

REPORT

From the Amalgamation Steering Committee

December 2020



St Bede's College should be a place where every boy can find a pathway that motivates him and allows his particular gifts and talents to develop



Mentone & Bentleigh East

Introduction



It has been an absolute privilege across 2020 to take up the position of Project Manager to oversee the amalgamation of two outstanding Colleges, St Bede's Mentone, and St James Bentleigh East.

Under the guidance of the Amalgamation Steering Committee team (a College Board sub-committee) and Principals John Finn and Stephen Pooley, many teams and sub-committees across both Colleges have worked together, and it has been inspiring to witness the commitment and dedication of Staff to ensuring the smooth transition to One College, Two Campuses.

It is important to acknowledge that not all teams who have contributed to the transition are listed here as sub-committees per sé – this in no way devalues the outstanding work that has been done.

The conditions under which teams have had to work in this "COVID year" have been both challenging and a new learning experience. Sincerest thanks go to all who have given so generously of their time and expertise, and I look forward to working with all the Staff and community of St Bede's College (and hopefully face-to-face) in 2021.

I shall continue to seek your input and feedback regarding the amalgamation process, and invite you to contact me should you wish to do so: emgconsulting44@gmail.com

Liz Gleeson

AMALGAMATION PROJECT MANAGER



*The following communication outlines the membership and work of each of the Steering Committee and the various sub-committees across 2020. As well as the meetings listed with the Amalgamation Project Manager, each group met additional times to ensure the necessary work was undertaken to guarantee a smooth transition to St Bede's College **Mentone and Bentleigh East***

Until the final amalgamation has been ratified, each College is named separately, unless referred to as the amalgamated College in future tense

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Acronyms:

LTSC AMALGAMATION **L**earning & **T**eaching **S**ub-**c**ommittee
LDIT AMALGAMATION **L**earning **D**iversity **I**mplementation **T**eam

Amalgamation Steering Committee

Background

The Amalgamation Steering Committee convened in November 2019, with the brief to oversee the amalgamation process between the two Colleges, as well as ensuring that all legal and compliance requirements are met. The Steering Committee engaged the services of the Project Manager, Liz Gleeson, who reports directly to the committee. In turn, each of the sub-committees reports to Liz. A written report is provided at each meeting.

Purpose

- Oversee the general amalgamation process and all that it entails.
- receive, review, and make recommendations on all suggestions put by the various sub-committees.
- oversee the Project Manager's Work Plan, and make available the necessary resources for the Plan to be actioned.
- ensure all Risk Management issues are identified and addressed
- communicate with both school communities to ensure they are fully informed of its work, decisions, and direction.
- communicate with the wider community to ensure it is fully apprised of the progress of the amalgamation.
- receive, comment on, give advice to and where appropriate, make decisions based on the suggestions put to it by the various sub-committees.
- review the work of the Project Manager and the various sub-committees at the end of each Semester, that being June 2020, December 2020, and into 2021 and beyond as deemed appropriate.
- report regularly to the St Bede's College Board.

2020 Membership

- Marg Buge (Chair) Board Member St Bede's College
- Anthony Brinkley..... Board Chair St Bede's College
- Andrew McLoughney Board Member St Bede's College
- Wayne McKenna Board Chair St James College
- John Finn..... Principal St Bede's College
- Stephen Pooley Principal St James College
- Rachael Cracknell..... Deputy Principal - Staff St Bede's College
- Liz Gleeson..... Project Manager emg Consulting

Meetings

The Steering Committee met 14 times across 2020, the majority of meetings being held remotely. This team will continue to meet across 2021.

Faith & Formation

Background

The two Faith Development leaders and teams of St James and St Bede's share a long history of working closely together and will continue to build on this strong and warm relationship across 2021. Work is already underway between the 2 Colleges to ensure a smooth transition to One College, Two Campuses.

Purpose

- To plan all liturgical celebrations, retreats and special events across 2021 and beyond.
- To plan for ongoing induction of staff in Lasallian tradition and ethos, and thus ensure an understanding of the tenets of Lasallian education.

2020 Membership

- Ria Greene Deputy Principal – Faith and Mission St Bede's Mentone
- Martin Callanan Domain Leader – Religious Education & Faith St James Bentleigh East

and each working with their respective Faith Development Teams.

Meetings

The respective teams have met numerous times across 2020, and twice (remotely) with the Project Manager.

