mailto:stjosephsblayney@bth.catholic.edu.au">stjosephsblayney@bth.catholic.edu.au</a></td>
<td>Gerard Davies</td>
<td>122</td>
<td>1735</td>
<td>St James Parish</td>
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<td>Sacred Heart Primary School</td>
<td>Coolah</td>
<td>K – 6</td>
<td>15 Church Street Coolah NSW 2843</td>
<td>15 Church Street Coolah NSW 2843</td>
<td>02 6377 1132</td>
<td>02 6377 1458</td>
<td><a href="mailto:sacredheartcoolah@bth.catholic.edu.au">sacredheartcoolah@bth.catholic.edu.au</a></td>
<td>Amy Maslen</td>
<td>47</td>
<td>1543</td>
<td>Parish of St Michael's</td>
<td>42 Yarrow Street</td>
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<td>02 6822 1511</td>
<td>02 6822 2505</td>
<td><a href="mailto:stbrigidschool@bth.catholic.edu.au">stbrigidschool@bth.catholic.edu.au</a></td>
<td>Gai Gilmour</td>
<td>161</td>
<td>1595</td>
<td>Our Lady of Perpetual Help</td>
<td>14 Tooooloon Street</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>PO Box 70 Coonamble NSW 2829</td>
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<tr>
<td>ST. JOHN’S PRIMARY SCHOOL</td>
<td>138 Sheraton Road Dubbo NSW 2830</td>
<td>Dubbo 2830</td>
<td>02 6882 2677</td>
<td>02 6884 4500</td>
<td><a href="mailto:stjohnsprimarydubbo@bth.catholic.edu.au">stjohnsprimarydubbo@bth.catholic.edu.au</a></td>
<td>Anthony O’Leary</td>
<td>406</td>
<td>1672</td>
<td>St Brigid’s Church</td>
<td>PO Box 579 Dubbo NSW 2830</td>
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<td>02 6882 4233</td>
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<td><a href="mailto:principal@bth.catholic.edu.au">principal@bth.catholic.edu.au</a></td>
<td>St. John’s Parish</td>
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<tr>
<td>ST. MARY’S PRIMARY SCHOOL</td>
<td>25A Wheelers Lane Dubbo NSW 2830</td>
<td>Dubbo 2830</td>
<td>02 6882 4790</td>
<td>02 6884 4525</td>
<td><a href="mailto:stmarysdubbo@bth.catholic.edu.au">stmarysdubbo@bth.catholic.edu.au</a></td>
<td>John Wagner</td>
<td>419</td>
<td>1853</td>
<td>St. Brigid’s Dubbo</td>
<td>PO Box 579 Dubbo NSW 2830</td>
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<td>50-60 Tucklan St, Dunedoo, NSW 2844</td>
<td>PO Box 9, Dunedoo, 2844</td>
<td>02 6375 1387</td>
<td>02 6375 1490</td>
<td><a href="mailto:stmichaelsdunedoo@bth.catholic.edu.au">stmichaelsdunedoo@bth.catholic.edu.au</a></td>
<td>Sr Margaret Flood RSJ</td>
<td>36</td>
<td>1877</td>
<td>St Michael’s Parish, Catholic Presbytery</td>
<td>43 Yarrow Street PO Box 53 Dunedoo NSW 2844</td>
<td>PO Box 53 2844</td>
<td>02 6375 1126</td>
<td>02 6375 1865</td>
<td><a href="mailto:stmichaelsdunedoo@bth.catholic.edu.au">stmichaelsdunedoo@bth.catholic.edu.au</a></td>
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<td>02 6882 2129</td>
<td>02 6882 1124</td>
<td><a href="mailto:stlaurencesdubbo@bth.catholic.edu.au">stlaurencesdubbo@bth.catholic.edu.au</a></td>
<td>Pauline Walkom</td>
<td>204</td>
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<tr>
<td>ST. PIUS X PRIMARY SCHOOL</td>
<td>East Street Dubbo NSW 2830</td>
<td>Dubbo 2830</td>
<td>02 6882 3808</td>
<td>02 6884 4519</td>
<td><a href="mailto:stpiusdubbo@bth.catholic.edu.au">stpiusdubbo@bth.catholic.edu.au</a></td>
<td>Heather Irwin</td>
<td>178</td>
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<td>St. Brigid’s Church</td>
<td>PO Box 579 Dubbo NSW 2830</td>
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<td>ST. JOSEPH’S PRIMARY SCHOOL</td>
<td>Pye Street Eugoawra NSW 2806</td>
<td>Eugoawra 2806</td>
<td>02 6859 2485</td>
<td>02 6859 2500</td>
<td><a href="mailto:stjosephseugowra@bth.catholic.edu.au">stjosephseugowra@bth.catholic.edu.au</a></td>
<td>Cathy Eppelstun</td>
<td>32</td>
<td>1722</td>
<td>St John the Baptist Church</td>
<td>Pye Street PO Box 30 Eugoawra NSW 2806</td>
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<td>02 6859 2316</td>
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<td><a href="mailto:stjosephseugowra@bth.catholic.edu.au">stjosephseugowra@bth.catholic.edu.au</a></td>
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ST. JOSEPH’S PRIMARY SCHOOL
GILGANDRA
Grades                K – 6
Address               20 Wrigley Street  Gilgandra NSW 2827
Post                  PO Box 37  Gilgandra NSW 2827
Phone                 02 6847 2828
Fax                   02 6847 1422
Email                 stjoeysgil@bth.catholic.edu.au
Principal             Tony Musgrave
Enrolments            165
DEEWR                 1763
Parish                St Joseph’s Church
                                                           Wrigley Street
                                                           PO Box 31  Gilgandra NSW 2827
Phone                 02 6847 2095
Fax                   02 6847 1011

