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A Message from **Most Reverend Michael McKenna**  
Bishop of Bathurst

This year, we mark 150 years since the establishment of the Diocese of Bathurst. Our local church was born as a crisis loomed with the withdrawal of government funding for church schools. Once it was removed, that funding did not come back for almost a century. The response to the crisis shaped the history, not just of Catholic education, but the whole of the Church's mission here and around Australia.

As we reflect on another year of good service by the Catholic Education Office and all who contribute to the work of the Catholic schools in our Diocese, I would like to frame my remarks in the context of mission.

There is a saying that we should not think of the Church as “having a mission”, but that Christ's mission has a Church. That is a good focus.

Our Catholic schools are a work of the Church and part of the mission she serves. That is a focus we need to keep.

The growing enrolments and demand for places in our system (of course, with some local variations) is evidence of the excellent reputation our schools enjoy for providing affordable, good quality education in an atmosphere of pastoral care.

But it is not enough for Catholics to admire from a distance these good schools that their community has established. It is important to cultivate a sense of belonging. The schools belong to the local Church, not just in terms of land and buildings, but as agents of the mission that the Church is called to serve. This mission, as St Mary of the Cross taught us and Pope Francis reminds us, is oriented above all to those on the edges of prosperity and acceptance.

In closing, I give thanks for our Director of Schools, Mrs Jenny Allen and her staff: and for all who serve Christ's mission in our school communities. I am also grateful for the way that our Catholic Education Council has developed, under the leadership of its President, Father Paul Devitt and its Chair, Mr Paul Crennan. The members of the Council, who give generously of their time and talent, deserve the gratitude of us all. In a particular way, I salute Sr Jean Cain rsj, founding Chair, and Mrs Delwyn Mitevski, who are retiring this year.

As we celebrate a century and a half of the Diocese of Bathurst, may our sense of mission be renewed and our hope in Christ strengthened.

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

Self, School, System: Learning by Doing, Learning for Transformation is the phrase which captures the essence of the improvement focus across the Catholic Education Office and our system of schools in 2014. Learning by Doing, in a particular way references the Professional Learning Communities model (Dufour) which has been adopted across the diocese as the vehicle by which to reculture our schools, giving life to the various components detailed within our Quality Catholic Education (QCE) school improvement framework. Learning for Transformation speaks directly to the heart of Christ’s mission which, as Catholic educators, we serve. Self, School, System highlights the interdependent, collaborative approach which characterises professional activity within and across our system of schools.

Readers will note that the detail in this Annual Report reflects the momentum achieved as we reached the midpoint of our current Strategic Improvement Plan. That momentum has been created as a result of the professional and dedicated approach of every Catholic Education Office staff member whose work I applaud. It is indeed a privilege to work alongside them in support of our school and parish communities.

As a steward of the rich tradition of Catholic Education within the diocese, I commend to you this 2014 Annual Report.

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
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<td>Gloria Ahern</td>
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<td>Jenny Stocks</td>
<td>Manager, Payroll/Schools Accountant</td>
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<td>Josephine Chirgwin</td>
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<td>Karen Burke</td>
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<td>Karen Constant</td>
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<td>Linda Densmore</td>
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<td>Pauline Walkom</td>
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<td>Rose-Marie van Raad</td>
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<td>Vickie Vance</td>
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<td>Vince Connor</td>
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<td>Warren Frew</td>
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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 (retired 2015)
**Br Kelvin Canavan, fms** Sydney
**Mr Michael Knight** Dunkeld
**Mr Paul Mann** Gilgandra
**Mrs Anne McLean** Mudgee
**Dr Beverley Moriarty** Dubbo
**Mr Patrick Cooper** Bathurst
**Mr Mike Crowley** Orange
**Mrs Delwyn Mitevski** Coonabarabran (retired 2015)
**Mrs Jenny Allen** Bathurst

**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.
## Diocesan Catholic Schools

### ST. MATTHEWS CATHOLIC SCHOOL MUDGEE
- **Grades**: K – 12
- **Address**: 4 Lewis Street Mudgee NSW 2850
- **Phone**: 02 6372 1742
- **Fax**: 02 6372 1423
- **Email**: stmattmudgee@bth.catholic.edu.au
- **Principal**: Jason Hanrahan
- **Enrolments**: 629
- **DEEWR**: 1873
- **Parish**: St Mary’s Church
  - 57 Market Street Mudgee NSW 2850
  - Phone: 02 6372 2122
  - Fax: 02 6372 6700

