

# NEW ZEALAND CATHOLIC EDUCATION OFFICE ANNUAL BUSINESS PLAN 2016 END OF YEAR REPORT

## INTRODUCTION

### Mission of NZCEO

- Provide national leadership and coordination in Catholic education, in the areas of national policy, strategy, development, and resourcing.
- Act as a catalyst for innovation and change, critiquing proposed change (whether it is internally or externally proposed) against gospel values and the teaching of the Church.
- Support the commitment of the Catholic education system to the beliefs, values, social teaching of the Catholic Church, and to excellence in its operation and leadership.

➤ The Office was able to fulfil its mission.

### The scope of NZCEO's business and responsibilities

1. Provide advice and executive education services to the New Zealand Catholic Bishops Conference, in accordance with the Bishops' mandate to the Office.
2. Monitor and advance the long-term viability, character and excellence of Catholic schooling.
3. Advise, co-ordinate and collaborate with the bodies with responsibilities for the Catholic schools system (TCI/NCRS, Caritas, diocesan Catholic education offices, schools and parishes).
4. Administer the business of NZCEO Finance Limited (including the National Attendance Dues and Capital Indebtedness Sharing Scheme and the Catholic Education Trust Fund for participating Proprietors), and provide executive support services to its Board.
5. Actively monitor the wellbeing of the wider integrated school sector, and provide advice and support to Proprietor members. NZCEO also acts as the secretariat and administrative office of the Association of Proprietors of Integrated Schools (APIS).
6. Actively monitor Government thinking in relation to NZ education, and assess the potential impact of proposed changes on the integrated sector. Negotiate with Government on behalf of APIS and of the Catholic education system.

➤ We have operated within the scope of our business and responsibilities. Detail is provided in the following pages.

## **ENVIRONMENTAL ASSESSMENT**

*(New issues arising; on-going issues assuming new relevance and/or importance as at December 2015)*

- Significant change has been signalled in the government's education policy as it affects integrated schools, consequently the financial review of education and the proposed Education Amendment Bill will be important matters for 2016. The Office will monitor both initiatives and will make submissions on them.
- The Office monitored these issues. The financial review of education struck sector opposition. The Government has now indicated that it will not continue with the concept of Global Funding but still wishes to review the funding mechanisms that provide for the operation of schools. The CEO of NZCEO is part of that discussion.

The Office's submission to the Education Amendment Bill on local body charges was not successful, but no matters in the Bill posed a risk to NZCEO. Later in the year the Government proposed major policy shift with the Education (Update) Amendment Bill, which required significant work from the Office because of the proposal to incorporate the Private Schools Conditional Integration Act 1975 into this Bill. At year's end the work was continuing successfully. Submissions have been made and the Office continues to keep a close watch on the detail within the Bill and its concurrence with the Memorandum of Understanding between the Secretary for Education and the CEO of APIS, which provides appropriate safeguards.

- The Bishops' goals for Catholic education include key aspects of evangelisation of students, increase of qualifications of teachers, working to ensure Catholic education is within the means of all families, and is available to as many as possible. These goals will continue to be advanced through much of the work of the Office.
- The Office has undertaken initiatives to support evangelisation, and this work will continue into 2017 as projects begun in 2016 will be further developed. It has not yet been possible to find ways to ensure Catholic education is within the means of all families, as the issue is a complex one. Schools and Proprietors have been canvassed on the issue. The Board considered the financial barriers to families seeking a Catholic education for their children, but it also balanced these costs with the aspirations of Proprietors for improved facilities.

## **STRATEGIC AUDIT OF RISKS**

*As at December 2015*

1. Appointment of the new CEO is delayed. This may affect the Office's reputation. Some of the initiatives in the Business Plan may also be delayed.  
*Mitigation:* the appointee needs to be available to take up the position as early as possible in 2016. The handover to a new NZCEO chief executive will require preparation, briefing, and support.
- The appointment and handover was successfully carried out. The loss of senior leadership remains a risk, which would impact on the Board's capacity to respond to issues arising in the sector. The CEO is working on a succession plan to manage the changes in leadership likely to occur in the next few years.

