



‘We Belong
to a Connected,
Engaged and
Caring Community’

2021 - 2024 Strategic Plan



**ST VIRGIL'S
COLLEGE**

A Catholic boys school in the Edmund Rice tradition



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*At St Virgil's we aspire through our words
and deeds to be faithful to the four
touchstones of the EREA Charter:*



Gospel Spirituality



Liberating Education



Justice and Solidarity



Inclusive Community

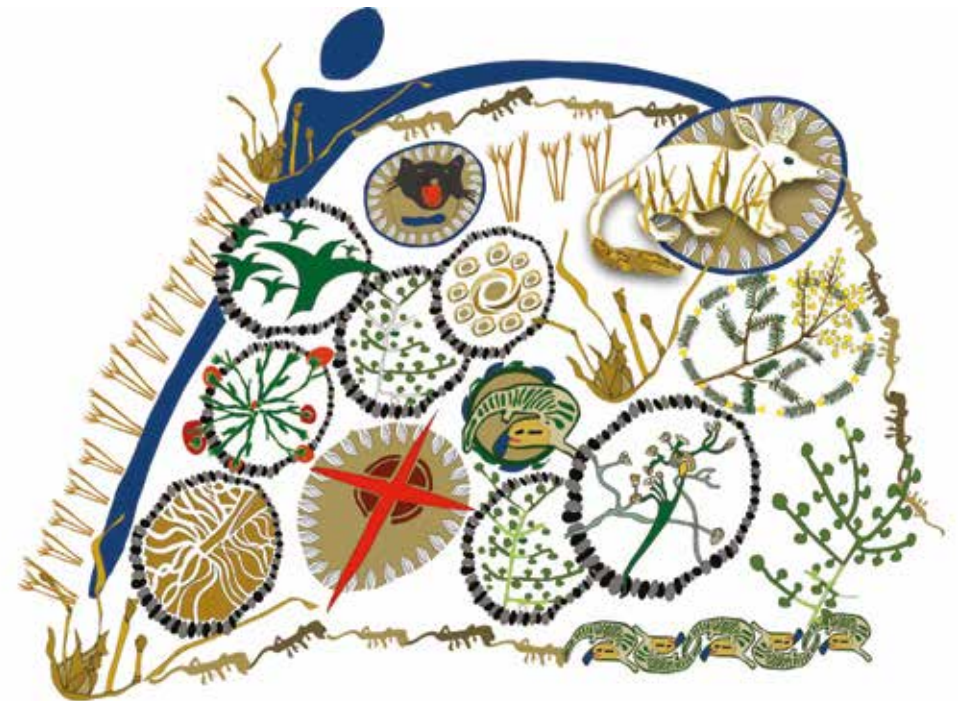


**EDMUND RICE EDUCATION
AUSTRALIA**

Acknowledgement of Country

“ *We acknowledge the muwinina people, the Traditional Custodians who have walked upon and cared for this land for thousands of years.*

We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to Country and commit ourselves to the ongoing journey of Reconciliation. ”





'A Connected, Engaged and Caring Community'

2021-2024 Strategic Plan

Following extensive primary and secondary research and ongoing community consultation, the College's 2021-2024 Strategic Plan, 'A Connected, Engaged and Caring Community' has been promulgated by the College's Advisory Council on behalf of Edmund Rice Education Australia (EREA).

The Plan will be a foundation for innovation, growth, learning and celebration as the College enters an exciting era in its long and distinguished history, becoming Tasmania's only Kindergarten to Year 12 Catholic school for boys from 2024.

The hallmark of St Virgil's College is a strong connection to its community. Traditions have been passed on from generation to generation by proud, passionate and socially aware Virgilians, who inspired by the example of Jesus of the Gospels and the charism of the Blessed Edmund Rice are committed to creating a fair and just society and a better world for all.

This is the basis of a St Virgil's College Liberating Education, the outcomes of which will not be realised in terms of numbers or scores, but in the difference our young men make to the lives of others in our community.

By Deeds not Words our community will bring these plans to fruition, at all times listening to student voice by placing our young men at the centre of all decision-making processes.

