



District of Australia, New Zealand,
Pakistan & Papua New Guinea

DISTRICT PLAN

2018-2022

The Promise of Vitality

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Introduction

From Brother Visitor

Dear Lasallians,

I am happy to introduce you to the District Plan 2018-2022. This plan is the culmination of extensive consultation throughout the District and is inclusive of the outcomes of the very successful and engaging District Mission Assembly and District Chapter held in April and July 2018 respectively. Just as you engaged in the process to date I invite you to enter wholeheartedly into the implementation of the District Plan at the local, Sector and District levels.

The District Plan respects and acknowledges the diversity so evident across the District but it also seeks to strengthen the mission through collaborative efforts together and by association both within and beyond the District.

Paramount in the plan is that it affirms that we must aim for best practice when it comes to the care and well-being of those “entrusted to our care” as St John Baptist de La Salle reminds us in his meditation. The implementation of this plan reminds all Lasallians that the standards for safeguarding children and vulnerable adults as mandated by Catholic Professional Standards Ltd are District policy.

As the mission is advanced through education we give priority to service of the poor and the most vulnerable. As we develop the mission, ensuring the viability of our works necessitates the need for sound financial practices and the ongoing development of partnerships and funding strategies.

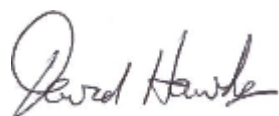
Throughout the Institute with the District as no exception, formation is a priority and critical to mission. Formation must be available to all, and that will require the use of various mediums and technologies.

The District Plan is launched as the Tercentenary Year is about to open. Now and well into the future we must give proactive attention to Lasallian Vocations.

The over-arching theme of the Strategic Plan is “The Promise of Vitality”. The signs of vitality that we witness in the mission daily across the District are opportunities that we build upon in order that the Plan is a living and practical document. We have an opportunity to “seize the moment” committed to the fact that the Plan is much more than words on paper. All must own the Plan.

Let’s all engage as people of Faith and Zeal to implement the District Plan. I encourage and welcome your active participation. Let’s commend our plan to God in prayer both individually and collectively.

Yours sincerely,



Br David Hawke FSC
Visitor



Mission Statement

The purpose of the Institute is to provide a human and Christian education to the young, especially the poor, according to the ministry which Christ has entrusted to it.

The Brothers' Rule, Art. 3



VISION



Overview

Strategic Priorities And Strategic Intents

STRATEGIC PRIORITY 1 FIDELITY TO MISSION

Fidelity to the Lasallian charism requires our commitment to the evangelising mission of the Catholic Church and assumes a spirit of faith and zeal to best address the needs of the young, especially those who are vulnerable and disadvantaged.

- Authentic Delivery of the Lasallian Mission
- Mission Delivery through Association
- Place-based Models of Mission Delivery
- Giving Voice through Lasallian Advocacy and Social Justice
- Safeguarding Children and Vulnerable Adults
- Lasallian Vocation

STRATEGIC PRIORITY 2 FORMATION

Informed by the core values of faith, service and community, formation under the leadership of the Gerard Rummery Institute provides the opportunity for development, both personal and professional, of people of all faiths in ways which bring the Lasallian mission to life.

- Adaptive Lasallian Formation Programs
- Formation in Action
- Engaging Young People

STRATEGIC PRIORITY 3 VIABILITY AND SUSTAINABILITY

The identity and vitality of the Lasallian mission will be sustained by faith, strong stewardship of resources both human and financial, a commitment to creativity, innovation and partnering, and the utilisation of contemporary technologies and business practices.

- Financial Sustainability
- People, Positioning and Partnerships
- Contemporary Business Management Systems

STRATEGIC PRIORITY 4 GOVERNANCE AND LEADERSHIP

The development of current and future leaders, new governance paradigms, and adaptive organisational structures are fundamental to authentic Lasallian association for the delivery of mission across all Sectors of the District.