2. The vacancy stemming from the resignation of the Operations Manager may cause bottlenecks and delays, within and beyond the Office, particularly in relation to school property matters. Consequently this may also affect the Office's reputation.  
*Mitigation:* there are several options for filling the roles carried out by the Operations Manager, these are to be developed ready for the incoming CEO.
  - An appointment was not made, as it was decided to revamp office staffing. This placed pressure on office staff, but enabled them to extend their skills. An appointment to a different role was made at the end of the year. The savings in staffing costs was valuable in a year where the Office had unexpected calls on the budget.
3. The Office's budget is very tight for 2016.  
*Mitigation:* sufficient reserves have been built up to address any urgent issues should they arise.
  - The Office budget was well handled, and reserves did not suffer significant depletion. However, the budget remains tight for 2017 following the large legal bills associated with the revision of the Private Schools Conditional Act.
4. Business interruption: the Office's server, which holds all financial and accounting information, is nearing the end of its life.  
*Mitigation:* the server's warranty has been extended for a year. Daily external backup is carried out.
  - The warranty of the Office server has been extended for the first four months of 2017, while the transition to cloud-based storage is arranged. The earthquake in November 2016 highlighted the need for staff to be able to work remotely with laptop computers in extraordinary circumstances. Laptops are now used by all executive staff and taken home at night.

## NZCEO BUSINESS PLAN FOR 2016 END OF YEAR REPORT

*The Business Plan sets out the actions intended by the Office for 2016. The NZCEO Board extended the five year Strategic Plan (2011-2015) to cover 2011-16. The actions for 2016 are shown alongside each of the specific goals, grouped under the four medium-term strategic goals: authenticity, future watch, transformation, and viability. Each Strategic Plan is in turn guided by the 2020 Beacon Plan Goals for the Catholic Education system, which were set in 1998 by the NZ Council of Proprietors of Catholic Integrated Schools, and by the NZCBC Mandate provided to the Office in 2015.*

*Actions are prioritised as 1-essential; 2-important; 3-desirable. Those rated 3 can be postponed, if necessary.*

*Items in the Strategic Plan which have been completed are shown in italics.*

### STRATEGIC GOAL 1: AUTHENTICITY

**In collaboration with other stakeholders, NZCEO safeguards and enhances the Catholic nature and character of both the institutions within the New Zealand Catholic education system and the system itself.**

| Strategic Plan   | 2016 Actions  | 2016 Result   |
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| <p><b>Goal 1.1</b><br/>Up-to-date information on the availability of teachers of Religious Education, and of potential principals, and the qualifications of those teachers.</p>   | <p>The action is now with TCI. NZCEO will continue to gather anecdotal information and take action if necessary. <b>3</b></p>   | <p>The Office has kept the topic on the agenda for discussion with TCI. The Office continued to gather information on the availability of potential principals.</p> |
| <p><b>Goal 1.2</b><br/>Teacher certification levels will be raised significantly, and teachers' uptake of qualifications in Catholic Character and Religious Education will rise.</p>  | <p>Uptake of qualifications will be ongoing into the next decade. NZCEO will monitor. <b>3</b></p>  | <p>No monitoring occurred in 2016. The matter will be on the agenda with NCRS and TCI in 2017.</p>  |
| <p><b>Goal 1.3</b><br/>NZCEO will have reviewed the systems for the recruitment and training in Catholic Character for members of Boards of Trustees, including the participation of Māori, Pacific and other ethnic groups.</p> | <p>Work with the Vicars/Directors/Managers for Education to develop a national programme or (on-line) seminar for Proprietors to deliver to their Proprietors' Appointees. <b>2</b></p> | <p>This work was unable to be accomplished in 2016. A video conferencing system to be installed in 2017 will enable this work to be taken up again in 2017.</p>     |
| <p><b>Goal 1.4</b><br/>The Catholic Character review process is strengthened through continuous</p>  | <p>(a) Continue further work on the reshape of the Schools Review document, in light of "The</p>  | <p>The review of the document continued, with the Bishops requested further changes. Trials</p>   |

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| improvement.   | Catholic Education of School-Age children” (CESAC).<br>①<br>(b) Once the NZBC has accepted the new review document, commence the reshape of the Hostel Review document in light of CESAC.<br>② | occurred in two schools.<br><br>This work awaits the approval of the review document by NZCBC. |
| <b>Goal 1.5</b><br>Appropriate NZCEO Board policy and operational practices support the ethnic diversity of Catholic schools and the articles of the Treaty of Waitangi. | Ongoing, via publications and direct contact with trustees and principals. ②   | Little has been done on this during 2016, owing to the pressure of other work.                 |

## STRATEGIC GOAL 2: FUTUREWATCH

NZCEO is alert to current trends and possible developments that might impact upon the Catholic education system, acts prudently and provides leadership in order to maximise benefit and minimise risk from any developments.

