



Regeneration

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**EDMUND RICE EDUCATION
AUSTRALIA**



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REGENERATION IS...

2022 is a time of great change and renewal for EREA.

We will move to an incorporated company ready for 1 January 2023. Our governance will place student safety, wellbeing, faith and learning at the centre of our work. It will be easy to understand, clear and transparent, and provide confidence to the community about the integrity of our organisation, and our support of students, families and school communities inspired by Blessed Edmund Rice.

OBJECTIVES

- Delivering safe, student-centred learning inspired by the charism of Blessed Edmund Rice
- Developing culture to best serve our students and young people and to live the charism of Blessed Edmund Rice
- Ensuring that our leaders are clear about their relationships, responsibilities and accountabilities
- Building trust and confidence within ourselves, our schools and our broader community



New Structure Taking Shape



Philomena Billington
President, EREA Council

The opportunity for education for young people from the early years through to Year 12, especially those needing support for a variety of reasons, is at the heart of a Catholic education in the Edmund Rice tradition. EREA offers a Liberating Education, based on Gospel Spirituality, within an Inclusive Community committed to Justice and Solidarity. The regeneration of Governance at all levels is to enable this mission commitment.

The Council of Trustees for EREA is pleased to announce the appointment of the Directors who will form the Inaugural Board of EREA Ltd. Ensuring that the Charism of Blessed Edmund Rice continues to be expressed in ways that speak to this change of era and serve our students and their families remains at the heart of our work as Trustees.

The process of appointing the new skills-based Board involved an external search by the Recruitment Firm, Sheldon Harris and the process of appointment of prospective Directors was led by Iyla Davies as Chair supported by an external Nominations Committee according to clear and published criteria. In approving the nominations, Council was mindful of the need to recruit Directors who could both steward the mission of Catholic education in the Edmund Rice tradition and bring diversity, wisdom and governance expertise to the new corporate entity.

We pay tribute to and thank the outgoing EREA Board which met for the last time and was formally acknowledged at Dinner on 20 June. They have been generous in their service and commitment during a time of significant challenge and governance change in EREA's history.



Adj. Prof Iyla Davies OAM
LLB(Hons) LLM, FAICD
Chair, EREA Ltd
Parent Entity Board

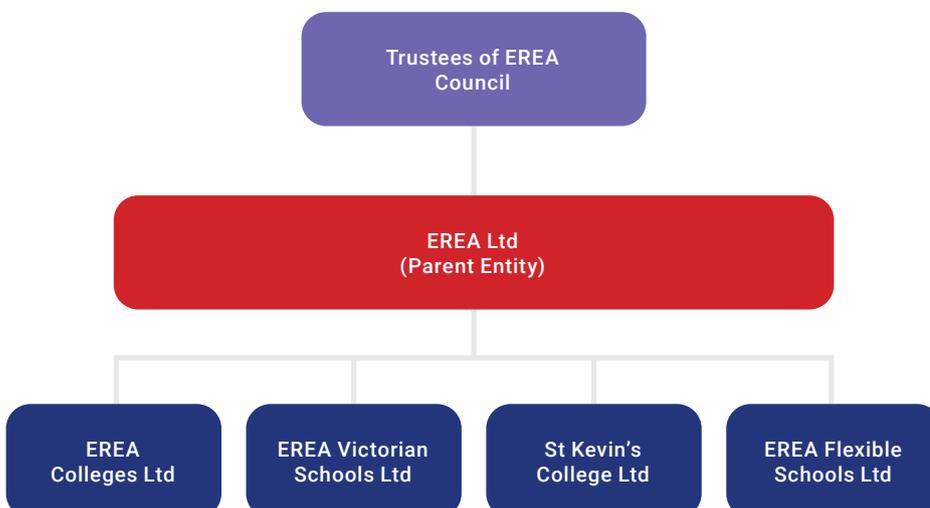
It is an honour for me to be stepping into the role of inaugural Chair of EREA Ltd. By way of background, I was one of eight children, and with my sisters, I was educated by the Sisters of Mercy while my older brothers were educated by the Christian Brothers in a small country town of Dalby in Queensland.