### 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**: stjohnscolledubbo@bth.catholic.edu.au
- **Principal**: Kerry Morris
- **Enrolments**: 1065
- **DEEWR**: 1673
- **Parish**: St Brigids Church
  - 198 Brisbane Street PO Box 579 Dubbo NSW 2830
  - Phone: 02 6882 4233
  - Fax: 02 6884 0369

### JAMES SHEAHAN 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**: 1016
- **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

### MACKILLOP COLLEGE BATHURST
- **Grades**: 7 – 12 (Girls)
- **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
- **Enrolments**: 591
- **DEEWR**: 1375
- **Boarding**: St. Joseph’s Boarding House
  - 02 6337 6900
- **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 Bowenfels NSW 2790
- **Phone**: 02 6354 5100
- **Fax**: 02 6353 1552
- **Email**: lasallelithgow@bth.catholic.edu.au
- **Principal**: John Emms
- **Enrolments**: 334
- **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. 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**: 473
- **DEEWR**: 1959
- **Parish**: St Raphael’s Church
  - 15 Lachlan Street
  - PO Box 39 Cowra 2794
  - Phone: 02 6342 1369
  - Fax: 02 6341 1983

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**NOTE:** Enrolment figures presented for schools reflect August 2014 census data submitted to DEEWR.
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<td></td>
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<tr>
<td>Fax</td>
<td>02 6332 2530</td>
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</tbody>
</table>
ST. PHILOMENA’S PRIMARY SCHOOL
BATHURST
Grades K – 6
Address Lloyds Road Bathurst NSW 2795
Post PO Box 2031 Bathurst NSW 2795
Phone 02 6331 1198
Fax 02 6332 3976
Email stphilsbathurst@bth.catholic.edu.au
Principal James Farr
Enrolments 199
DEEWR 1950
Parish Ss Michael and John’s Cathedral
Address 100 George Street
PO Box 9 Bathurst NSW 2795
Phone 02 6331 3066
Fax 02 6332 2530

ST. JOSEPH’S PRIMARY SCHOOL
BLAYNEY
Grades K – 6
Address Adelaide Street Blayney NSW 2799
Post Adelaide Street Blayney NSW 2799
Phone 02 6368 2243
Fax 02 6368 3228
Email stjosephsblayney@bth.catholic.edu.au
Principal Gerard Davies
Enrolments 118
DEEWR 1735
Parish St James Parish
Address Adelaide Street Blayney NSW 2799
Phone 02 6368 2387
Fax 02 6368 2038

ST. EDWARD’S PRIMARY SCHOOL
CANOWINDRA
Grades K – 6
Address Tilga St Canowindra NSW 2804
Post PO Box 75 Canowindra NSW 2804
Phone 02 6344 1170
Fax 02 6344 1559
Email stedwardscan@bth.catholic.edu.au
Principal Ken McNamara
Enrolments 90
DEEWR 1637
Parish St Edward’s Parish
Address 39 Suttor Street
PO Box 66 Canowindra NSW 2804
Phone 02 6344 1210
Fax 02 6344 2228

ST. BRIDGID’S PRIMARY SCHOOL
COONAMBLE
Grades K – 6
Address 8 Tooloon Street Coonamble NSW 2829
Post PO Box 506 Coonamble NSW 2829
Phone 02 6822 1511
Fax 02 6822 2505
Email stbrigidschool@bth.catholic.edu.au
Principal Gai Gilmour
Enrolments 159
DEEWR 1595
Parish Our Lady of Perpetual Help
Address 42 Yarrow Street
PO Box 70 Coonamble NSW 2829
Phone 02 6822 1143
Fax 02 6822 3418

ST. LAWRENCE’S PRIMARY SCHOOL
COONABARABRAN
Grades K – 6
Address 24-28 Dalgarne Street
Post PO Box 248 Coonabarabran NSW 2357
Phone 02 6842 1732
Fax 02 6842 1857
Email stlawrencescoona@bth.catholic.edu.au
Principal Terry McGoldrick
Enrolments 112
DEEWR 1811
Parish St. Lawrence’s Church
Address 14 Namoi Street
PO Box 38 Coonabarabran NSW 2357
Phone 02 6842 1043
Fax 02 6842 1385