- Vibrant and Sustainable Mission
- Building Governance and Leadership Capacity
- Risk Management

STRATEGIC PRIORITY 5 BROTHERS TODAY

Today's world, especially that of young people and the poor, requires authentic witnesses of Christian faithfulness, fraternal relationships and a Gospel life with and for others. (Circular 469)

- Spiritual Life
- Identity of the Brothers
- Vocation of the Brother
- Expressions of Community Life
- Brothers' Formation
- Community Leadership
- Health and Wellbeing

FIDELITY TO MISSION

“Ask God to be good guides for the young people confided to you, through the inspiration you receive through God’s assistance, and by your fidelity to doing your work.” MR197.3

Fidelity to the Lasallian charism requires our commitment to the evangelising mission of the Catholic Church and assumes a spirit of faith and zeal to best address the needs of the young, especially those who are vulnerable and disadvantaged.



1.1 Authentic Delivery of the Lasallian Mission

- 1.1.1 Utilise human and financial resources to further the mission in areas of highest disadvantage in the District inclusive of twinning.
- 1.1.2 Develop Lasallian works within global/societal realities including multi-faith, no faith and multi-cultural contexts.
- 1.1.3 Develop an evidence-based instrument to enable the discernment of each work of the District as authentically Lasallian.

1.2 Mission Delivery through Association

- 1.2.1 Facilitate the sharing of human resources between works across the District and internationally.
- 1.2.2 Develop a youth participation framework to engage young Lasallians in mission.
- 1.2.3 Utilise digital platforms which increase connectivity, collaboration and exchange of information and resources.
- 1.2.4 Develop strategic partnerships among a range of entities including inter-congregational, Diocesan educational authorities and inter-denominational groups.

1.3 Place-based Models of Mission Delivery

- 1.3.1 Develop viability criteria to assess and prioritise new and existing works.
- 1.3.2 Develop models of mission delivery which are adaptive and responsive to each local context.
- 1.3.3 Evaluate existing programs to assess adequacy and impact.

1.4 Giving Voice through Lasallian Advocacy and Social Justice

- 1.4.1 Undertake advocacy to promote the needs of vulnerable and disadvantaged young people and at-risk communities.

1.5 Safeguarding Children and Vulnerable Adults

- 1.5.1 Implement Catholic Professional Standards (CPSL) across the District.
- 1.5.2 Develop a child engagement strategy, including child friendly information, communication and reporting pathways.
- 1.5.3 Implement professional development specifically focused on child safety for those engaged in Governance and Leadership.
- 1.5.4 Develop an annual audit schedule for the review of policies and practices across works.

1.6 Lasallian Vocation

- 1.6.1 Develop and promote the Lasallian vocation to attract people with skills for all roles related to the mission.
- 1.6.2 Promote careers within the Lasallian mission.

LASALLIAN FORMATION

“Reflect on what Saint Paul says, that it is God who has established in the Church apostles, prophets, and teachers, and you will be convinced that God is also the one who has established you in your work.”
MR201.1

Informed by the core values of faith, service and community, formation under the leadership of the Gerard Rummery Institute provides the opportunity for development, both personal and professional, of people of all faiths in ways which bring the Lasallian mission to life.



2.1 Adaptive Lasallian Formation Programs

- 2.1.1 Promote an informed understanding of Lasallian formation.
- 2.1.2 Develop a Lasallian Professional Learning Framework to integrate structures, pedagogy and programs.
- 2.1.3 Implement an annual program of formation for all those in governance and leadership.
- 2.1.4 Co-design, develop and deliver culturally appropriate and adaptive Lasallian formation programs.
- 2.1.5 Increase access to all Lasallian formation programs by utilising a range of modalities.
- 2.1.6 Utilise global partnerships across the Institute for professional development opportunities.
- 2.1.7 Source sponsored professional development opportunities to deepen capacity for leadership across the District.
- 2.1.8 Establish an on-line repository of Lasallian resources available to support self-paced formation.

