



CATHOLIC SCHOOL PARENTS AUSTRALIA

STRATEGIC PLAN 2017-2020



INTRODUCTION

Catholic School Parents Australia (CSPA) was formed by the State and Territory Catholic school parent bodies representing:

- Australian Capital Territory
- Queensland
- Tasmania
- Western Australia
- New South Wales
- South Australia
- Victoria and

Catholic School Parents Australia:

- Advocates for families with children and young people in Australian Catholic schools;
- Represents these families to education authorities such as NCEC and ACARA and State and Federal Governments;
- Supports and provides national leadership to the State and Territory parent bodies who work with Catholic schools;
- Works with agencies such as the Australian Government and the Australian Research Alliance for Children and Youth (ARACY) to support, explore and promote Parent Engagement as an influence on student learning; and
- Collaborates with the National Catholic Education Commission (NCEC) on all matters pertaining to parents as partners in Catholic education.

Integrity in the Service of the Church – September 2011 underpins this plan. As a ministry of the Catholic Church in Australia, all those who are gainfully employed and/or work within or for Catholic School Parents Australia are guided by the principles and standards for lay workers as outlined in the document. The following extract from the introduction in this document establishes a guiding statement to all undertakings within CSPA and to all those who work within CSPA.

The service of Church Workers has its origins in the Gospel and in particular in Jesus' statement that he had come that all might have life, 'life in all its fullness' (John 10:10). The principles and standards put forward in this document are extensions of five basic principles for Church Workers in which they:

1. *are committed to justice and equity*
2. *uphold the dignity of all people and their right to respect*
3. *are committed to safe and supportive relationships*
4. *reach out to those who are poor, alienated or marginalized*
5. *strive for excellence in all their work.*

Service, given according to these principles, is life-enriching for both providers and recipients (p. 3).

All who work in or for Catholic School Parents Australia need to be informed by the expectations generated from the *Integrity in the Service of the Church* document, the identified Core Values of CSPA and the Mission and Vision Statements outlined below, and be mindful of promoting Catholic values and ethics in all undertakings as part of their role with CSPA.

CSPA FUNDAMENTALS

Vision

Engaged Catholic school parents influencing quality learning and well-being

Mission

To be a distinct and influential national voice for Catholic School Parents driving quality learning and wellbeing through advocacy and partnerships.

Values

- **Integrity** - CSPA is to be an organization which is whole and undivided and consisting of members who demonstrate honesty and strong moral principles.
- **Respect** – CSPA is to show due regard for the knowledge and rights of others and, in turn, CSPA should earn due respect through the demonstration of effective abilities, opinions and achievements as a national, peak parent body.
- **Faith** – CSPA is to demonstrate support for the Catholic Church and have a consistent and distinct commitment to the lived values of Jesus.
- **Inclusivity** – CSPA’s documents and practices should explicitly demonstrate the inclusion of contexts and people who might otherwise be excluded or marginalized.

Focus Areas

- **Representation and Advocacy**
- **Engagement and Partnership**

- **Catholic Identity**
- **Governance and Sustainability**

*When the term Parents is used, CSPA understands this to mean multiple, inclusive definitions of Parents.

CSPA OVERVIEW

VISION

Engaged Catholic school parents influencing quality learning and well-being.

MISSION

To be a distinct and influential national voice for Catholic School Parents driving quality learning and wellbeing through advocacy and partnerships.