ST. PATRICK’S PRIMARY SCHOOL
LITHGOW
Grades                K – 6
Address               Cnr Mort & Lithgow Sts Lithgow 2790
Post                  PO Box 3026  Bowenfels 2790
Phone                 02 6351 3719
Fax                   02 6353 1731
Email                 stpatslithgow@bth.catholic.edu.au
Principal             Robert Keady
Enrolments            366
DEEWR                 1922
Parish                Catholic Parish of St. Patrick
                                                           & St Francis Xavier
                                                           69 Lett Street
                                                           PO Box 229 Lithgow NSW 2790
Phone                 02 6351 3092
Fax                   02 6351 3072

ST. JOSEPH’S PRIMARY SCHOOL
MOLOG
Grades                K – 6
Address               Edward Street  Molong NSW 2866
Post                  PO Box 240  Molong NSW 2866
Phone                 02 6366 8306
Fax                   02 6366 8967
Email                 stjosephsmolong@bth.catholic.edu.au
Principal             Barbara Howell
Enrolments            48
DEEWR                 1777
Parish                Church of the Sacred Heart
                                                           and Saint Lawrence O’Toole
                                                           44 Riddell St Molong NSW 2866
Phone                 02 6366 8010
Fax                   02 6366 9401

ALL HALLOWS PRIMARY SCHOOL
GULGONG
Grades                K – 6
Address               Bayly Street  Gulgong NSW 2852
Post                  PO Box 236  Gulgong NSW 2852
Phone                 02 6374 1582
Fax                   02 6374 2425
Email                 allhallowsgulgong@bth.catholic.edu.au
Principal             Catherine Gaudry
                                                           Beau Rogers (Terms 3&4 2013)
Enrolments            112
DEEWR                 1705
Parish                St John The Baptist Parish
                                                           Bayly Street
                                                           PO Box 12
                                                           Gulgong NSW 2852
Phone                 02 6374 1061

ST. JOSEPH’S PRIMARY SCHOOL
MANILDRA
Grades                K – 6
Address               65-69 Loftus St, Manildra NSW 2865
Post                  65 Loftus St  Manildra NSW 2865
Phone                 02 6364 5177
Fax                   02 6364 5383
Email                 stjosephsmanildra@bth.catholic.edu.au
Principal             Matthew French
Enrolments            39
DEEWR                 1774
Parish                Church of the Sacred Heart
                                                           and Saint Lawrence O’Toole
                                                           44 Riddell Street  Molong NSW 2866
Phone                 02 6366 8010
Fax                   02 6366 9401

CATHERINE McAULEY CATHOLIC PRIMARY SCHOOL, ORANGE
Grades                K – 6
Address               90 Hill St  Orange NSW 2800
Post                  PO Box 170  Orange NSW 2800
Phone                 02 6361 3344
Fax                   02 6362 0383
Email                 mcauleyorange@bth.catholic.edu.au
Principal             Michael Croke
Enrolments            542
DEEWR                 1998
Parish                St Mary’s and St Joseph’s
                                                           84 Hill Street
                                                           PO Box 44 Orange NSW 2800
Phone                 02 6362 2378
Fax                   02 6362 2032
ST. MARY’S CATHOLIC PRIMARY SCHOOL
ORANGE

Grades: K – 6
Address: Cnr Park and Byng Streets  Orange
Post: PO Box 8007  Orange NSW 2800
Phone: 02 6362 7926
Fax: 02 6361 8783
Email: stmarysorange@bth.catholic.edu.au
Principal: Kerrie Basha
Enrolments: 378
DEEWR: 1863
Parish: St Mary's and St Joseph's
84 Hill Street
PO Box 44 Orange NSW 2800
Phone: 02 6362 2378
Fax: 02 6362 2032