| Strategic Plan   | 2016 Action  |   |
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| <b>Goal 2.1</b><br>National and regional demographic trends that are of significance for the Catholic education system are continually tracked and communicated to stakeholders. | Trends will continue to be analysed and appropriate actions taken or promoted. ① | Trends and statistics were collected and analysed. Actions relating to school rolls and planning of new schools were undertaken, by alerting Proprietors and working with them and the Ministry of Education. |
| <b>Goal 2.2</b><br>NZCEO is up-to-date with government education policy and emerging legislation; Ministers of the Crown and their officials are engaged in on-going dialogue.   | Ongoing. ①   | Emerging legislation (Education (Update) Amendment Bill) required much work, and by the end of the year seemed to be progressing satisfactorily.  |
| <b>Goal 2.3</b>  |  |   |

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| <p>Ministers of the Crown and their officials understand the nature and needs of integrated schools.</p>   | <p>Complete work with Government on Policy Three (quantity funding). ①</p>  | <p>Governmental has agreed that in future 85% of quantity funding provided to State schools will be provided to integrated schools. Compensation for past omission of payment had not been finalised at year's end, owing to Government timelines.</p> |
| <p><b>Goal 2.4</b><br/>Frameworks and support interventions, as appropriate, are further developed for Proprietors whose school(s) may be at risk.</p> | <p>Support all Proprietors as needed. ①</p>   | <p>Support was provided in a number of cases.</p>  |
| <p><b>Goal 2.5</b><br/>Continue to work towards the goal of 80% of eligible students enrolled in Catholic schools.</p>                                 | <p>(a) Continue ongoing work with the Ministry of Education's infrastructure committee on planning to enable roll growth over the next five years in "hot spot" areas of population growth. This includes the establishment of new schools. ①<br/>(b) Continue to promote the importance of school-parish links, particularly in Year 7-13 schools. ①</p> | <p>The work continued. Four new schools are being discussed.<br/><br/>School-parish links were promoted, and work done to increase the focus on this in Catholic Character reviews.</p>  |
| <p><b>Goal 2.6</b><br/><i>Catholic early childhood education structures and support systems reflect the intentions of the NZCBC.</i></p>               | <p><i>Completed.</i></p>  | <p>No work was undertaken.</p>   |

### STRATEGIC GOAL 3: TRANSFORMATION

NZCEO uses and creates opportunities to promote gospel values within the Catholic education system, and seeks to engage the wider education sector and society.

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| <p><b>Goal 3.1</b><br/>Catholic schools nationwide fulfill their Catholic and Christian calling.</p>                         | <p>(a) Continue preparation of a statement on the desired student outcomes of Catholic schooling (profile of Catholic school graduate). ②</p> <p>(b) Continue normal NZCEO publications promoting good practice. ①<br/>Promote the range of goals in <i>The Catholic Education of School-Age Children</i>. ①</p> <p>(c) Schools (especially secondary schools) will be strongly encouraged to work with parishes, and to include parishes in the school's learning community. ①</p> <p>(d) Continue to stimulate the embedding of Catholic character across the curriculum. ②</p> <p>(e) Prepare brochure on Catholic schooling and its achievements in the last 15 years. ②</p> <p>(f) Prepare material for schools/parents on 'What does it mean to have your child in a Catholic school?' ②</p> | <p>Not done, owing to the pressure of other work.</p> <p>Done.</p> <p>The document was discussed at a number of meetings, and its use was monitored by reviewers.</p> <p>Done. The item is now included in reviews.</p> <p>Done. The item is included in reviews.</p> <p>Not done, owing to pressure of other work.</p> <p>Not done, owing to pressure of other work.</p> |
| <p><b>Goal 3.2</b><br/>The contribution of Catholic schools to NZ society is widely known.</p>                               | <p>Prepare for, and promote, Catholic Schools Day 2016. ②</p>  | <p>Done. Catholic Schools Day was well promoted and celebrated nationally.</p>  |
| <p><b>Goal 3.3</b><br/><i>Take a leadership role in the promotion of values education in the wider education sector.</i></p> | <p><i>Completed, as the sector is now widely committed to values education in a variety of forms. This includes a greater focus on recognising ethnic and cultural values.</i></p>   | <p>No action required.</p>  |
| <p><b>Goal 3.4</b><br/>NZCEO's advice is sought on wider education policy and issues – thus</p>                              | <p>Ongoing. The CEO will continue to provide input and advice in a wide range of educational forums.</p>   | <p>The Office participated in a large number of Ministry and other forums.</p>  |

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| providing a voice for the Church's social and moral teaching. | ① |  |
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## STRATEGIC GOAL 4: VIABILITY

NZCEO enhances the long-term viability, quality and effective leadership of the Catholic education system.