I began my professional life as a lawyer and spent most of my career as a law academic. During this time I also served on a number of not for profit and statutory boards both at state and national level. My roles in the field of education have included primary, secondary and tertiary. For the past nine years I have been Chair of the All Hallows' School Ltd Board. All Hallows' School is a large 160 year old, well respected Mercy school in Brisbane.

The charisms of the founders of both the Sisters of Mercy and the Christian Brothers, Catherine McAuley and Blessed Edmund Rice, have been guiding forces in my own life. Both founders believed and worked as leaders in empowering others through the transformative nature of education. I have witnessed the benefits of their charisms in my life and in the lives of so many others. This is my inspiration for taking on this leadership role with EREA.

I look forward to working with my fellow Directors to ensure that our students are safe and well educated and that the transformative nature of an Edmund Rice education continues to benefit students.

Our new structure is taking shape, formed in consultation with our stakeholders



EREA Ltd will be responsible for the Mission and Stable Patrimony in the Subsidiary Companies.

Schools will be registered with the subsidiaries. Subsidiaries will take broad responsibility for staff and student experience, child safety and agency and other key aspects of school life.

New EREA Board Directors



Adjunct Professor Iyla Davies OAM (QLD) as the Chair of Inaugural Board of EREA Ltd which will transition to full operation on 1 January 2023, leads a Board which along with the newly appointed Trustees represents the commitment of the Trustees to the Australia-wide mission of EREA and our commitment to active contribution to the 16 dioceses in which we cooperate with the Bishops, in the mission of Catholic education. Each of the Directors brings strong experience of and commitment to education in the Edmund Rice tradition.



Cynthia Rowan (QLD) has spent more than 25 years in senior and executive roles with the Queensland Government, mainly on Indigenous policy and inclusion, child safety and family support. Cynthia spent two terms as a part-time Commissioner for Queensland Corrective Services where she monitored the implementation of the Royal Commission into Aboriginal Deaths in Custody. Cynthia is the Reconciliation Action Plan Manager for the Archdiocese of Brisbane. As a recently appointed continuing Board Member (2021), Cynthia ensures continuity whilst naming the challenges and contributing strategic insights to all aspects of EREA.



David Penny (NSW) brings qualifications in both business and theology and experience as a Non-Executive Director in complex not for profit organisations, including Director of the Australian Catholic Safeguarding Limited (ACSL) to make the church a safe place for all. He is currently Executive Director of ISMAPNG, a Non-Executive Director on a number of Boards including Calvary Ministries, Centre for Christian Spirituality Ltd and the BCA National Training Group. David brings a detailed understanding of the Catholic Church and the environment in which it operates, its civil and church responsibilities. He is grateful for his education by the Christian Brothers, has a sound understanding of the charism of Edmund Rice and is keen to contribute.



Sonia Nolan (WA) is an accomplished senior executive and proven Board Director. She commenced her early career in communications and public relations roles and continues to consult and advise organisations in communications and strategy. She played an integral role in transforming the Catholic Education of Western Australia operations in her role as Commissioner. Sonia has contributed to successful systemic change and advises Ministers, Bishops and Business Leaders. Relevantly, she is very familiar with the school systems, funding, and key challenges and opportunities for Catholic education not only in Western Australia but nationally. Sonia's sons, nephew, brother have all been educated in CB schools – she is committed to EREA.



Stephen Elich (VIC) is an experienced Board Director and Senior Executive with a 25+ year proven track record of success in governing and leading large, complex, national organisations through the establishment, development and implementation of transformational change to deliver sustainable growth, profitability and strong operating cash flow, specifically in the NFP area. Stephen's commitment is evident in his ongoing contribution to the AICD Not For Profit Advisory Group and his transformation of YMCA. He brings a strong commitment to the charism of Edmund Rice and EREA through his close affinity with the Christian Brothers and his active membership and chairing of the Board of Edmund Rice Camps (Vic) over many years and the education of his sons at an EREA College.