ST. COLUMBA’S PRIMARY SCHOOL
YEOVAL

Grades: K – 6
Address: 38 Forbes Street Yeoval NSW 2868
Post: 38 Forbes Street Yeoval NSW 2868
Phone: 02 6846 4205
Fax: 02 6846 4271
Email: stcolumbas@bth.catholic.edu.au
Principal: Glen Brown
Enrolments: 26
DEEWR: 1625
Parish: Church Of Our Lady, Yeoval
(belonging to St Patrick's Parish)
58 Warne Street
Wellington NSW 2820
Phone: 02 6845 2061
Fax: 02 6845 4321

ST. JOSEPH’S PRIMARY SCHOOL
PORTLAND

Grades: K – 6
Address: 95 Williwa Street  Portland NSW 2847
Post: PO Box 63  Portland NSW 2847
Phone: 02 6355 5111
Fax: 02 6355 5199
Email: stjosephportland@bth.catholic.edu.au
Principal: Susan Kearns
Enrolments: 47
DEEWR: 1729
Parish: St Vincent's Church
95 Williwa Street
PO Box 70  Portland NSW 2847
Phone: 02 6355 5189
Fax: 02 6355 5186
STRATEGIC IMPROVEMENT PLAN
2013-2015
Our strategic intent is:

1.1 Catholic Identity
   1.1.1 Vision and Mission statements that explicitly articulate the nature and purpose of Catholic schooling
   1.1.2 A cohesive and integrated framework for the professional development and ongoing formation of staff in Religious Education and Theological Studies
   1.1.3 Enhanced opportunities provided to engage with the local and broader Church community.

1.2 Religious Education Curriculum
   1.2.1 A Religious Education curriculum that promotes deep knowledge, understanding and celebration of the Catholic tradition through quality pedagogical practices
   1.2.2 A Religious Education curriculum that incorporates a range of teaching and learning experiences that address the developmental and learning needs of students
   1.2.3 An assessment and reporting policy for Religious Education is clearly articulated and reflects contemporary understanding of student learning and religious literacy
   1.2.4 Schools have access to quality resources that enhance the Religious Education curriculum.

1.3 New Evangelisation
   1.3.1 A shared understanding of and practical responses to the New Evangelisation
   1.3.2 Initiatives and programs of witness, formation and service are in place to support school communities in becoming centres of New Evangelisation.

1.4 School, Parish and Parents in Partnership
   1.4.1 Explore opportunities emerging from the Diocesan Assembly process to strengthen relationships with parishes and Church agencies
   1.4.2 There is a well developed understanding of the role of school leaders and teachers in supporting the sacramental life of the Parish
   1.4.3 The work of Catholic agencies and Religious Congregations is actively supported across the system of schools.

1.5 Catholic Social Teaching
   1.5.1 Catholic Social Teaching underpins all major policies, practices and structures
   1.5.2 Catholic charities and social justice agencies receive priority in advocacy, fundraising and appropriate outreach activities.
Our strategic intent is:

2.1 Standards and Student Achievement
   2.1.1 Inclusive and sustainable structures and processes that build a focus on teacher and principal capacity to meet student learning and developmental needs
   2.1.2 Data is used systematically at local and system levels to drive specific improvements in student achievement in every school
   2.1.3 All teachers setting measurable targets for improvement in student learning and wellbeing outcomes
   2.1.4 Measurable improvements are apparent in all external testing for the top two bands across all schools.

2.2 Curriculum
   2.2.1 Collaborative and effective implementation of the Australian Curriculum enhanced by classroom practices, student engagement and learning and teaching aligned with a contemporary learning framework.

2.3 Collaborative Culture
   2.3.1 Assemble professional learning programs, guidelines and policies to encourage collaboration in the pursuit of a professional culture informed by the Diocesan Leadership Framework and the Quality Catholic Education (QCE) Framework.

2.4 School Improvement
   2.4.1 The Learning and Teaching team to provide enhanced services to meet the diverse needs of students, to strategically respond to various compliance agendas and to provide leadership in contemporary learning.

2.5 Student Wellbeing and Pastoral Care
   2.5.1 Support for schools in the ethical use of social networking and media with a view to enhancing student safety, learning, growth and development
   2.5.2 A framework implemented for professional conduct in the protection of children
   2.5.3 A system wide student wellbeing and pastoral care framework developed and implemented.
Our strategic intent is:

3.1 Building Leadership Capacity
   3.1.1 Increase leadership capacity across the Diocese through the implementation of the Diocesan Leadership Framework (Leading the Way).

3.2 Workplace Performance
   3.2.1 Improved capacity of CEO staff through the implementation of the CEO Staff Performance Review and Contract Renewal process
   3.2.2 Improved capacity of all teachers and school personnel through the implementation of national performance and development initiatives.