ST. BRIGID’S PRIMARY SCHOOL
COONAMBLE
Grades K – 6
Address 8 Tooloon Street Coonamble NSW 2829
Post PO Box 506 Coonamble NSW 2829
Phone 02 6822 1511
Fax 02 6822 2505
Email stbrigidschool@bth.catholic.edu.au
Principal Gai Gilmour
Enrolments 159
DEEWR 1595
Parish Our Lady of Perpetual Help
Address 42 Yarrow Street
PO Box 70 Coonamble NSW 2829
Phone 02 6822 1143
Fax 02 6822 3418

Primary Catholic Schools
ST. JOHN’S PRIMARY SCHOOL
DUBBO
Grades K – 6
Address 138 Sheraton Road Dubbo NSW 2830
Post PO Box 4914 Dubbo NSW 2830
Phone 02 6882 2677
Fax 02 6884 4500
Email stjohnsprimarydubbo@bth.catholic.edu.au
Principal Anthony O’Leary
Enrolments 411
DEEWR 1672
Parish St Brigid’s Church
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 4233
Fax 02 6884 0369

ST. MARY’S PRIMARY SCHOOL
DUBBO
Grades K – 6
Address 25A Wheelers Lane Dubbo NSW 2830
Post PO Box 4141 Dubbo NSW 2830
Phone 02 6882 4790
Fax 02 6884 4525
Email stmarysdubbo@bth.catholic.edu.au
Principal John Wagner
Enrolments 405
DEEWR 1853
Parish St. Brigid’s Dubbo
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 4233
Fax 02 6884 0369

ST. MICHAEL’S PRIMARY SCHOOL
DUNEDOO
Grades K – 6
Address 50-60 Tucklan St, Dunedoo, NSW 2844
Post PO Box 9, Dunedoo, NSW 2844
Phone 02 6375 1387
Fax 02 6375 1490
Email stmichaelsdunedoo@bth.catholic.edu.au
Principal Sr Margaret Flood RSJ
Enrolments 35
DEEWR 1877
Parish St Michael’s Parish, Catholic Presbytery
43 Yarrow Street
PO Box 53 Dunedoo NSW 2844
Phone 02 6375 1126
Fax 02 6375 1865

ST. LAURENCE’S PRIMARY SCHOOL
DUBBO
Grades K – 6
Address Fitzroy Street, Dubbo
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 2129
Fax 02 6882 1124
Email stlaurencesdubbo@bth.catholic.edu.au
Principal Pauline Walkom (2014)
Susan Byrnes (2015)
Enrolments 206
DEEWR 1809
Parish St. Brigid’s Church
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 4233
Fax 02 6884 0369

ST. PIUS X PRIMARY SCHOOL
DUBBO
Grades K – 6
Address East Street Dubbo NSW 2830
Post East Street Dubbo NSW 2830
Phone 02 6882 3808
Fax 02 6884 4519
Email stpiusdubbo@bth.catholic.edu.au
Principal Heather Irwin
Enrolments 189
DEEWR 1956
Parish St. Brigid’s Church
198 Brisbane Street
PO Box 579 Dubbo NSW 2830
Phone 02 6882 4233
Fax 02 6884 0369

ST. JOSEPH’S PRIMARY SCHOOL
EUGOWRA
Grades K – 6
Address Pye Street Eugowra NSW 2806
Post Pye Street Eugowra NSW 2806
Phone 02 6859 2485
Fax 02 6859 2500
Email stjosephseugowra@bth.catholic.edu.au
Principal Cathy Eppelstun
Enrolments 36
DEEWR 1722
Parish St John the Baptist Church
Eugowra Parish
Pye Street
PO Box 30 Eugowra NSW 2806
Phone 02 6859 2316
Fax 02 6859 2316
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 192
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 (2014)
Helen Mulholland (2015)
Enrolments 346
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
MOLONG
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 45
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
Enrolments 94
DEEWR 1305
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 31
DEEWR 1774
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