Work of the Committee in 2020

- Undertook an audit of all liturgical events and activities across each College.
- Developed and ensured role clarity for all Staff.
- Ensured a combined, consistent approach across both campuses.
- Ensured a process of assessment, evaluation, and adjustment across the first year based on learnings from the initial experiences.
- Identified all events to be celebrated in 2021 and roll out all tasks to be undertaken.
- Developed timelines for same and calendar these.
- Built in contingencies in event of COVID restrictions.
- Co-opted other staff according to need (eg: MAD: OH&S, Child Safe etc).
- Developed a plan for ongoing Staff formation in Lasallian education.

Learning & Teaching

Background

The Amalgamation Learning and Teaching Sub Committee (LTSC) was established in March 2020 to provide advice to the St Bede's / St James Amalgamation Steering Committee. The Committee's focus is to develop a comprehensive Learning and Teaching Program (including pedagogical approaches, curriculum design and scope, co-curricular opportunities, assessment, and reporting elements) for the newly amalgamated (and to be named) St Bede's College Mentone and Bentleigh East. The amalgamation provides an opportunity for innovation and the development of a visionary, future focused Catholic education for young men in the Lasallian tradition.

Purpose

To scope, plan and develop a learning and teaching program through collaboration, consultation, and research. Across 2021 / 2022, the Learning & Teaching Sub-committee, at the Principal's direction, will continue to explore all avenues for best practice in boys' education, and make recommendations to the Steering Committee regarding the best mode(s) of delivery, including curriculum content and offerings, campus structures, staffing (where appropriate) and resourcing.

2020 Membership

In 2020, the Committee included representatives of both St James Bentleigh East and St Bede's Mentone as follows:

- Gaynor Robson-Garth Chair
- Liz Gleeson..... Amalgamation Project Manager
- Maria Haggett Deputy Principal Learning & Teaching..... St Bede's College
- Natalie Bates Curriculum Coordinator St James College
- Viv Ditcham Learning & Teaching Leader, Numeracy 7- 9 St Bede's College
- Brendan Fordham..... Y10 – 12 Learning Leader St Bede's College
- Justin Shepherd..... Year 10 Coordinator St James College

Membership of the Committee was expanded in June (Meeting 3) to include:

- Gabriella Warfe..... Senior Years Coordinator St Bede's College
- Amy Collins..... Leader of Learning and Innovation St James College

Brenden Mair, who will be the new Deputy Principal of Learning and Teaching in 2021, joined the Committee in an ex-officio capacity on October 15 (Meeting 9). Brenden will take his place on the Committee in 2021 and will also Chair the Learning Diversity Implementation Team.

Meetings

The Committee met twelve times over the year on Thursday afternoons from 3:30pm to 5:15pm via Google Meet. An extended half day meeting was held on 20 August to focus on Learning Diversity and Inclusion. A number of guest presenters from each College and from Catholic Education Melbourne attended designated meetings.

Work of the Committee in 2020

- Discussion and ratification of the Committee's Terms of Reference.
- A 'broad brush' review of the curriculum/learning and teaching programs at St Bede's and St James Colleges.
- Identification of short, medium, and long term goals and priorities including actions and timelines (ongoing).
- Recommendations to the Steering Committee as appropriate.

SHORT TERM Goals / Recommendations

- Adoption of the CIS template for documenting curriculum across both campuses for all Year 7 to 10 curriculum units, including modification of the framework to include reference to the Catholic and Lasallian ethos.
- Enhancing Year 10 access to VCAL and VCE studies for St James students in 2021.
- Formal recognition is being sought for the Year 10 (Bentleigh East) Applied Learning Program to be accredited as Foundation VCAL in 2021. Foundation VCAL will be extended to Year 10 at St Bede's Mentone in 2022.
- Recommending timetable alignment across both campuses as of 2022 and the establishment of a Timetable Working Group to oversee this.
- Expanding language options at Bentleigh East to include the study of Italian in addition to Indonesian as of 2022.
- Making recommendations relating to staff professional learning in 2020 and 2021
- Providing feedback on the Draft Vision Statements for High Quality Learning and Teaching, and Global Citizenship.
- Recommending areas of focus for the staff professional learning day at the start of 2021.
- Recommending the extension of the Bentleigh East ICAN Program for students on the Autism Spectrum by also offering the program on the Mentone campus in 2021.

