

BEING FULLY ALIVE

Strategic Plan | 2026 - 2029



ROSEBANK
COLLEGE

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land on which we gather today, the Wangal people of the Eora Nation.

We pay our respects to their Elders, past and present and to our young people today who embrace connection to Country. We recognise their continuing connection to this land, water and community.

We honour their culture, history and the ongoing contributions they make to our shared future.

May we be faithful stewards of this land.



BEING FULLY ALIVE

Christ | Church | Benedictine | Good Samaritan | Rosebank Tradition

Rosebank College is a Catholic, coeducational, contemporary College for Years 7–12, grounded in a proud tradition that began in 1867. As a school of *Good Samaritan Education* and part of a network of ten schools across three Australian states, we are shaped by the enduring legacy of the Sisters of the Good Samaritan and the strength of our Benedictine heritage.

This Strategic Plan marks a defining moment in our story. From 2027, Rosebank will enter a new chapter as a Year 5–12 College, extending our mission to nurture, educate and inspire young people at an even earlier and more formative stage.



Rosebank proudly presents its Strategic Plan 2026–2029: Being Fully Alive - more than a plan, it is a call to action.

Grounded in faith and inspired by the Benedictine and Good Samaritan traditions, this Plan reflects our commitment to providing a safe, caring, challenging and contemporary learning environment for all. Shaped through consultation with our Board, leadership, staff, students and families, it is built on our Mission, Vision and four Deaneries: Ministry, Learning, Pastoral Care and Physical and Cultural Engagement (PACE) and will be reviewed regularly to remain responsive and relevant.

Catholic education at Rosebank forms grounded, hope-filled young people who listen deeply, lead wisely and act with justice, love and compassion.

Being Fully Alive calls us to live an abundant life - rich in meaning, joy and hope through: Being in the World, Being in Community, Being a Learner and Being Active.

Through these, we nurture faith, excellence and service so every member of our community can grow, contribute and flourish.

OUR VISION

Rosebank College's Vision is to be a community of faith and for all to realise their full potential through personal leadership and lifelong learning.

We strive to develop leaders to personal excellence who:

- Nurture the importance of self-leadership and leadership of others.
- Embrace opportunities with agility and imagination.
- Respond with empathy and act with determination and compassion.
- Accept humility and service as a source of strength to empower others.
- Act as brave and critical thinkers who persevere with challenges.
- Advocate with moral courage for the good of others and our environment.



OUR MISSION

At its core, and at the centre of every Benedictine community is the invocation from our founder and spiritual guide, St Benedict – 'Listen'.

Listening invites us to engage in a process of reflection, leading to study in order to understand, which in turn compels us to go out and act. Central to our mission is 'Being Fully Alive'.



EXPLORING OUR STRATEGIC PLAN

The Rosebank Strategic Plan encompasses four domains of community activity with supported core services that enable its Mission. These domains shape our strategic direction for the next four years.



BEING IN THE WORLD

Ministry

BEING A LEARNER

Teaching and Learning

BEING IN COMMUNITY

Wellbeing, Pastoral Care

BEING ACTIVE

Embodiment and Activity,
Physical and Cultural
Engagement - PACE

ENABLING SERVICES

Represented by the gold outer circle, encompassing Finance, HR, Risk, Professional Learning and Governance

OUR STRATEGIC GOALS AND PRIORITY ACTIONS

The following strategic goals outlined in the mission framework domains are the evolution of our current services to meet the needs of our students, staff and families into the future as expressed in our Vision and Mission. They build on all the good things we do and represent our aspirations.



Strategic thinking is guided by three phases: planning, implementation and evaluation. This four-year framework ensures that all major College programs are regularly reviewed, supporting the growth of a dynamic learning community.

The Strategic Goals and Priority Actions provide the overarching structure for the Strategic Plan and reflect our core mission and purpose. Together, they form a cohesive and sustainable approach to achieving the College's aspirations.

The Plan will be enacted through annual development plans and team plans, with clear strategies, indicators and targets. Quarterly reporting will monitor progress and provide evidence of outcomes, improvements and impact as part of the College's annual reporting cycle.

I. BEING IN THE WORLD

STRATEGIC GOAL

To foster a love of Christ through the Good Samaritan and Benedictine traditions to discover what is good, true and beautiful.

PRIORITY ACTIONS

Deepen life-giving formation for Mission

- Renew resources for spiritual formation including senior student retreat and prayer life grounded in Benedictine and Good Samaritan traditions.
- Support Stage 3 Sacramental Program.
- Sustain service and outreach activities including St Vincent de Paul, immersions, parish and community service.
- Nurture servant middle leaders as modelled by the wisdom and service of Benedict and Scholastica.
- Prioritise Gospel values and Benedictine practices embedded in pastoral care and daily routines.