3.3 Workforce Planning
   3.3.1 A system wide approach to the implementation of a centralised WH&S plan
   3.3.2 A framework for Catholic school employees that includes professional standards which are consistent with Catholic social teaching and Catholic employer/employee rights and responsibilities
   3.3.3 A framework of salary and conditions for CEO staff
   3.3.4 Targets established within the staffing guidelines securing ongoing sustainability of the system of schools.
Our strategic intent is:

4.1 Facilities and Planning
   4.1.1 Provision of a safe, secure and ethical digital environment that is compliant with government regulation and best practice
   4.1.2 The development of a maintenance register and in collaboration with other Dioceses a systemic and strategic approach to the ongoing maintenance and refurbishment of school and CEO facilities and plant, including ICT infrastructure, for the short, medium and long-term
   4.1.3 System wide ICT services that demonstrate best practice and enhance learning
   4.1.4 System wide ICT services that demonstrate best practice and enhance communication
   4.1.5 System wide ICT services that demonstrate best practice and enhance administration
   4.1.6 System wide ICT services that demonstrate best practice and enhance effective collaboration with external agencies.

4.2 Resources and Financial Sustainability
   4.2.1 Improved understanding and management of accountability for financial systems in schools
   4.2.2 Financial framework underpinned by policy and procedures, delegations manual and standard chart of account for schools
   4.2.3 Cost savings achieved through the provision of resources and utilities to schools with centralised purchasing arrangements
   4.2.4 Master Plan of schools for capital works applications to the Commonwealth Block Grant Authority (CBGA).

4.3 Accessibility and Affordability of Catholic Schools
   4.3.1 Processes that contain costs and maintain the affordability of Catholic Schools
   4.3.2 A coherent system wide approach to the collection of fees.

4.4 Environmental Stewardship
   4.4.1 A reduced carbon footprint across the Diocesan system of schools.
Our strategic intent is:

5.1 Strategic Alliances
   5.1.1 A coherent marketing and communication plan for the system of schools
   5.1.2 Further develop partnerships with tertiary institutions within and beyond the region
   5.1.3 Effective policies, structures and resources supporting the engagement of families
   5.1.4 New partnerships and alliances.

5.2 Strategic Thinking, Planning and Acting
   5.2.1 A system wide approach to Professional Learning with framework, policy and guidelines that are contemporary, address school, system and individual needs.

5.3 Organisational Structure, Alignment and Management Frameworks
   5.3.1 Monitor organisational frameworks in planning, school review and improvement, and accountability, to ensure alignment and sustainability
   5.3.2 Assess and monitor the effectiveness and sustainability of the organisational structure of the CEO.

5.4 Catholic Education Office Effectiveness, Performance and Improvement
   5.4.1 A systemic approach to planning, accountability and measurement of CEO effectiveness and outcomes.
KEY AREA 1: CATHOLIC LIFE AND RELIGIOUS EDUCATION

Focus: In 2013 the areas of focus for Catholic Life and Religious Education were teacher formation and accreditation, the development of Religious Education digital resources and the ongoing development of Religious Education programs.

Catholic Identity
- Through liaison with other Dioceses in NSW information was gathered on standards for working and leading in a Catholic School in NSW
- The policy “Accreditation to Work, Teach and Lead in Systemic Catholic Schools in the Diocese of Bathurst” was completed and disseminated to all schools for implementation
- Study groups for Graduate Certificate and Master’s Degree courses in Theology were established in conjunction with the Broken Bay Institute
- Support was provided for teacher engagement to model and witness through pilgrimages, conferences and World Youth Day
- Professional Development was provided for teachers associated with the participation for the first time in the Religious Art competition.

Religious Education Curriculum
- A working party was established for the development of a Life Skills Religious Education program for students with literacy needs. The developed program was introduced to schools
- The K to 6 Religious Education curriculum was implemented in all schools in draft form
- Religious Education programs reflect contemporary learning and pedagogy
- The Years 9 and 10 Religious Education Curriculum was approved, aligned to resources and implemented in schools
- Teaching programs were audited to ensure provisions for differentiation, school context such as school charisms and liturgical practices
- An electronic database of web resources was developed. The resources were tagged by unit and subject. Limited copies of required texts for loan to teachers were acquired and added to the library catalogue
- Religious Education teaching resources were identified and purchased by larger schools and by the Catholic Resource Centre for loan to smaller schools
- The Bathurst Diocese liaised with the Sydney CEO to develop digital resources to support the effective implementation of the Religious Education Curriculum
- Final drafts of Religious Education Units were updated and finalised in accordance with national directions in curriculum and pedagogy with the intention of linking results of the testing to the courses
- Year 6 Average Test score results over the last three years indicate an initial improvement in the knowledge and understanding of sacraments and scripture
- Schools were supported in using test data to analyse results to improve learning and teaching
- The Catholic Beliefs and Practices Program that was developed for Year 7 was re-written. It now forms part of the Year 7 Religious Education program.
Year 6 RE Test Result Averages by Category

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School, Parish and Parents in Partnership
- e-Conferences were organised, resourced and facilitated. Invitations for professional development activities were extended to all parishioners through Parish Bulletins
- The services of the Diocesan Resource Centre were extended to Diocesan and parish activities, as well as religious congregations.
KEY AREA 2: LEARNING, TEACHING AND STUDENT ACHIEVEMENT

Focus: The focus for 2013 in this area has been driven by a National Agenda based around the introduction of the Australian Curriculum, the school improvement agenda and the enhancement of teacher quality and contemporary pedagogy.