MEDIUM LONG TERM Goals / Recommendations

- Alignment of curriculum by the start of 2022. This will continue as a major focus for 2021.
- Alignment of Learning Diversity provision, including enhancement opportunities for highly able students by building on existing practice and identifying future opportunities.
- Recommendations were put forward to consider ROSAE (Record of Student Adjustments and Evaluation), a new application for recording student adjustments for the NCCD process.
- Considering longer term options to further enhance VCE access in 2022 and beyond.
- Continuing to work with the Timetabling Working Group to identify challenges, solutions and opportunities associated with the implementation of a common timetable and 'curriculum pie'.
- Recommending staff Professional Learning Priorities for 2021 as follows:
 - Embedding and unpacking the High Quality Learning and Teaching Vision Statement
 - Embedding and unpacking the Global Citizenship Vision Statement.
 - Alignment of Curriculum documentation and practice.
 - Implementing a model of exemplary practice in Learning Diversity provision Developing an agreed whole school pedagogical framework that is evidence and research based.
 - Alignment of Assessment and Reporting and embedding the Developmental Assessment Program.

ONGOING LONG TERM Goals / Priorities

- Continuing to develop a vision for an exemplary model of education in the Lasallian Tradition.
- Aligning the Curriculum and developing a whole school, evidence and research informed pedagogical framework.
- Continuing to identify and facilitate opportunities for staff collaboration.
- Ensuring equitable access to VCE/VET/VCAL /Applied Learning from 2022 onwards.
- Bedding down the staff Professional Learning Program and identifying priorities (areas of common focus and campus specific matters).
- Developing a Self-efficacy and Resilience Framework that is embedded in the curriculum. (This is the subject of ongoing discussion and research).
- Enhancing Staff Leadership Capacity by building on the current program at St Bede's Mentone to develop a whole school model for middle level leaders.

Professional Learning

Background

Staff Professional Learning encompasses a myriad of different elements that reflect the complex nature of the role of teachers and support staff. Professional requirements and standards must be met, as well as keeping up to date with course content, assessment, and reporting. As such, both Colleges commit time and resourcing to ensure that all members of staff meet these professional requirements.

Purpose

- To identify and target the relevant and specific professional requirements of all staff across both campuses
- To identify whole school and campus specific needs
- To source the appropriate expertise to support staff in their role
- To plan and calendar professional learning across each year, ensuring all spheres of learning are covered

2020 Membership

- Rachael Cracknell..... Deputy Principal – Staff St Bede’s College
 - Natalie Bates Curriculum Co-ordinator St James College
 - Amy Collins..... Leader of Learning and Innovation St James College
- and liaising with the respective Professional Learning Teams from both Colleges.

Meetings

The members of this group met regularly (virtually) across 2020, and reported to the Amalgamation Project Manager as required.

Work of the Committee in 2020

- Liaise with all key stakeholders regarding Professional Learning requirements for 2021
- Meeting Calendar established and signed off in term 4 of each year for the following school year
- 2021 start of school year PL sessions planned with contingencies (remote & onsite)
- Staff Induction process in place for 2021
- Staff support process for SJBE staff put in place
- Setting up of cross-campus Learning Area teams to undertake curriculum development across 2021
- Lasallian induction (Staff retreat – Wed 9 Dec)
- All staff informed of Governance requirements for new College
- Due diligence undertaken regarding policies etc
- Self-paced modules on key policies to complete for all Staff (Child Safe, OH&S etc)

Heritage

Background

The Heritage Sub-committee was formed in March 2020, with a primary focus on planning for the 50th celebrations of St James College, both within the College and with the wider community. The team worked closely with the Faith and Formation teams from each College.

Purpose

- To ensure that the St James story is celebrated throughout & towards the end of this year (& included in this, the all-important 50th celebrations).
- To ensure the St James story is held within the community in an ongoing manner – spiritually, as part of the RE program and visually, for Staff, students, parents, and the broader community.
- To explore what practical elements need to be addressed, when and how.

2020 Membership

(All from or Affiliated with St James College)

- Stephen PooleyPrincipal
- Marty CallananDomain Leader – Religious Education and Faith
- Dee O'NeillYear 8 YLC and long-term staff member
- David KirklesRE/Art teacher and long-term staff member
- Billy NatsioulasYear 7 YLC and former SJC student
- Wayne McKennaChair of Board and parent of past St James students
- Liz GleesonAmalgamation Project Manager

Meetings

The sub-committee met 4 times across 2020, all remotely and with the Project Manager. Unfortunately COVID 19 curtailed many of the planned activities, with the limitations on numbers and/or restrictions on gatherings.