2.2 Formation in Action

- 2.2.1 Utilise the experience of those who participate in extended formation opportunities to contribute to formation in the District.
- 2.2.2 Consolidate the practice by each MAC of supporting and guiding formation activities and the setting of participation expectations.
- 2.2.3 Provide multicultural and inter-faith immersion opportunities to deepen personal formation.

2.3 Engaging Young People

- 2.3.1 Deliver a range of formation programs for young Lasallians.
- 2.3.2 Support youth ministry and volunteer opportunities across the District.

VIABILITY AND SUSTAINABILITY

“Jesus Christ has sent you, and the Church, whose ministers you are, employs you, so bring all necessary attention to fulfilling this service with as much zeal and success as the saints have done.” MR199.2

The identity and vitality of the Lasallian mission will be sustained by faith, strong stewardship of resources both human and financial, a commitment to creativity, innovation and partnering, and the utilisation of contemporary technologies and business practices.



3.1 Financial Sustainability

- 3.1.1 Realise cash from the sale of District property assets.
- 3.1.2 Improve financial management practices and KPI reporting across each Sector to deliver transparency, rigor, accountability and due diligence.
- 3.1.3 Access new income pathways inclusive of partnerships, sponsorships, philanthropy and government funding.
- 3.1.4 Develop financial models and practices to secure the financial viability and sustainability.

3.2 People, Positioning and Partnerships

- 3.2.1 Develop human resource models which enable the recruitment, remuneration and retention of suitably qualified and experienced workforce particularly in Pakistan and Papua New Guinea.
- 3.2.2 Develop a Sector alumni network to provide opportunities and connections to individuals and works.
- 3.2.3 Develop a sustainable model for resourcing of Lasallian volunteer programs across all Sectors.
- 3.2.4 Develop a brand strategy to inspire and encourage engagement.
- 3.2.5 Develop and coordinate District-wide activities to celebrate significant Lasallian events.
- 3.2.6 Develop a communication strategy to articulate a compelling and cohesive narrative of the realities of the poor and Mission.

3.3 Contemporary Business Management Systems

- 3.3.1 Utilise contemporary technologies to provide cost effective communications and business systems across the District.
- 3.3.2 Develop collective purchasing opportunities within each Sector and the District.
- 3.3.3 Develop local business/community partnerships which underpin works financially and through the provision of in-kind services.

GOVERNANCE AND LEADERSHIP

“Act in such a way, by your good and wise leadership of those entrusted to you, to obtain your reward and your glory.” MR208.3

The development of current and future leaders, new governance paradigms, and adaptive organisational structures are fundamental to authentic Lasallian association for the delivery of mission across all Sectors of the District.



4.1 Vibrant and Sustainable Mission

- 4.1.1 Streamline District governance and leadership structures.
- 4.1.2 Communicate District structures, services and personnel to encourage awareness of and engagement with the Mission.
- 4.1.3 Amalgamate MACs and Sector Councils.
- 4.1.4 Recruit and appoint personnel with skills and competencies required for leadership and membership of MACs.
- 4.1.5 Implement annual business plans developed by MACs in each Sector.
- 4.1.6 Develop a model for lay participation on the District Council.
- 4.1.7 Investigate the viability of LMC as a Public Juridic Person.

4.2 Building Governance and Leadership Capacity

- 4.2.1 Develop and implement a leadership development program for Brothers from all Sectors.
- 4.2.2 Develop and implement a skills matrix to identify and inform membership and development of Boards, MACs and committees.
- 4.2.3 Facilitate timely succession planning through targeted professional learning.
- 4.2.4 Promote opportunities for women in leadership roles across the District.
- 4.2.5 Develop and implement a mentoring program within and across Sectors.