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 525
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
<table>
<thead>
<tr>
<th><strong>ST. MARY’S CATHOLIC PRIMARY SCHOOL</strong></th>
<th><strong>ST. COLUMBA’S PRIMARY SCHOOL</strong></th>
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<tr>
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<tr>
<td>Grades K – 6</td>
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<tr>
<td>Address Cnr Park and Byng Streets  Orange</td>
<td>Address 38 Forbes Street Yeoval NSW 2868</td>
</tr>
<tr>
<td>Post PO Box 8007 Orange NSW 2800</td>
<td>Post 38 Forbes Street Yeoval NSW 2868</td>
</tr>
<tr>
<td>Phone 02 6362 7926</td>
<td>Phone 02 6846 4205</td>
</tr>
<tr>
<td>Fax 02 6361 8783</td>
<td>Fax 02 6846 4271</td>
</tr>
<tr>
<td>Email <a href="mailto:stmarysorange@bth.catholic.edu.au">stmarysorange@bth.catholic.edu.au</a></td>
<td>Email <a href="mailto:stcolumbas@bth.catholic.edu.au">stcolumbas@bth.catholic.edu.au</a></td>
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<tr>
<td>Principal Kerrie Basha</td>
<td>Principal Glen Brown</td>
</tr>
<tr>
<td>Enrolments 373</td>
<td>Enrolments 28</td>
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<td>DEEWR 1863</td>
<td>DEEWR 1625</td>
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<td>Parish St Mary’s and St Joseph’s</td>
<td>Parish Church Of Our Lady, Yeoval</td>
</tr>
<tr>
<td>84 Hill Street</td>
<td>(belonging to St Patrick’s Parish)</td>
</tr>
<tr>
<td>PO Box 44 Orange NSW 2800</td>
<td>58 Warne Street</td>
</tr>
<tr>
<td>Phone 02 6362 2378</td>
<td>Wellington NSW 2820</td>
</tr>
<tr>
<td>Fax 02 6362 2032</td>
<td>Phone 02 6845 2061</td>
</tr>
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<td></td>
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<tr>
<td><strong>PORTLAND</strong></td>
</tr>
<tr>
<td>Grades K – 6</td>
</tr>
<tr>
<td>Address 95 Williwa Street Porto</td>
</tr>
<tr>
<td>nd NS 2847</td>
</tr>
<tr>
<td>Post PO Box 63 Portland NS 2847</td>
</tr>
<tr>
<td>Phone 02 6355 5111</td>
</tr>
<tr>
<td>Fax 02 6355 5199</td>
</tr>
<tr>
<td>Email <a href="mailto:stjosephportland@bth.catholic.edu.au">stjosephportland@bth.catholic.edu.au</a></td>
</tr>
<tr>
<td>Principal Susan Kearns</td>
</tr>
<tr>
<td>Enrolments 44</td>
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<td>DEEWR 1729</td>
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<tr>
<td>Parish St Vincent’s Church</td>
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<tr>
<td>95 Williwa Street</td>
</tr>
<tr>
<td>PO Box 70 Portland NSW 2847</td>
</tr>
<tr>
<td>Phone 02 6355 5189</td>
</tr>
<tr>
<td>Fax 02 6355 5186</td>
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</tbody>
</table>
STRATEGIC IMPROVEMENT PLAN 2013-2015
Our strategic intent is:

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

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

3. **New Evangelisation**
   3.1 A shared understanding of and practical responses to the New Evangelisation
   3.2 Initiatives and programs of witness, formation and service are in place to support school communities in becoming centres of New Evangelisation.

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

5. **Catholic Social Teaching**
   5.1 Catholic Social Teaching underpins all major policies, practices and structures
   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 2014 the areas for focus for Catholic Life and Religious Education was on staff and student formation and accreditation to enhance Catholic Identity in schools.

1.1 Catholic Identity
- The Accreditation Policy to Work, Teach and Lead in Systemic Catholic Schools was launched and has received wide acceptance. Currently 60 teachers are engaged in further study including the Masters of Leadership and Masters of Theology courses.
- The Accreditation Policy to Work, Teach and Lead in Systemic Catholic Schools was also supported by the development of an online professional learning module for “Category B” accreditation.
- A research and review project was commenced to review the role of the leaders of Religious Education in schools.

1.2 Religious Education Curriculum
- K to 10 Religious Education curriculum was completed and is operating in all schools.
- Stage 5 Life Skills Religious Education curriculum was developed and used in schools.
- Stage 3 Christian sexuality program is now complete and operating in schools.
- Assessment and reporting guidelines completed and are supported in Religious Education with exemplars being provided to schools.