VALUES

Integrity | Respect | Faith | Inclusivity

FOCUS AREA

Representation &
Advocacy

FOCUS AREA

Engagement &
Partnership

FOCUS AREA

Catholic
Identity

FOCUS AREA

Governance &
Sustainability

CSPA FUTURE DIRECTIONS

| Focus Area 1: REPRESENTATION AND ADVOCACY | | | | |
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| <i>Influence the National education agenda as a respected, apolitical, credible advocate for Catholic school parents.</i> | | | | |
| STRATEGIES | PRIORITY ACTIONS | REVIEW POINTS | SUCCESS MEASURES | RESPONSIBILITY |
| 1) Develop a plan to build relationships with key media outlets promoting CSPA as the authoritative voice on issues for Catholic school families | 1a) Compile a draft media data base 1b) Develop a Communications Plan (including Media Plan). | 1a) A first draft to be tabled at the 2017 August CSPA Council meeting. 1b) Draft Communications Plan tabled at 2017 CSPA June Council Meeting. | i) Completed database updated annually. ii) Completed Communications Plan (including Media Plan). iii) Invited as the 'Catholic voice' to various forums. iv) Successful funding applications. v) Published voice and position statements. | i) Executive Officer ii) Executive Officer/ LM McN/ BK iii) CSPA Chair iv) Executive Officer/ CSPA Executive v) Executive Officer |
| 2) Develop Position papers on key issues. | 2a) Identify key topics 2b) Develop annual calendar for topic completions 2c) Establish co-branding opportunities with relevant other bodies. | 2a) List of topics tabled at August 2017 CSPA Council Meeting. 2b) Draft of 2017 calendar tabled at August 2017 CSPA Council Meeting. 2c) A list of other bodies/topics tabled at August 2017 CSPA Council Meeting. | i) Recognition from Government/ media, others recognizing CSPA. ii) Internally published submissions calendar. iii) Co-branding opportunities emerge. | i) Exec Officer ii) Exec Officer iii) All CSPA Members |
| 3) Develop a plan to strengthen CSPA as an authoritative voice for Catholic school parents across government, Church and other agencies | Draft of Plan to include: 3a) Identification of a list of Government, Church and other agencies. 3b) Seek out different opportunities to engage with new stake-holders/events (such as): <ul style="list-style-type: none"> Seek CSPA recognition from the Federal Minister CSPA to seek invitation to 2020 plenary planning. Develop relationship with the new ED at NCEC | 3a) Draft of Plan tabled at November 2017 CSPA Council Meeting. 3b) On-going list of opportunities updated for action at each CSPA Council and CSPA Executive meeting (on-going). | i) Approved Plan completed by November 2017 CSPA Council Meeting. ii) CSPA Representation at the 2020 Plenary. iii) Recognition as a peak, parent body by government and DET (ASAP). iv) Mutually respectful and supportive relationship with NCEC and BCCE (on-going). v) Key CSPA documentation shared with NCEC and BCCE (on-going). | i) Exec Officer ii) CSPA Executive iii) CSPA iv) CSPA Executive v) Exec Officer and Fr Michael Twigg OMI |

| Focus Area 2: ENGAGEMENT AND PARTNERSHIP | | | | |
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| Build effective partnerships by promoting and maintaining relationships to enhance capacity for national parent engagement | | | | |
| STRATEGIES | PRIORITY ACTIONS | REVIEW POINTS | SUCCESS MEASURES | RESPONSIBILITY |
| 1. Continue to establish, nurture and maintain effective professional relationships | 1a) Develop authentic partnerships with various organisations to contribute with credibility and integrity – organisations such as: Government, DET, ARACY, national principal groups, national peak parent groups, etc. | 1a) Review current Parent Engagement project for growth of authentic partnerships with Government, DET, ARACY, national principal groups, national peak parent groups, etc. (on-going) | i) CSPA becomes recognized by government, government agencies and other listed organisations as a national, peak parent body. | i) CSPA Council. |
| | 1b) Identify key ways in which authentic partnerships with Government, DET, ARACY, national principal groups, national peak parent groups, etc. are being nurtured. | 1b) Ascertain if key ways to nurture authentic partnership with Government, DET, ARACY, national principal groups, national peak parent groups, etc. are happening (on-going). | ii) Quantity and quality of survey and interview responses from school principals as part of Parent Engagement Project. iii) Quantity and quality of interview responses from school parents as part of Parent Engagement Project. iv) Parent Engagement Tool Kits for Principals and Teachers are generated and well received. v) In an on-going manner, continue to seek out authentic partnerships with other relevant organisations to advance CSPA. | ii) CSPA Project Coordinator and CSPA Project interviewers. iii) CSPA Project Coordinator and CSPA Project interviewers. iv) CSPA Project Coordinator, Chief Investigators and Tool Kit contributors.. v) CSPA Executive. |
| 2. Communicate effectively with internal and external stakeholders | 2a) Develop a database of actual and potential stakeholders. | 2a) Undertake a review of the current database and determine each market segment to be targeted. | i) A well-researched data base has been generated and available by November 2017. | i) All CSPA Councilors take opportunities to contribute to the list. |
| | 2b) Explore opportunities to engage effectively with State Parent bodies through CSPA Members. 2c) Further collaboration between States on key issues. | 2b) Ascertain from CSPA Members which communication channels are most effective in reaching State Parent bodies. 2c) Ascertain whether a genuine CSPA support network is forming. | i) CSPA Members believe that communication is working effectively (on-going). ii) An effective and sustainable CSPA support network is functioning well (on-going). | ii) Members of the CSPA Engagement and Partnership Committee: LMcN, SA, RS, KI. iii) CSPA Project Coordinator, Chief Investigators and Tool Kit contributors. |