Embed Rosebank's Reconciliation Action Plan (RAP)

- Embed Indigenous perspectives across subjects.
- Strengthen cultural practices such as Acknowledgement of Country at assemblies, liturgies, events.
- Expand student formation such as workshops on Indigenous spirituality, storytelling and care for Country.
- Sustain a visible commitment to artwork, signage and sacred spaces honouring First Nations heritage.
- Build partnerships with Elders and local Aboriginal communities.

Align our commitment to Laudato Si' and integral ecology

- Integrate Laudato Si' into curricula.
- Embrace sustainable practices such as waste reduction, recycling and energy-saving measures.
- Engage sacred outdoor spaces for liturgy and prayer such as the Labyrinth and Birra Birra.
- Establish a Laudato Si' Action Team.
- Recognise and celebrate the Season of Creation, Earth Day, feast days.
- Seek ecological community outreach opportunities.



2. BEING A LEARNER

STRATEGIC GOAL

To be a community of curious, purposeful and active learners who are committed to personal growth and excellence.

PRIORITY ACTIONS

Embed emerging technologies to deliver contemporary learning experiences

- Embed AI tools in teaching, assessment and feedback in ways that are accurate, ethical and personalised for students.
- Develop a whole College-wide AI Assessment Scale that provides clear direction to staff and students about the integration of generative technology in assessment.

Deliver a differentiated Stage 3 curricular program

- Seek to develop cross-curricular units that promote deeper learning, creativity and meaningful connections across disciplines.
- Cultivate opportunities to deepen connection and inspire learning through a smooth, supportive transition from Stage 3 to Stage 4.

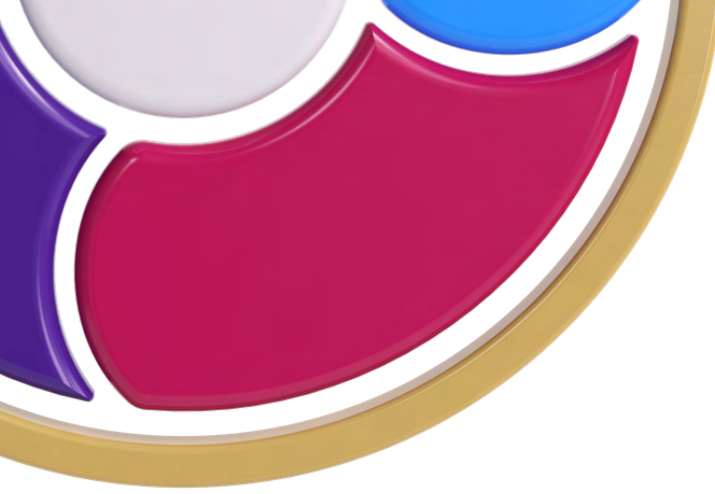
Integrate innovative learning and assessment methods that promotes student agency

- Design and deliver creative and rigorous assessments that cater for diverse learning needs and allow all students to demonstrate growth.
- Ensure assessment tasks are consistent, rigorous and benefit from AI and collaborative planning.

Increase the use and accessibility of data to gain insights into student learning and to inform teacher instruction

- Use data dashboards to track student progress and inform teaching.





3. BEING IN COMMUNITY

STRATEGIC GOAL

To cultivate an inclusive and connected community where every individual is supported to grow with resilience, discover meaningful purpose and embrace the joy of enriching the lives of others.

PRIORITY ACTIONS

Deepen the culture of Wellbeing

- Create a Wellbeing Hub.
- Establish a staff and student Wellness Team, to create initiatives that promote positivity, happiness and positive mental health.

Strengthen belonging, connection and celebration

- Establish meaningful connections and strengthen interactions with other Good Samaritan / Benedictine schools.
- Embrace opportunities of celebration within Houses, Year Groups and College.
- Development of Transitional Programs from Stage 3–4, Stage 4–5 and Stage 5–6.
- Development of a Stage 4 Engagement Program.

Empower service and leadership in action

- Initiate a Year 10 Experience based on building empathy and connection.
- Develop a menu of offerings that brings together all of the service opportunities, service programs and service leadership initiatives at the College.
- Initiate connections with past alumni leaders.



4. BEING ACTIVE

STRATEGIC GOAL:

To engage our community in life-affirming cultural, physical and creative experiences.

