

# Strategic Mountain

## MACS 2030

# Forming Lives to Enrich the World

**2030**  
Reimagine excellence

**2029**  
Continuous support mechanisms and nourishment

**2028**  
Embed culture and excellence

**2027**  
Evaluate using data insights

**2026**  
Laser focus on Formation and student outcomes

**2025**  
Enable flourishing learners through system-led leadership

Embed faith formation framework • 2025 ACYF • RE curriculum resources • Launch VFE • Embed VFI • Embed PRA • Launch HSW system • Launch VFL • Launch mandatory learning • Advocate EBA • Advance DRI • Advance MACSEYE roll out • Enhance school and Parish relationship • Strengthen child safety processes • Strengthen risk management culture • Equitable and transparent school funding model • MACS Specialist schools

**2024**  
Action strategies and new ambitions to address gaps

L&RS refresh delivered • VFI launched • VFE Framework initiated • Formation Framework • 4 OSHC opened • \$179m infrastructure projects completed • Code of Conduct launched • Office levy restructured • Principal appointment process enhanced • DRI Vendor partner selection • Instrument of Delegation



**2023**  
Set up for success by getting the basics right

Pedagogical framework • System-wide assessments World Youth Day pilgrimage • Refresh payroll CECV-MACS transition • ELT-SLT organisation redesign and JGH restack • Faith Formation framework • MACS system insurance reset • MACS Digital Ambition



Faith  
Hope  
Love

## 2025 Strategic Initiatives



# 2024 Key Achievements



## Inspired by Faith

- Faith formation strategy and framework developed
- Teachers accreditation strategy developed
- Inspired to Lead program concluded with 52 participants touring Rome and Assisi
- The Rerum Novarum Awards and ACU School Leader completed



## Flourishing Learners

- VFI launched and accompanying material released via CEVN
- VFI training sessions launched with 98% of Primary and 87% of secondary schools having engaged in at least one session
- Conceptual framework of the Vision for Engagement endorsed by ESP Board Committee
- L&RS Directorate refresh completed



## Enabled Leaders

- Enhanced principal appointment process launched
- Flexible models of principalship launched
- Code of Conduct launched
- CultureAmp platform acquired with performance appraisal and goal setting process for MACS office staff
- Opportunities to enhance EBA agreement for 2025 initiated



## Enriched Communities

- Inaugural MACS Annual Report launched and co-branding completed for 97% of school websites
- 34 infrastructure projects forecast for completion in 2024 to an approved budget of \$179M
- 4 OSHC care services opened in October under MACSEYE governance
- DRI vendor demonstrations concluded with 2 shortlisted vendors



## Enterprise

- Instrument of Delegations approved
- Priority initiatives for centralised procurement completed
- Changes to office levies communicated for sustained office function
- Risk Management Framework and Risk Appetite statement under review for effective risk management



# 2025 Strategic Initiatives



## Inspired by Faith

- Deliver new religious education curriculum resources aligned to the Vision for Instruction and Archdiocesan religious education curriculum report
- Implement first phase of teacher accreditation strategy
- Embed MACS Faith Formation Framework to enhance formation experiences for students and families, teachers, principals and leaders, and staff
- Contribute to the delivery of the 2025 Australian Catholic Youth Festival (ACYF)



## Flourishing Learners

- Embed the MACS Vision for Instruction to improve student learning outcomes, particularly literacy and numeracy proficiency
- Launch the MACS Vision for Engagement to further support student engagement, classroom behaviour management, inclusion and wellbeing



## Enabled Leaders

- Embed the Plan Reflect Achieve (performance management) process for MACS office staff and launch an appraisal process for MACS school principals and leaders
- Actively advocate with VCEA for a mutually beneficial and sustainable EBA outcome for MACS staff and MACS as an employer
- Launch the MACS Leadership and Development Framework including the MACS Vision for Leadership and mandatory learning
- Launch the MACS Health Safety and Wellbeing (HSW) management system
- Deliver professional learning programs to enhance Catholic leadership skills and capability



## Enriched Communities

- Accelerate delivery of MACS digital reimagination (DRI) program Tranche 1 capabilities: human capital, finance, payroll and data management
- Continue to execute on MACS Early Years Education strategy
- Develop a consolidated Working Together in Mission (WTiM) action plan, focusing on the working relationship between parish priests, principals and School Advisory Council (SAC) Chairs



## Enterprise

- Further strengthen child safety processes including reportable conduct, resourcing and reporting
- Embed risk management as a core part of MACS' operating culture by enhancing risk management systems and processes
- Review MACS school funding model to create transparency and equity and ensure financial sustainability
- Undertake a strategic review of MACS specialist school provision to enhance value proposition

# Purpose





Forming lives of faith, hope and love in the light of Jesus Christ



# Vision

Every student is inspired and enabled to flourish and enrich the world

## Strategic themes

 <b>1. Inspired by Faith</b>	 <b>2. Flourishing Learners</b>	 <b>3. Enabled Leaders</b>	 <b>4. Enriched Communities</b>
<p>Programs</p> <ul style="list-style-type: none"><li>1.1 Compelling faith formation experiences</li><li>1.2 Enhanced faith formation pedagogy – best practice faith and leadership formation</li><li>1.3 Excellence in religious education – curriculum, resources and teaching practices</li></ul>	<p>Programs</p> <ul style="list-style-type: none"><li>2.1 A pedagogical learning framework for excellence</li><li>2.2 High-quality curriculum and teaching resources</li><li>2.3 Performance-oriented teacher support focused on excellent student outcomes</li></ul>	<p>Programs</p> <ul style="list-style-type: none"><li>3.1 Effective leadership selection and evaluation processes</li><li>3.2 Enhanced professional learning and development for all staff</li><li>3.3 Reimagined Catholic leadership framework</li></ul>	<p>Programs</p> <ul style="list-style-type: none"><li>4.1 Office: transformed services supporting our schools</li><li>4.2 Schools: positioned at the heart of the MACS system and their communities</li><li>4.3 Parishes: working together in mission with our parishes</li></ul>
<p>By 2030, we aim:</p> <p>To become a system of schools where students and staff grow in virtue, supported by an outstanding Religious Education curriculum that is executed with impact, in an environment that enables faith to flourish.</p>	<p>By 2030, we aim:</p> <p>To become the benchmark for excellence in teaching and learning through a coherently integrated, academically competitive and distinctively Catholic educational offering.</p>	<p>By 2030, we aim:</p> <p>To become the employer of choice in the Victorian education sector, and to have Australia’s pre-eminent Catholic teacher and leadership formation and training infrastructure, developed in collaboration with others.</p>	<p>By 2030, we aim:</p> <p>To provide best-in-class support services for principals and their schools, working closely with parish priests.</p>