1.3 New Evangelisation
- Professional learning to enhance spiritual based formation programs provided to schools.
- Initial alignment with the 6 key themes of the Diocesan Assembly promulgated across the school system.
- Senior student leadership and spirituality day initiated and successfully included senior students from across the Diocese.

1.4 School, Parish and Parents in Partnership
- Diocesan indigenous artwork that supported cultural awareness and indigenous perspectives was developed and displayed.

1.5 Catholic Social Teaching
- Catholic social teaching guidelines have been developed and published.
KEY AREA 2: LEARNING, TEACHING AND STUDENT ACHIEVEMENT

Focus: The focus in 2014 was to enhance learning and wellbeing outcomes for all students.

2.1 Standards and Student Achievement

- Formative assessment as the key to continued student improvement was a focus and it included the roll out of the Progressive Achievement Tests (PAT) maths instrument
- Heightened awareness of the importance of data analysis was pursued through the use of the QCE Framework, NAPLAN and HSC data.

Higher School Certificate Results

- In 2014, 413 students studied for the HSC at one of the four Catholic Secondary schools in the Diocese. This was a decrease of 26 students on the 2013 cohort
- HSC 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 99.75. There were 182 Band 6 results. This was an increase of 52 Band 6 scores from the 130 in 2013. Three students were named as All-Round Achievers for scoring 10 units of Band 6 results. There were increased numbers of students scoring marks in the top 2 Bands for most subjects
- Four students were placed in the top ranking of students in various subjects including Design and Technology (3rd place), Standard English (11th and 12th places) and Entertainment (5th place)
- There were 30 Band 6 scores in Studies of Religion across the four schools. This was an increase of 15 scores on the 15 from 2013. All students sitting for the HSC in Diocesan schools studied for either Studies of Religion 1Unit or 2Unit or a school developed Catholic Studies course.

NAPLAN

- The CEO provided comprehensive support to all schools for the analysis of NAPLAN results including support in data analysis
- All schools as well as CEO consultants and education officers were provided with a summary of all relevant information collated for individual schools. This information was used by both CEO and schools to support learning and teaching in schools
- The CEO supported schools in developing strategic responses to the NAPLAN analysis. All schools reported to the CEO on their plans and were assisted in identifying strategies to improve results in targeted areas
- NAPLAN results were used to inform Annual School Improvement Plans for 2015.
### Year 3 NAPLAN (% of students who achieved or were above the National Minimum Standard)

<table>
<thead>
<tr>
<th>Students</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar and Punctuation</th>
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<tr>
<td>State</td>
<td>89306</td>
<td>95.1</td>
<td>96.7</td>
<td>96.6</td>
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<tr>
<td><strong>Bathurst Diocese</strong></td>
<td><strong>817</strong></td>
<td><strong>96.8</strong></td>
<td><strong>98.5</strong></td>
<td><strong>97.7</strong></td>
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### Year 5 NAPLAN (% of students who achieved or were above the National Minimum Standard)

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<th>Grammar and Punctuation</th>
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<tr>
<td>State</td>
<td>86154</td>
<td>94.6</td>
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<td>94.3</td>
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<td><strong>Bathurst Diocese</strong></td>
<td><strong>758</strong></td>
<td><strong>96.9</strong></td>
<td><strong>96.6</strong></td>
<td><strong>97.1</strong></td>
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### Year 7 NAPLAN (% of students who achieved or were above the National Minimum Standard)

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<td>State</td>
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<td>96.5</td>
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<tr>
<td><strong>Bathurst Diocese</strong></td>
<td><strong>725</strong></td>
<td><strong>98.5</strong></td>
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### Year 9 NAPLAN (% of students who achieved or were above the National Minimum Standard)

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<tbody>
<tr>
<td>State</td>
<td>82755</td>
<td>92.5</td>
<td>80.7</td>
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<td>89.5</td>
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<tr>
<td><strong>Bathurst Diocese</strong></td>
<td><strong>613</strong></td>
<td><strong>94.1</strong></td>
<td><strong>85.9</strong></td>
<td><strong>93.0</strong></td>
<td><strong>91.2</strong></td>
</tr>
</tbody>
</table>
2.2 Curriculum

- A “Model of Christ Centred Learning” was developed by a working party of school and office personnel and launched for Diocesan schools.
- K to 6 Science programs for the new Australian Curriculum were written and published using teams from 14 schools and including 24 teachers.
- K to 6 History programs were written and published for all schools across the Diocese.
- “Hub and Spoke” groups investigated K to 6 Maths and addressed areas of concern; measurable improvements are apparent in Diocesan data.
- Greater cross school collaboration in the area of curriculum was developed through the implementation of Australian Curriculum working parties.
- Stage 6 curriculum areas were developed using school staff, CEO staff and other personnel in the areas of English, Mathematics and Visual Arts.
- A Diocesan Assessment and Reporting Policy was completed and after consultation with stakeholders rolled out to schools.