| Strategic Plan  | 2016 Action   |   |
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| <p><b>Goal 4.1</b><br/>Leadership training is available and supported nationwide to ensure strong leadership in Catholic education.</p>                                     | <p>(a) Work with Ahead Associates to extend the programmes for developing leaders to include spiritual support. ②</p> <p>(b) Gather ideas nationally on developing leadership (Principals &amp; DRSSs) for hard to staff schools. ②</p>   | <p>Discussions were held. New programmes are being sought to fulfil this goal.</p> <p>Some information was gathered. No programme has been developed yet.</p> |
| <p><b>Goal 4.2</b><br/><i>The nationwide allocation of capital funding is optimised by NZCEO Finance Ltd.</i></p>   | <p><i>Completed in 2014 with the finalisation of the funding priorities document.</i></p>   | <p>No action required.</p>  |
| <p><b>Goal 4.3</b><br/>Additional revenue streams are created for schools and for the system,</p>   | <p>(a) Confirm Policy Three (quantity funding) agreement with government. (See 2.3 above.) ①</p>  | <p>The agreement was confirmed (See 2.3)</p>  |
| <p><b>Goal 4.4</b><br/>Attendance dues are fixed at a level that: (a) ensures affordability for all families; and, (b) allows sustainability and growth for the system.</p> | <p>(a) Ongoing discussions take place with Proprietors to assist their setting of attendance dues. ①</p> <p>(g) Discuss with NZCBC the findings of the Colmar Brunton Report (awaiting Bishops' readiness to discuss). ①</p> <p>(h) Complete work with Canterbury Proprietors on the claim for special capital assistance, to</p> | <p>Ongoing.</p> <p>No action.</p> <p>Funding was provided in the June Budget, and meetings took place to establish parameters and</p>                         |

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|   | bridge the gap between insurance payout and policy 1 money, to cover the costs of earthquake remediation work. ①   | allotment of funding. The need for further funding in 2017 was stressed to the Ministry of education.   |
| <b>Goal 4.5</b><br>The Catholic education system is responsive to projected demographic change. (Ongoing.)  | Respond to Proprietor requests for assistance, and negotiate with the Ministry of Education infrastructure committee as appropriate. ①   | Monthly meetings with senior Ministry of Education personnel facilitated progress.  |
| <b>Goal 4.6</b><br>Skills and resources are optimised within the system through enhanced collaboration among schools.   | Continue the following actions:<br>(a) Provide strategic leadership in ICT network connectivity for Catholic schools. ①<br>(b) Continue work on the development of the national portal for Catholic schools. ① | With continuing changes in technology and electronic communications it became evident that the portal was no longer the best way to meet teachers' communication needs, so it was disestablished. A teleconferencing suite was planned, to start operation in 2017. |
| <b>Goal 4.7</b><br><i>Innovative and multipurpose learning environments are developed in schools through increased awareness of the Property Management Guidelines.</i> | <i>Completed. If the MOE develops additional material, it will be promoted.</i>  | No action required.   |
| <b>Goal 4.8</b><br>Academic achievement is raised for priority learners in Catholic schools.  | CEO will continue to work with schools to promote best practice. ②   | Promoted through Catholic Character reviews, and publications.  |

## SUPPLEMENTARY ACTIONS for 2016

This category lists actions in response to new issues, and actions that are needed but do not correspond to specific goals in the 2011-2016 Strategic Plan.

- Prepare for the induction, briefing and support of the incoming chief executive. ①  
➤ Done.
- Develop the Strategic Plan for 2017-2019. ①  
➤ Done.
- Engage with senior staff at the seminary, to ensure seminarians understand the nature of Catholic schools, and the role of the priest in relation to schools. ②

- Done.
- Prepare new promotional material (e.g. poster to replace ‘Choose a Career as a Catholic School Teacher’) for students in years 10-13 on the topic ‘Who will carry Catholicism in schools to the next generation?’, or similar. ③
- Not done, owing to pressure of other work.
- Check if copyright and church music matters need follow up in schools. ③
- Some work done, but not completed owing to pressure of other work.

## OFFICE ADMINISTRATION ACTIONS for 2016

1. Continue to develop the Office’s electronic communication systems, to facilitate better services to stakeholders. ②
  - Initial planning was done for the development of an electronic conferencing system.
2. Continue regular updating of the information on the NZCEO website. Review and prepare for a possible structural revamp of the NZCEO website to allow access by mobile phone. ②
  - Done.
3. Continue to implement improvements in the Office’s electronic file archival system, the hard copy file system and the soft copy files architecture and email management. ③
  - The electronic file archival system is now fully installed and operational. Most hard copy material is now archived offsite.
4. Continue to enhance the Office’s disaster recovery planning, including risk assessment matters and relocation in the case of a major emergency. ②
  - Executive staff laptops are taken offsite daily to allow for continuation of work during a disaster. No further work has been done on relocation, owing to pressure of other work.