Work of the Committee in 2020

- planned for the St James 50 Year Celebration.
- planned for end of year celebrations / commemoration.
- planned for the commencement of 2021 with St James community officially amalgamating with St Bede's Mentone.
- continued to ensure ongoing acknowledgement of the St. James story, history & traditions:
 - renaming the Chapel to *The Chapel of St James the Apostle*.
 - Explore naming buildings/ rooms after significant aspects of St James' history.
 - Ensuring the St James story continues to be told in the RE program, via the curriculum and in prayer and liturgy.
 - Explore possibility St James statue in Courtyard.
 - Archive St James flag in a public space, along with other artefacts and memorabilia.
 - Maintain the Honour Board of Staff service.
 - Work with the local indigenous community and Aboriginal Catholic Ministry to source an appropriate indigenous name for the VPAC building.
 - Determine what other ongoing celebrations can be held and at whom these will be targeted (eg: Old Boys).

Enrolments | Marketing | Transition

Background

The Enrolments, Marketing and Transition team has worked closely together for a number of years. They have strived to ensure that the community is well informed, and recently, that the name and reputation of newly amalgamated St Bede's College is uppermost in parents minds when considering a secondary school for their son. The team has liaised with the Amalgamation Project Manager to ensure the Steering Committee is fully informed of all facets of their work.

Purpose

- to build on the excellent reputation of both Colleges and continue to raise their profile in the broader community, highlighting the Lasallian tradition and charism.
- to work closely with parish feeder primary schools and local government schools to offer the newly amalgamated St Bede's College (Mentone and Bentleigh East) as the school of first choice for boys and young men.
- to monitor and expand on the current enrolments at both Colleges.
- to ensure a smooth transition for all students from primary to secondary school, and within the secondary school setting.

2020 Membership

- Jo Hynes Old Collegians (& Marketing) St Bede's College, Mentone
- Deb Campion..... Enrolment Registrar St Bede's College, Mentone
- Caitlin Kloppenborg Principal's PA St James College, Bentleigh East

Meetings

Four meetings were held across 2020, and a regular report update was provided to the Amalgamation Project Manager to ensure the Steering Committee remain apprised of the work of this team.

The Work of the Committee in 2020 includes:

Enrolments

- Noting strong enrolment numbers for 2021 and 2022.
- Enrolment boundaries clarified; interactive enrolment map placed on St James Bentleigh East website. The simplicity of this interactive map is that, when a parent enquires by entering their address on the webpage map, their address is calculated and displays whether they reside within the enrolment catchment area.
- Invitation to “Come and See” sessions at both Colleges.
- Website update to include Virtual tour and Virtual meet and greet (St Bede’s Mentone).
- All incoming Year 7 students at both Colleges personally contacted.

Marketing Collateral

- New signage designed, ordered, and erected on current St James Bentleigh East site.
- Message to local community: **“Our Community is Growing”**
- Information booklets translated into different languages.
- Revamp of College website to reflect the new College structure.

Parish Primary Schools

- Billboards and posters delivered to local primary schools.
- Advertising through Parish Bulletins.
- Gift hampers to all local primary Principals.
- Hand sanitizers, water bottles and promotional material to all boys and girls in Bentleigh East and Mentone catchment area schools.

Uniform

- All current St James Bentleigh East students, who are in Years 7, 8 & 9 will be given a new St Bede’s uniform.

Transition

- Transition afternoon teas with families at SJBE (10-12 families with students – very positive feedback).
- Information Night at SBM – well attended (pre-COVID).
- Information video and pack sent to SJBE families.

Policy

Background

Policy development and compliance are critical and essential practices in the successful running of any school. Adherence to State and Federal Government requirements, as well as those mandated by Catholic Education Melbourne are all part of a College's registration process and policies must be updated regularly.

Purpose

The work of this sub-committee was four-fold:

1. To meet the VRQA registration requirements of a newly amalgamated College.
2. To ensure all policies continue to be accurate, up to date and compliant.
3. To align critical policies across both campuses.
4. To develop a process to ensure all staff and the community (where applicable) are informed of relevant policies and where to access them.