4.3 Risk Management

- 4.3.1 Develop and maintain a risk management model inclusive of risk appetite, risk identification and risk management strategies.
- 4.3.2 Assess and report on critical financial risks associated with issues such as legal liability, redress, funding changes and government policies across all Sectors.
- 4.3.3 Assess and report on critical risks associated with child and vulnerable adult safety and wellbeing.

BROTHERS TODAY

“Entreat the God of hearts to make your heart and those of your Brothers one in the heart of Jesus.” MD39.3

Today’s world, especially that of young people and the poor, requires authentic witnesses of Christian faithfulness, fraternal relationships and a Gospel life with and for others. (Circular 469)



5.1 Spiritual Life

- 5.1.1 Strengthen and animate the spiritual life of the Brothers in the spirit of Chapter 5 of the Rule.
- 5.1.2 Promote opportunities to share spirituality and community life with people engaged in ministry.

5.2 Identity of the Brother

- 5.2.1 Promote the significance of the Brother in Lasallian works, the Church, and wider community.
- 5.2.2 Revitalise the confidence of the Brothers in their self concept, as Brothers to each other, and to the wider community.

5.3 Vocation of the Brother

- 5.3.1 Emphasise service of the poor as a key component of Brothers' vocation promotion in all four Sectors.

5.4 Expressions of Community Life

- 5.4.1 Strengthen and animate community life so that it reflects diversity in culture, personality and age.
- 5.4.2 Develop viability models for communities taking into account people, leadership and financial factors.
- 5.4.3 Develop new paradigms for community living inclusive of all Lasallians and members of other congregations.

5.5 Brothers' Formation

- 5.5.1 Develop and promote formation programs for all Brothers in theology, catechetics and shared Mission with Lasallian partners to enable them to fulfil their role in evangelisation.
- 5.5.2 Establish mentoring and accompaniment programs for all Brothers across the District, with a focus on young Brothers.
- 5.5.3 Develop personalised programs for young Brothers to prepare them on a professional and apostolic level including as members of decision-making bodies.

5.6 Community Leadership

- 5.6.1 Develop and implement a program for current and future Community Directors.
- 5.6.2 Strengthen financial acumen in the management of community finances.
- 5.6.3 Promote shared and delegated responsibility for leadership within communities.

5.7 Health and Wellbeing

- 5.7.1 Maintain appropriate support services and programs to provide for the health and wellbeing of Brothers of all ages.
- 5.7.2 Develop activities and options for senior Brothers that value their experience and wisdom.

GLOSSARY OF TERMS

ANZPPNG – the acronym for the District of Australia, New Zealand, Pakistan and Papua New Guinea.

AUSMAC – Australian Mission Action Committee.

Auxiliary Visitor – a Brother who assists the Brother Visitor and acts as a substitute for him in his absence.

Brother Visitor – Religious Superior of the District, equivalent to the term “Provincial” in most religious congregations.

Canon Law – the official compilation of the laws (called “canons”) of the Catholic Church.

District – a geographically-based administrative area in a region containing enough Brothers to form an official, canonical, administrative unit in the Institute under the direction of a Brother Visitor.

District Chapter – the highest decision-making and direction-setting gathering of Brothers in the District, undertaken every four (4) years to set directions and formulate legislative acts, including formulation and/or review of District Statutes and election of District Council members.

District Council – the key advisory Council of the Br Visitor, at least two-thirds of which are elected by the District Chapter.

District Statutes – local organisational arrangements for a District, established by a District Chapter for submission to the Br Superior General for approval.

Economic Council – the District’s Finance Committee which advises the Brother Visitor and District Council on financial matters.

FSC – an acronym for (Latin) Fratres Scholarum Christianarum (= Brothers of the Christian Schools), sometimes used after a Brother’s name to connote his membership of the De la Salle Brothers; in recent times the acronym has also been serendipitously used to connote three essential identifiers of “being Lasallian”, namely Faith, Service, Community.