Brian Bissaker (NSW) brings strength in the areas of authentic leadership, design, innovation, strategy and governance. He has extensive board experience across a broad range of entities from large global firms (Citigroup P/L) to start-ups and industry associations. He has also recently stepped down from a position as an Adjunct Professor at the University of Sydney Business School working with the Executive MBA program. His commitment to education is exemplified as Chair of the Board at Monte Sant Angelo College Sydney and his role as Board Chair and part owner of Year 13 P/L, Brian has a keen interest in helping young Australians fulfil their potential in life post school to the great benefit of themselves and Australian society. Through his charitable work Brian also has an interest in striving to alleviate the dire problem of homelessness in Australia.



Dr Susan Stevens (VIC) is currently a Board Director of a College, Pathways Deputy Chair and Board Director 2022 on the Melbourne Archdiocese Catholic Schools (MACS) Education Strategy & Policy Board. She brings proven experience and performance as Principal of Loreto College, membership of the Victorian Curriculum and Assessment Authority (VCAA) with responsibility for this Music VCE subject across Australia and prior experience as a member of the Mary Ward International Australia Grants Committee and Chair & Director Mary Ward International Australia. Susan's passion for quality education, dedication to Catholic education and familiarity with Victorian Regulatory Requirements will be an asset.



Mark Anderson (VIC) brings to the role over 20 years' experience in non-executive director positions in the government, for profit and non-for-profit sectors with strong experience in the finance and audit areas. Mark is currently serving as a Board Director across education, aged care, leisure entities and as a member of the outgoing EREA Board represents the continuity necessary during this period of transition. Mark is strongly imbued with the charism of Edmund Rice and has deep knowledge of the 55 EREA schools around Australia.

School & Partner Engagement

Regeneration is a time of great change and renewal. It is a fundamental step towards EREA witnessing to high-quality practice in the educational landscape. Meaningful consultation and engagement with our school leaders, all staff members and with the school community is important to us as well as our broader community.

We are walking with and learning from Catholic Education Offices and Dioceses, Education Regulators, Unions and other Ministerial Public Juridic Persons. Over the past year, the Executive Director, Craig Wattam, and the Transition Committee's Executive Officer, Audrey Brown have met with a variety of leaders who have provided advice. A combined expert group of parents and Catholic leaders comprised the Reference Group which recommended the new EREA structure. These organisations and their people have continued to be magnanimous and supportive. We draw strength from these communities, and thank them for their generosity and shared wisdom.

Over the past year, we have been consulting with Principals and Business Managers, most recently at the EREA National Conference. The feedback session provided us with helpful information which has been integrated into upcoming engagements and Q&A sessions.

Within Flexis, change experts PWC, are leading the Queensland Flexi teams through a consultation process designed to empower them to make decisions about how they will come together in 2023. Creating agency for those with the most knowledge, who are closest to understanding the needs of Flexis, we are grateful for their input.

In recent months, several critical engagements have commenced in Victoria to uplift our governance including child safeguarding practice. These engagements involve diverse school community stakeholders, and include:

- A series of working groups in May and June with representative Principals and Business Managers to consult on the delegations
- Monthly Business Manager (optional) meetings to discuss progress and take questions, enabling school readiness for technical changes to come
- Queensland and Flexi Business Manager meetings to

transition to the schools from a shared to school and state specific ABN's, respectively

- An All-HR meeting to gather information (eg international students) and share next steps
- Incorporation Update and School Engagement overview to Principals, 3 May
- Child Safeguarding workshop concerning changed government regulations MO1359 with Victorian Principals and Child Safety Officers, 4 May
- Child Safeguarding Governance Workshop with the EREA Executive group on 12 and 17 May to examine the uplift of child safeguarding governance and further develop the EREA Child Safety Strategy
- Establishment of an ongoing Southern Region Safeguarding Support Network, 16 June
- Flexi specific engagement to support the transition
- All school's HR leaders meeting, 16 June

Ray Paxton and his team are leading the work on deeper engagements within schools, focused especially on Child Safety. This provides a forum for members of EREA to engage in understanding how existing training programmes can be augmented.