Student Well Being and Pastoral Care
- A framework for personal conduct in the protection of children was developed. School personnel received training in the policy.
- The role of the Schools Consultant in the management of students with challenging behaviours to support teachers and schools was clarified, adjusted and implemented in order to provide more imminent and appropriate support to teachers and Principals.
- The next phase of the development of Memorandums of Understanding (MOUs) with Newcastle and Western Sydney Universities’ Occupational Therapy Departments commenced. This has resulted in the arrival and placement of students (3rd & 4th year) in Bathurst schools and the development of school screeners and interventions for classroom teachers for use during 2013.
- Available funding under National Partnerships was also used to employ a part time Occupational Therapist to provide support to schools of the Diocese.

Curriculum
- A “Hub and Spoke” model was established and operated to provide support to Primary schools on the introduction of the Australian Curriculum.
- Aboriginal and Torres Strait Islander cross curriculum priorities were identified and incorporated into the Australian Curriculum for all stages of the curriculum.
- A secondary schools plan for the introduction of the Australian Curriculum was developed. The CEO provided support to teacher KLA area working parties for the production of resources to guide scope and sequences in the establishment of the Australian Curriculum in 2014.
- A draft Contemporary Learning Framework developed for K to 6 schools was developed and introduced as a core part of learning and teaching. Schools have been supported in contextualising the overarching model.
- The DIBELS (Dynamic Indicators of Basic Early Literacy Skills) data system under the guidance of Dr Sarah McDonagh (CSU) supported teacher skill development in implementing reading programs to address individual reading needs.
Collaborative Culture

- The Quality Catholic Education framework was monitored and evaluated by Schools Consultants. It became part of the Diocesan systemic accountabilities and was identified in the Diocesan Compliance Manual which became a resource for schools.
- Schools were provided with comprehensive support and professional development based around the Professional Learning Communities model. Federal funding was used to provide consultancy support for the introduction of a common language around this model.
- Diocesan priorities in funding supported schools in the programs for leadership development and school improvement.
- A Diocesan wide professional learning policy that guides schools in continuous school improvement was drafted ready for implementation in 2014.
- The Diocesan Leadership Framework was published and launched and is used to guide, train and prepare teachers and leaders across the Diocese.

School Improvement

- Schools were supported in developing strategies for school improvement that can be identified in Strategic School Improvement Plans and Annual School Improvement Plans.
- The Diocesan Attendance Policy was reviewed and rewritten. Issues identified were used to better support schools in maintaining appropriate attendance levels.
- Structures were also put in place for the monitoring and support of attendance by indigenous students.
- The Leadership for School Improvement professional development course supported by National Partnerships was again delivered to selected school leaders across the Diocese. This course supports the use of data analysis in leading school improvement.
- Indigenous families, teachers and AEWs were involved in the development of Personalised Learning Plans for indigenous students from their first year of formal schooling.
- The Diocese trialled as part of the National Collection of Data for Students with Disabilities the establishment of an online system. This will be compulsory for all schools in 2014.
- Data analysis continued to become a focus of the school improvement and teacher quality agenda. Data sources included DIBELS (Dynamic Indicators of Basic Early Literacy Skills) data system, NAPLAN, ESSA and HSC results.
- Data is used for the early identification of indigenous students at risk and supports the early implementation of programs such as PRELIT/MINILIT.
- Data analysis is now supported by the Quality Catholic Education processes and the introduction of the Professional Learning Communities concepts.
- A more coordinated approach to the gathering and dissemination of this data has been planned for 2014 so that the data is used to set system priorities and to support schools in particular areas of need.
### Standards and Student Achievement

- The Contemporary Learning Project (Years K-6) supported schools in building teacher capacity through professional learning within a new programming and assessment framework. Schools have been supported in adapting the contemporary model to a local framework.
- Secondary schools were involved in building teacher capacity through secondary curriculum writing parties addressing new syllabus documents.
- Dr Julia Atkin (Education & Learning Consultant) worked with the contemporary learning committee and diocesan schools as a critical friend during 2013. Julia assisted teachers to revisit pedagogy, consider student learning and establish links to research around learning.