2.3 Collaborative Culture

- CEO staff members have embraced the Professional Learning Communities (PLC) culture that has supported the cross team project based collaboration with a focus on student outcomes.
- Greater understanding and commitment to project based work from all CEO staff was developed through the new CEO management structures.

2.4 School Improvement

- The Professional Learning Communities model became the adopted model for ongoing school improvement. CEO consultants and education officers adopted a team based approach to introducing and developing this model across the Diocese.
- A PLC network of nine schools was established and managed in collaboration with Hawker Brownlow.
- There was an immediate and systematic response to school requests for PLC training for all teachers with 23 schools holding PLC seminar days that were facilitated by CEO personnel.
- Investigations were conducted into platforms and processes to enhance effective utilisation of data driven decision making.

2.5 Student Wellbeing and Pastoral Care

- The Diagnostic Assessment and Intervention Centre (DAIC) was established and is operating effectively and has been formally named The Josephite Centre.
- School counsellors were appointed to all schools across the Diocese.
KEY AREA 3: HUMAN RESOURCES

Focus: In 2014 the Human Resources focus was on capacity building and the provision of a framework for professional standards.

3.1 Building Leadership Capacity
- The implementation of goal setting processes for CEO staff was established and linked to performance review
- CEO Leadership Team and Education Officers were provided with training in educational coaching
- The Diocesan Leadership Framework (Leading the Way) was reviewed and renewed.

3.2 Workplace Performance
- Implementation of CEO staff performance review and contract renewal was established.

3.3 Workforce Planning
- “The Way We Work Together” was written by a CEO project team to reflect our Catholic identity within our day-to-day operations
- A Diocesan risk profile was developed.
KEY AREA 4: RESOURCES, FINANCE AND FACILITIES

Focus: In 2014 the focus was on the effectiveness and efficiency of resource allocation guided by the development of a more system based way of structuring the planning and development of finances and resources.

4.1 Facilities and Planning
- A review of capital planning occurred
- Preventative maintenance plans and condition assessments were conducted by an independent reviewer for every school in the Diocese.

4.2 Resources and Financial Sustainability
- Financial training for school principals occurred
- Master plans for both the Mudgee and Cowra Stage 6 developments were completed
- Back-up and recovery plans for SAS in schools began (Phase 1 was completed)
- Two ICT committees were formed to guide future development and policy making
- A review of the process for requests of minor capital works applications occurred
- The development of an online system for Annual School Financial and Educational Reports commenced
- Internet filtering was established in the four high schools.

4.3 Accessibility and Affordability of Catholic Schools
- Work began on the development of the new School Fees and Enrolment policies
KEY AREA 5: STRATEGIC LEADERSHIP FOR SUSTAINABLE CATHOLIC EDUCATION

Focus: In 2014 there was a focus on developing alliances with strategic partners to enhance the effectiveness and efficiency of the work of the Catholic Education Office.

5.1 Strategic Alliances
• Strategic alliances were commenced and developed with Centacare, Charles Sturt University, University of Newcastle, University of Western Sydney, Queensland Education Leadership Institute Ltd (QELi), Hawker Brownlow, the Broken Bay Institute and Rahamim
• Alliances continued with the CEC and other Catholic Dioceses including Maitland-Newcastle, Lismore, Parramatta, Canberra and Sydney. Working groups included the InterDiocesan Educational Accountabilities group, the Teacher Development Network and Primary and Secondary Curriculum groups.

5.2 Strategic Thinking Planning and Acting
• Video conferencing linking classrooms across schools was established
• The Professional Learning for Catholic Leadership Working Party, inclusive of school and office personnel conducted an environmental scan of professional learning needs of leaders and aspirational leaders
• In partnership with QELi, small school and middle leaders programs were offered.