Engagement with our school network will continue in the upcoming months and provide a space to explore what is of importance to you during this transition and to understand what questions you might have. Additional sessions will be held throughout the school year and are to include:

- Engagement sessions for Principals, Deputy Principals, Business Managers and HR Managers
- Monthly Incorporation Update sessions (optional) for school Principals
- Child Safeguarding engagements with school-based staff

Our Engagement Approach

GROUNDED IN TRUST

Build trust and confidence to create buy-in for the change across stakeholder groups.

GENUINE LISTENING

Provide the opportunity to voice opinions, listen genuinely and incorporate these views.

CLARITY OF ACCOUNTABILITIES

Provide clarity of accountabilities for actions across stakeholder groups.

COMMON LANGUAGE

Build a shared and common understanding of the change across all of EREA.

Engagement sessions will include both face-to-face and online formats to ensure participation is maximised. We look forward to welcoming you to more of these sessions shortly.

Flexi Transition

by Craig Wattam

There have been some developments with the organisation and structure of our flexible learning schools. As many of you will be aware, the national Flexi Network has grown over time to meet the needs of our various communities. This organic growth has also been accompanied by commensurate increase in necessary administrative tasks and responsibilities. At times, it has also led to a level of duplication and complexity in our ways of working.

In May 2020 we began the journey of reimagining our Networks through a review of our Flexible Learning Centres and our ways of operating, to better serve the young people we work with every day. As a result of the work completed with the review, and in consultation with our Flexi Leaders, I am pleased to announce that from 1 January 2023, the six Flexi Networks will become three regions. The three Queensland networks, Marlene Moore, Xavier, and Wollemi will merge to form one Queensland region. The Eastern Region and Nano Nagle Network will be joining to become the combined Southern region. The Oscar Romero Network will remain unchanged in the medium term.

The merging of the networks will bring together our collective wisdom and experience, leading to better outcomes for all of our schools. In addition, this is an opportunity to streamline our back-office services and thus, better stewardship of our resources. We all share core principles and common ground, and these ways of operating will continue in the national structure, with the national team based in Queensland. This change will also formalise the existing collaboration between the networks and provide us with the required systems and structures to be able to better support all schools.

The Network Teams have been informed about the planned changes and will be provided with the necessary assistance throughout the transition period. Network Team members will have a continuing role into next year in supporting schools, though their work may evolve as the organisation moves through this transition. Over the coming weeks, members of the three Queensland Networks will work to start planning our approach to the changes and ensure that staff and the young people at each school experience minimal impact from this process so that as our new structure emerges, the support offered to schools will only improve, leading to better outcomes for young people.

With the Flexi Network becoming a new entity through the incorporation process (EREA Flexible Schools Ltd) there will be a new Board and Board Chair appointed. Together with other experts, members of this new Board will form a panel to appoint a new National Flexi Leader. I will keep you informed of developments as they occur.

I am confident that the changes to our Flexis will provide a seamless, and strategic approach to the leadership and operation of our schools. I know that together with the creation of EREA Flexible Learning Schools Ltd our Flexible Learning Schools can look to the future with optimism and hope.



Project Update



Dr Craig Wattam
Executive Director

Our collaboration with the Catholic Education Commission in Victoria (CECV) continues as we prepare the necessary documentation for incorporation here in Victoria. Similarly, the Directors of Schools in each state and territory have been liaising regularly with the regulators to ensure that we meet the requirements of change of proprietor in the various jurisdictions in which we operate schools. We continue to work with Ernst and Young, external consultant Audrey Brown and many other experts in assisting us with this demanding work.