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| | 2d) Promote a shared understanding of Parent Engagement. | <p>2d) Develop resources and provide opportunities for forums/ conversations to assist parents, government, schools and organisations in understanding Parent Engagement by June 2018.</p> <p>2e) Take up opportunities to inform each state and the federal Government to assist in their understanding of parent engagement and the impact on student wellbeing and learning – helping to reframe national thinking and perceptions of parent’s role in improving education (on-going).</p> | <p>iii) Understanding parent engagement and how to measure its success - part of the conversation with parents, Government, organisations and schools to determine the best way to measure success.</p> <p>iv) Quality parent engagement resources, informed by the PE Project, and national and international research are generated and shared.</p> | |
| 3. To market and promote CSPA using informed, effective approaches | 3a) Develop a marketing plan. | <p>3a.1) Access examples of marketing plans from State parent bodies and other organisations such as NCEC (on-going).</p> <p>3a.2) Seek expertise from within Catholic P&F organisations to draft a Marketing Plan for tabling at 2017 June CSPA Council Meeting.</p> | i) Marketing Plan is in place. | i) Communications and Marketing Working Party. |
| | 3b) Explore effective approaches for different target audiences | 3b) Research and apply proven effective marketing approaches to suit each target audience (on-going). | ii) A variety of effective approaches are identified in engaging with key agencies such as government, NCEC, BCCE, CSPA. | ii) Communications and Marketing Working Party. |
| | 3c) Use CSPA Members to market CSPA | 3c) Identify those CSPA Members who will play a key role with particular media at 2017 November CSPA Council Meeting. | <p>iii) Increased data and flow of data on:</p> <ul style="list-style-type: none"> • website views • newsletter readership and subscriptions • responses to invitations • responses to social media posts • responses to media releases • attendance at conferences/forums • other forms of written or anecdotal feedback | iii) Communications and Marketing Working Party. |