5.3 Organisational Structure, Alignment and Management Frameworks
• The Diocesan School Learning Review and Development model was enhanced with the inclusion of the National School Improvement Tool
• The CEO adopted a new flat structure for the organisational model and this included the establishment of the Faith Learning and Teaching Team, and the support of cross team project activities.

5.4 Catholic Education Office Effectiveness, Performance and Improvement
• A new model for measuring the effectiveness of the CEO was developed in readiness for implementation in 2015.
DIOCESE OF BATHURST
CATHOLIC EDUCATION OFFICE

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 DECEMBER 2014

<table>
<thead>
<tr>
<th></th>
<th>Year Ended</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31/12/2014</td>
<td>31/12/2013</td>
</tr>
<tr>
<td><strong>ACCUMULATED FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Surpluses</td>
<td>14,131,456</td>
<td>11,448,509</td>
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<tr>
<td>Current Year Surplus/(Loss)</td>
<td>2,471,754</td>
<td>1,165,288</td>
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<tr>
<td>Reserves</td>
<td>5,250,000</td>
<td>4,560,000</td>
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<tr>
<td><strong>TOTAL ACCUMULATED FUNDS</strong></td>
<td>21,853,209</td>
<td>17,173,797</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REPRESENTED BY:</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>NON CURRENT ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Total Property, Plant and Equipment</td>
<td>807,042</td>
<td>854,507</td>
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<tr>
<td></td>
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<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>50,210,143</td>
<td>41,964,128</td>
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<tr>
<td>Fees and Other Receivables</td>
<td>18,685</td>
<td>(53,284)</td>
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<tr>
<td>GST</td>
<td>81,591</td>
<td>18,318</td>
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<td>Other Assets</td>
<td>225,995</td>
<td>69,132</td>
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<tr>
<td>Total Current Assets</td>
<td>50,536,413</td>
<td>41,998,295</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td>42,852,802</td>
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<td></td>
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<tr>
<td><strong>LESS: CURRENT LIABILITIES</strong></td>
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<tr>
<td>Trade and Other Payables</td>
<td>9,821,993</td>
<td>6,936,544</td>
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<td>Employee Benefits</td>
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<td>Other Current Liabilities</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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<td>25,679,005</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td>21,853,209</td>
<td>17,173,797</td>
</tr>
</tbody>
</table>
# DIOCESE OF BATHURST

**CATHOLIC EDUCATION OFFICE**

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS**

**FOR THE YEAR ENDED 31 DECEMBER 2014**

<table>
<thead>
<tr>
<th></th>
<th>Year Ended</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td>31/12/14</td>
<td>31/12/13</td>
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<tr>
<td><strong>Government Income</strong></td>
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<tr>
<td>Commonwealth Grants</td>
<td>70,802,748</td>
<td>64,047,616</td>
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<td>State Grants</td>
<td>20,607,892</td>
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<td>Targeted Program Grants</td>
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<td><strong>Total Government Income</strong></td>
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<tr>
<td><strong>Private Income</strong></td>
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<tr>
<td>Interest</td>
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<td>1,353,344</td>
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<td>Other Income</td>
<td>291,307</td>
<td>285,828</td>
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<tr>
<td>Profit from Sale of Fixed Assets</td>
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<td>11,665</td>
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<tr>
<td><strong>Total Private Income</strong></td>
<td>1,914,378</td>
<td>1,650,837</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>93,541,022</td>
<td>91,758,889</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Year Ended</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td>31/12/14</td>
<td>31/12/13</td>
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<tr>
<td><strong>Recurrent Expenditure</strong></td>
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<tr>
<td>Employee Expenses</td>
<td>81,238,698</td>
<td>80,800,784</td>
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<td>Depreciation</td>
<td>309,464</td>
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<tr>
<td>Operating Expenses</td>
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<td>6,334,544</td>
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<tr>
<td>Property and Building Expenses</td>
<td>3,152,629</td>
<td>204,443</td>
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<tr>
<td>Grant Expenses</td>
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<td>2,705,209</td>
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<tr>
<td>Targeted Program Expenses</td>
<td>12,596</td>
<td>268,252</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>91,069,268</td>
<td>90,593,601</td>
</tr>
<tr>
<td><strong>NET PROFIT (LOSS)</strong></td>
<td>2,471,754</td>
<td>1,165,288</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.