2020 Membership

- Enzo Di Toro..... Director of Compliance and Policies St Bede's Mentone
- Pat Janes Deputy Principal St James Bentleigh East
- Liz Gleeson..... Amalgamation Project Manager

Meetings

This sub-committee met four times across 2020 and had ongoing email communication. Much of the work completed was done so by Enzo Di Toro in his role as the Director of Compliance and Policies at St Bede's College.

Work of the Committee in 2020

- Completed all mandated VRQA requirements and submit for registration.
- Audited existing policies across both Colleges.
- Ongoing alignment the policies of both Colleges.
- Determined full access to the relevant policies on the internet, intranet, or parent portal as applicable.
- Continuing to ensure a full understanding by staff of policy content, intent, expectations, and adherence via the *Together and By Association* initiative.
- Extended the Induction process regarding policies to all staff, particularly those on the Bentleigh East campus, and incoming new staff to both campuses.

ICT

Background

Information and Communication Technologies, the platform on which all schools operate in 21st Century learning is a multifaceted mix of hardware, software, learning systems and student and parent portals. It is part of one of the key means by which schools communicate within and to the wider community. As such, the work that needs to be undertaken when amalgamating two Colleges is complex, time-consuming and at times, problematic. The smooth transition of all matters relating to ICT is testament to the skill and expertise of the teams who have worked closely together across 2019-2020.

Purpose

- To identify and address all ICT related issues across the two Colleges.
- To prioritise said issues into low/medium/high for actioning.
- To develop a timeline for the actioning of all priorities.
- To develop a budget to ensure full resourcing of all ICT needs.

2020 Membership

David CracknellDeputy Principal of ICT & Infrastructure St Bede's College Mentone

Sean Keenaghan.....Network Manager..... St Bede's college Mentone

Matt MarcosICT Manager..... St James College Bentleigh East

and their respective ICT and AV teams from both Colleges.

Meetings

The Amalgamation Project Manager met twice with David Cracknell and was apprised of the work undertaken by the team on a regular basis. Access was also provided to the "working website" where all tasks were prioritised and actioned.

Work of the Committee in 2020

(including but not limited to)

- Full audit of all hardware across both Colleges.
- Establishing network links across both Campuses – intranet, email, internet, parent portals.
- Rolling out the Notebook program to all St James' students and incoming St Bede's students, and where applicable, staff (including imaging and software development).
- Developing the new College's identity management system.
- Updating the networks to ensure they "speak to each other".
- Ensuring all firewalls, virus protection, back-up and data retention, and safety measures are in place.
- Transfer of all St James data to St Bede's network, including new enrolment data.
- Licensing compliances are met.
- The ICT HelpDesk has expanded.
- ID cards, email identity and all other access information for St James staff.
- Alignment of day-to-day administration practices.
- College alarms, CCTV, and security revamped.
- Ongoing professional learning for Staff from both Colleges re the above.
- Budget planning for the above.

Student Leadership

Background

Each of the two Colleges has a long and proud history of student leadership and giving voice to students in an authentic and purposeful manner. This small sub-committee was formed to ensure that this not only continued once the two Colleges amalgamated, but that even further opportunities could be explored to encourage and ensure that student leadership, both formal and informal, remains a hallmark of the College.

Purpose

- To give greater access to students for leadership opportunities and greater avenues for student voice and student agency across the school.
- To align the leadership structures across both campuses of St Bede's College.

2020 Membership

- Mark Jones.....Deputy Principal - Students St Bede's College Mentone
- Justin Shepherd..... Year 10 Co-ordinator St James College Bentleigh East
- Liz Gleeson.....Amalgamation Project Manager

Meetings

This sub-committee met twice across 2020. The bulk of the work was undertaken by the two College members, Mark and Justin, with input and feedback from members of the Heritage sub-committee.

Work of the Committee in 2020

- Audited the current state of play regarding student leadership at both Colleges.
- Determined the priorities and "non-negotiables".
- Ensured the history of student leadership at each College is respected and maintained in some form.
- Ensured all formal and informal leadership positions are identified.
- Developed a cross campus model of leadership for 2021 and beyond.
- Developed / fine-tuned the process for leadership identification, nomination, and election.
- Aligned the House names, House colours and (where applicable) House patron saints.
- Recommended the Student Leadership structure to the Amalgamation Committee.