Our staff at the National Office are working tirelessly to write policy and appropriate frameworks, finalise the financial and non-financial delegations, and ensure the reporting structures provide appropriate line of sight to the Boards. In doing this work, we are providing our students with the best possible governance systems and processes that keep young people safe and promote their learning and wellbeing.

Once the constitutions are completed, and our applications are submitted to all of the regulators, we will continue in earnest to engage with our school communities on socialising and training-in the new triumvirate of policies, delegations and reporting. In addition, and equally as important, this engagement process will allow for questions, concerns, and true dialogue about how our new structures will be lived out in practical terms.

I look forward to the advent of our new Boards and welcoming the new Board Directors as they are appointed. The subsidiary boards will provide tailored and incisive governance to the various elements and entities in our national EREA organisation.

I am really excited about the birth of these new entities to provide a new era for EREA. We continue to treasure and hold closely, all those things that are so dear to our organisation, especially our Charter and the Touchstones. These things articulate not just what we are about as a Catholic education organisation, but more importantly they are about who we are; with, and for, each other. They speak to the living of the Gospel imperative to bring Good News to the poor. I know that what is great about EREA will continue to be central to our future. The improvements to our governance, culture, and processes, will result in a better EREA for our students and staff. I am confident that the tremendous hard work of so many people will be rewarded when EREA Ltd goes live on 1 January 2023, and our key focus on the safety, wellbeing, faith and learning of our young people will continue to be central to our collective vocation.

Progress to Date

- Successful conference with Principals and BMs outlining key details of progress
- Foundational documents at advanced stages including constitution and school transfer agreement
- Flexible Schools requested to be registered as a PBI (Public Benevolent Institution). Flexi changes to the network teams have been announced
- Structural planning continues with detailed review of all state legislation
- Registered new entities with ASIC & preparing for registration with ACNC
- ABN migration in place. Tailored engagement with Queensland Business Managers on ABN migration
- New Board members take responsibility for EREA (Body Corporate) Board until year's end
- Further engagement with schools, with particular emphasis on child safety

Key Term 3 Events & Timing



June

New EREA Board induction process begins
Finalisation of constitution and other foundational documents
Submission of Victorian registration pack
All state registration timelines mapped
School engagement continues including an All Schools HR meeting
Engagement with the requirements of MO1359 especially child empowerment
Flexi transition engagement

July

New EREA Board members commence
Flexi transition continues
Finalisation of amendments to constitution and other foundational documents
Transition of ABN's in Queensland schools and Flexis continues
Consultation continues with Principals, Deputies, HR Leaders, Business Managers and Compliance Leaders
Transition to new Vic Child Safety Standards MO1359

Ongoing

Monthly Transition Committee meetings
Engagement commences within Victorian Schools
Preparation for transition of staff to new entities
Continued consultation with Principals, Deputies, Business Managers, HR and IT leaders
Engagement continues for all schools

Regeneration Plan Next Steps

- 01 Transition and commencement of new EREA Board
 - 02 Flexi transition consultation continues
 - 03 Continue Engagement with EREA Schools to lift governance knowledge
 - 04 Continued work on Incorporation
 - 05 Finalisation of EREA policies, delegations and reporting
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Further Information

We thank you all for your assistance with the Regeneration project and your support for ongoing progress.

For further information and support, the Regeneration team can be contacted at regenerationsupport@erea.edu.au

For **Principals**, your Directors of Schools can provide further information. For **Business Managers** support is provided by Incorporation consultant.

We look forward to continuing to work in partnership with school communities in the spirit of Blessed Edmund Rice, to offer safe and quality education opportunities to young people and families across Australia.

The Regeneration of EREA brings tremendous amounts of hard work, yet it also offers us a wonderful opportunity to imagine and shape our future as a hope-filled and high-quality organisation, preserving the best of our history while embracing contemporary and robust governance.

Our work is always inspired by a desire to animate the life, work and mission of Jesus. We do so steadfast in the knowledge that God cares for all humanity and creation.

Live Jesus in our hearts - forever.