This will ensure that this Strategic Plan is an authentic expression of the aspirations of the St Virgil's community and will shape the development of an outstanding Catholic school for boys that is recognised and celebrated for being a connected, engaged and caring community.



2021-2024 Strategic Statements

The Strategic Statements are founded upon the College's authentic expression of the touchstones of the EREA Charter and the pillars of the Archbishop's Charter for Catholic Education in Tasmania.

Scriptural Context

Providing an authentic expression of the touchstones of the EREA Charter by 'acting justly, loving tenderly and walking humbly with God' (Micah 6:8).

Vision

Inspired by the example of Jesus and the faithful service of Blessed Edmund Rice, we strive to create a learning community where each boy is known and valued, inspired and empowered to contribute to the realisation of a just, peaceful and hope-filled world for all.

Mission

We strive to build a Catholic learning community where we can become people of faith, generosity, excellence and integrity, connected in our desire to serve and care for each other, the marginalised and our environment.

Values

Our values are an authentic, lived representation of who we are and who we aspire to be. They shape and inform our culture and are clearly evident in all interactions with members of our community.

The authentic expression of our values defines our community and is the basis for all planning, decision making, reflection and renewal.

- Community
- Integrity
- Justice
- Kindness
- Learning



We Belong to a Community

The College is blessed to be part of a network of organisations that exist to help children reach their God given potential.

We are an instrument of the Catholic Church in bringing God's eternal love and hope to people and have active and engaged partnerships with parishes and the Tasmanian Catholic Education Office. This sense of belonging is enshrined within the Archbishop's Charter for Catholic education which has at its heart the following four pillars:

- Catholic Identity
- Learning
- Leadership
- Mission

St Virgil's College is a proud part of Edmund Rice Education Australia (EREA), a network of over 50 schools which seeks to bring the Gospels alive for children through the example of Blessed Edmund Rice who provided a liberating education to the poor boys of Waterford in Ireland in the 1800s.

His work inspired Christian Brothers who today work in ministries throughout the world. The foundations of an education in the Edmund Rice tradition are the touchstones of the EREA Charter:



Strategic Imperatives

To achieve the aspirations of the College community it is essential to develop, manage and review, time and performance-based action plans in a variety of key strategic areas.

These plans are based upon extensive research and reflect the expertise and wisdom of key members of our community as well as contemporary educational best practice.

All plans are an authentic expression of our strategic statements and commitment to the Charters of EREA and the Archbishop of Hobart. The Strategic Imperatives for 2021-2024 are:

- ⊗ Identity, Justice and Peace
- ⊗ Liberating Education
- ⊗ People and Culture
- ⊗ Sharing Our Stories
- ⊗ Governance and Resources



Identity, Justice and Peace

Catholic education for boys inspired by Jesus of the Gospels and the example of Blessed Edmund Rice.

“To realise our own liberation through the liberation of others”

Strategy Highlights

Catholic Identity and Religious Education

- Community invitation to Mass and Liturgical celebrations.
- Connection to parish communities.
- Reimagine spaces for worship, reflection and renewal.
- Integrate Religious Education in curriculum areas and life of the College.

Justice and Peace

- Embed the Justice and Peace Framework and Rights Based language within the College Community.
- Nurture common understanding of the EREA Touchstones.
- Provide opportunities for authentic expression of the Touchstones.

Service and Immersion

- Research, plan and integrate immersion experiences within College programmes.
- Review and re-develop the College's service learning programmes for students, staff, parents and friends and Old Virgilians.

Aboriginal and Torres Strait Islander Perspective

- Empower and support Reconciliation Action Plan Working Party.
- Regularly review and report on Close the Gap targets and initiatives.
- Plan for and resource learning opportunities which include Aboriginal and Torres Strait Islander Perspectives and voices.
- Enable Aboriginal and Torres Strait Islander students to access cultural knowledge and skills, strengthen cultural connections and form meaningful relationships with each other and their communities.