### NAPLAN Analysis: National Minimum Standards (% achieved standard):

#### Year 3

<table>
<thead>
<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diocese</td>
<td>804</td>
<td>97</td>
<td>99</td>
<td>97</td>
<td>98</td>
<td>99</td>
</tr>
<tr>
<td>NSW (all schools)</td>
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<td>95</td>
<td>95</td>
<td>94</td>
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<td>96</td>
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#### Year 5

<table>
<thead>
<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diocese</td>
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<td>96</td>
<td>97</td>
<td>97</td>
<td>96</td>
<td>98</td>
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<td>NSW (all schools)</td>
<td>85089</td>
<td>93</td>
<td>95</td>
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<td>96</td>
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#### Year 7

<table>
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<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diocese</td>
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<td>96</td>
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#### Year 9

<table>
<thead>
<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
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<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
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</thead>
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<tr>
<td>Diocese</td>
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<td>89</td>
<td>96</td>
<td>92</td>
<td>96</td>
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<td>95</td>
<td>82</td>
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<td>89</td>
<td>92</td>
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</table>
• All areas of NAPLAN testing across the Diocese resulted in the percentage number of students above the minimum standard being higher than the state percentage.
• All schools were supported in analysing school data and setting appropriate improvement targets for 2014.

**NAPLAN Analysis: Mean Score Achievement compared to state:**

### Year 3

<table>
<thead>
<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
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</thead>
<tbody>
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### Year 5

<table>
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<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
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<td>484.1</td>
<td>504.6</td>
<td>508.4</td>
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### Year 7

<table>
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<th>Grammar &amp; Punctuation</th>
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<td>516.9</td>
<td>559.4</td>
<td>542</td>
<td>549.5</td>
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</table>

### Year 9

<table>
<thead>
<tr>
<th>Schools</th>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diocese</td>
<td>626</td>
<td>592.8</td>
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<td>596.4</td>
<td>588.6</td>
<td>595</td>
</tr>
<tr>
<td>NSW (all schools)</td>
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<td>585.6</td>
<td>554.2</td>
<td>591.8</td>
<td>579.3</td>
<td>596</td>
</tr>
</tbody>
</table>
• Diocesan wide areas of strength and areas in need of additional support were identified from the NAPLAN statistics. The focus for 2014 will be on the numeracy results in the Years 5, 7 and 9 cohorts as well as spelling in the Years 5 and 7 cohorts and writing, spelling and grammar in the Year 3 cohort.

• Individual schools with particular needs that were identified as a result of the NAPLAN analysis were also identified for targeted support in 2014.

• In 2013, 439 students studied for the HSC at one of the four Catholic Secondary schools in the Diocese: La Salle Academy, Lithgow (49), Mackillop College Bathurst (113), James Sheahan Catholic High School, Orange (125) and St John’s College, Dubbo (152). This is an increase of 77 students on the 2012 cohort. The increase broadly reflects the improved retention rates following the increase in the school leaving age.

• Courses were offered in 53 subjects and included vocational as well as academic courses providing students with a full range of options. The highest ATAR in the Diocese was 99.45.

• There were 130 Band 6 results. Three students were named as All-Round Achievers for scoring 10 units of Band 6 results. Seventy two students were named as NSW HSC Distinguished Achievers for scoring a top band result for one or more courses.

• There were 15 Band 6 scores in Studies of Religion across the four schools. All students sitting for the HSC in Diocesan schools sat for either Studies of Religion 1 Unit or 2 Unit or Catholic Studies.

• The focus for the HSC in 2013 has been to assist schools with data analysis through engagement with the DeCourcey statistics. Individual schools have analysed results and are building appropriate strategies for improvement into their Annual Plans.
KEY AREA 3: HUMAN RESOURCES

Focus: In 2013 the Human Resources focus was on the development and implementation of procedures and processes that would support the development of the Catholic Education Office’s strategic direction of continuous improvement.

Workplace Performance
- The Development of a WHS Annual Plan template for all schools was developed and introduced to schools. The process is now followed by all schools
- CCI Risk Assessors audited three schools during the year. This will be an annual event to improve compliance planning
- Guidelines for performance management of employees were published and implemented
- The integration of a WHS management system in the Bathurst Diocese with the Broken Bay WHS management system was completed
- The WHS Annual Plan was designed and implemented with training for Principals and relevant officers. The process is now followed by all schools
- An Annual Professional Goals process was developed and implemented with CEO staff.

Workforce Planning
- Staffing levels and capacities at two K-10 schools were adjusted as part of planning to extend the schools to Stage 6 in 2015
- A decision was made to add an additional School Consultant to the CEO Leadership Team to provide leadership in the area of curriculum and its development
- A professional learning working party investigated the development of processes to support leadership for improved learning and teaching
- The Workplace Gender Equality committee rewrote the policy supporting new government legislation
- Consultations commenced with CSU concerning the needs of schools and universities in relation to teacher training (TECAB)
- A Foundation Statement was developed identifying Catholic Social Teachings in the management of workplace relations and industrial issues.