| Focus Area 3: CATHOLIC IDENTITY | | | | |
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| To discern the work and mission of CSPA through a Catholic faith based lens | | | | |
| STRATEGIES | PRIORITY ACTIONS | REVIEW POINTS | SUCCESS MEASURES | RESPONSIBILITY |
| 1. In all its actions CSPA will work in concert with the evangelising mission of the Catholic Church | 1a) Be an Active Voice in promoting Parent Engagement with parishes. | 1a) Draft a Position Statement promoting parent involvement in parishes to be tabled by June 2018 | i) Position Statement is completed and disseminated through CSPA Members. | i) CSPA Catholic Identity Working Party. |
| | 1b) Develop a plan promoting 'Catholic Identity/Faith Community' to all families including non-Catholic families. | 1b) Complete Draft Plan by August 2018 | i) Plan is completed | i) CSPA Catholic Identity Working Party. |
| 2. CSPA will provide ongoing and regular faith formation for its Council members | 2a) Plan 15 – 30 minute session at each CSPA meeting for input, reflection and discernment of a formative nature | 2a) Check of the effectiveness and priority given to this activity at each CSPA Council meeting. | i) Quality sessions are happening at each CSPA Council Meeting. | i) CSPA Catholic Identity Working Party. ii) CSPA Executive. |
| | 2b) Incorporate a mini two hour retreat with Mass into one CSPA Council meeting each year | 2b) Planned and on the August 2018 CSPA Council Meeting. | ii) Retreat happens once each year at a CSPA Council Meeting. | i) CSPA Catholic Identity Working Party. ii) CSPA Executive. |
| 3. CSPA commits to assist parents to understand development in Catholic identity of schools | 3a) CSPA Council will work to assist parents to be supportive of the development of Catholic Identity in schools. 3b) Members of CSPA Council will continue to seek out opportunities to better understand and contribute to the developments in Catholic Identity for schools. | 3a) Draft a Position Statement encouraging parents to participate in school undertakings around Catholic Identity to be tabled at the November 2018 Council Meeting. 3b) CSPA to pursue having representation at any national forums around development in Catholic identity for schools (on-going). | i) Position Statement is completed and disseminated through CSPA Members. ii) CSPA is viewed as a key partner in this space by Catholic Education Authorities. | i) CSPA Catholic Identity Working Party. ii) CSPA Executive. |

| Focus Area 4: GOVERNANCE AND SUSTAINABILITY | | | | |
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| To discern to achieve best practice in CSPA operations | | | | |
| STRATEGIES | PRIORITY ACTIONS | REVIEW POINTS | SUCCESS MEASURES | RESPONSIBILITY |
| 1. Implement and maintain effective governance structures | 1a) Develop Terms of Reference for the Executive Committee. | 1a) Draft Document tabled at 2017 CSPA Council August meeting. | i) Terms of Reference for the Executive Committee accepted at November meeting. | i) CSPA Executive ii) CSPA Executive Officer |
| | 1b) Develop position descriptions for specific Executive Roles, Council Members, working parties, standing committees and council representatives. | 1b) Draft Document tabled at 2017 CSPA Council November meeting. | ii) Position descriptions for specific Executive Roles, Council Members, working parties, standing committees and council representatives accepted. | i) CSPA Executive ii) CSPA Executive Officer iii) CSPA Council |
| | 1c) Develop meeting procedures document. | 1c) Draft Document tabled at 2017 CSPA Council November meeting. | iii) Meeting procedures document accepted at the November meeting. | Executive Officer |
| 2. Establish and maintain peak body status through proactive and experienced engagement on key issues. | 2a) Develop targeted professional learning for Council members that is linked to organisational outcomes | 2a) PD needs identified as is appropriate resource to deliver (at least twice a year at CSPA Council Meeting). | i) Various PD completed at Council Meetings. | i) CSPA Executive to oversee |
| | 2b) Regularly monitor and evaluate education policy agenda | 2b) CSPA to generate feedback as opportunities arise, e.g. Senate Inquiries. | ii) Response/feedback is provided to Government | ii) Executive Officer, CSPA Executive and CSPA Council |
| 3. Identify and embed robust financial practices | 3a) Finance procedures document. | Draft document tabled at a 2018 CSPA Executive Meeting & Council Meeting. | i) Finance procedures document accepted at a CSPA Council Meeting. | i) Executive Officer and CSPA Executive. |
| | 3b) Standard Operating Procedures to Support Administration of CSPA. | Draft document tabled at a 2018 CSPA Executive Meeting & Council Meeting. | ii) Standard Operating Procedures to Support Administration of CSPA accepted at a CSPA Council Meeting. | i) Executive Officer and CSPA Executive. |