Key Indicators of Success

The College community will be assured of the efficacy of this plan as an authentic expression of its aspirations through:

- Commendations from EREA 2021 School Renewal process.
- Engaged relationship with Parish communities and local service providers.
- Calendar of Masses and Liturgical celebrations.
- Calendar of retreats, immersion and service experiences which reflect the mission of the College.
- Recognised leader for Reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.
- Continuously evolving Reconciliation Action Plan which has widespread community input and ownership.
- Aboriginal and Torres Strait Islander perspectives integrated within the College's curricular and co-curricular programmes.





Liberating Education

*"I have come so that you may have life, and have it to the full"
(John 10:10)*



Strategy Highlights

Learning and Teaching

- Development of Data informed individual learning pathways for students.
- Evidenced based contemporary best practice pedagogy.
- Implement a Learning Management System that complements Learning and Teaching strategy.
- Collaborate with other Catholic schools to enhance student outcomes as part of Towards 23 Project.
- Trial and analyse outcomes to ensure College is a lead school in Year 9-12 Project.

Learning Enhancement

- Articulate a learning enhancement model based upon student needs and research evidence.
 - Staffing models align with programme aspirations.
 - Protocols for sharing data and information to inform student learning plans and support structures.
 - Implement student centred programmes and facilities.

Information Communication and Technology

- Development and ongoing monitoring of ICT Strategic Plan.
- Planned, budgeted and effective ICT Resource and Device strategy.
- ICT Support structures in place which meet student and staff needs.

Vocational Pathways and Career Education

- Map on and off campus study options.
- Raise profile and possibilities emanating from VET programmes.
- Integrate ICT systems and learning management system within VET programmes.
- Provide Career Counselling Support structures and programmes.
- Work Studies and Career Education embedded within curriculum.

Co-Curricular

- Appointment of a Head of Co-Curricular programmes.
- Map College's co-curricular programme to mirror educational aspirations.
- Develop and publicise annual calendar of events.
- Focussed communication strategy to connect programme to broader College community.

Key Indicators of Success

- Monitoring and responding to student learning outcomes by analysis of internal and external assessments data.
- Staff engagement in professional learning to promote innovative, engaging and inspiring teaching.
- Established individual learning pathways and programmes which are data driven, liberating and industry focussed.
- Engaged partnerships with other Catholic schools, the Department of Education, University of Tasmania and specialist training providers.
- Consolidated Learning Enhancement programmes that reflect the College's commitment and expertise in providing inclusive Catholic education for boys.
- Integrated ICT networks and systems that foster information sharing and collaboration, enhance learning outcomes and improve communication between community members.
- Broad co-curricular programmes in place to meet the needs of boys and are recognised as a key contributor to student wellbeing.
- Evident learning and teaching best practices aligned to the learning needs of boys.



People and Culture

We see the face of Jesus in all people we encounter and strive to treat all with respect, dignity and compassion.

Strategy Highlights

Leadership Structures

- Congruence with Strategic Plan – “students at the centre”.
- Student and staff leadership structures aligned with strategic imperatives.
- Support structure with performance management and professional learning.

Human Resource Management

Integrated HRM system in place incorporating:

- Attraction and Selection strategies.
- Performance and Development Management system.
- Data informed training and development process.
- Reward Management protocols.
- Systems that reflect our mission and the touchstones.

Pastoral Care and Wellbeing

- Research and implement a formation and wellbeing model based upon student needs and research evidence.
- Develop protocols for supporting students in need or ‘at risk’ by developing strong partnerships between the College and external health providers.
 - Develop clear systems and processes for sharing of information between health services and Learning and Teaching team.
 - Undertake research to plan and develop an Equity Hub which includes Student Wellbeing staff, Psychologists, Counsellors and Learning Enhancement staff.
 - Develop a plan to fully integrate Restorative Practice within the operations and culture of the College.

Key Indicators of Success

- Continual improvement in Student and Staff wellbeing data.
- Defined and effective leadership structures to support the College in implementing its strategic imperatives.
- Positive behaviour formation indicators indicating effective use of restorative practice and external programmes.
- St Virgil’s recognised as an ‘Employer of Choice’ with an integrated human resource management system.
- St Virgil’s recognised as an ‘Employer of Choice’ for traditionally marginalised segments of community – Women, Aboriginal and Torres Strait Islanders, Refugees for example.
- Positive staff attraction, development and retention data.
- Monitoring staff leadership development through performance review, professional goal-setting and mentoring processes.