General Council – International Leadership advisory body made up of eight General Councillors from across the Regions, with the mandate of advising and supporting the Superior General.

General Councillors – eight Brothers (some elected, some appointed) to assist the Superior General in the governance and administrative work of the Institute.

GRI – Gerard Rummery Institute – entity charged with responsibility for development and delivery (through LMS) of formation and professional development opportunities, under the auspices of the LMC.

ICYL – International Lasallian Youth Council.

CIAMEL – International Council for Lasallian Association and the Educational Mission.

Institute – the technical name of the religious congregation, Brothers of the Christian Schools, known in Australia as the De La Salle Brothers and elsewhere also as Lasalle Brothers.

Lasallian Volunteers – young people who volunteer for a period of time, usually a year (or more), in works across the District.

LFA – Lasallian Foundation Australia - the Australian overseas aid organisation established to provide support primarily for schools and works of countries in South East Asia; LMC assumed “ownership” (as company member) of LFA in 2018.

LMC – Lasallian Mission Council – an incorporated entity, with a Board comprising a minimum of 50% lay Lasallians, with delegated overall responsibility for the coordination and integration of mission on behalf of the District; LMC responsibilities include a governance mandate as company member (owner) of the six incorporated works in Australia; the term LMC is often used to refer to the Board itself.

LMS – Lasallian Mission Services – operational arm of the Lasallian Mission Council, with direct responsibility for the delivery of formation and youth ministry programs, for the authentication of the Lasallian character of schools/works and for the coordination and support of the District's mission.

LYM – Lasallian Youth Ministry.

MAC – Mission Action Committee – a group of Lasallians in each Sector who have delegated responsibility for coordinating, monitoring and initiating mission activities/services within the Sector; the MACs are accountable to LMC.

Mission Assembly – a convention held for Lay Partners and Brothers from across the entire District, generally held every four years prior to the District Chapter and comprising at least two-thirds lay Lasallians.

Mission – used traditionally across the Institute in the statement, “the mission of this Institute is the human and Christian education of young people, especially the poor”; the term used to summarise collectively Lasallian schools, works and services.

NZMAC – New Zealand Mission Action Committee.

PAKMAC – Pakistan Mission Action Committee.

PARC – Pacific Asia Regional Conference, referring to the Districts in the Pacific Asia part of the Institute, namely: ANZPPNG, LEAD (Lasallian East Asia District), India, Sri Lanka, Vietnam.

PJP – Public Juridic Person - an entity, group or organisation recognised in Canon Law as having public legal status within the Catholic Church; traditionally, PJPs were and are dioceses, parishes and religious congregations; in more recent times groups of lay people, usually associated with religious congregations but most often with totally separate civil legal status, have been accorded the legal status of PJP by the Catholic Church, at whole-of-Church level or at diocesan level; examples are Mary Aikenhead Ministries and Edmund Rice Education Australia; LMC is NOT a PJP – it falls directly under the mandate of the Br Visitor; the Institute is a PJP and within the Institute the District is a PJP, both officially recognised in Canon Law.

PNGMAC – Papua New Guinea Mission Action Committee.

PSO – Professional Standards Officer.

Sector – a geographic sub-unit of a District; the District of ANZPPNG has four Sectors, namely: Australia, New Zealand, Pakistan and Papua New Guinea.

Sector Coordinator – Brother appointed to Chair the Sector Council.

Sector Council – group of Brothers with delegated responsibility for organisational and financial matters in a Sector.

Sector Vocation Coordinator – Brother appointed to take a lead role in promoting the vocation of Brother in a Sector.

Superior General – Religious (Brother) Leader (at the global level) of the Institute of the Brothers of the Christian Schools (De La Salle Brothers).

Twinning – a program which provides mutual support and assistance between works.



La  **Salle**
District of Australia, New Zealand,
Pakistan & Papua New Guinea

www.delasalle.org.au