



ALL SAINTS'
COLLEGE
Maitland

Review of All Saints' College, Maitland November 2021



BACKGROUND

In June 2021, a review of All Saints' College was initiated per the 2015-16 report, *Study into the Provisions of Secondary Education for the Diocese of Maitland-Newcastle*. This 2016 report recommended the dual campus model with analysis and further review to be undertaken in 2022. The timing of the proposed 2022 review was brought forward at the request of school leadership, staff, the Independent Education Union (IEU) and with agreement from Diocesan leadership.

This review focused on facilitating the long-term strategic planning of All Saints' College into the future. In particular, on ensuring All Saints' College is able to provide an outstanding faith-filled learning environment in the Catholic tradition and the best possible learning progression and educational outcomes for our students.

The review was conducted by external expert advisers:

- **Dr Dan White**, former Executive Director of Catholic Schools for the Archdiocese of Sydney
- **Ms Terry O'Brien**, former Government School Principal and NSW Board of Studies Liaison Officer (BOSLO).

WHAT WAS THE PURPOSE OF THE REVIEW?

The 2021 review was undertaken to:

- ensure the best possible learning progression and educational outcomes for all students of All Saints' College
- understand and consolidate the strengths of the College
- identify and recommend modifications in order to enhance the operation of All Saints' College



HOW WERE PEOPLE ENGAGED?

The Reviewers used an Appreciative Inquiry Model (SOAR), that sought to initially identify the strengths and opportunities for growth within the current 'One College: Dual Campus' model. SOAR refers to Strengths, Opportunities, Aspirations and Results.

A comprehensive engagement process was undertaken to hear from stakeholders, including:



2 Listening Assembly gatherings with key stakeholders spread over ten workshops

25 designated focus group meetings including teachers, administration and support staff, parents and students



Detailed analysis of **2** previous surveys (Tell them from Me; Staff Wellbeing)



Over **50** individual interviews



Over **30** written submissions



7 case studies of multi-campus colleges



3 neighbouring school visits



5 meetings with IEU representatives

6 meetings with the Reference Group

5 meetings at the Diocesan or Catholic Schools Office level.



2 Educational Data workshops with key College leaders

After the first phase of the inquiry, the reviewers focused on exploring alternative suggestions and options for the future development of the College and conducted a detailed risk assessment on the various proposals under consideration.

WHAT DID WE HEAR?

Staff are dedicated and committed however the challenge is that across each campus, staff are committed to differing models of 'service delivery' for students.

The **vision and mission** for an integrated 7-12 College needs clarification and review.

The College has the opportunity to revitalise and enhance strategies to positively impact upon the mission of **Catholic education**.

Parents and students speak highly of the **quality of teaching and educational outcomes** however assessment of HSC trend data indicates areas for improvement.

The College serves **diverse learning** cohorts and caters very effectively for a mix of students, skill levels, backgrounds, ambitions and aspirations, however there is potential to more explicitly support highly capable students to fulfil their potential.

Student wellbeing is a high priority. Opportunity exists however to update the tutor program 7-12 and refine it to systematically address ongoing contemporary wellbeing issues; in addition, more attention could be given to nurturing a culture that recognises success, provides greater opportunity for the student voice and enhances student engagement.

Staff wellbeing, morale and sense of community has declined since the amalgamation. There is need to more regularly and effectively consult with all staff and community members with respect to the long term vision for the College.

The current **College structure** is not favourable for delivering the best educational outcome for students with preference for one, fully integrated and cohesive Year 7-12 campus.

The current and dissimilar timetabling, meeting and staffing **policies and structures** of the two campuses inhibit the strategic growth and development of the College

The **College leadership structure** has inhibited effective connection with staff, and to some extent, students. There is room to enhance collaboration and decision-making at the College as well as improving role clarity, access to leadership, consultation processes and communication.

Several **administrative structures and processes** still need to be addressed with insufficient attention or resource provided to ensure the efficient and integrated operations of support services.



WHAT'S NEXT?

The Diocese is focused on ensuring the best learning and educational outcomes for all our students.

The feedback and recommendations have been compiled into a research report for review, to inform the Diocese and assist with future planning. In order to provide a comprehensive, strategic 'roadmap' for All Saints' College, the reviewers provided many recommendations across the dimensions of the Report. Notably, the key recommendations include:

- A detailed Master Planning study to be undertaken to situate the school on the one campus
- From 2023 the discontinuation of the 'flexible learning day' and the development of a common five-day timetable for the whole College that includes some Stage 6 flexibility

It should be noted that the above are provided as recommendations and the Diocese will be reviewing feasibility and timings prior to any implementation decisions.

The Diocese will review the report and consider the recommendations to ensure All Saints' College can deliver the best possible learning and educational outcomes for students as it moves forward and to realise an integrated Year 7 – 12 College.

Further work will be undertaken to determine processes and timings as the Diocese works to realise the benefits for our students, staff and the community that will result from one college, one campus.

WHO TO CONTACT?

For more information, contact:

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