Building Leadership Capacity
- Leadership assessments were reviewed, developed and implemented to reflect the Diocesan Leadership Framework (Leading the Way)
- A strategic introduction to the Professional Learning Communities model began across the Diocese with a Diocesan wide conference for CEO personnel and Diocesan Principals and Assistant Principals
- A Professional Learning for Leadership working party was established and commenced the development of a strategic directions policy that will be aligned with local and national agendas.
KEY AREA 4: RESOURCES, FINANCE AND FACILITIES

Focus: In 2013 the focus on facilities was one of consolidating the roll out of ICT services and the completion of master planning.

Facilities and Planning
• Establishment of a unique user identity was finalised
• Each school has a school ICT plan in line with system compliance requirements
• All staff now receive payslips electronically
• WHS and Sport risk assessment sites were established and operating effectively
• Internet filtering and monitoring at varying levels has been implemented in secondary and K-10 schools
• CEnet mandated services including Google Apps were successfully launched
• Safe and Acceptable Use policies and settings were developed
• The CEO website upgrade has commenced in preparation for 2014.

Resources and Financial Sustainability
• Master planning for priority schools prior to submission of applications to the CBGA
• The needs of both Cowra and Mudgee were investigated in relation to a possible expansion to Stage 6
• Video conferencing facilities were provided to all secondary and K-10 schools. The CEO in Bathurst also received this facility as part of a partnership with Telstra.

Accessibility and Affordability of Catholic Schools
• Planning has commenced for the development of an across the Diocese policy of fee collection and follow up
KEY AREA 5: STRATEGIC LEADERSHIP FOR SUSTAINABLE CATHOLIC EDUCATION

Focus: In 2013 there was a focus on improving and enhancing CEO processes to strongly support school improvement in learning and teaching.

Strategic Alliances
• Partnerships established with universities, notably CSU and BBI and a flow of information and services has developed that is clear and valuable in supporting school improvement and teacher professional learning

• The Hawker Brownlow group was engaged to commence a program of embedding the Professional Learning Communities concept into the Diocesan system. The development of a PLC network was planned for implementation in 2014.

Strategic Thinking Planning and Acting
• Development of a Diocesan Professional Learning Policy linked to both the Diocesan Leadership Framework and the Contemporary Learning Framework has continued and been supported by a Diocesan working party with links to CSU, the AIS and the Diocese of Maitland-Newcastle. This group is continuing to build a framework for professional learning and leadership based around the AITSL teaching standards and will carry the work into 2014

• The February Principals conference provided a focus of “Leading Communities for Transformation.” The guest presenter Dr Dan White, Executive Director of the Catholic Education Office, Archdiocese of Sydney addressed the Principals on the theme “The Principal as Capacity Builder”

• The Diocesan Leadership Framework was launched in February at the Principals conference

• Links were made with Catholic Earth-Care on the theme of Leading Communities for Transformation

• Workshop support was provided for schools to deliver a contextually strategic indigenous education plan.

Organisational Structure, Alignment and Management Frameworks
• Leadership and team meeting schedules were evaluated and adjusted to ensure alignment and effective communication about role, purpose and process

• The CEO organisational structure was reviewed and an organisational model developed that is characterised by a networked structure in which CEO staff undertake a range of operational and strategic tasks in collaboration with other CEO based personnel, school staff, community personnel, parents and diocesan staff. An interdisciplinary service team approach has been adopted

• A regular e-news bulletin delivers information to schools on a weekly basis as a strategic way of reducing the email flow and duplication to schools.
Catholic Education Office Effectiveness, Performance and Improvement

- A Systems Compliance manual is published and the roles of CEO staff in monitoring compliance are explicitly outlined and clear to schools and CEO staff.

- Compliance is measured and documented effectively across the system of schools by the CEO through an audit document that is annually updated and verified by evidence sampled from schools.

- CEO accountability for monitoring of compliance can be measured against evidence collected from schools through processes introduced by the CEO and identified at a schools training day. Annual compliance audit sampling was introduced to support this requirement.

- CEO Leadership Team contract renewal processes were developed and implemented to include a 360 degree appraisal and feedback process.

- The school appraisal system was replaced with a Diocesan School Review that embedded a stronger approach to school improvement based around learning and teaching. This was evaluated and further improvements using the National School Improvement Tool are planned for 2014.