Sharing Our Stories

We build strong, effective and engaged relationships with all members of our community to enhance the education provided to all boys at St Virgil's.

Strategy Highlights

Marketing and Communications

- Update Style Guide and brand identity.
- Develop and oversee integrated enrolment marketing strategy.
- Research and implement an integrated Communications Plan.
- Develop and monitor a Year 11 and 12 Retention Plan.
- Research and implement a Publicity and Media management plan.
- Conduct and analyse results of Market Research programme to inform future marketing and promotions.

Community Engagement

- Stakeholder Mapping undertaken.
- Community Engagement Plan developed and implemented.
- Focused Events strategy.
- Support for Old Virgilian community groups.

Philanthropy

- Database management.
- Conduct feasibility study for major capital fundraising project.
- Provide a range of giving options available to community.
- Develop, implement and promote a Bequest programme.

Key Indicators of Success

- Strong demand for enrolment at all entry levels.
- Engaged partnerships with all feeder Catholic primary schools.
- Targeted and impactful marketing and communications messages in place.
- Consistency of marketing messages and brand assured by adherence to style guide and brand identity kit.
- Market research results which highlight high levels of parent and student satisfaction with the education provided by St Virgil's.
- Strong alumni, parent and carer and industry engagement with the College to enhance networking opportunities for students.
- Successful fundraising programmes in place through the development of a sustained culture of giving.
- High level of engagement with College website and other communications mediums.





Governance and Resources

In building for the future, we commit to living sustainably and protecting Mother Earth upon whom our futures relies.

Strategy Highlights

Financial Management

- Develop and monitor 1, 5 and 10 year financial forecasts in line with EREA requirements.
- Monitor key financial KPIs and adjust strategies as appropriate.
- Provide regular financial reports to EREA and the Advisory Council.
- Develop long term financial plans to support the College's Capital Master Plan.

Risk and Compliance

- Develop and monitor processes to report on risk and compliance indicators to EREA, TCEO and Advisory Council.
- Embed Complispace within the College's ICT and operations systems.
- Develop and monitor user calendars for risk management and compliance training.

Capital Master Planning

- Ensure Master Plan aligns with the College's Strategic Plan.
- Match Capital Master Plan with the College's Financial Plans.
- Undertake ongoing research to continually update Plan to reflect contemporary educational best practice.

Sustainability

- Develop and implement detailed sustainability plans for all campuses.
- Embed sustainability infrastructure within all Master Planning processes.
- Set, measure and report on College's sustainability targets.
- Embed Sustainability principles and practices within student curriculum and College policy framework.
- Adopt where feasible land management practices of traditional custodians.
- Position Austins Ferry campus as a Centre for Sustainability Research and Practice.

Key Indicators of Success

- Monitoring the College's ongoing financial viability through regular reporting to EREA and the College Advisory Council.
- Achievement of all EREA financial benchmark and audit compliance requirements.
- Reviewing and responding to Complispace data to mitigate risk profile of the College.
- Continuous achievement of EREA and TCEO benchmarks in regards to Risk Management and Risk and Compliance training.
- Continuous improvement to learning and teaching facilities through implementation of the College's Master Plan.
- Sustainability principles are evident within all areas of the College's operations including master planning, curriculum development and delivery, justice and peace initiatives and property management.
- College is seen as a 'Lighthouse' School for sustainability education and training, programmes and practices.







ST VIRGIL'S COLLEGE

A Catholic boys school in the Edmund Rice tradition

From 2024, a Kindergarten to Year 12 Catholic School for boys in the tradition
of Blessed Edmund Rice (Subject to Approvals).

Senior School - Year 7 to 10

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195 Main Road
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Email: registrar@stvirgils.tas.edu.au

Junior School - Kindergarten, Grade 3 to 6

102 Patrick Street
Hobart Tas 7000

Phone: (03) 6234 2440

Email: jsadmin@stvirgils.tas.edu.au

www.stvirgils.tas.edu.au