PRIORITY ACTIONS

Deliver a diverse and extensive Stage 3 co-curricular program

- Investigate Stage 3 co curricular opportunities and assess requirements to develop a 2027 calendar of events for Year 5.
- Review the 2027 calendar and assess requirements to develop a 2028 calendar of events for Years 5 & 6.
- Investigate options and implement Stage 3 Athletics and Swimming Carnivals.
- Establish administrative processes and systems to effectively manage and sustain a quality co-curricular program.

Support and develop cultural and creative programs

- Provide ongoing support during Thursday PACE to a variety of programs, including InspirEd, STEM and Musicals.
- Sustain and strengthen student opportunities in cultural and non-sport programs including debating and public speaking, chess, theatresports, Rosebank Academic Mentoring Program (RAMP) and the Duke of Edinburgh's International Award.
- Invest in the development of student coach and leadership mentoring programs.
- Seek suitable domestic and international travel opportunities.

Deliver high performance sport training programs and activities

- Continue to pursue suitable opportunities for students to represent the College in a wide range of sports and activities.
- Prioritise the engagement and retention of quality coaches and staff.
- Strengthen sports academy and training programs and expand opportunities where appropriate.

Create a health and fitness culture promoting active behaviours

- Develop and embed health and fitness programs that promote and inspire active lifestyles.
- Nurture opportunities to develop student/teacher and student/parent challenges, games and competitive opportunities.
- Expand and improve the Rosebank School Holiday Program.



ENABLING SERVICES

STRATEGIC GOAL:

To listen and act in the interest of our people, continuing to develop and strengthen the foundation of a dynamic, fulfilling educational environment.

PRIORITY ACTIONS

Commit to sustainable financial and physical resources stewardship guided by Laudato Si.' Environmental sustainability through financial stewardship and Student engagement

- Develop a long-term financial sustainability and suitability plan with transparent budget allocation, ensuring resources are appropriately matched to educational priorities.
- Embed environmental sustainability into financial planning and decision-making while providing authentic learning opportunities that empower students to contribute to a more sustainable future.
- Prioritise investments and procurement practices that support long-term environmental and financial sustainability.

Strengthen governance, risk, compliance and shared vision.

Enhance Risk Framework integration

- Undertake a comprehensive review and refresh of the risk management documentation to embed best-practice principles, clarify roles and responsibilities and establish consistent escalation protocols across all business units.
- Uplift Emergency Preparedness. Strengthen emergency readiness by investing in critical response resources, including equipment, training, personnel and conducting regular cross-functional simulations to test, validate and continuously improve business continuity and crisis response plan.
- Streamline Process Efficiency. Map and evaluate core risk-related operational processes to identify inefficiencies and resource constraints, implement lean process improvements to reduce manual effort and compliance gaps, and communicate changes clearly to staff to ensure adoption.

Optimise administration and time management. Enhance operational efficiency to reduce fragmentation and improve accessibility; maximising time for teaching, learning and staff wellbeing

- Optimise Timetabling for student learning and staff efficiency.
- Integrate Digital Systems and Platforms.
- Strengthen Administrative Workflows and Data Management.
- Build Staff Capability in Operations and Organisational Development.



ENABLING SERVICES (CONT.)

Embed whole-College purposeful technology integration

- Build capacity for leading technological transformation across the College community including: teaching staff and professional staff community engagement and tailored professional learning.
- Ongoing professional development innovation in AI and technology for professional and teaching staff to blend learning design and virtual collaboration platforms, adaptive learning technologies, and data-driven instruction using learning analytics.

Strengthen professional growth and the empowerment of staff. Attract, retain, and develop passionate educators and professional staff to deliver high-quality learning and services, to align with the College teaching and learning improvement goals and priorities

- Strengthen recruitment practices to target high quality, innovative, Rosebank values-aligned candidates.
- Continue formalised skills training, career advancement opportunities, regular feedback mechanisms, educational connections and ongoing strategic adult learning engagement aligned to the Teaching and Learning Goals and Priorities.
- Pursue academic partnerships to enhance professional learning and research skill development, networking and recruitment opportunities.
- Implement a dynamic leadership development framework of mentorship, peer collaboration, and leadership pathways to nurture emergence of College Professional and Teaching Staff leaders to inform Teaching and Learning Improvement.

Cultivate dynamic and inclusive culture for all staff. Foster an inclusive environment to encompass emotional, social and physical wellbeing of all staff

- Formalise a structured recognition program - celebrate achievements, develop aspirations and foster belonging.
- Develop and embed whole-College approach to staff social, emotional and physical wellbeing initiatives.





ROSEBANK COLLEGE

1A Harris Road Five Dock NSW 2046

communications@rosebank.nsw.edu.au

02 9713 3100

rosebank.nsw.edu.au