- The CEO strategic planning processes were made transparent to key stakeholders and published to schools and others with a mantra identified for 2014 that summarises the key strategic direction of the school system: Self, School System: Learning by Doing, Learning for Transformation.
INCOME AND EXPENDITURE
**DIOCESE OF BATHURST**  
**CATHOLIC EDUCATION OFFICE**

**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 DECEMBER 2013**

<table>
<thead>
<tr>
<th><strong>ACCUMULATED FUNDS</strong></th>
<th><strong>Year Ended</strong> 31/12/12</th>
<th><strong>Year Ended</strong> 31/12/13</th>
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</thead>
<tbody>
<tr>
<td>Opening Balance</td>
<td>8,507,146</td>
<td>8,986,319</td>
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<tr>
<td>Prior Yr Adjustments to Provisions</td>
<td>2,984,775</td>
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<tr>
<td>Plus/Minus Surplus(Loss) year</td>
<td>479,174</td>
<td>2,062,479</td>
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<td>Reserves</td>
<td>760,000</td>
<td>4,560,000</td>
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<tr>
<td><strong>Closing Balance</strong></td>
<td><strong>9,746,319</strong></td>
<td><strong>18,593,573</strong></td>
</tr>
</tbody>
</table>

**REPRESENTED BY:**  
**FIXED ASSETS**

Total Property, Plant and Equipment  
869,119 854,507

**CURRENT ASSETS**

Bank Accounts  
36,440,202 41,964,129

Receivables and Accrued Income  
2,418,558 1,990,767

GST  
(25,227) 18,318

Clearing Accounts  
670,953 8,709

Total Current Assets  
39,504,486 43,981,923

**TOTAL ASSETS**  
40,373,605 44,836,430

**LESS: CURRENT LIABILITIES**

Creditors  
4,632,510 3,124,528

Provisions  
26,009,013 23,215,246

GST  
(14,237) (96,917)

Total Liabilities  
30,627,286 26,242,857

**NET ASSETS**  
9,746,319 18,593,573
DIOCESE OF BATHURST
CATHOLIC EDUCATION OFFICE

INCOME STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2013

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Year Ended 31/12/12</th>
<th>Year Ended 31/12/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent Income</td>
<td></td>
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<tr>
<td>Commonwealth &amp; State Grants</td>
<td>78,546,941</td>
<td>83,588,187</td>
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<td>Fees and Levies</td>
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<td>891,341</td>
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<td>Targeted Programs</td>
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<tr>
<td>Trade Training</td>
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<tr>
<td>VET</td>
<td>112,068</td>
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<td>160,585</td>
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<td>AEDI</td>
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<td>Drug Education</td>
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<td>State Literacy &amp; Numeracy</td>
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<td>National Partnerships</td>
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<td>BER - P21</td>
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TOTAL INCOME                                | **94,431,152**      | **93,872,021**      |
<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>Year Ended 31/12/12</th>
<th>Year Ended 31/12/13</th>
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<tbody>
<tr>
<td><strong>Recurrent Expenditure</strong></td>
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</tr>
<tr>
<td>Salaries and Wages</td>
<td>71,832,030</td>
<td>74,138,029</td>
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<tr>
<td>Distributions to Schools</td>
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<td>Distributions to Diocese</td>
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<td>CEO Operating Expenses</td>
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<td>CASAP</td>
<td>1,331,978</td>
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<td>Special Learning Needs/SWD</td>
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<td>Literacy and Numeracy</td>
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<td>National Partnerships</td>
<td>808,605</td>
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<td>Digital Education Revolution</td>
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<td>MSSWD</td>
<td>18,227</td>
<td>290,656</td>
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<td>National Syllabus</td>
<td>-</td>
<td>197,006</td>
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<td>BER - P21</td>
<td>1,599,988</td>
<td>7,206</td>
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<td><strong>Reserves Expenses</strong></td>
<td></td>
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<td><strong>TOTAL EXPENDITURE</strong></td>
<td>93,951,978</td>
<td>91,809,542</td>
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<td><strong>NET PROFIT (LOSS)</strong></td>
<td>479,174</td>
<td>2,062,479</td>
</tr>
</tbody>
</table>
BATHURST
Postal Address  PO Box 308
Bathurst NSW 2795
Street Address  Gilmour Street
Kelso NSW 2795
Telephone  02 6338 3000
Fax  02 6338 3001
Email  ceo@bth.catholic.edu.au
Web  www.bth.catholic.edu.au

DUBBO
Postal Address  PO Box 4208
Dubbo NSW 2830
Street Address  138 Sheraton Road
East Dubbo NSW 2830
Telephone  02 6882 7355
Fax  02 6882 9337
Email  ceo@bth.catholic.edu.au
Web  www.bth.catholic.edu.au

RESOURCE CENTRE
Postal Address  PO Box 725
Bathurst NSW 2795
Street Address  Gilmour Street
Kelso NSW 2795
Telephone  02 6338 3022
Fax  02 6338 3001
Email  recentre@bth.catholic.edu.au

Opening Hours
Term Time  Monday, Wednesday, Thursday and Friday
9.00am – 12noon and 1.00pm – 5.00pm
Tuesday
2.00pm – 5.00pm
Outside these hours by appointment.

Please note these hours vary during school holidays.